

# COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES



## THE NATIONAL ACCREDITATION STANDARDS

- Sixth Edition -  
2019





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

Created by the  
**Commission for Accreditation of Park and Recreation Agencies**

Revised December 2019 (Amended 2015; Revised 2017)

Copyright © 1994, 1996, 1998, 2001, 2003, 2009, 2014, 2019 by the National  
Recreation and Park Association

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

### **Introduction**

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) Standards for National Accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with these national standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public and taxpayers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality.

Every park and recreation agency, whatever its focus or field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of park and recreation programs and services to the quality of life, each agency has an essential role in the lives of the people it serves. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons and community.

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

### Accreditation Process

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

### *List of Fundamental Standards*

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

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

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

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

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

### Understanding Standards

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

These standards are not a quantitative measure of the local availability of funds, lands, personnel, etc. and should be distinguished from other types of standards which address specific elements, such as open space standards, which are population-based, and playground equipment standards, which are product-based. These qualitative standards for accreditation are comprehensive, dealing with all aspects of agency operations.

The standards provide an effective and credible means of evaluating a park and recreation agency’s overall system. The standards apply to all park and recreation systems, inasmuch as they are considered to be the elements for effective and efficient operations. Most agencies administer both park and recreation functions; however, some agencies only administer recreation programs and services, not park systems, and others only administer park systems, not recreation programs and services.

Additionally, the jurisdictional structure of agencies differs throughout the country, with many agencies operating under municipal authority, while others operate under county, park district, or other structures. Further, the standards apply to agencies of all sizes in terms of personnel, budget, and population served. It is recognized that each community is unique and may meet the standards in differing ways.

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

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

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

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

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

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

### **About the Commission**

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

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

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



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

### **Using this Publication**

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

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

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

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

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

### Writing Guidelines

#### *Agency Self-Assessment*

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

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

#### Text Format

- Use the most current self-assessment template to help assure proper formatting and content.
- Include a narrative for each standard that provides a focused, concise and complete explanation of how the agency meets the standard.
- Correctly name and address references to electronic links and online documents.
- Number pages in either the header or footer.
- Place the full agency name at the top of each page, e.g. put in header.
- Use 1.5-inch margins.
- Use a simple font (e.g., Times New Roman, Calibri, Arial) in size 12 point font. Evidence of Compliance (EOC) Format
- Present the narrative and documented EOC in a consistent format for each standard. Refer only to those documents for which there is evidence presented. Number and list each piece of EOC as it is mentioned in the narrative. Do not list documents if they are not referenced in the narrative.
- When the EOC is an entire plan or manual, include only the title, date of publication, table of contents and, where required, the adoption or approval by the appropriate governing authority.
- When the EOC is only part of a multi-page document, plan or manual provide the title, date of publication, and page or pages with the relevant passage marked or highlighted. The report narrative or embedded electronic link must direct the

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

visitation team to the exact page, paragraph and line on which the evidence is referenced.

- List all evidence in the self-assessment in the same order in which it is listed in the narrative to facilitate easy retrieval and review. The narrative should be a brief explanation of how the agency meets the standard.
- Onsite files must be well organized to facilitate quick visitor access. Documents must be available in hard copy or electronic format.
- Electronic links and online documents must be named exactly as referenced in the corresponding narrative.
- Focus on providing only the required EOC; do not include extra materials that are not

necessary. Writing Guidelines

- Use proper grammar, syntax (sentence structure) and punctuation.
- Eliminate all spelling errors.
- Use abbreviations only after the abbreviation or acronym has been fully described, e.g. when the agency provides evidence of compliance (EOC) with the self-assessment, the EOC must be correctly identified.
- Use succinct and factual sentences to produce a tightly scripted document.
- Refrain from using proper nouns when referencing individuals; use pronouns, where possible.
- Write the self-assessment in a consistent “voice.” Identify and correct shifts in verb tense. Use the active voice and when appropriate eliminate passages written in the passive voice.
- Refrain from using overstatement and hyperbole.
- Include titles, dates and page numbers in EOC references.
- Include, revision, adoption and approval dates for tracking purposes, e.g. revision of the 1995 policy on encroachment was adopted on October 2, 2013.
- Never cut and paste or copy word-for-word from any agency report or website, unless properly cited.

Consequences for Failure to Follow Format and Writing Guidelines

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

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

### Observable Standards

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

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

### Resources

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

For questions or concerns, please contact:

Commission for Accreditation of Park and Recreation Agencies  
(CAPRA) c/o National Recreation and Park Association  
22377 Belmont Ridge Road  
Ashburn, VA 20148  
Tel (703) 858-0784  
Email [CAPRA@nrpa.org](mailto:CAPRA@nrpa.org)

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

### 1.0 - Agency Authority, Role, and Responsibility

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

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

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

### 1.1- Source of Authority ★

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2 – Law and Jurisdiction, pp. 36-37; Chapter 3 - Politics and Advocacy, pp. 61-62.

**Narrative:** The City of Garland, operating under a Home Rule status, holds the authority to adopt and amend its City Charter within the framework of the Civil Statutes of the State of Texas (Article XI, Section 5). Adopted on October 16, 1951, the Charter establishes a council-manager system of government. It includes key elements such as the definition of city boundaries, the general powers of the City of Garland, and the delineation of powers vested in the City Council and other appointed officials, including the City Manager.

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

[1.1 EOC 1 Home Rule](#)

[1.1 EOC 2 Civil Statutes of the State of Texas \(Article XI, Section 5\)](#)

[1.1 EOC 3 General Powers of City](#)

[1.1 EOC 4 Powers Vested in the City Council](#)

[1.1 EOC 5 City Manager](#)

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

### 1.1.1 – Approving Authority/Policy Body

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

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

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

**Narrative:** The City of Garland organization chart operates under a council-manager government system, where the City Council holds full authority over policy decisions per Article IV, Sec 1 of the Home Rule Charter. According to the Home Rule Charter, the Council's duties involve appointing officials, sanctioning budgets, formulating policies, and enacting laws and ordinances. The City Manager, responsible for law enforcement and city administration, ensures the effective implementation of these policies and directives. This governance model maintains a clear separation between legislative functions and administrative execution.

**Agency Evidence of Compliance:**

[1.1.1 EOC 1 Organization Chart](#)

[1.1.1 EOC 2 Power of the Council Article IV, Sec. 1](#)

[1.1.1 EOC 3 Home Rule Charter](#)

[1.1.1 EOC 4 City Manager](#)



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

### 1.1.2 – Citizen Advisory Boards/Committees

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

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

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

**Narrative:** Garland Parks and Recreation Department (PAR) actively engages with the Parks and Recreation Board, Tree Board, and the Senior Citizens Advisory Commission to improve services for parks, recreation, and the welfare of senior citizens.

The City Council appoints 9 members to the Parks and Recreation Board who also serve as the Tree Board. These boards take on the responsibility of promoting recreational programs, managing park and open space maintenance, developing recreational facilities, and advising the City Council on policies and regulations found in Chapter 25, Article II of the City of Garland Code of Ordinances.

Similarly, the City Council appoints 9 members to the Senior Citizens Advisory Commission, whose main duty is to promote awareness and advocate for senior citizens' welfare in the City of Garland, as detailed in Chapter 10, Article III, Sec. 34.

The City of Garland makes agendas and minutes available for public review on its official website.

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

[1.1.2 EOC 1 Parks and Recreation Board](#)

[1.1.2 EOC 2 Chapter 25, Article II Parks and Recreation Board and Tree Board](#)

[1.1.2 EOC 3 Senior Citizens Advisory Commission](#)

[1.1.2 EOC 4 Chapter 10, Article III, Sec. 34 Senior Advisory Commission](#)

[1.1.2 EOC 5 Parks and Recreation Board Agenda](#)

[1.1.2 EOC 6 Parks and Recreation Board Minutes](#)

[1.1.2 EOC 7 Senior Citizens Advisory Commission Agenda](#)

[1.1.2 EOC 8 Senior Citizens Advisory Commission Minutes](#)

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

### 1.2 – Periodic Review of Documents

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

**Standards with a review requirement are:**

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

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

8.6.2 Emergency Risk Communications Plan and  
Procedures

9.1.1 Risk Management Plan and Procedures

10.4 Needs Assessment

10.5.1 Recreation and Leisure Trends Analysis

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

**Narrative:** PARD regularly reviews documents according to the matrix.

**Agency Evidence of Compliance:**

[1.2 EOC 1 Periodic Review of Documents](#)

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

### 1.2.1 – Document Approval Authority

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

#### **Standards with an adoption or approval requirement are:**

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2 – Law and Jurisdiction, pp. 37; Chapter 4 - Organizational Structure and Administrative Operations, pp. 93.

**Narrative:** PARC regularly reviews documents according to the matrix.

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

[1.2.1 EOC 1 Document Approval Authority](#)

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

### 1.3 – Jurisdiction

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

*Suggested Evidence of Compliance:* Provide the most recent map of the geographical boundaries of agency jurisdiction, service areas, and location of facilities.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2 - Law and Jurisdiction, pp. 42.

**Narrative:** The sectors map identifies the geographical boundaries and council sectors of the City of Garland. On the website, users can find a comprehensive listing of parks and various map options, including facilities like pavilions, pools, recreation centers, senior centers, tennis courts, and trails. Detailed service area maps, like the Aquatics Service Areas, for different park amenities are provided in the Master Plan.

**Agency Evidence of Compliance:**

[1.3 EOC 1 Sectors Map](#)

[1.3 EOC 2 Comprehensive Facility Listing](#)

[1.3 EOC 3 Aquatic Service Areas Map](#)

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

### 1.4 – Mission ★

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

*Suggested Evidence of Compliance:* Provide the established mission statement.

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

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

**Narrative:** PARD’s mission is to “Create dynamic experiences through parks, arts, and play.” The department’s leadership team regularly reviews this mission statement, which the City Council adopted as part of the Strategic Master Plan in 2020.

**Agency Evidence of Compliance:**

[1.4 EOC 1 Mission Statement](#)

[1.4 EOC 2 Strategic Master Plan 6.2.3](#)

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

### 1.4.1 – Agency Goals and Objectives ★

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

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

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

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

**Narrative:** PARD achieves its strategic initiatives through a comprehensive Master Plan, which serves as the foundation for realizing our long-term vision, mission, and values. Department leadership annually reviews these initiatives and develops detailed annual work plans for each division. These plans are communicated to all staff members through leadership and divisional meetings, ensuring consistency and a shared understanding of our goals.

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

[1.4.1 EOC 1 Strategic Initiatives](#)

[1.4.1 EOC 2 Recreation Division Work Plan](#)

[1.4.1 EOC 3 Parks Division Work Plan](#)

[1.4.1 EOC 4 Outlook Calendar Recreation Work Plan Appointment](#)

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

### 1.4.2 – Personnel Involvement

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

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

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

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

**Narrative:** The City of Garland employs an inclusive process to gather staff input and communicate organizational goals. Through the Center Stage program, the City Manager meets monthly with employees from various levels and departments to obtain feedback and foster collaboration. Additionally, monthly Directors Meetings, PARD Leadership Team Meetings and Special Event Coordination Meetings allows staff at various levels to provide opportunities for communication and coordination of agency goals and objectives.

Communication is further enhanced through COGnotes, a weekly email sent to all employees, containing important information, links to employee programs and services, and departmental highlights. The City Manager also sends video updates to all employees on major initiatives. Exemplifying the City Manager’s proactive approach, the Team Garland Ambassadors program involves all full-time employees to gather feedback on benefits.

**Agency Evidence of Compliance:**

[1.4.2 EOC 1 Center Stage](#)

[1.4.2 EOC 2 Directors Meeting](#)

[1.4.2 EOC 3 PARD Leadership Team Meetings](#)

[1.4.2 EOC 4 Special Event Coordination Meetings](#)

[1.4.2 EOC 5 COGnotes](#)

[1.4.2 EOC 6 City Manager Video Updates](#)

[1.4.2 EOC 7 Team Garland Ambassadors](#)



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

### 1.5 – Vision ★

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 4 - Organizational Structure and Administrative Operations, pp. 73; Chapter 5 - Planning for Strategic Management, pp. 109-114; Chapter 6 - Program and Services Management, pp. 138.

**Narrative:** The vision statement for PARD is "Inspire people to live, work, play, and thrive in Garland!" The Department's leadership team regularly reviews the vision statement, which the City Council adopted as part of the Strategic Master Plan in 2020.

**Agency Evidence of Compliance:**

[1.5 EOC 1 Strategic Master Plan 6.3.3](#)

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

### 1.6 – Policies, Rules, Regulations, and Operational Procedures

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

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

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

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

**Narrative:** The City Council establishes the Code of Ordinances governing the City of Garland. This code includes the 1951 Code, supplemented through May 2018, along with ordinances subsequently adopted by the City Council. Chapter 25 of the Code of Ordinances specifically pertains to Parks and Recreation.

The Department delegates responsibilities for developing and implementing policies, rules, regulations, and operational procedures as follows:

- The City Manager’s Office and Human Resources (HR) establish City of Garland Directives.
- The Assistant City Manager or Designee establishes Parks and Recreation Policies and Procedures.
- Management staff establish Parks Operations’ Standard Operating Procedures (SOPs), with final approval by the Parks Director.
- Management staff establish Recreation SOPs, with final approval by the Recreation Director.

**Agency Evidence of Compliance:**

[1.6 EOC 1 Code of Ordinances](#)

[1.6 EOC 2 Parks and Recreation Chapter 25](#)

[1.6 EOC 3 City of Garland Directives](#)

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

### 1.6.1 – Administrative Policies and Procedures ★

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

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

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

**Narrative:** PARD's administrative policies and procedures, reviewed annually, follow the City of Garland's directives, available on the City's intranet (COGnet) site. Additionally, the department organizes its specific policies, procedures, and relevant information in folders on the City's Teams site. This organization makes these resources readily available to all Parks and Recreation employees, ensuring comprehensive access to both city-wide and department-specific operational guidelines for the staff.

**Agency Evidence of Compliance:**

[1.6.1 EOC 1 PARD Policies and Procedures Teams](#)

[1.6.1 EOC 2 Recreation SOPs](#)

[1.6.1 EOC 3 Park Operations SOPs](#)

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

### 1.7 – Agency Relationships ★

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

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

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

**Narrative:** PARD proactively engages in meaningful partnerships to enhance offerings and services.

**Agency Evidence of Compliance:**

[1.7 EOC 1 Agency Relationship](#)

[1.7 EOC 2 Texas Interlocal Cooperation Act](#)

[1.7 EOC 3 Waterpark Groundlease and Operating Agreement](#)

[1.7 EOC 4 Facility Use Agreement](#)

[1.7 EOC 5 Park Foundation](#)

[1.7 EOC 6 Open Space Agreement](#)

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

### 1.7.1 – Operational Coordination and Cooperation Agreements

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

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

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

**Narrative:** Cooperative agreements enhance the Garland community by fostering the cooperative use and maintenance of facilities, programming, and other collaborative efforts.

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

[1.7.1 EOC 1 Spring Creek Forest Park Preserve](#)

[1.7.1 EOC 2 Waterpark Groundlease And Operating Agreement](#)

[1.7.1 EOC 3 EBJ Cattle Adopt-a-Program](#)

[1.7.1 EOC 4 Open Space Use Agreement Cooper Tract](#)

[1.7.1 EOC 5 Friendship Park Lease Agreement](#)

[1.7.1 EOC 6 GISD Signed Agreement](#)

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

### 2.0 - Planning

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

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

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

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

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

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

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

### 2.1 – Overall Planning Function within Agency

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

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

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

**Narrative:** The Design and Development division of PARD is responsible for the department's planning functions. The team comprises of a Park Special Projects Administrator, a Landscape Architect, and a GIS Analyst. Their core efforts include strategically implementing department master plans, managing Capital Improvement Projects (CIP), and developing various programs, all aimed at reflecting and satisfying the community's needs. The Parks Special Projects Administrator is a member of the citywide Strategic Development Team which discusses and reviews broader planning efforts that involve placemaking, catalyst areas for revitalization for public and private developments.

**Agency Evidence of Compliance:**

[2.1 EOC 1 Organizational Chart](#)

[2.1 EOC 2 Parks Special Projects Administrator Job Description](#)

[2.1 EOC 3 Parks Special Projects Administrator Resume](#)

[2.1 EOC 4 Landscape Architect Job Description](#)

[2.1 EOC 5 GIS Analyst Job Description](#)

[2.1 EOC 6 GIS Analyst Resume](#)

[2.1 EOC 7 Development Services](#)

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

### 2.2 – Involvement in Local Planning ★

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

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

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

**Narrative:** As a member of the Development Review Committee, PARD actively engages in local planning efforts, critically reviewing development proposals to align them with parks and recreation goals. The department also monitors planning and zoning board decisions and participates in various task forces and committees, such as the Strategic Development Team biweekly meeting. This involvement ensures that parks and recreation perspectives are integrated into broader municipal planning initiatives, helping to shape a community that values and prioritizes recreational spaces and services.

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

[2.2 EOC 1 Development Review Committee Staff Listing](#)

[2.2 EOC 2 Strategic Development Team](#)

[2.2 EOC 3 Lou Huff PowerPoint](#)

[2.2 EOC 4 Interlocal Agreement City of Mesquite](#)

[2.2 EOC 5 NCTCOG Bicycle and Pedestrian Advisory Committee](#)

[2.2 EOC 6 Garland PGBT Area Plan Biweekly Coordination Call](#)



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

### 2.3 – Planning with Regional, State, and Federal Agencies

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

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

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

**Narrative:** PARD actively collaborates with regional, state, and federal agencies to ensure cohesive planning and effective delivery of parks and recreation services. Key partnerships include:

- **Dallas County Major Capital Improvement Program (MCIP):** PARD works with Dallas County to coordinate on park development projects that align with county goals.
- **DART Interlocal Agreement:** This agreement integrates park planning with regional transit, enhancing accessibility to recreational spaces.
- **TxDOT Project Applications:** PARD submits applications to TxDOT to fund transportation-related enhancements that improve park connectivity.
- **NCTCOG Interlocal Agreement:** Participation in NCTCOG grant programs supports projects that align with regional sustainability and accessibility goals.
- **Texas Parks and Wildlife Department (TPWD):** Collaborations on projects like Watson Park and John Paul Jones Park focus on conservation and recreational use.
- **Tree Grant:** Secured through a national agency, this grant supports urban forestry initiatives in Garland parks.

These collaborations ensure PARD’s planning processes are aligned with broader regional, state, and federal objectives, enhancing the quality and accessibility of services provided to the community.

**Agency Evidence of Compliance:**

[2.3 EOC 1 Dallas County \(MCIP\)](#)

[2.3 EOC 2 DART Interlocal Agreement](#)

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

[2.3 EOC 3 TxDot Project Application](#)

[2.3 EOC 4 NCTCOG Interlocal Agreement](#)

[2.3 EOC 5 Texas Parks and Wildlife Watson Park](#)

[2.3 EOC 6 Texas Parks and Wildlife John Paul Jones](#)

[2.3 EOC 7 National Arbor Day Foundation](#)

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

### 2.3.1 – Community Comprehensive Plan with Park and Recreation Component

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

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

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

**Narrative:** The Envision Garland 2030 Comprehensive Plan, approved by City Council on March 20, 2012, integrates parks and recreation into the community framework, emphasizing their crucial role in fostering community engagement, environmental stewardship, and enhancing quality of life. The city has initiated a major update in 2024 and is scheduled for completion and implementation in early 2026.

**Agency Evidence of Compliance:**

[2.3.1 EOC 1 Envision Garland 2030 Comprehensive Plan](#)

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

### 2.4 – Park and Recreation System Master Plan ★

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

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

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

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

**Narrative:** PARD's Master Plan guides the strategic development and enhancement of the city's parks, recreational facilities, and programs. Adopted by the City Council in 2020, this comprehensive plan resulted from a rigorous planning process that engaged a wide spectrum of community stakeholders, including residents, local businesses, community organizations, and city officials. The Master Plan includes the department's strategic initiatives which are reviewed annually and serves as the foundation for the department's CIP program for the next 8-10 years.

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

[2.4 EOC 1 Master Plan](#)

[2.4 EOC 2 Council Agenda](#)

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

### 2.5 – Strategic Plan ★

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

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

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

**Narrative:** The Strategic Plan detailed in the department Master Plan was formally adopted by City Council in 2020. This plan provides the strategic framework for implementing the vision, mission, and initiatives of the department. Each year, the plan undergoes a thorough review, and staff develops work plans to ensure its proper implementation, aligning with the department's long-term goals. This continuous process ensures that PARD remains focused on its strategic objectives and responsive to the community's evolving needs.

**Agency Evidence of Compliance:**

[2.5 EOC 1 Strategic Plan](#)

[2.5 EOC 2 Strategic Initiatives](#)

[2.5 EOC 3 Work Plan](#)

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

### 2.6 – Feasibility Studies

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

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

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

**Narrative:** PARD conducts various feasibility studies to ensure the success and sustainability of its projects. These studies are performed by a combination of consultants and in-house staff, ensuring a thorough and comprehensive approach to local and regional planning and development.

**Agency Evidence of Compliance:**

[2.6 EOC 1 Garland Senior Center Activity Center Presentation](#)

[2.6 EOC 2 Wynn Joyce Concept Site Plan](#)

[2.6 EOC 3 Wynn Joyce Site Inventory](#)

[2.6 EOC 4 Lou Huff Bridge Options](#)

[2.6 EOC 5 Bob Day Tennis Center Phase 1 Site Design](#)

[2.6 EOC 6 Rick Oden Splash Pad](#)

[2.6 EOC 7 Trail Feasibility Corridors](#)

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

### 2.7 – Site Plans

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

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

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

**Narrative:** The Design and Development staff are responsible for maintaining all site plans, drawings, and construction documents for the department. These essential documents are carefully stored in the city’s document retention software, OnBase and on Teams. This system ensures that all plans are organized, easily accessible, and securely archived, supporting the department’s ongoing projects and future initiatives.

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

[2.7 EOC 1 Lou Huff Park](#)

[2.7 EOC 2 Holford Recreation and Aquatic Center](#)

[2.7 EOC 3 Hollabaugh Recreation Center](#)

[2.7 EOC 4 Surf and Swim](#)

[2.7 EOC 5 Rick Oden Park](#)

[2.7 EOC 6 Garland Senior Activity Center](#)

[2.7 EOC 7 Wynn Joyce Park](#)

[2.7 EOC 8 Lon Wynne Splashpad](#)

[2.7 EOC 9 Watson Park](#)

[2.7 EOC 10 Chaha Boat Ramp](#)

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

### 2.8 – Historical and Cultural Resource Management Plans

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

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

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

**Narrative:** On June 8, 2021, the Garland City Council approved the Garland Cultural Arts Plan, developed through the phases of Discover, Envision, and Develop. This plan emerged from public engagements and a thorough review of Garland's demographics and economic data. It provides a strategic roadmap and sets a clear vision for the city's cultural priorities and resources. The City of Garland, already committed to supporting the arts through various initiatives and programs, aims to build on these efforts with the plan. It offers recommendations and resources for funding, programs, partnerships, and processes, all designed to enhance the city's cultural vitality and create a thriving environment for artists, residents, and visitors alike.

**Agency Evidence of Compliance:**

[2.8 EOC 1 Cultural Arts Plan](#)



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

### 2.9 – Community Involvement ★

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

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

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

**Narrative:** PARD commits deeply to integrating comprehensive community involvement into its planning processes. This commitment manifests through structured and ongoing outreach efforts that listen to and integrate the voices of the entire community into various master plans and initiatives. These efforts involve:

- **Aquatics Master Plan:** Engaging with residents to understand their needs and preferences for aquatic facilities and programs.
- **Master Plan:** Involving community input to guide the development and enhancement of all parks and recreational facilities.
- **Trails and Bikeways Master Plan:** Collecting feedback for the expansion and improvement of walking, biking, and multi-use trails across the city.
- **Cultural Arts Master Plan:** Working with the community to nurture a vibrant arts scene reflecting Garland's diverse cultural heritage.
- **Senior Center Engagement:** Engaging seniors in discussions about programs and facilities that support active aging and social engagement.
- **Spanish/Vietnamese Surveys:** Conducting surveys in multiple languages to include everyone in community feedback.
- **Parks and Recreation Board Agenda:** Adding community suggestions and concerns into the board's discussions and planning.

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

- **Senior Citizens Advisory Commission Agenda:** Aligning senior citizen programs with the commission-identified needs and preferences.
- **Lou Huff Project Engagement:** Processing feedback from stakeholders to direct project priorities.
- **Stakeholder Engagement:** Engaging with community groups and stakeholders like the NAACP, Asian/American Committee, and Carver Alumni Programs and Services to ensure planning processes include diverse perspectives.
- **Skatepark:** Collaborating with community advocates and experts on skatepark planning and development.

Through these varied outreach and engagement strategies, PARD makes its planning and development processes inclusive, responsive, and reflective of the community's aspirations. This approach not only builds a sense of ownership and pride among residents but also ensures that the department's initiatives are informed, strategic, and aimed at enhancing the quality of life in Garland.

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

[2.9 EOC 1 Aquatics Master Plan](#)

[2.9 EOC 2 Master Plan](#)

[2.9 EOC 3 Trails and Bikeways Master Plan](#)

[2.9 EOC 4 Cultural Arts Master Plan](#)

[2.9 EOC 5 Senior Center Public Engagement](#)

[2.9 EOC 6 Spanish Vietnamese Survey](#)

[2.9 EOC 7 Parks and Recreation Board Agenda](#)

[2.9 EOC 8 Senior Citizens Advisory Commission Agenda](#)

[2.9 EOC 9 Lou Huff Public Meeting Presentation](#)

[2.9 EOC 10 MLK Parade](#)

[2.9 EOC 11 Asian American Committee](#)

[2.9 EOC 12 Carver Senior Center Alumni](#)

[2.9 EOC 13 Skatepark](#)

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

### 2.10 – ADA Transition Plan

*Standard:* The agency shall develop and adopt a phased plan for the removal of barriers at existing recreation facilities, parks, and amenities owned or operated by the agency, pursuant to the requirements of the US Department of Justice Title II regulation issued September 14, 2010 and effective March 15, 2011.

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

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

**Narrative:** The City of Garland contracted with Kimley Horn, in association with Accessology, to develop the Americans with Disabilities Act (ADA) Self Evaluation and Transition Plan, dated November 2023. This new plan serves as an update to the city's original 1993 Transition Plan. It outlines a comprehensive method for evaluating and implementing necessary improvements to ensure compliance with ADA standards. The ADA Transition Plan Worksheet provides a detailed account of tasks to be completed and is continually updated by staff with dates of completion, demonstrating the city's commitment to accessibility and inclusivity.

**Agency Evidence of Compliance:**

[2.10 EOC 1 ADA Self-Evaluation & Transition Plan 2023](#)

[2.10 EOC 2 ADA Transition Plan 1993](#)

[2.10 EOC 3 ADA Transition Plan Worksheet](#)

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

### 3.0 – Organization and Administration

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

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

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

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

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

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

Effective market research, planning, product and program development, strategies, and objectives for delivering demand-driven, high quality programs and services contribute to successful park and recreation operations. Marketing is a process for accomplishing agency mission and objectives by developing, pricing, making accessible, and providing accurate and

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

timely information about recreational opportunities that satisfy the wants/desires of target markets.

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

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

### 3.1 – Organizational Structure ★

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

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

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

**Narrative:** PARD operates with a structure designed to effectively manage services, including recreational programming, park operations, and the planning and execution of development projects. This structure is organized into clear divisions with specific responsibilities, tailored for the oversight of facilities and programs.

A workforce of 107 full-time and nine part-time employees, supplemented by seasonal staff, comprises PARD, which is organized into four key divisions: Recreation, Park Operations, Design and Development, and Administration.

The Recreation Division oversees numerous facilities, including recreation and senior centers, aquatic facilities, and athletic fields, hosting a various community services, programs, and events. The Park Operations Division ensures developed and undeveloped parklands, as well as city landscapes, remain welcoming and safe for community enjoyment. Beyond maintenance, the division plays a vital role in supporting citywide initiatives and Recreation Division events, contributing to their success, and fostering community engagement.

The Design and Development Division directs the future of Garland's public spaces with careful planning, design, creation of design standards, implementation of capital improvement projects and manages parkland dedication and acquisition.

The Administration Division ensures essential back-office support, overseeing the department's financial, technological, and administrative functions.

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

The department makes details regarding its structure, including city and department organization charts, readily accessible to the public on the city website. Internal communication tools, like Microsoft Teams, enable easy access to organizational information for all department employees.

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

[3.1 EOC 1 City Organization Chart](#)

[3.1 EOC 2 PARD Organization Chart](#)

[3.1 EOC 3 FY 2024-25 Proposed Operating Budget](#)

[3.1 EOC 4 Parks and Recreation Website Contact Information](#)

[3.1 EOC 5 Teams Organizational Structure](#)

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

### 3.2 – Administrative Offices

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

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

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

**Narrative:** PARD's main office, at 634 Apollo Road, Garland, Texas, operates from Monday to Friday, 8 a.m. to 5 p.m. The staff at the main office includes the Recreation Director, Parks Director, Aquatics/Athletics Services Manager, Aquatics Programs Supervisor, Athletics Program Supervisor, Parks Special Projects Administrator, GIS Technician, Landscape Architect, Administrative Services Manager, Accounting Representative, a Management Services Coordinator, and Department Representative.

The department equips the office with modern amenities, such as a break room and conference rooms, featuring the latest presentation and conferencing technology.

**Agency Evidence of Compliance:**

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

[3.2 EOC 2 Map of Locations](#)

[3.2 EOC 3 Administration Office Floor Plan](#)

[3.2 EOC 4 Equipment Used at Administration Office](#)



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

### 3.2.1 – Support Services

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

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

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

**Narrative:** The support services team, led by the Administrative Services Manager, forms the efficient operational core for PARD. The manager oversees finance, budgeting, IT, and HR. An Accounting Representative II manages financial activities, including payments, revenue, procurement card transactions, and purchase orders. The Management Services Coordinator handles HR duties, file retention, staff support, and front office management. A Department Representative II manages reservations and front office operations.

The team maximizes efficiency with personal computers and a full range of office technology, such as printers, copiers, scanners, fax machines, and audio-visual tools. The Administrative Services Manager partners with the city's Information Technology (IT) Department to address technological needs, boost productivity, and integrate the latest advancements. This commitment to technological excellence keeps the department responsive to community needs and often surpasses industry standards.

**Agency Evidence of Compliance:**

[3.2.1 EOC 1 Administrative Services Manager](#)

[3.2.1 EOC 2 Accounting Representative II](#)

[3.2.1 EOC 3 Management Services Coordinator](#)

[3.2.1 EOC 4 Department Representative II](#)

[3.2.1 EOC 5 Equipment Available](#)

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

### 3.3 – Internal Communication ★

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

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

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

**Narrative:** PARD employs various communication methods to effectively connect with staff throughout the department and the city, always ensuring clear and efficient communication. The specifics of these methods are outlined in the communications matrix.

**Agency Evidence of Compliance:**  
[3.3 EOC 1 Communication Matrix](#)

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

### 3.4 – Public Information Policy and Procedure ★

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

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

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

**Narrative:** The Public Communications Directive establishes the policy, procedures, and guidelines governing communications between city officials, employees, and the public, including news media and individuals seeking information about city matters, programs, projects, services, and activities. This directive aims to fulfill the City Council's objective of ensuring a well-informed and engaged community.

**Agency Evidence of Compliance:**

[3.4 EOC 1 Policy for Public Communications](#)

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

### 3.4.1 – Public Information and Community Relations Responsibility

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

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

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

**Narrative:** City of Garland's Chief Communications Officer is responsible for all city public information and community relations functions.

**Agency Evidence of Compliance:**

[3.4.1 EOC 1 Chief Communications Officer Job Description](#)

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

### 3.4.2 – Community Relations Plan

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

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

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

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

**Narrative:** PARD is dedicated to fostering strong connections with the community through a comprehensive Community Relations Plan, which is integrated into the broader PARD Marketing Plan. This plan ensures open and ongoing communication with residents, stakeholders, and local organizations, promoting active engagement and collaboration.

The plan outlines specific strategies for engaging diverse groups and includes guidelines for outreach, feedback, and partnership development. It is reviewed annually to stay aligned with evolving community needs. Initiatives such as customer satisfaction surveys, public workshops for park and recreation development and utilization of social media to keep the community informed and engaged demonstrate PARD's commitment to building lasting relationships. These efforts are guided by the Master Plan, as well as citywide communication planning efforts which supports and reinforces community engagement strategies.

**Agency Evidence of Compliance:**

[3.4.2 EOC 1 PARD Marketing and Community Relations Plan](#)

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

### 3.4.3 – Marketing Plan

*Standard:* The agency shall have an established marketing plan, based on market research that is evaluated periodically for effectiveness. The fundamental principle of marketing is to gain an understanding of customer needs, wants, concerns and behaviors. The marketing plan addresses the appropriate mix of communications tools to promote agency programs, facilities, events and services and to provide accurate, timely and useful information to the various segments of the target audience.

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

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

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

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

**Narrative:** PARD maintains a comprehensive marketing plan that is regularly evaluated for effectiveness. The plan includes clear objectives aligned with the department’s mission and utilizes various communication channels, such as digital platforms and print materials, to ensure broad outreach. This approach ensures effective communication, strong community engagement, and continuous alignment with evolving needs.

**Agency Evidence of Compliance:**

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

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

### 3.4.3.1 – Marketing Responsibility

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

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

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

**Narrative:** The department does not have a dedicated full-time marketing position. Instead, one of the department’s Recreation Supervisors coordinates marketing functions. This supervisor serves as the staff liaison to the Public and Media Relations Department, ensuring all PARD marketing efforts adhere to the guidelines and strategies established by Public and Media Relations.

**Agency Evidence of Compliance:**

[3.4.3.1 EOC 1 Recreation Services Supervisor Job Description](#)

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

### 3.4.3.2 - Social Media Policy

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

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

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

**Narrative:** The Social Media Directive serves as a set of guidelines for City of Garland employees engaging with social media websites and online networking platforms in their official capacity on behalf of the organization.

**Agency Evidence of Compliance:**

[3.4.3.2 EOC 1 Social Media Directive](#)



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

### 3.5 – Utilization of Technology

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

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

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

**Narrative:** IT plays a critical role in the strategic planning, operational efficiency, and decision-making processes for the City of Garland. PARD utilizes technology for daily business operations through the following tools:

- **Active Net** is a comprehensive recreation management software designed to help PARD manage its operations more efficiently. It offers a user-friendly system for managing facility reservations, memberships, and program registrations, accessible over the internet to ensure users always have access to the latest updates.
- **Smartsheet** is a cloud-based platform that enhances work management and collaboration. It excels in developing and tracking master plans and annual work plans, managing financial invoice submission and approval processes, and more. Its intuitive, spreadsheet-like interface, with Gantt charts, automated workflows, and dashboards, makes it an essential tool for planning, executing, and monitoring complex projects and processes.
- **Cartegraph** delivers asset management software solutions designed to efficiently manage property portfolios, work orders, budgeting, and resources. Administrators can easily manage assets, add notes, and share information with colleagues through the software.
- **Questica** is a leading provider of budget preparation and management software solutions, serving the public sector, including local governments, educational institutions, and healthcare organizations.
- **Control Link** provided by Musco Sports Lighting, is a monitoring and management service that enables the scheduling and control of lights via a smartphone, webpage, or a 24/7 call center.

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

- **Workday** is a new technology ecosystem focused on improving HR and Payroll processes, as well as financial processes across the organization. With a focus on a single source for these functions, every employee will have a new way to work and access the tools that are most relevant to them, with citywide connected resources via ONEGarland.

### Agency Evidence of Compliance:

[3.5 EOC 1 ActiveNet](#)

[3.5 EOC 2 Smartsheet](#)

[3.5 EOC 3 Cartegraph](#)

[3.5 EOC 4 Questica](#)

[3.5 EOC 5 Control-Link](#)

[3.5 EOC 6 Workday](#)

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

### 3.5.1 – Management Information Systems ★

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

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

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

**Narrative:** The City of Garland's management information systems generate various reports to assist staff in evaluating the effectiveness of facilities, personnel, programs, and policies. Managed information includes employee payroll, facility attendance, registration enrollment/trends, fiscal management, and inventory. The following list reviews the commonly used statistical and data reports by each departmental unit.

- **Recreation Division:** The Recreation Division uses ActiveNet as the primary recreation management software. ActiveNet provides numerous reports, including financial, registration, facility usage, memberships, point of sales, and instructor reports. These customizable reports help staff identify successes, weaknesses, and opportunities in planning programs, memberships, facility usage, cash handling, and more.
- **Payroll, Training, and Personnel Management:** Workday functions as the payroll, training, and personnel system, recording and managing daily, weekly, monthly, and annual time records for all staff, both part-time and full-time. It also maintains each employee's calendar and provides access to job details, compensation, pay change history, benefits, absence requests and balances, pay slips and history, contact information, reviews, and personal information. Additionally, Workday offers learning courses to enhance staff knowledge and skills.
- **Financial Management:** Cayenta and Questica offer a comparative view of revenues and expenses. These applications compare expenses to revenues by division, assess and compare projected budgets to actual budgets, include time-elapsing reporting functions, and track year-to-year expense and revenue trends.

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

- **Project and Performance Tracking:** Smartsheet is used for various functions, including:
  1. **Recreation Key Performance Indicators (KPIs):** Reviews year-to-date information on recreation programs, rentals, memberships, and camps.
  2. **Financial Business Budget Overview:** Tracks financial status and year-to-date status by division.
  3. **CIP Report:** Assists with tracking the financial status and purchase orders of CIP projects.
  4. **Recreation Work Plan:** Monitors the status of strategic initiatives and the current work plan.

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

[3.5.1 EOC 1 ActiveNet Reports](#)

[3.5.1 EOC 2 Workday Report](#)

[3.5.1 EOC 3 Questica Report](#)

[3.5.1 EOC 4 Recreation KPIs](#)

[3.5.1 EOC 5 Business Budget Overview](#)

[3.5.1 EOC 6 Recreation Work Plan](#)

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

### 3.6 – Records Management Policy and Procedures

*Standard:* The agency shall have established policy and procedures for control, maintenance, and retention of records that are periodically reviewed. Records management policies and procedures address retention, disposal, access, disclosure and distribution of documents, including freedom of information requests, and they must be consistent with legal requirements.

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

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

**Narrative:** Article IV of the Garland City Code of Ordinances outlines the city's records management strategy. The City Secretary, serving as the primary custodian, provides public access to records via the Open Government online portal. The Records Retention Center, located near the Commerce Street Warehouse, houses inactive records under the City Secretary's oversight. Additionally, the PARD Administration office manages another retention center at the Armory in Central Park for department records.

Record destruction complies with Article IV, Section 10.40, and Title 6 of the Texas Local Government Code, ensuring destruction aligns with local law. The Contract Administration Directive details the correct filing of active original contracts and agreements with external parties. The city also offers records management training to reinforce efficient practices, ensuring regulatory compliance and managing records from creation to legal destruction.

**Agency Evidence of Compliance:**

[3.6 EOC 1 Code of Ordinances - Records Management](#)

[3.6 EOC 2 Public Information Requests](#)

[3.6 EOC 3 Records Storage](#)

[3.6 EOC 4 Records Destruction](#)

[3.6 EOC 5 Contract Administration](#)

[3.6 EOC 6 Records Management Training](#)

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

### 3.6.1 – Records Disaster Mitigation and Recovery Plan and Procedures

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

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

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

**Narrative:** The Disaster Recovery Test Plan Procedure defines the process to safeguard vital records and promptly restore IT systems after a disaster. This includes the Disaster Recovery Test Plan, which systematically test IT infrastructure's resilience through simulated disasters. The Managing Backup and Recovery Operations SOP details how to perform backups and recoveries, focusing on data protection, integrity, and minimizing data loss. These elements create a comprehensive strategy that combines technology, procedures, and human factors for effective disaster mitigation and business continuity.

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

[3.6.1 EOC 1 Disaster Recovery Test Plan Procedure](#)

[3.6.1 EOC 2 Disaster Recover Test Plan](#)

[3.6.1 EOC 3 Managing Backup and Recovery Operations](#)

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

### 4.0 – Human Resources

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

To produce the level of quality that customers have come to expect, organizations must employ qualified employees. Qualified personnel bring to the organization the knowledge, skills, and abilities in specialized areas that are needed to design and deliver the benefits that customers seek from recreation and park experiences. Organizations that employ quality individuals who are capable of packaging and delivering experiences can attract and retain a strong and satisfied customer base; organizations that compromise on hiring quality may face difficulties in remaining competitive.

Employing qualified individuals is not only one of the most important functions of recreation, park, and leisure services organizations; it is also one of the most expensive. Generally, more than half of the operational expenditures of recreation and park organizations are allocated to personnel salaries and benefits. Considering the vital importance of hiring quality employees and the associated expense, it is essential for management to have a working knowledge of the principles, practices, and procedures for employing personnel in the recreation, park, and leisure services field. A well-prepared personnel policies and procedures manual provide a consistent road map for human resources decision making as well as standardized procedures. The development of a personnel policies and procedures manual may include a systematic and comprehensive outline of how the organization administers the policies and procedures for both the professional and non-professional employees, fair employment practices, and how it communicates to all employees the specific expectations of employment and finally, how the organization deals with complaints, grievances, and morale problems.

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

### 4.1 – Personnel Policies and Procedures Manual ★

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

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

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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14 - Human Resource Management, pp. 474-476.

**Narrative:** The City of Garland has established comprehensive personnel policies and procedures for all employees. HR uses COGnet to provide staff with essential tools and resources. COGnet includes sections on Benefits, Wellbeing & Retirement, City Directives, Compensation & Incentives, COVID-19 Resources, Diversity & Inclusion, Employee Engagement & Recognition, HR Directives, HR Forms & Postings, HR Information Systems, Reporting & Analytics, Performance Management, Personal & Qualifying Leave, Talent Acquisition, and Training & Development. These sections are updated as needed. Attached is a list of directives and their latest review.

**Agency Evidence of Compliance:**

[4.1 EOC 1 Human Resource COGnet Page](#)

[4.1 EOC 2 Benefits, Wellbeing and Retirement](#)

[4.1 EOC 3 City Directives](#)

[4.1 EOC 4 Compensation and Incentives](#)

[4.1 EOC 5 Diversity and Inclusion](#)

[4.1 EOC 6 Employee Engagement and Recognition](#)

[4.1 EOC 7 HR Directives](#)



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

[4.1 EOC 8 HR Forms and Postings](#)

[4.1 EOC 9 HR Information Systems, Reporting and Analytics](#)

[4.1 EOC 10 Performance Management](#)

[4.1 EOC 11 Personal and Qualifying Leave](#)

[4.1 EOC 12 Talent Acquisition](#)

[4.1 EOC 13 Training and Development](#)

[4.1 EOC 14 Directive Review Dates](#)

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

### 4.1.1 – Code of Ethics ★

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

*Suggested Evidence of Compliance:* Provide the code of ethics.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 1 - Management Functions, Roles and Frameworks in Parks and Recreation, pp. 17; Chapter 14 - Human Resource Management, pp. 473-474.

**Narrative:** The City of Garland outlines employee ethics and conduct expectations in the Standards of Employee Conduct Directive, emphasizing professional behavior, conflict of interest avoidance, political activity participation, solicitation norms, information management, litigation communication protocols, personal presentation standards, external employment compliance, resignation procedures, and tobacco usage policies. The Code of Ethics, Chapter 10, Article 5, in the Code of Ordinances, is for individuals acting in their official capacity with the city. The city also ensures ethical procurement practices through the purchasing directive and provides ethics training for employees via the Workday platform.

**Agency Evidence of Compliance:**

[4.1.1 EOC 1 Standards of Employee Conduct](#)

[4.1.1 EOC 2 Code of Ethics](#)

[4.1.1 EOC 3 Ethics in Procurement](#)

[4.1.1 EOC 4 Training through Workday](#)

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

### 4.1.1.1 – Staff Acceptance of Gifts and Gratuities

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

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

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

**Narrative:** The Standards of Employee Conduct Directive 4.1 for City of Garland specifies the policy on accepting gifts and gratuities. It clearly states that employees are prohibited from accepting any funds or gifts that could influence their professional decisions or actions.

**Agency Evidence of Compliance:**

[4.1.1.1 EOC 1 Standards of Employee Conduct Section 4.1](#)

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

### 4.1.2 – Recruitment Process

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

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

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

**Narrative:** The recruitment process for PARD aims to find skilled candidates who align with the organization's culture. The Recruitment and Selection Directive, issued on October 18, 1995, and reviewed annually, ensures compliance, transparency, and fairness in hiring. This directive outlines the steps for sourcing and selecting talent. PARD recruits through platforms like LinkedIn, Facebook, TRAPS, and NRPA to engage a diverse candidate pool. Additionally, hiring managers use COGnet to aid in their recruitment efforts. This comprehensive strategy demonstrates PARD's commitment to an efficient, transparent, and inclusive recruitment process, fostering a supportive work environment.

**Agency Evidence of Compliance:**

[4.1.2 EOC 1 Recruitment and Selection](#)

[4.1.2 EOC 2 Job Posting LinkedIn](#)

[4.1.2 EOC 3 Job Posting Facebook](#)

[4.1.2 EOC 4 Job Posting TRAPS](#)

[4.1.2 EOC 5 Job Posting NRPA](#)

[4.1.2 EOC 6 COGnet Recruiting Overview for Hiring Managers](#)

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

### 4.1.3 – Equal Opportunity Employment and Workforce Diversity ★

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

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

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

**Narrative:** City of Garland is dedicated to a diverse and equitable workplace. The Equal Employment Opportunity Directive outlines policies to prevent discrimination in all employment activities based on protected characteristics.

The Personnel Administration Objectives Directive, Section 3.1 states that recruitment, selection, hiring, and promotions are conducted without regard to race, color, sex, religion, national origin, disability, age, or veteran status.

The organization's commitment to diversity and inclusion is emphasized on COGnet and the HR main page, highlighting the importance of these values.

These efforts demonstrate compliance with equal opportunity standards and a proactive approach to fostering a culture of inclusivity and respect, ensuring a supportive and fair environment for all employees. The evidence of implementation document provides the employee demographics for PARD for 2024.

**Agency Evidence of Compliance:**

[4.1.3 EOC 1 Equal Employment Opportunity Directive](#)

[4.1.3 EOC 2 Personnel Administration Objectives Directive Section 3.1](#)

[4.1.3 EOC 3 Diversity and Inclusion Intranet Page](#)

[4.1.3 EOC 4 Evidence of Implementation](#)

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

### 4.1.4 – Selection Process

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

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

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

**Narrative:** The selection process for PARD focuses on merit, fairness, and alignment with organizational values and goals. The Recruitment and Selection Directive outlines the steps from candidate screening to hiring, ensuring consistency and impartiality across departments. This directive, along with the Employment of Minors Policy and the Equal Employment Opportunity Directive, demonstrates the commitment to fair hiring, legal compliance, and workplace diversity.

The COGnet Talent Acquisition page provides managers with crucial recruiting and selection resources. These include a Recruiting Overview emphasizing diversity, Interviewing Guidelines to ensure non-discriminatory practices, a comprehensive New Hire Checklist, and procedures for Testing Job Candidates to ensure fair assessment. The use of Workday for candidate review and selection streamlines the process, promoting efficiency and adherence to organizational policies.

**Agency Evidence of Compliance:**

[4.1.4 EOC 1 Recruitment and Selection](#)

[4.1.4 EOC 2 Employment of Minors](#)

[4.1.4 EOC 3 Equal Employment Opportunity](#)

[4.1.4 EOC 4 Talent Acquisition](#)

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

### 4.1.5 – Background Investigation ★

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

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

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

**Narrative:** The background investigation process is a cornerstone of PARD's commitment to maintaining a safe and reliable workforce. As outlined in the Recruitment and Selection Directive, all applicants must consent to comprehensive driver's license and criminal history checks, conducted in accordance with local, state, and federal laws. These investigations include verification of qualifying credentials, with particular attention to court records, education, employment, national sex offender registry and driving records.

The HR Onboarding Process Map supports this effort by outlining the steps and responsibilities in conducting background checks, ensuring consistency and compliance throughout the hiring process. Background investigations are facilitated by HireRight, which provides a structured approach for tracking and completing required checks prior to finalizing employment decisions.

**Agency Evidence of Compliance:**

[4.1.5 EOC 1 Recruitment and Selection](#)

[4.1.5 EOC 2 HR Onboarding Process Map](#)

[4.1.5 EOC 3 Example Background Report](#)

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

### 4.1.6 – Employee Benefits

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

*Suggested Evidence of Compliance:* Provide the employee benefits plan.

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

**Narrative:** City of Garland employee benefits highlight the organization's dedication to employees' professional and personal well-being and can be found on COGnet. The 2024 Employee Benefits Guidebook outlines a comprehensive package, including health programs, financial and educational support, and work-life balance initiatives. Key programs such as Commit to Wellness, Employee Assistance Program, City Care Clinic, and Training and Development, including Tuition Reimbursement and Education Resources for Veterans, reflect the organization's holistic approach to employee welfare.

The Code of Ordinances, Chapter 41 Personnel, legally guarantees employee rights and benefits, further supported by directives, Holidays and Leave and Employee Compensation and Salary Administration, ensuring equitable and competitive compensation. Additional benefits, such as cell phone stipends, clothing and equipment provisions, and mileage reimbursement, address specific employee needs, enhancing their work experience and satisfaction.

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

[4.1.6 EOC 1 Employee Benefit Programs COGnet](#)

[4.1.6 EOC 2 2025 Employee Benefits Guidebook](#)

[4.1.6 EOC 3 Commit to Wellness](#)

[4.1.6 EOC 4 Employee Assistance Program](#)

[4.1.6 EOC 5 City Care Clinic](#)

[4.1.6 EOC 6 Training and Development](#)



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

[4.1.6 EOC 7 Tuition Reimbursement Directive](#)

[4.1.6 EOC 8 Education Resources for Veterans](#)

[4.1.6 EOC 9 Code of Ordinances Chapter 41 Personnel](#)

[4.1.6 EOC 10 Holiday and Leave](#)

[4.1.6 EOC 11 Employee Compensation and Salary Administration](#)

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

### 4.1.7 – Supervision

*Standard:* There shall be constructive and effective supervision of all personnel to help them grow professionally and improve programs and services. Supervision is an on-going and systematic process that is helpful for the well-being of the individual and agency. Important characteristics of effective supervision are the ability to communicate expectations, delegate authority commensurate with the assigned tasks, provide feedback, and motivate. There should be supervisory processes, procedures, or tools that highlight staff orientation, staff coaching, mentoring and training, performance review, and human resource policies affecting supervision of staff such as those dealing with harassment and discipline.

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

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

**Narrative:** PARD is committed to the overall success of all employees and provides adequate supervision at all levels. Department SOPs are provided to staff and available on Teams. Regular staff meetings are conducted at various levels to communicate expectations and assign tasks. COGnet provides various performance management resources for employees to utilize. Included on COGnet are performance review cycles which are designed to provide employees feedback on their job performance and training and development programs to further enhance skills and professional knowledge.

**Agency Evidence of Compliance:**

[4.1.7 EOC 1 SOPs on Teams](#)

[4.1.7 EOC 2 Staff Meeting Agenda](#)

[4.1.7 EOC 3 Performance Management Resources](#)

[4.1.7 EOC 4 Training and Development](#)

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

### 4.1.8 – Compensation Plan

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

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

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

**Narrative:** The City of Garland utilizes a robust Compensation Plan to ensure fair, competitive, and transparent compensation practices. Central to this plan is the Employee Compensation & Salary Administration Directive, which aligns salary determinations, adjustments, and incentives with the organization’s strategic goals, job performance, and market trends.

The plan is supported by resources on COGnet, particularly the Compensation & Incentives page. This page provides access to employee pay schedules, labor trends, essential forms, and the workforce planning cycle, enhancing transparency, and keeping employees informed.

By aligning compensation with strategic objectives, the Compensation Plan fosters fairness, encourages professional growth, and helps attract and retain top talent, underscoring PARD’s commitment to its workforce.

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

[4.1.8 EOC 1 Employee Compensation and Salary Administration](#)

[4.1.8 EOC 2 Compensation & Incentives](#)

[4.1.8 EOC 3 Employee Pay Schedules](#)

[4.1.8 EOC 4 Workforce Planning](#)

[4.1.8 EOC 5 Manage Team Compensation](#)

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

### 4.1.9 – Performance Evaluation

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

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

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

**Narrative:** The City of Garland uses a structured performance evaluation system to assess employee performance, fostering continuous improvement and feedback. The Performance Management page on COGnet provides review cycles, key dates, eligibility, and performance review forms with instructions, ensuring clarity and transparency for supervisors, managers, and employees.

A sample of completed performance evaluations available upon request.

**Agency Evidence of Compliance:**

[4.1.9 EOC 1 Performance Management COGnet page](#)

[4.1.9 EOC 2 Performance Management Form Non-Exempt](#)

[4.1.9 EOC 3 Performance Management Form Exempt](#)

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

### 4.1.10 - Promotion

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

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

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

**Narrative:** The city's promotion process is crucial for career development and employee retention, emphasizing fairness, transparency, and merit. Guided by the Employee Compensation & Salary Administration Directive, the process sets criteria for salary adjustments and promotions based on professional growth and contributions, aligning with the organization's structure and budgetary needs.

Key components include pay schedules and internal job postings. Employee pay schedules clarify compensation for various roles, helping employees understand the financial benefits of advancement. Internal job postings promote mobility within the organization, allowing employees to apply for open positions and progress in their careers. This approach enhances transparency and equity, encouraging pursuit of higher responsibilities.

**Agency Evidence of Compliance:**

[4.1.10 EOC 1 Employee Compensation and Salary Administration](#)

[4.1.10 EOC 2 Employee Pay Schedules](#)

[4.1.10 EOC 3 Internal Job Postings](#)

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

### 4.1.11 – Disciplinary System

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

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

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

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

**Narrative:** The Standards of Employee Conduct Directive defines expected behaviors, serving as a benchmark for evaluating employee actions. Drug and Alcohol Testing Procedures prioritize workforce health and safety while complying with legal standards. The Fraud, Waste, and Abuse Policy enforces a zero-tolerance approach to misconduct, underscoring the organization's commitment to integrity.

The Disciplinary Process Directive outlines forms of corrective action to address unsatisfactory job performance and inappropriate conduct. The actions are documented using the appropriate Disciplinary Action Form and may include:

- Counseling (Oral Warning)
- Written Reprimand

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

- Disciplinary Probation
- Disciplinary Suspension
- Disciplinary Demotion and/or Reduction in Pay
- Disciplinary Termination of Employment

All Directives are available on COGnet.

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

[4.1.11 EOC 1 Standards of Employee Conduct](#)

[4.1.11 EOC 2 Drug and Alcohol Testing Procedures](#)

[4.1.11 EOC 3 Fraud, Waste and Abuse Policy](#)

[4.1.11 EOC 4 Disciplinary Process](#)

[4.1.11 EOC 5 Disciplinary Action Form Written Reprimand](#)

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

### 4.1.12 – Grievance Procedures

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

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

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

**Narrative:** The City of Garland follows grievance procedures as outlined in the Disciplinary Process Directive, Section 4 which provides employees with a mechanism for addressing disciplinary action appeal. Employees have the right to appeal all written reprimands, suspensions, and involuntary terminations. All grievances and responses must be submitted in writing to the HR Department.

**Agency Evidence of Compliance:**

[4.01.12 EOC 1 Disciplinary Process Direction Section 4](#)



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

### 4.1.13 – Termination and End of Employment

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

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

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

**Narrative:** The City of Garland has established comprehensive policies and procedures to manage termination and end of employment, ensuring compliance with all relevant legal and organizational standards. These guidelines apply to both voluntary and involuntary separations and are designed to promote fairness, transparency, and consistency. As outlined in Section 8 of the Standards of Employee Conduct Directive, it is customary for employees to provide two weeks notice when resigning.

In cases of termination due to disciplinary actions, the process begins with an Intent to Terminate Memo, which gives the employee the opportunity to submit a written explanation outlining why the termination should not occur. If no explanation is provided by the due date, a Notice of Termination is issued, following the guidelines outlined in the Disciplinary Process Directive and using the agency's Disciplinary Action Forms.

Additionally, the Final Payroll Check Preparation Directive governs the procedures for ensuring the departing employee's final paycheck is processed correctly. All directives are accessible to employees through COGnet. Managers complete the termination process in the Workday system, following the steps in the Manager Driven Transactions protocol.

**Agency Evidence of Compliance:**

[4.1.13 EOC 1 Section 8 Standards of Employee Conduct](#)

[4.1.13 EOC 2 Intent to Terminate Memo](#)

[4.1.13 EOC 3 Notice of Termination](#)

[4.1.13 EOC 4 Disciplinary Process Directive](#)

[4.1.13 EOC 5 Disciplinary Action Forms](#)

[4.1.13 EOC 6 Final Payroll Check Preparation](#)



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

### [4.1.13 EOC 7 Manager Driven Transactions](#)

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

### 4.1.14 – Social Media Policies Regarding Staff Use

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

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

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

**Narrative:** The Employee Conduct section of the Social Media Directive provides guiding principles for employees when engaging with social media websites and online networking platforms in their official capacity on behalf of the organization, as well as when posting city information on personal social media sites.

**Agency Evidence of Compliance:**

[4.1.14 EOC 1 Social Media Directive](#)

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

### 4.2 – Staff Qualifications ★

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

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

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

**Narrative:** PARD emphasizes rigorous staff qualification standards through its Recruitment and Selection Directive, ensuring transparency, competitiveness, and alignment with organizational mission, vision, and goals. This directive prioritizes candidates who meet both technical demands and the organization's cultural values.

A representative sample of current employees and their job descriptions and resumes are included in the Agency Evidence of Compliance.

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

[4.2 EOC 1 Recruitment and Selection Directive](#)

[4.2 EOC 2 Aquatics and Athletics Services Manager Job Description](#)

[4.2 EOC 3 Aquatics and Athletics Services Manager Resume](#)

[4.2 EOC 4 Recreation Services Supervisor](#)

[4.2 EOC 5 Recreation Services Supervisor Resume](#)

[4.2 EOC 6 Recreation Services Specialist](#)

[4.2 EOC 7 Recreation Services Specialist Resume](#)

[4.2 EOC 8 Parks Director](#)

[4.2 EOC 9 Parks Director Resume](#)

[4.2 EOC 10 Parks Maintenance Manager](#)

[4.2 EOC 11 Parks Maintenance Manager Resume](#)

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

### 4.3 – Job Analyses for Job Descriptions ★

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

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

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

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

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

**Narrative:** Job descriptions are reviewed and revised as needed each time a position is vacated and prior to posting. The Parks and Recreation Department also participates in compensation studies conducted by the HR Department or as requested.

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

[4.3 EOC 1 Athletics Programs Supervisor](#)

[4.3 EOC 2 Recreation Associate I](#)

[4.3 EOC 3 Lifeguard](#)

[4.3 EOC 4 TEMP General Admin II](#)

[4.3 EOC 5 Compensation Study](#)

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

### 4.4 - Chief Administrator

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

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

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

**Narrative:** The Chief Administrator for the PARD is Assistant City Manager, Andy Hesser.

**Agency Evidence of Compliance:**

[4.04 EOC 1 Assistant City Manager Job Description](#)

[4.04 EOC 2 Resume](#)

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

### 4.4.1 – Leadership Succession Procedure

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

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

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

**Narrative:** PARD has a well-defined leadership succession SOP to ensure continuity when the Chief Administrator is incapacitated, out of town, or otherwise unavailable. This procedure outlines the steps for delegating leadership responsibilities to senior staff members, ensuring smooth operations during any such absence.

**Agency Evidence of Compliance:**

[4.4.1 EOC 1 Leadership Succession SOP](#)

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

### 4.5 – Workforce Health and Wellness Program

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

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

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

**Narrative:** The City of Garland’s Commit to Wellness (C2W) program powered by Virgin Pulse, allows employees and their dependents to take charge of their health. Recognizing the link between workforce health and organizational success, the program focuses on preventative care screenings, exams, tests, and checkups. Employees who complete an annual Health Assessment, C2W Survey and three preventative care activities receive a discount on their annual health premiums. C2W Plus allows employees to participate in 6 additional health and wellness activities to increase the annual discount they receive.

C2W is coordinated by HR staff and is reviewed annually. In 2024, 31% of PARD employees participated in the C2W program.

**Agency Evidence of Compliance:**

[4.5 EOC 1 Commit to Wellness](#)

[4.5 EOC 2 Commit to Wellness App for Employees](#)

[4.5 EOC 3 Team Challenges](#)

[4.5 EOC 4 Level of Participation](#)



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

### 4.6 – Orientation Program

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

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

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

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

**Narrative:** The City of Garland has a comprehensive orientation program to ensure that all new employees are well-acquainted with the agency's mission, policies, and procedures. The program begins with the HR orientation, where employees receive detailed information about citywide policies and benefits.

The department also conducts its own department orientation, which familiarizes new employees with the agency's specific goals, operational procedures, and the community it serves. Further, individual division on-boarding, such as Aquatics Training, is provided for each division within the agency, ensuring that new hires are introduced to division-specific duties, expectations, and safety protocols. To support this process, both the IT System Checklist and the New Hire Onboarding Checklist help ensure that all required documentation, equipment, and training are completed.

Specialized training, such as the Camp Training PowerPoint, is provided for specific staff to cover operational and safety procedures, like the Child Abuse Training for employees working with youth programs.

All orientation materials and checklists are available on Teams for easy access and review, ensuring a thorough and consistent onboarding experience for all new employees.

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

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

[4.6 EOC 1 HR Orientation](#)

[4.6 EOC 2 Department Orientation](#)

[4.6 EOC 3 Aquatics Training](#)

[4.6 EOC 4 IT System Checklist](#)

[4.6 EOC 5 New Hire Onboarding Checklist](#)

[4.6 EOC 6 Camp Training PowerPoint](#)

[4.6 EOC 7 Child Abuse Training](#)

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

### 4.6.1 – Employee Training and Development Program

*Standard:* There shall be a program of employee development which is available to employees throughout the agency. It should be based on needs of individual employees, future organizational needs, and is evaluated and updated periodically. The program must notify personnel of available and/or required training, maintain training records, and assure that required training programs are attended. The program should incorporate in-service training and succession planning to ensure the continued effective performance of the organization after the departure of key staff.

*Suggested Evidence of Compliance:* Describe the scope and components of the employee development and training program, provide an outline of training offered (mandatory and discretionary), and provide lists of participants for the prior calendar year, and last review.

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

**Narrative:** The City of Garland provides employee training and development opportunities designed to address both individual and organizational needs. The program includes mandatory training along with optional opportunities for professional growth. City offered training sessions are managed through the Workday system, which facilitates timely notifications for employees and ensures accurate tracking of completion records. While some training information is detailed on COGnet, additional resources and training opportunities are communicated as needed and budgeted for accordingly.

To support comprehensive training record management, PARD maintains a staff training sheet, which is reviewed annually for all current staff. This spreadsheet is also updated during the onboarding process for new hires and following employee departures, ensuring that records remain accurate and current.

**Agency Evidence of Compliance:**

[4.6.1 EOC 1 Workday](#)

[4.6.1 EOC 2 Training and Development](#)

[4.6.1 EOC 3 Staff Training Sheet](#)

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

### 4.6.2 – Professional Certification and Organizational Membership

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

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

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

**Narrative:** PARD staff are encouraged and supported to be involved in local, state, and national professional organizations. In addition, staff are encouraged to obtain and maintain professional certifications.

**Agency Evidence of Compliance:**

[4.6.2 EOC 1 Department Training Certification and License](#)

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

### 4.7 – Volunteer Management

*Standard:* There shall be a volunteer management function within the agency, including a comprehensive volunteer management manual that includes policies and procedures related to the management of volunteers.

*Suggested Evidence of Compliance:* Provide the volunteer management manual.

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

**Narrative:** PARD has a dedicated volunteer management position that oversees the recruitment, selection, training, retention, and appreciation of volunteers. This function is supported by a comprehensive Volunteer Manual, which outlines the procedures related to volunteer coordination. Volunteers are integrated into a variety of roles, enhancing the department's ability to deliver services while fostering community engagement.

**Agency Evidence of Compliance:**

[4.7 EOC 1 Volunteer Manual](#)

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

### 4.7.1 – Use of Volunteers

*Standard:* Volunteers shall be used by the agency in a variety of positions.

*Suggested Evidence of Compliance:* Provide list of functions in which agency volunteers are used, the extent of use, and examples of volunteer position descriptions.

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

**Narrative:** PARD uses volunteers in various roles across city departments to support services, events, and community programs. Below is a summary of key volunteer roles outlined in the Volunteer Manual.

- **Litter Cleanup Volunteers:** Engage in park, street, and waterway cleanups, supporting beautification initiatives and environmental stewardship efforts. Volunteers may participate in city organized cleanup events or join independent, self-directed activities.
- **Special Event Volunteers:** Support city events by assisting with logistics, greeting attendees, providing information, and helping set up or tear down event spaces. These volunteers are vital in delivering a positive experience at citywide festivals, gatherings, and department specific events.
- **Facility Volunteers:** Serve in departments like Animal Services, Library, Code Compliance, and Parks & Recreation, offering customer service, administrative support, and guidance to visitors. Responsibilities may include greeting the public, answering questions, or helping maintain operational workflows within city facilities.
- **Youth, Senior, and Environmental Stewardship Programs:** Specialized programs allow youth to engage in civic leadership activities, while seniors assist with information booths or community events. Environmental volunteers focus on projects like tree planting and trail maintenance, fostering sustainability and local environmental health.

**Agency Evidence of Compliance:**

[4.7.1 EOC 1 Volunteer Manual Pages 7-10](#)

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

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

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

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

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

**Narrative:** PARD has a structured system for managing volunteer recruitment, placement, and retention. The Volunteer Coordinator oversees these processes, ensuring that prospective volunteers complete either a group or individual waiver before volunteering. Background checks are only required for those working with vulnerable populations as outlined the Volunteer Manual, as allowed by law.

Volunteers stay informed and engaged through the Volunteer Garland Newsletter and participate in community activities like the Duck Creek Cleanup, which foster retention by providing meaningful service opportunities.

**Agency Evidence of Compliance:**

[4.7.2 EOC 1 Volunteer Manual Pages 11-12](#)

[4.7.2 EOC 2 Volunteer Coordinator Description](#)

[4.7.2 EOC 3 Volunteer Group Waiver](#)

[4.7.2 EOC 4 Volunteer Individual Waiver](#)

[4.7.2 EOC 5 Background Check Requirements](#)

[4.7.2 EOC 6 Volunteer Garland Newsletter](#)

[4.7.2 EOC 7 Duck Creek Cleanup](#)

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

### 4.7.3 – Supervision and Evaluation of Volunteers

*Standard:* Agency volunteers shall be monitored, shall receive supervisory visits, and be evaluated regarding performance. Supervision and evaluation of volunteers is important to ensure adequate training is provided and to verify satisfactory conduct and performance. The degree to which the agency supervises and evaluates volunteers may vary depending on the role of the volunteers.

*Suggested Evidence of Compliance:* Provide written description of the monitoring system including current practices for supervisory visits, and examples of evaluations.

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

**Narrative:** PARD ensures effective supervision and support for volunteers. Volunteers receive a targeted orientation immediately before each event, where they are provided with concise instructions on roles, safety protocols, and event expectations. Department staff and event coordinators are available throughout to provide hands-on guidance and respond to any immediate needs.

To recognize and acknowledge volunteers' contributions, PARD tracks volunteer hours and shares the positive community impact they help create. This streamlined process makes volunteering accessible, enjoyable, and rewarding, fostering a positive experience that encourages future participation.

**Agency Evidence of Compliance:**

[4.7.3 EOC 1 Volunteer Manual Pages 13-14](#)



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

### 4.7.4 – Recognition of Volunteers

*Standard:* There agency shall recognize volunteers for their contributions. Recognition may take many forms, depending on the nature of volunteer roles.

*Suggested Evidence of Compliance:* Provide a description of the recognition program and recognitions given over the past calendar year.

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

**Narrative:** PARD recognizes volunteers through a variety of formal and public appreciation efforts. Volunteers are acknowledged during City Council meetings, such as the Volunteer Week Proclamation held this past April, where their contributions to the community are publicly celebrated.

Additionally, PARD uses social media platforms, including Facebook, to highlight and recognize the ongoing efforts of volunteers, further showing the department's commitment to celebrating and retaining its volunteers.

These recognition efforts help ensure volunteers feel appreciated and motivated to continue supporting PARD's mission.

**Agency Evidence of Compliance:**

[4.7.4 EOC 1 Volunteer Week Appreciation Proclamation](#)

[4.7.4 EOC 2 Volunteer Appreciation Proclamation Notification](#)

[4.7.4 EOC 3 Facebook Post Skatepark Respect](#)

[4.7.4 EOC 4 Facebook Post 7<sup>th</sup> Annual Tri-City Litter Cleanup](#)

[4.7.4 EOC 5 Facebook Post Central Park Volunteers](#)

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

### 4.7.5 – Liability Coverage for Volunteers

*Standard:* Agency volunteers shall be covered for negligence liability.

*Suggested Evidence of Compliance:* Provide documentation indicating coverage of volunteers for negligence liability.

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

**Narrative:** The City of Garland is self-insured, providing liability coverage for employees and volunteers. This model allows efficient in-house management of claims and aligns with best practices for risk management.

**Agency Evidence of Compliance:**

[4.7.5 EOC 1 City of Garland Certificate of Self-Insurance](#)

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

### 4.8 – Consultants and Contract Employees

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

*Suggested Evidence of Compliance:* Provide the agency’s policies and procedures regarding the use of consultants and contract employees.

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

**Narrative:** PARD follows a structured approach for the use of consultants and contract employees, guided by established policies and procedures. These policies are outlined in documents such as Purchasing Policies and Procedures Directive and Contract Administration Directive. The Contingent Worker Staffing Guidelines provide clear instructions on the selection, administration, and oversight of consultants and contract employees to ensure alignment with the agency’s operational goals.

The Contract Instructor Agreement is used to formalize arrangements with contract instructors, outlining expectations, compensation, and terms of service. For consultants, the Approved Short List helps streamline the selection process by providing a pool of pre-vetted professionals. The Standard Terms and Conditions Goods & Services outline the legal and operational expectations for contract workers, ensuring that all consultants and contract employees comply with agency policies and meet performance standards.

**Agency Evidence of Compliance:**

[4.8 EOC 1 Purchasing Policies and Procedures Directive](#)

[4.8 EOC 2 Contract Administration Directive](#)

[4.8 EOC 3 Contingent Worker Staffing Guidelines](#)

[4.8 EOC 4 Contract Instructor Agreement](#)

[4.8 EOC 5 Approved Short List](#)

[4.8 EOC 6 City of Garland Standard Terms and Conditions Goods & Services](#)

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

### 5.0 – Financial Management

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

Financial management is the process of planning for, acquiring, and using funds to achieve predetermined organizational goals and objectives. The increasing demand for more and better services, continuing upward spiral of costs, increasing emphasis on fiscal responsibility and accountability, and the unwillingness of taxpayers support higher taxes, are all forcing park and recreation organizations to become more effective and efficient in all aspects of their financial operations. Parks and recreation managers must possess the ability to secure, organize, and control the financial resources of the organization to assure the success and survival of their organizations.

Formal fiscal control and monitoring procedures enable an agency to establish accountability, to comply with funding authorizations and restrictions, to ensure that disbursements are for designated and approved purposes and to alert agency management to possible problems.

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

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

### 5.1 – Fiscal Policy ★

*Standard:* Fiscal policies setting guidelines for management and control of revenues, expenditures, and investment of funds shall be set forth clearly in writing, and the legal authority must be clearly established.

*Suggested Evidence of Compliance:* Provide fiscal policies and legal authority.

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

**Narrative:** The document titled "Financial Structure, Policies, and Practices," in conjunction with the Code of Ordinances, assigns the City Manager key responsibilities to maintain high standards of fiscal management within the organization. It covers financial operations such as budgeting, expenditures, and revenue management emphasizing transparency, accountability, and legal compliance.

The City Manager oversees fiscal operations, policy enforcement, and alignment of financial practices with the city's strategic and legal guidelines. Responsibilities include authorizing expenditures, managing revenue collections, ensuring proper cash handling, and implementing controls against unauthorized expenditures. The City Manager also manages the CIP program, ensuring capital expenditures are planned and executed according to the city's financial policies.

COGnet provides staff with access to all budget, finance, and purchasing directives.

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

[5.1 EOC 1 Financial Structure, Policies and Practices](#)

[5.1 EOC 2 Code of Ordinances](#)

[5.1 EOC 3 Powers and Duties of City Manager](#)

[5.1 EOC 4 Authorization of Expenditures](#)

[5.1 EOC 5 Revenue Management](#)

[5.1 EOC 6 Cash Handling](#)

[5.1 EOC 7 Prohibited Expenditures](#)

[5.1 EOC 8 CIP Program](#)

[5.1 EOC 9 Citywide Policies on COGnet](#)

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

### 5.1.1 – Comprehensive Revenue Policy ★

*Standard:* There shall be an established revenue policy that is periodically updated regarding fees and charges for services and the strategies and methodologies for determining fees and charges and levels of cost recovery.

*Suggested Evidence of Compliance:* Provide the policy on fees and charges, the current fee schedules or cost-recovery procedures, and the most recent review or update.

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

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

**Narrative:** As part of the annual operating budget adoption, the City Council approves the Master Fee and Rate Schedule, which ensures that service costs are accurately reflected while balancing competitiveness with fair community pricing.

Per Page 14 of the Budget Instruction Manual, departments are directed to conduct fee comparisons, such as the Holford Aquatics benchmark survey, to make informed recommendations for City Council consideration.

PARD's Cost of Service Sheets provide detailed service delivery costs, which are essential for setting prices that align with community value. Additionally, the pyramid methodology is used to categorize services into tiers based on community benefit and cost recovery, promoting an equitable distribution of costs between the department and users.

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

[5.1.1 EOC 1 Master Fee and Rate Schedule](#)

[5.1.1 EOC 2 Budget Instruction Manual Page 14](#)

[5.1.1 EOC 3 Holford Aquatics Benchmark Survey](#)

[5.1.1 EOC 4 Cost of Service Sheet](#)

[5.1.1 EOC 5 Pyramid Methodology](#)

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

### 5.1.2 – Agency Acceptance of Gifts and Donations

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

*Suggested Evidence of Compliance:* Provide the policy on acceptance of gifts and donations.

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

**Narrative:** The Standards of Employee Conduct Directive outlines the procedures for staff to receive and manage gifts and donations, ensuring alignment with the city’s mission, values, and legal requirements. This policy preserves operational integrity and builds public trust by ensuring contributions are accepted and used transparently and effectively.

The PARD Donation Policy for receiving donations specifies acceptance criteria, requiring that contributions support the agency's objectives without imposing undue restrictions or conflicts of interest. Each gift or donation undergoes a thorough review, including legal and ethical assessments, to ensure compliance with relevant laws and agency standards.

The acceptance process involves detailed documentation, capturing donor details, contribution value, and any usage conditions to maintain transparency, accountability, and donor recognition. The policy also defines staff roles and responsibilities in managing and reporting gifts and donations, ensuring contributions are used as intended.

**Agency Evidence of Compliance:**

[5.1.2 EOC 1 Standards of Employee Conduct](#)

[5.1.2 EOC 2 Donations SOP](#)

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

### 5.1.3 – Grants Procedures

*Standard:* Where feasible and appropriate, the agency shall procure regional, state, federal and/or other applicable agency grants to supplement funding through an established procedure to research, coordinate and implement grant opportunities. Prior to grant procurement, agencies shall evaluate how application, approval, implementation and management processes will be coordinated.

*Suggested Evidence of Compliance:* Provide the procedure to procure grants along with a summary of grants received by the agency for the past five years, including identification of the following: project descriptions, grantor, date awarded, grant amount and agency match.

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

**Narrative:** PARD actively pursues regional, state, federal, and other grant opportunities to support key projects and initiatives. Grant funding is strategically aligned with the department’s goals, as outlined in the Master Plan, identifying areas where external funding can enhance service delivery and community impact.

The agency maintains a Grants Matrix to track grants received over the past five years, which includes details such as project descriptions, grantor information, award dates, amounts, and any required matching funds. Additionally, the Grant SOP provides clear guidelines for the submission and management of grants, ensuring consistency and accountability.

PARD also collaborates with the city’s Neighborhood Vitality Department on grant partnerships through the Neighborhood Vitality Matching Grant Guidelines to support park system amenities and foster community-driven projects.

**Agency Evidence of Compliance:**

[5.1.3 EOC 1 Master Plan Info on Grants](#)

[5.1.3 EOC 2 Grants Matrix](#)

[5.1.3 EOC 3 Grant SOP](#)

[5.1.3 EOC 4 Neighborhood Vitality Matching Grant Guidelines](#)



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

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

*Standard:* Where feasible and appropriate, the agency shall solicit private, corporate, and nonprofit support to supplement agency funding through an established procedure to research, coordinate and implement alternative funding options. Prior to acceptance of support the agency shall evaluate the terms of acceptance and how the implementation and management process will be coordinated.

*Suggested Evidence of Compliance:* Provide the procedure to solicit private, corporate and non-profit support along with a summary of such support received by the agency for the past five years including identification of the following: project descriptions, grantor/sponsor, date awarded, and value of the contribution and method of recognition.

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

**Narrative:** PARD actively seeks private, corporate, and non-profit support to diversify funding for its parks and recreation programs. Clear procedures, outlined in the Donations SOP, guide the identification, solicitation, and management of contributions to ensure alignment with the agency’s mission and community goals.

The sponsor and grant list details PARD's partnerships with organizations over the past five years, including GPL’s sponsorship of the Sweetheart Dance and three sponsorships of the Carver Senior Softball Game. These contributions have supported key programs that enhance community services. Each partnership is carefully evaluated to ensure alignment with agency values, and contributors are recognized through program marketing materials, such as the Sweetheart Dance flyer.

PARD remains committed to fostering partnerships that provide lasting benefits while ensuring transparency and alignment with the agency's strategic priorities.

**Agency Evidence of Compliance:**

[5.1.4 EOC 1 Donations SOP](#)

[5.1.4 EOC 2 Sponsor and Grant List](#)

[5.1.4 EOC 3 GPL Sponsorship](#)

[5.1.4 EOC 4 Carver Senior Softball Game](#)

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

### [5.1.4 EOC 5 Sweetheart Dance Flyer](#)

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

### 5.2 – Fiscal Management Procedures ★

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

*Suggested Evidence of Compliance:* Provide the procedures for the fiscal management of the agency.

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

**Narrative:** City of Garland has implemented robust fiscal management practices that ensure financial transparency, resource efficiency, and accountability across all operations. The department follows established directives, including Authorization for Expenditures, Capitalization of Expenditures, City P-Card Policy and Procedures for Non-Travel Related Meals, Cash Handling, Petty Cash, to guide essential processes in financial management.

For tracking, managing, and reporting financial transactions, PARD uses Cayenta, a comprehensive financial software solution that supports compliance with all financial policies and provides oversight through detailed transaction records and reporting features.

Capital projects are managed under the CIP Program Directive, which ensures strategic and responsible fund allocation aligned with PARD's service objectives. To uphold fiscal accountability and integrity, regular audits and reviews are conducted, strengthening the department's financial controls.

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

[5.2 EOC 1 Authorization for Expenditures](#)

[5.2 EOC 2 Capitalization of Expenditures](#)

[5.2 EOC 3 City P-Card Policy and Procedures for Non-Travel Related Meals](#)

[5.2 EOC 4 Cash Handling](#)

[5.2 EOC 5 Petty Cash](#)

[5.2 EOC 6 CIP Program](#)

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

### 5.2.1 – Authority and Responsibility for Fiscal Management

*Standard:* The agency's chief administrator shall be designated as having the authority and responsibility for the fiscal management of the agency. Although an agency's chief administrator is ultimately responsible for all agency fiscal matters, the size and complexity of the agency may dictate the need to delegate responsibility for fiscal management functions to an identifiable person or component within the agency.

*Suggested Evidence of Compliance:* Provide documentation demonstrating clear delegation of fiscal authority for the agency.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 556.*

**Narrative:** The City of Garland's fiscal management is overseen by the City Manager, who holds ultimate authority and responsibility for all financial matters, as established in Article 5, Section 3, of the Code of Ordinances. The City Manager delegates daily fiscal management duties to department directors, ensuring effective oversight across the agency. These responsibilities are outlined in the Authorization for Expenditures Directive.

Financial operations are managed using Cayenta, which tracks all transactions and ensures compliance with budgetary controls. The organizational structure and reporting lines, as demonstrated in the city's organizational chart, promote transparency and accountability in financial management.

PARD's procedures ensure sound fiscal management, maintaining alignment with city policies and the agency's mission to deliver quality parks and recreation services.

**Agency Evidence of Compliance:**

[5.2.1 EOC 1 Code of Ordinances City Manager Powers and Duties](#)

[5.2.1 EOC 2 Authorization for Expenditures](#)

[5.2.1 EOC 3 City Organization Chart](#)

[5.2.1 EOC 4 Department Organization Chart](#)

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

### 5.2.2 – Purchasing Procedures ★

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

*Suggested Evidence of Compliance:* Provide the procedures for the requisition and purchase of agency equipment, supplies, and services, including:

- a. Bidding procedures;
- b. Criteria for the selection of vendors and bidders; and
- c. Procedures for disbursement of petty cash and issuance; and
- d. Use of procurement cards, if applicable.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 560-562.*

**Narrative:** The City of Garland follows structured policies to ensure efficient, compliant, and ethical purchasing practices across all departments. These policies include a centralized Purchasing Directive, a Petty Cash Policy, and a Procurement Card (P-Card) Policy for Non-Travel Related Meals, all of which establish controls to prevent misuse of funds and maintain accountability.

- **Purchasing Policies and Procedures Directive:** Under the authority of the City Manager and Director of Procurement, the Purchasing Directive outlines roles, responsibilities, and processes for acquiring goods and services. Purchases over \$3,000 require a purchase order and follow competitive bidding, while emergency and sole-source purchases are allowed with proper justification. For purchases exceeding \$50,000, public bids are required. Professional services are procured based on qualifications in compliance with Texas codes.
- **Petty Cash Policy:** The Petty Cash Policy governs minor, non-recurring purchases, enforcing transaction limits and requiring departments to maintain records and receipts. Regular audits ensure compliance, providing a streamlined yet accountable process for small expenses.
- **Procurement Card (P-Card) Policy for Non-Travel Related Meals:** The P-Card Policy allows authorized staff to make low-value purchases efficiently within set spending limits. Holders must document each transaction, and periodic audits are conducted to confirm compliance and prevent unauthorized spending.

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

- **Audits and Compliance:** To safeguard resources and maintain accountability, the city conducts routine internal audits of all purchasing activities, including petty cash and P-Cards, verifying adherence to spending limits, documentation standards, and ethical practices. This systematic oversight strengthens fiscal responsibility and controls.

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

[5.2.2 EOC 1 Purchasing Policies and Procedures](#)

[5.2.2 EOC 2 Petty Cash](#)

[5.2.2 EOC 3 City P-Card Policy and Procedures for Non-Travel Related Meals](#)

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

### 5.2.2.1 – Emergency Purchase Procedures

*Standard:* There shall be established procedures for emergency purchases within the agency to secure equipment or services in a swift and efficient manner.

*Suggested Evidence of Compliance:* Provide the procedures for emergency purchases.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 561.

**Narrative:** Section 4.5 of the Purchasing Policies and Procedures Directive, provides PARD with a structured approach to handle urgent procurement needs while maintaining the integrity of the purchasing process. These procedures enable expedited purchases within the department's policies and contract administration practices, ensuring swift procurement without compromising transparency, legality, and ethical standards, particularly in situations affecting public safety or operational continuity.

The policy permits exceptions to the standard competitive bidding process during emergencies, requiring detailed documentation and justification for each purchase to ensure accountability and alignment with public interest. It complies with Chapter 252.022 of the Texas Local Government Code, providing a legal basis for efficient emergency purchases. This approach emphasizes thorough contract administration in emergencies, ensuring contracts meet legal standards and are executed with due diligence.

**Agency Evidence of Compliance:**

[5.2.2.1 EOC 1 Emergency Purchases](#)

[5.2.2.1 EOC 2 Contract Administration](#)

[5.2.2.1 EOC 3 Local Government Code Chapter 252.022](#)

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

### 5.3 – Accounting System ★

*Standard:* The agency shall have a comprehensive accounting system to ensure an orderly, accurate, and complete documentation of the flow of funds. The accounting system shall facilitate rapid retrieval of information on the status of appropriations, expenditures and revenue any time the information is required.

*Suggested Evidence of Compliance:* Provide a description of the accounting system.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 562-565.

**Narrative:** PARD’s accounting system ensures precise and transparent documentation of all financial transactions, supporting effective financial management and accountability.

PARD utilizes the Cayenta Financial Management System for core accounting functions such as purchasing, accounts payable, and general ledger management. Questica is employed to manage and track operational and CIP Program budgets ensuring expenditures align with approved budgets. PaymentNet by JP Morgan Chase monitors P-Card transactions, enabling prompt reconciliation. Additionally, OnBase manages document retention and workflow approvals, ensuring secure storage and easy access to financial records.

**Agency Evidence of Compliance:**

[5.3 EOC 1 Cayenta Financial Management System](#)

[5.3 EOC 2 Questica](#)

[5.3 EOC 3 PaymentNet](#)

[5.3 EOC 4 OnBase Invoice Process Workflow](#)



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

### 5.3.1 – Financial Status Reports

*Standard:* The agency shall periodically, monthly at a minimum, provide financial status reports. Each appropriation and expenditure shall be classified according to function, organizational component, activity, object, and program.

*Suggested Evidence of Compliance:* Provide financial status reports for the previous three months. Financial status reports shall include, at a minimum:

- a. Initial appropriation for each account (or program);
- b. Balances at the commencement of the regularly defined period;
- c. Expenditures and encumbrances made during the period;
- d. Unencumbered balances; and
- e. Revenue status.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 563-564.

**Narrative:** The department uses Questica for in-depth budget reporting, integrated with the Cayenta accounting system, to provide management and financial staff with extensive financial status reports for both the operational and CIP Program budgets. Smartsheet enhances this integration by enabling smooth data transfer from Questica and Cayenta, centralizing reporting and tracking for easy access to complex financial reports.

**Agency Evidence of Compliance:**

[5.3.1 EOC 1 Operational Budget Status Report – September](#)

[5.3.1 EOC 2 Operational Budget Status Report - August](#)

[5.3.1 EOC 3 Operational Budget Status Report - July](#)

[5.3.1 EOC 4 CIP Status Report](#)

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

### 5.3.2 – Position Authorization Procedures

*Standard:* The agency shall have established procedures for maintaining control over the number and type of authorized filled and vacant positions to ensure that persons on the payroll are legally employed and that positions are in accordance with budget authorizations.

*Suggested Evidence of Compliance:* Provide the position authorization procedures and budgeted positions.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 564-565.

**Narrative:** PARD is dedicated to ensuring that staffing levels and employee competencies are well-aligned with operational needs and service goals. This is achieved through three key strategies:

- **Employee Classification Plan:** This plan clearly defines job roles and the specific skills and qualifications required for each, ensuring that employees are well-suited to their positions and can perform their duties effectively.
- **Workforce Development Plan:** Workforce Planning provides departments with focused times during the year to identify current and projected staffing needs. This may include replacement positions, upcoming retirements, departmental realignments, and compensation changes (promotions, reclassifications, etc.).
- **Approved Budget Positions:** PARD regularly reviews and adjusts staffing levels based on budgeted positions, ensuring the workforce is financially sustainable while effectively meeting the needs of the community.

These strategies collectively ensure that PARD is equipped with a capable and well-prepared workforce, committed to delivering exceptional services.

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

[5.3.2 EOC 1 Employee Classification Plan](#)

[5.3.2 EOC 2 Workforce Planning](#)

[5.3.2 EOC 3 Approved Budget Positions](#)

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

### 5.3.3 – Fiscal Control and Monitoring Procedures

*Standard:* The agency shall have established procedures used for collecting, safeguarding, and disbursing funds. The procedures shall enhance security and accountability of all monies received by the agency.

*Suggested Evidence of Compliance:* Provide the fiscal control and monitoring procedures. The fiscal control and monitoring procedures shall include:

- a. Maintenance of an allotment system, if any, or records of appropriations among organizational components;
- b. Preparation of financial statements;
- c. Conduct of internal audits; and
- d. Persons or positions authorized to accept or disburse funds.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 564.*

**Narrative:** The City of Garland's framework for fiscal management, detailing its financial structure, budgeting practices, auditing requirements, fund allocations, and compliance with governmental accounting standards is outlined in the document, Financial Structure, Policies and Practices which can be found on the city website.

Key practices include maintaining operational budgets which detail records of appropriations and allotments across all departments, allowing for precise tracking and accountability of all funds received and disbursed. Financial statements and reports are prepared on a weekly, monthly, and quarterly basis to provide an updated picture of budget status, revenue, and expenditures.

To uphold fiscal integrity, the Internal Audit Department conducts audits annually to verify compliance with financial policies and procedures. Designated personnel are authorized to handle fund collections and disbursements, following established directives for cash-handling and petty cash protocols.

This framework of fiscal controls allows PARD to responsibly manage public funds, maintain financial integrity, and transparently communicate its financial health to stakeholders, reinforcing community trust and operational efficiency.

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

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

[5.3.3 EOC 1 Financial Structure, Policies and Practices](#)

[5.3.3 EOC 2 2024/25 Proposed Annual Operating Budget](#)

[5.3.3 EOC 3 Monthly Report](#)

[5.3.3 EOC 4 Internal Audit](#)

[5.3.3 EOC 5 Cash Handling Directive](#)

[5.3.3 EOC 6 Petty Cash Directive](#)

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

### 5.3.4 – Independent Audit ★

*Standard:* There shall be an independent audit of the agency's fiscal activities conducted annually or at a time stipulated by applicable statute or regulation. The audit may be performed by the government's internal audit staff (external to the agency being audited) or by an outside certified public accounting firm.

*Suggested Evidence of Compliance:* Provide the most recent independent audit and management letter, or most recent Comprehensive Annual Financial Report (CAFR) and provide the response to the audit recommendations.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 565-569.*

**Narrative:** City of Garland ensures transparency and accountability through an annual independent audit of its fiscal activities, conducted by an external certified public accounting firm. This audit comprehensively reviews financial statements, evaluates internal controls, and assesses compliance with applicable regulations.

The most recent audit was fiscal year 2022-23 and the city's response is provided for review on the city's website.

**Agency Evidence of Compliance:**

[5.3.4 EOC 1 Annual Comprehensive Financial Reports](#)

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

### 5.4 – Annual or Biennial Budget ★

*Standard:* There shall be an annual or biennial operating and capital improvements budgets, including both revenues and expenditures. Operating budgets include both capital and operating expenses, cover a one-year or two-year period and capital improvements may extend five or six years with annual review. The nature of an agency's budgetary system may be determined by the kind of system in use by its governmental authority.

*Suggested Evidence of Compliance:* Provide the current and approved operating and capital improvements budgets.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 17 - Budgeting, pp. 577-626.*

**Narrative:** The City of Garland's City Council adopts the annual operating budget each September and the CIP Program budget each February. The budgets are available to the public on the city website, ensuring transparency and accessibility.

**Agency Evidence of Compliance:**

[5.4 EOC 1 Proposed Annual Operating Budget](#)

[5.4 EOC 2 CIP Program Budget](#)

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

### 5.4.1 – Budget Development Guidelines

*Standard:* The agency shall establish guidelines to inform the heads of organizational components of the essential tasks and procedures relating to the budget preparation process. The guidelines shall include instructions for preparing budget request documents and for providing adequate justification for major continuing expenditures or changes in continuing expenditures of budget items. Information should be included regarding operating impact.

*Suggested Evidence of Compliance:* Provide the budget development guidelines.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 17 - Budgeting, pp. 600.*

**Narrative:** PARD adheres to a structured and transparent budget development process, ensuring that financial planning is aligned with strategic objectives and operational needs. This commitment is demonstrated through the implementation of clear and comprehensive budget guidelines, which are followed rigorously by all departments.

- **Budget Development Guidelines:** The budget development process is governed by detailed guidelines that are outlined in the Code of Ordinances, Article VIII Budget. The ordinance provides a framework for preparing both the operating budget and the CIP Program budget, ensuring consistency and accuracy across all financial planning activities.
- **Operating and Capital Budgets:** Each year, department heads use the Budget Instruction Manual as a reference to prepare their budget requests. This manual outlines the procedures for submitting detailed justifications for all major expenditures, ensuring that all requests are data-driven and aligned with agency goals.

The Operating Budget Preparation and the CIP Budget Preparation, which can be found on COGnet, ensure a comprehensive approach to financial management.

Through these rigorous guidelines and collaborative processes, PARD demonstrates a strong commitment to responsible financial management, ensuring all resources are allocated effectively to support the mission and service delivery objectives.

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

### Agency Evidence of Compliance:

[5.4.1 EOC 1 Code of Ordinances Article VIII Budget](#)

[5.4.1 EOC 2 Operating Budget](#)

[5.4.1 EOC 3 CIP Program Budget](#)

[5.4.1 EOC 4 Budget Instruction Manual](#)

[5.4.1 EOC 5 Operating Budget Preparation](#)

[5.4.1 EOC 6 CIP Budget Preparation](#)



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

### 5.4.2 – Budget Recommendations

*Standard:* Major organizational components shall provide recommendations, based on operational and activity analysis, for use in the development of the agency's budget.

*Suggested Evidence of Compliance:* Provide examples of agency component recommendations and evidence of their consideration in the budgeting process. Recommendations shall include:

- a. Assessment of current and future personnel needs;
- b. Costs per program element;
- c. Line items.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 17 - Budgeting, pp. 593-602.

**Narrative:** The City of Garland employs a structured, needs-based budgeting process to support both current services and strategic growth. Annually, each department receives a Baseline Budget covering essential operations, including personnel and daily operational costs. Departments submit a detailed, line-item breakdown for each account to ensure transparency and prioritize core expenses, such as direct materials, maintenance, and contracts.

For needs exceeding baseline funding, such as additional staff, new or expanded programs, or capital items over \$5,000, departments submit Strategic Priority Proposals, allowing thorough documentation and evaluation of significant needs. After entering all items into Questica, the proposed budget undergoes a review by the Budget Department and the City Manager, who prioritizes requests to fit within citywide fiscal strategies. This process ensures that departmental needs are aligned with the city's overall budgetary goals before submission to the City Council.

Through this comprehensive approach, the department demonstrates its commitment to responsible budgeting, operational efficiency, and strategic resource planning.

**Agency Evidence of Compliance:**

[5.4.2 EOC 1 2023/24 Annual Operating Budget](#)

[5.4.2 EOC 2 Questica](#)

[5.4.2 EOC 3 2024/25 City Manager Review](#)

[5.4.2 EOC 4 2024/25 Proposed Budget](#)

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

### 5.5 – Budget Control Procedures

*Standard:* The agency shall have procedures for budget control with periodic reporting of revenues and expenditures, and continuous management review.

*Suggested Evidence of Compliance:* Provide the procedures for budget control within the agency and examples of periodic reports.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 566.

**Narrative:** PARD ensures efficient and transparent financial management through robust budget control procedures. Key practices include:

- **Monthly Reporting:** The department receives monthly budget reports and a Budget & Research Dashboard highlighting expenditures, revenues, and variances with year-to-date information.
- **Weekly Updates:** Weekly internal reports keep divisional managers informed, ensuring proactive financial oversight.
- **Revenue Projections:** Revised revenue projections during the budget process ensure accurate planning based on current trends.
- **Quarterly Reviews:** The Administrative Services Manager facilitates quarterly reviews using detailed worksheets to evaluate financial performance and address variances.
- **Mid-Year Funding Requests:** The Mid-Year Strategic Priority Proposals allows for structured requests for additional funding to address unforeseen needs.

These procedures reflect the department's commitment to fiscal responsibility, supporting its mission to deliver dynamic experiences for the community.

**Agency Evidence of Compliance:**

[5.5 EOC 1 Monthly Status Report](#)

[5.5 EOC 2 Monthly Questica CIP Status Report](#)

[5.5 EOC 3 Budget & Research Dashboard](#)

[5.5 EOC 4 Weekly Budget Status Report Smartsheet](#)

[5.5 EOC 5 Weekly CIP Status Report Smartsheet](#)

[5.5 EOC 6 Revenue Projections](#)

[5.5 EOC 7 Quarterly Review](#)

[5.5 EOC 8 Mid-Year Strategic Priority Proposals](#)

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

### 5.5.1 – Supplemental/Emergency Appropriations Procedures

*Standard:* The agency shall have established procedures for requesting supplemental or emergency appropriations and fund transfers to meet circumstances that cannot be anticipated by prior fiscal planning efforts. Mechanisms of adjustment may include transferring funds from one account to another and/or requesting that additional funds be granted for agency needs.

*Suggested Evidence of Compliance:* Provide the supplemental/emergency appropriations procedures.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 561.

**Narrative:** The City of Garland follows a structured process for managing essential budget adjustments outside the standard cycle through Mid-Year Strategic Priority Proposals (MYSPP). This process allows the department to address operational needs that cannot be funded within the existing budget or delayed until the next budget cycle. MYSPP requests accommodate new or modified service requirements, including additional positions, new programs, service expansions or enhancements, emergency purchases, or capital acquisitions.

To initiate an MYSPP, the department submits a detailed request in Questica, outlining the need, impact on service delivery, and rationale for why existing funds are insufficient. The Budget Department provides clear instructions to guide MYSPP development and submission, ensuring alignment with city policies. Once submitted, requests are reviewed by a Budget Analyst and the Budget Director before being presented to City Management monthly. After review, departments are notified of the approval status and any rationale, promoting transparency and informed decision-making for all mid-year budget modifications.

Through the MYSPP process, the department maintains flexibility to meet strategic and operational needs effectively while upholding fiscal responsibility and alignment with citywide priorities.

**Agency Evidence of Compliance:**

[5.5.1 EOC 1 Mid-Year Strategic Priority Proposals](#)

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

### 5.5.2 – Inventory and Fixed Assets Controls

*Standard:* The agency shall have established procedures for inventory control of property, equipment, and other assets to prevent losses and unauthorized use, and to avoid both inventory excesses and shortages. There shall be a complete and current listing of agency assets.

*Suggested Evidence of Compliance:* Provide procedures for inventory and fixed asset control.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 16 - Financial Management, pp. 562.

**Narrative:** PARD upholds strong asset control practices, ensuring effective management, accountability, and operational readiness of all inventory and fixed assets.

PARD follows the Capitalization of Expenditures Policy, which requires that assets meet a lifespan of over one year and a minimum \$5,000 cost to qualify as capital items. This ensures accurate classification and financial reporting. The Equipment Replacement Fund (ERF) Directive further supports this by collecting depreciation charges for scheduled replacements, thus minimizing annual budget impacts.

As part of the Property and Equipment Stewardship Directive, department heads are responsible for asset custody and annual physical inventories, with designated asset custodians ensuring accurate records and regulatory compliance. For vehicle and equipment maintenance, the Fleet Coordinator Program designates coordinators to manage preventive maintenance and repairs, helping reduce downtime and extend asset lifespans.

The Recreation Division Inventory system maintains detailed records of recreational equipment location, condition, and quantities. This monitoring helps ensure that all assets remain operational and accessible, enhancing resource availability for public use.

These policies and programs collectively support PARD's commitment to fiscal responsibility, regulatory compliance, and efficient asset management.

**Agency Evidence of Compliance:**

[5.5.2 EOC 1 Capitalization of Expenditures](#)

[5.5.2 EOC 2 Equipment Replacement Fund](#)

[5.5.2 EOC 3 Property and Equipment Stewardship](#)



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

[5.5.2 EOC 4 Fleet Coordinator Program](#)

[5.5.2 EOC 5 Recreation Division Inventory](#)

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

### 6.0 – Programs and Services Management

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

A program is a means to leisure and recreation as well as a vehicle to deliver benefits to participants. High-quality programming is a dynamic process that continues as the recreation experience unfolds. A systematic and well-researched analysis should be completed in determining what programs and services should be provided by the agency. The public park and recreation program should be coordinated with related programs of other governmental, for-profit and non-profit organizations in the community, such as schools, voluntary agencies, and churches, to provide maximum coverage with a minimum of duplication, as well as to reduce competition.

The primary responsibility of the park and recreation professional is to provide programs by which leisure and recreation experiences and environments enhance the well-being and quality of life for participants. Certain program and service determinants give direction to what is provided and assessed. These determinants are: conceptual foundations of play, recreation, and leisure; agency philosophy, goals and objectives; constituent interests and desired needs; and community opportunities for the public. Program and service objectives must be benefits-focused. Many agencies put objectives in “SMART” format (specific, measurable, achievable, realistic, and timed) to assure that objectives are measurable, and they use logic modeling to focus their objectives on outcomes and impacts.

The recreation programming plan includes all elements and services of the public park and recreation agency’s programming functions, including activity selection, type and scope of programs and outreach initiatives. While related to a master or comprehensive plan, the recreation programming plan shall be an outgrowth of other strategic and program forecasting tools.

Park and recreation agencies should have a program that educates the public about the intrinsic and extrinsic benefits that leisure (time, activity, experience) and participation in self-directed and leader-directed recreation activities provide. It should include the three (3) behavior domains: psychomotor (manipulation and coordination of physical skills and abilities), affective (interests, appreciations, attitudes and values) and cognitive (intellectual skills and abilities).

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

A leisure education program consists of six (6) components:

1. Awareness of self in leisure;
2. Appreciation of leisure;
3. Understanding self-determination in leisure;
4. Making decisions regarding leisure participation;
5. Knowledge and use of resources for facilitating leisure; and
6. Promoting social interaction.

Examples include:

- Cooperative agreements with local schools to develop classes, workshops or events to inform children and adolescents of leisure benefits.
- Community presentations regarding leisure benefits at libraries, senior citizen centers, special recreation associations, and at business and industry meetings.
- Distributing a “benefits” CD or website hyperlink to educate, publicize, and inform of agency programs and services through various social media outlets (Facebook, Twitter, etc.) and public cable TV channels.
- Organizing and categorizing agency publications and photos according to the benefits associated with targeted programs and services, e.g., benefits of nature walks for senior populations and benefits of outdoor play for children.
- Marketing and advertising the benefits message in agency telephone messages, employee newsletters, and policy manuals, on staff apparel, facility and vehicle signage.
- Including benefit statements in brochures and program descriptions so that prospective participants will see what they can gain from participating in programs.
- Including the question of “How have you benefited from this program?” in program evaluations, causing the participant to reflect on the benefits of the program.
- Including the benefits of programs and services on agency websites and in email/e-blasts, press releases and public service announcements.
- Conducting benefits-based program research studies.
- Conducting and reporting follow-up assessments and data analyses.

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

### 6.1 – Recreation Programming Plan ★

*Standard:* Leisure and recreation are integral to a community’s social, cultural and economic development. The agency shall have a Recreation Program Plan (RPP) covering 2-3 years that is updated periodically and shall address all leisure and recreation programs and services. Show the agency’s program planning model, services management matrix, orientation to those served, including activity development and selection, type and scope of programs and outreach initiatives as well as an organizational chart.

*Suggested Evidence of Compliance:* Provide the current Recreation Program Plan and describe the implementation process. This RPP shall address how the agency delivers programs and services to persons of all ages and abilities and shall show how it develops and addresses the lifecycle of high-quality offerings (how programs are developed, evaluated and discontinued). Mission, goals, and evaluation measures shall be included in a planning and framework model.

Provide evidence of how the RPP connects with the Master and Strategic Plans while referring to the following enumerated components in the Plan (to be explained in greater detail in Standards 5, 6 and 10):

- a. Cover page with visible approval signature and date;
- b. Table of contents (electronically linked to the page where the section begins);
- c. Introduction (vision, mission, core program/organizational philosophy, conceptual foundations, community opportunities/participant involvement, commitment to community education for the leisure process (6.4), connection to strategic plan and master plan);
- d. Staff organizational chart
- e. Program Planning Model and Framework
  - i. Program and service determinants (6.1.1);
  - ii. Program goals (with broad outcomes/benefits) (10.3);
  - iii. Program and service statistics (10.5);
  - vi. Recreation and leisure trends analysis (10.5.1);
  - v. Community inventory (10.5.2)
  - vi. Fees and charges policy and schedules (5.1.1)
  - vii. Measurement, evaluation with data collection (10.3) (show how programs are developed, evaluated and improved; include how new programs are introduced and, when appropriate, programs are discontinued).



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

- f. Programs and Services Management Matrix (include agency's matrix for a sample facility, program, service and special event with the following categories):
  - i. Program types (self-directed [6.1.3], leader-directed [6.1.4], etc.);
  - ii. Genders, life stage/age groups (pre-school, teen, senior, family, etc.);
  - iii. Data/statistical collection (surveys, demographic reports, etc.);
  - iv. SMART (specific, measurable, relevant, achievable, time-bound) program objectives and evaluation (6.2\*);
  - v. Scope of program opportunities/classification formats (6.3) (special event, drop-in, etc.; equipment rental and checkout, etc.; leisure education open house, checklist, etc.; aquatics, after-school, arts, etc.);
  - vi. Outreach to diverse and underserved populations (6.31\*);
  - vii. Health and wellness promotion (6.4.1) (physical, emotional, social, etc.); and
  - viii. Program promotion
- g. Appendices
  - i. Agency Organization Charts
  - ii. Evaluation Forms
  - iv. Participant and Spectator Code of Conduct (6.5)

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 125-127.

**Narrative:** The Recreation Program Plan, approved November 19, 2024, aligns program management objectives from the department's Strategic Plan with its mission and vision. It prepares staff to respond effectively to community needs, feedback, survey results, demographics, program statistics, and industry trends. This comprehensive approach ensures the development and implementation of relevant and impactful recreational opportunities for the community.

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

[6.1 EOC 1 Recreation Program Plan](#)

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

### 6.1.1 – Program and Service Determinants

*Standard:* A systematic and studied approach shall be taken in determining what programs and services shall be provided by the agency.

*Suggested Evidence of Compliance:* Provide documentation and examples demonstrating that the six (6) program and service determinants are used in providing programs and services. The programs and services provided by the agency shall be based on the

- Conceptual foundations of play, recreation, and leisure;
- Organizational agency philosophy, mission and vision, and goals and objectives;
- Constituent interests and desired needs;
- Creation of a constituent-centered culture;
- Experiences desirable for clientele; and
- Community opportunities.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 127-128.

**Narrative:** PARD offers a wide variety of programs and services to meet the diverse needs of the community. Committed to excellence, the department uses a systematic and researched approach to develop programs and services, ensuring they are beneficial, meaningful, and inclusive. Various tools are used to determine the suitability and demand for these offerings.

**Program Guidelines:** Section 3.11.1 of the department master plan outlines six guidelines for developing new programs and evaluating existing ones: Broad Appeal, Administrative Feasibility, Coordination, Settings and Times, Constructive Nature, Community Opportunities, and Diverse Range of Activities.

**Work Plan:** The comprehensive annual Recreation Work Plan aligns with the department's mission, vision, and strategic initiatives to achieve four major goals:

1. **Places and Spaces:** Parks and spaces will connect people, build community, and create dynamic experiences for current and future generations.
2. **Experiences:** Programs, events, and services will promote health and wellness, learning, creativity, and fun to enrich the lives of the diverse and ever-changing community.

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

3. **Engagement:** Residents, businesses, leaders, and staff will collaborate to create and deliver innovative, accessible, affordable, and inclusive experiences for the entire community.
4. **Organizational Excellence:** The department will implement modern best practices to ensure people, policies, processes, finances, and resources are aligned to fulfill the mission and realize the vision.

**Program Matrix:** Identifies underserved programming areas.

**Program Development Form:** Evaluates the viability of new programs.

**Program Surveys:** Measures participant satisfaction.

**Recreation Program Assessment Form:** Helps staff decide whether to sustain or discontinue a program, ensuring offerings stay relevant and effectively meet community needs.

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

[6.1.1 EOC 1 Master Plan Program Guidelines](#)

[6.1.1 EOC 2 Recreation Work Plan](#)

[6.1.1 EOC 3 Program Matrix](#)

[6.1.1 EOC 4 Program Development Form](#)

[6.1.1 EOC 5 Swim Program Surveys](#)

[6.1.1 EOC 6 Completed Swim Program Surveys](#)

[6.1.1 EOC 7 Athletic Event Survey](#)

[6.1.1 EOC 8 Athletic Program Survey](#)

[6.1.1 EOC 9 Recreation Program Assessment](#)

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

### 6.1.2– Participant Involvement

*Standard:* The development of agency programs and services shall involve participants.

*Suggested Evidence of Compliance:* Describe the process and provide examples of how the agency obtains and utilizes participant input. Participants shall have involvement in:

- Recommending policy;
- Planning activities;
- Conducting activities; and
- Sponsoring activities.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 130-133.

**Narrative:** PARD prioritizes public engagement and feedback to shape its services and initiatives. Employing a strategy of public input meetings, collaborations with community groups, and surveys, the department ensures its offerings reflect community needs and interests.

Public input meetings serve as a key platform for resident feedback on projects and services, reinforcing the department's dedication to transparency and community involvement. This approach, supplemented by forums like City Council, Senior Advisory Commission, and Parks & Recreation Advisory Board meetings, cultivates community ownership and participation.

Additionally, collaborating with citizens, community groups, and nonprofits enables the planning of events celebrating diversity and community spirit, such as Juneteenth and the Asian American Soccer Tournament. Surveys help tailor programs to community preferences, allowing adjustments based on direct feedback to keep programs relevant across all ages.

The department's sponsorship opportunities for recreation events, highlight a proactive approach to support and funding, boosting its capacity for high-quality recreational programming.

By focusing on public input, collaboration, and responsiveness, PARD ensures its programs and services continue to engage and enrich the community.

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

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

[6.1.2 EOC 1 Master Plan Public Input](#)

[6.1.2 EOC 2 Aquatics Plan Public Input Meeting Facebook Post](#)

[6.1.2 EOC 3 Senior Advisory Commission Agenda](#)

[6.1.2 EOC 4 Juneteenth Survey Website Link](#)

[6.1.2 EOC 5 Asian American Heritage Festival](#)

[6.1.2 EOC 6 Program Survey Data](#)

[6.1.2 EOC 7 Sponsorship](#)

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

### 6.1.3 – Self-Directed Programs and Services

*Standard:* The agency shall offer self-directed recreation opportunities for individuals and groups to participate without leadership, under only general supervision. Examples include picnic facilities, tennis courts, roadways in scenic areas, bridle trails, self-guiding nature trails, and open playgrounds.

*Suggested Evidence of Compliance:* Provide examples of how the agency provides self-directed recreation opportunities, including a list of such opportunities.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 133.

**Narrative:** In accordance with the Recreation Program Plan, PARD offers diverse recreational opportunities, empowering community members to engage in activities at their own pace based on their interests, including but not limited to:

- Disc Golf
- Body Shops
- Open Gym
- Trails
- Splashpads
- Tennis Courts

The Rec-Beat activity guide provides comprehensive details on available self-directed activities. Additionally, the parks and recreation website acts as a digital hub, offering current information on facilities, access, and schedules.

The program matrix, a key element of this initiative, presents a detailed overview of all self-directed recreational opportunities within the department, assisting staff in program planning and development.

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

[6.1.3 EOC 1 Disc Golf](#)

[6.1.3 EOC 2 Body Shop](#)

[6.1.3 EOC 3 Open Gym Calendar](#)

[6.1.3 EOC 4 Trails Website](#)

[6.1.3 EOC 5 Splashpads](#)

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

[6.1.3 EOC 6 Tennis Court Locations](#)

[6.1.3 EOC 7 Rec-Beat](#)

[6.1.3 EOC 8 Program Matrix](#)

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

### 6.1.4 – Leader-Directed Programs and Services

*Standard:* The agency shall offer leader-directed recreation opportunities that provide recreation opportunities where participant involvement is directed by a leader, including skills instruction classes. Examples include tennis, crafts, dance; synchronized swimming performance; creative dramatics for children.

*Suggested Evidence of Compliance:* Provide examples of how the agency provides leader-directed recreation opportunities, including a list of such opportunities.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 134*

**Narrative:** In accordance with the Recreation Program Plan, PARD offers a wide variety of leader-directed programs and services, with staff or independent contract instructors facilitating the programs. The Rec-Beat activity guide provides comprehensive details on available leader-directed activities.

**Agency Evidence of Compliance:**

[6.1.4 EOC 1 Program Matrix](#)

[6.1.4 EOC 2 Independent Instructor Guide](#)

[6.1.4 EOC 3 Rec-Beat](#)



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

### 6.1.5 – Facilitated Programs and Services

*Standard:* The agency shall facilitate assistance to individuals and groups of individuals that provide or want to provide recreation programs and leisure services independently from the agency. An example of facilitated programs and services is an individual or group that wishes to start a community theater organization; the agency may help initially by providing a meeting place, some administrative help in publicity, and "seed money" with the intent that the organization will become self-sustaining. Demonstration projects may be utilized for this purpose.

*Suggested Evidence of Compliance:* Provide examples of how the agency provides facilitated recreation opportunities, including a list of such opportunities.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 134-135.*

**Narrative:** In accordance with the Recreation Program Plan, PARD collaborates with various organizations to offer services that address community needs. PARD provides indoor spaces, sports fields, support for programs and services, and assistance for special events.

**Agency Evidence of Compliance:**

[6.1.5 EOC 1 Fee Exempt Procedures](#)

[6.1.5 EOC 2 FUA Buddy League](#)

[6.1.5 EOC 3 CAPS Agenda/Booking](#)

[6.1.5 EOC 4 Cosponsored Events \(MLK Parade\)](#)

[6.1.5 EOC 5 Asian American and First Responders](#)

[6.1.5 EOC 6 GISD](#)

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

### 6.1.6 – Cooperative Programming

*Standard:* The agency shall enter into cooperative agreements with public, commercial, and nonprofit entities to provide programming.

*Suggested Evidence of Compliance:* Provide current examples of cooperative programming with documentation, such as Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), or partnership agreements.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 135.*

**Narrative:** In accordance with the Recreation Program Plan, PARD uses a range of agreements to provide additional programs and services to its citizens. These agreements involve partnerships with nonprofit, private, and public entities, enabling PARD to expand its offerings to the community.

**Agency Evidence of Compliance:**

[6.1.6 EOC 1 License Agreement](#)

[6.1.6 EOC 2 Dallas County VNA Agreement](#)

[6.1.6 EOC 3 Waterpark Ground Lease and Operating Agreement](#)

[6.1.6 EOC 4 GISD Afterschool](#)

[6.1.6 EOC 5 GISD Tennis Agreement](#)

[6.1.6 EOC 6 City of Dallas Friendship Park](#)

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

### 6.2 – Program Objectives ★

*Standard:* There shall be specific objectives established for programs and services that are reviewed periodically. Objectives shall be specific and measurable as to the actual outcome or impact desired by the program or service so that progress on meeting objectives can be evaluated (see standard 10.2 Outcomes Assessment). Objectives shall be defined by program area, such as nature, dance, music, sports, fitness, special events and they can be further defined into levels such as beginner, intermediate and advanced.

*Suggested Evidence of Compliance:* Provide measurable objectives for each program and service area and the last review.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 135-140.

**Narrative:** PARD ensures all programs are strategically aligned with community needs through the use of a Program Development Form, which requires staff to define goals, objectives, and target groups for proposed programs. The Program Matrix, updated each season, categorizes program objectives and highlights gaps in services, ensuring balanced and inclusive offerings.

Programs are promoted through the Rec-Beat Activity Guide, published three times annually, which organizes activities into categories such as Arts, Sports, and Camps. This guide includes program details, schedules, and pricing, making activities accessible and easy to find.

**Agency Evidence of Compliance:**

[6.2 EOC 1 Program Development Form](#)[6.2 EOC 2 Program Matrix](#)

[6.2 EOC 3 Rec-Beat](#)

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

### 6.3 – Scope of Program Opportunities

*Standard:* The content of agency programs shall be related directly to stated program objectives and shall provide for individual differences of interests, abilities (mental, social, physical), and backgrounds. Activities selected shall be suited to and contribute toward fulfillment of the basic physical, emotional, social, and intellectual requirements of individuals. The agency should take into consideration the total community offerings; some opportunities may be offered by other organizations, private, public, and non-profit.

*Suggested Evidence of Compliance:* Provide a matrix or listing of programs by fields, demonstrating clearly how the agency provides opportunities for proficiency levels, socioeconomic levels, racial and ethnic backgrounds, ages, and genders.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 140.

**Narrative:** The Program Matrix is updated each programming cycle or as classes are added and deleted at each location. It serves as a tool to help staff easily identify underserved populations and programming gaps to better serve the Garland community.

**Agency Evidence of Compliance:**

[6.3 EOC 1 Program Matrix](#)

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

### 6.3.1 – Outreach to Diverse Underserved Populations ★

*Standard:* The agency shall proactively extend programs and services to residents who may be underserved in the community. To encourage participation in parks and recreation programs and services, agencies shall identify and address barriers that may limit access as demonstrated by the demographic profile of the community. Agencies should offer inclusionary support services to ensure access to programs and services for people of all abilities and all socioeconomic status.

*Suggested Evidence of Compliance:* Identify underserved populations (provide methodology and data used for this analysis), describe specific barriers including physical, social, financial, geographic, and cultural that limit participation and provide examples of outreach programs and services offered by the agency to meet the needs of these populations and overcome barriers to access.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 140.

**Narrative:** Garland is a diverse community, home to residents from a wide range of cultural, racial, ethnic, and economic backgrounds. According to the department's Master Plan, the poverty rate has risen significantly, increasing from 8.9% in 2000 to 15.7% in 2017, with some areas of the city experiencing rates above 30%. The senior population has also grown, representing 13% of the total population. The median household income is \$60,814, which is below the state and national medians. Minority residents make up almost half of Garland's population, with Hispanic and Asian populations seeing the most significant increases.

To address these demographic changes, PARD has implemented proactive measures to ensure inclusivity. PARD reaches out to underserved populations by providing documentation in English, Spanish, and Vietnamese. Additionally, PARD offers a financial assistance program for qualifying residents so they may participate in program offerings. Programs like the Summer Nutrition Program and Senior Medical Transportation Program exemplify how PARD strives to cater to all abilities, interests, and age levels. Through these efforts, PARD aims to create an inclusive environment where all community members can thrive.

**Agency Evidence of Compliance:**

[6.3.1 EOC 1 Master Plan Demographics](#)

[6.3.1 EOC 2 Spanish Documentation](#)



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

[6.3.1 EOC 3 Financial Assistance Program](#)

[6.3.1 EOC 4 Summer Nutrition](#)

[6.3.1 EOC 5 Senior Medical Transportation](#)

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

### 6.4 – Community Education for Leisure Process

*Standard:* The agency shall have a process to educate the general citizenry about the use of leisure time and the outcomes, benefits, values, and positive impacts of leisure and recreation services. The process shall be periodically evaluated for effectiveness. Educating the public about leisure and recreation shall be ongoing and systematic and should be done in cooperation with the community, e.g., schools, other leisure agencies, business, industry, and commercial recreation establishments.

*Suggested Evidence of Compliance:* Provide examples of the methods utilized by the agency to educate the community on the benefits, values, and impacts of leisure and recreation services to a diverse range of participants and non-participants. Provide the last review of effectiveness.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 140-144.*

**Narrative:** PARD implements a comprehensive and ongoing community education process to inform the public about the benefits, values, and positive impacts of leisure and recreation services. This process is integrated with various communication strategies and partnerships to reach a diverse audience.

PARD utilizes multiple platforms to educate the community, including:

- **City Press:** Published bi-monthly, this publication highlights various city programs, events, and activities, providing residents with information on how to engage in leisure activities.
- **Rec-Beat Activity Guide:** Produced three times a year, this guide offers a comprehensive listing of available recreational programs, events, and services, ensuring that residents are aware of the opportunities to engage in leisure.
- **Silver Scoop:** A monthly publication specifically tailored to the senior community, focusing on recreational activities and events that promote active aging.
- **Social Media:** PARD actively uses social media to highlight park amenities, programs, and services, reaching a broad audience and encouraging community participation.

These educational efforts are periodically reviewed for effectiveness, as demonstrated using social media analytics. For instance, the After School Program, Fishing, and MLK Float Facebook posts have been analyzed to gauge community engagement and adjust strategies accordingly.

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

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

[6.4 EOC 1 City Press](#)

[6.4 EOC 2 Rec-Beat Activity Guide](#)

[6.4 EOC 3 Silver Scoop](#)

[6.4 EOC 4 After School Program Facebook Post Analytics](#)

[6.4 EOC 5 Fishing Facebook Post Analytics](#)

[6.4 EOC 6 MLK Float Facebook Analytics](#)

[6.4 EOC 7 January Facebook Analytics](#)



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

### 6.4.1 – Community Health and Wellness Education and Promotion

*Standard:* The agency shall have policies, procedures, or programs to educate and promote health and wellness in the community.

*Suggested Evidence of Compliance:* Provide the agency’s policies, procedures, or programs to educate and promote health and wellness in the community such as:

- Physical activity;
- Healthy food and beverage offerings;
- Nutrition education;
- Substance abuse prevention.

Also provide examples of implementation.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 144.*

**Narrative:** PARD has implemented various programs and initiatives to promote community health and wellness. Programs such as The Body Shops provide fitness facilities to encourage physical activity, while the Senior Nutrition Program offers meals and health education for older adults. Other initiatives, such as community health fairs and fitness videos, further support healthy living across the community.

PARD also collaborates with partners like Intrinsic Foundation to provide healthy lunches for summer camp participants and youth in the community. Additionally, PARD organizes educational sessions within its programs, such as the presentation by the police department on safety and substance abuse at STARS Camp, helping to educate youth on important health and safety issues.

Through these efforts, PARD actively supports the health and well-being of residents of all ages, ensuring access to valuable resources and education.

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

[6.4.1 EOC 1 The Body Shops](#)

[6.4.1 EOC 2 Senior Nutrition Education Flyer](#)

[6.4.1 EOC 3 Senior Nutrition Program](#)

[6.4.1 EOC 4 Health Fair Flyer](#)



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

[6.4.1 EOC 5 Fitness Videos](#)

[6.4.1 EOC 6 Intrinsic Foundation](#)

[6.4.1 EOC 7 STARS Camp Police Department Presentation](#)

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

### 6.5 – Code of Conduct

*Standard:* The agency shall have “code of conduct” guidelines for appropriate participant and spectator conduct at programs and events, and the agency shall proactively inform and remind staff and all users about the code of conduct.

*Suggested Evident of Compliance:* Provide a copy of approved code of conduct for all users and describe how the users are informed of the code of conduct.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4<sup>th</sup> Ed., Chapter 6 – Program and Services Management, pp. 147; Chapter 14 – Human Resources Management, pp. 473-474.

**Narrative:** PARD rules for recreation centers, sports fields, facility reservations, and fitness rooms are provided to all users at the time of registration. Rules are also reinforced by signage, such as pool rules posted at aquatic facilities.

**Agency Evidence of Compliance:**

[6.5 EOC 1 Recreation Center Rules and Regulations for Recreation Center Identification Form](#)

[6.5 EOC 2 Sports Fields Reservation Rules](#)

[6.5 EOC 3 Recreation Center Reservation Rules](#)

[6.5 EOC 4 Fitness Room Rules and Agreement](#)

[6.5 EOC 5 Pool Rules Sign](#)

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

### 6.5.1 – Concussion Protocol

*Standard:* The agency shall have an established policy and procedures for potential concussion injury in any agency program or any authorized third-party program that use the agency’s facilities.

*Suggested Evident of Compliance:* Provide a copy of an approved concussion policy and /or procedure for addressing concussion protocol.

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

**Narrative:** PARD ensures safety through a Concussion Protocol focused on prevention, response, and recovery. The SOP guides staff in recognizing symptoms, enforcing safety measures, and acting promptly when a concussion is suspected. Individuals are removed from activities, referred for medical evaluation, and may only return with written clearance, following CDC aligned recovery steps.

**Agency Evidence of Compliance:**

[6.5.1 EOC 1 Concussion Protocol](#)

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

### 7.0– Facility and Land Use Management

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

Physical resource planning is a process focusing on physical resources. The planning process conforms to the vision and mission statement of the controlling agency. Natural resources planning stretches across a continuum that has strict preservation at one end and complete modification at the other.

The planning, development and management of physical resources are functions of all park and recreation managers, whether they are in the public, nonprofit, or for-profit sectors. Physical resources include natural undeveloped lands and waters, and developed areas including urban parks, special complexes (such as sports and aquatics), and buildings of various functions (such as fitness centers, community centers and interpretive centers).

Ready access to accurate land and facility records is a basic requirement for program planning and facility management. Floor plans with square foot areas for each program space allow programmers and facility managers to determine how to most efficiently use program spaces. Building plans and specifications are invaluable for facilities management and capital programming because they provide insight into the design, materials, and equipment used in construction. Information from these documents is often used to determine the remaining useful life of building systems. Grants to purchase parkland and construct recreation facilities from such programs as the 1965 Land and Water Conservation Act (LAWCON) and the 1978 Urban Park and Recreation Recovery Act (UPARR) place restrictions on use and disposition.

High-performing maintenance operations organizations ensure quality experiences through well-managed spaces and places. Customized systems' approaches and solutions to operations management satisfy accreditation standards through the development, consistent use, and periodic review of management plans, policies, programs, and procedures as well as inspections and assessment schedules and records.



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

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 5 - Planning for Strategic Management, pp. 116-117; Chapter 8 - Physical Resource Planning, pp. 194-212

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

### 7.1 – Parkland Acquisition Procedures

*Standard:* The agency shall have established policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes that are backed by legal authority and periodically reviewed. This authority usually originates in state enabling acts, is delegated to local governments and is implemented through local charters and ordinances.

*Suggested Evidence of Compliance:* Provide policy and procedures for land acquisition, the citation of legal authority to acquire lands, and last review.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 187-192.

**Narrative:** PARD derives its authority from the City's Home Rule, specifically Articles II and IV, allowing it to secure land for parks, recreation, conservation, and historical-cultural purposes. This vision is detailed further in resources like the Opportunity Map, which identifies existing assets and potential new acquisitions.

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

[7.1 EOC 1 Home Rule Article II General Powers](#)

[7.1 EOC 2 Home Rule Article IV Powers Vested in Council](#)

[7.1 EOC 3 Opportunity Map](#)

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

### 7.2 – Areas and Facilities Development Policies and Procedures

*Standard:* The agency shall have established policies and procedures for the development of park and recreation land and facilities that are reviewed periodically. Policies and procedures should consider market projections, applicable open space and design standards and coordination with overall planning for the jurisdiction.

*Suggested Evidence of Compliance:* Provide land development policies and procedures, with the last review.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 220-221.

**Narrative:** Guided by the Master Plan, Section 7.5.4 Parkland Acquisition, the department ensures development meets community needs and integrates seamlessly with city planning. The Garland Development Code establishes a regulatory framework, promoting coordinated growth.

The Signage Standards and Graphics Design Manual play a significant role in enhancing the visitor experience by providing clear and informative signage. The department's commitment to efficiency and conservation is further demonstrated through its adherence to strict Irrigation Standards.

The City Technical Standard Manual specifies high-quality infrastructure requirements. Collectively, these policies and guidelines underscore Garland's dedication to creating engaging, sustainable, and well-integrated parks and recreational spaces.

**Agency Evidence of Compliance:**

[7.2 EOC 1 Master Plan 7.5.4 Parkland Acquisition](#)

[7.2 EOC 2 Garland Development Code](#)

[7.2 EOC 3 Signage Standards and Graphics Design Manual](#)

[7.2 EOC 4 City Technical Standard Manual](#)



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

### 7.2.1 – ADA Existing Facility and Site Access Audit

*Standard:* The agency shall complete an access audit of all existing sites and facilities. Pursuant to the US Department of Justice Title II regulation at 35.105, the agency must evaluate its existing facilities and sites against the most current final and enforceable Standard for Accessible Design.

*Suggested Evidence of Compliance:* Submit completed checklists, digital images and site reports as evidence of completion of the access audit.

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

**Narrative:** As part of the 2023 Self Evaluation Transition Plan, which updates the City’s original Transition Plan from 1993, PARD conducted access audits that included Audubon, Bradfield, and James Parks to ensure compliance with the latest ADA guidelines. The audits identified areas needing improvement, with detailed reports and photos documenting current conditions and accessibility issues. These findings are used to prioritize future accessibility upgrades.

In its ongoing efforts to enhance accessibility, PARD uses the audit findings to prioritize future upgrades, ensuring recreational spaces are inclusive for all community members. As new facilities are built or existing ones are renovated, PARD adheres to the Texas Accessibility Standards (TAS). Registered Accessibility Specialists (RAS) conducted recent TAS inspections at Rick Oden Park, Gatewood Pavilion, and Athletic Concession and Restroom buildings, underscoring PARD’s commitment to maintaining compliance with accessibility standards for all new and renovated facilities. These standards also serve as a fundamental basis for staff training.

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

[7.2.1 EOC 1 2023 Self Evaluation Plan – Table of Contents](#)

[7.2.1 EOC 2 Audubon Audit](#)

[7.2.1 EOC 3 Bradfield Audit](#)

[7.2.1 EOC 4 James Park Audit](#)

[7.2.1 EOC 5 TAS inspections Rick Oden](#)

[7.2.1 EOC 6 Gatewood Inspection Report](#)

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

### 7.3 – Defense Against Encroachment Procedures

*Standard:* The agency shall have procedures for protecting park and recreation lands and facilities from encroachment. The procedures should include progressive steps to address escalated encroachment issues.

*Suggested Evidence of Compliance:* Provide the procedures regarding defense against encroachment.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 193-194.

**Narrative:** PARD has established an SOP to prevent, identify, and resolve encroachments on park property. This SOP safeguards parklands by addressing unauthorized uses, such as extending private landscaping, dumping waste, or building structures on public land. Regular inspections are conducted by staff during routine maintenance or quarterly checks. Upon identifying an encroachment, PARD documents the issue and works with Code Enforcement to notify the responsible party, providing 30 days to resolve minor issues. Major encroachments are addressed in consultation with the City Attorney. This process ensures long-term protection and proper management of public parklands.

**Agency Evidence of Compliance:**

[7.3 EOC 1 Defense Against Encroachment](#)

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

### 7.4 – Disposal of Lands Procedures

*Standard:* The agency shall have established procedures regarding the disposal of park and recreation lands to ensure that public recreational benefits are not diminished through the sale or transfer of parkland.

*Suggested Evidence of Compliance:* Provide the procedures for disposal of park and recreation land.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 192-193.

**Narrative:** PARD has clear and established procedures regarding the disposal of park and recreation lands, ensuring that any sale or transfer of parkland does not diminish public recreational benefits. These procedures comply with relevant Texas Parks & Wildlife Codes and Local Government Codes. The agency carefully evaluates any potential land disposal to maintain the integrity and availability of recreational spaces for the public. Recent examples include the sale of Bunker Hill Park and seeking voter approval for use of a portion of Hollabaugh Park for a new library facility.

**Agency Evidence of Compliance:**

[7.4 EOC 1 Texas Parks & Wildlife Code, Title 2](#)

[7.4 EOC 2 Texas Parks & Wildlife Code, Title 3](#)

[7.4 EOC 3 Local Government Code Chapter 253](#)

[7.4 EOC 4 Local Government Code Chapter 272](#)

[7.4 EOC 5 Council Resolution Bunker Hill](#)

[7.4 EOC 6 Council Resolution Hollabaugh](#)

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

### 7.5 – Maintenance and Operations Management Standards ★

*Standard:* The agency shall have established maintenance and operations standards that are reviewed periodically for management of all park and recreation areas and facilities, including specialty facilities such as marinas, ice rinks, golf courses, zoological facilities, equestrian facilities, aquatic or athletic facilities, nature centers, where applicable. Parks, facilities and other recreational elements should be identified according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed via a park classification or maintenance classification system. Each of these areas should be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality.

*Suggested Evidence of Compliance:* Provide the maintenance standards for all parks, facilities and specialty areas, including evidence of park maintenance classification according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed. Provide the most recent review or update.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 9 - Environmental Resource Management, pp. 242-251; Chapter 10 - Managing Maintenance Operations, pp. 264-271.

**Narrative:** The Park Maintenance standards, included in the Park Maintenance Operations Manual, were last reviewed and updated in November 2024. These standards undergo an annual review conducted by the Parks Director and the Assistant City Manager, with updates made as necessary. The standards define park classifications and clearly outline expectations for appearance standards and maintenance task frequencies, ensuring consistent and high-quality maintenance of all parkland and facilities.

**Agency Evidence of Compliance:**

[7.5 EOC 1 Park Maintenance Operations Manual](#)

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

### 7.5.1 – Facility Legal Requirements

*Standard:* There shall be a regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto. Special attention should be given aquatic facilities, childcare facilities, concessions, kitchens, and zoos.

*Suggested Evidence of Compliance:* Provide a matrix showing a representative sample of facilities and the types of regulatory permits, licenses or inspections that are required including copy of last review or update.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 9 - Environmental Resource Management, pp. 242-251; Chapter 10 - Managing Maintenance Operations, pp. 273-276.

**Narrative:** PARD follows all Federal, State, and Local legal and regulatory requirements. The Matrix of Legal Requirements identifies parks, recreation and senior centers, aquatics, athletics and administrative buildings, the type of inspection, license or permit and required frequency. A sample of inspections, license and permits are also provided as Agency Evidence of Compliance.

**Agency Evidence of Compliance:**

[7.5.1 EOC 1 Matrix of Legal Requirements](#)

[7.5.1 EOC 2 Pool Inspections](#)

[7.5.1 EOC 3 Carver Kitchen Permit](#)

[7.5.1 EOC 4 Pest Application License](#)

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

### 7.5.2 – Preventative Maintenance Plan

*Standard:* There shall be a comprehensive preventative maintenance plan to provide periodic, scheduled inspections, assessment and repair, and replacement of infrastructure, systems and assets. This includes certifying, checking or testing for optimum operation based on applicable industry standards, local guidelines, city requirements and/or manufacturer's recommendation for maintenance and replacement of parks, with the intent to ensure that park assets are maintained for optimum use and safety and have the ability to reach or extend its full life cycle and expected return on investment.

*Suggested Evidence of Compliance:* Provide the preventative maintenance plan and examples of detailed preventative maintenance programs for identified parks, recreation areas and facilities with special attention given to playground equipment, aquatic facilities, pedestrian pathways, building infrastructure and other high impact assets, along with copies of completed, recent inspections and safety checks for a sampling of facilities/areas.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 272-273.*

**Narrative:** The Maintenance Classification and Preventative Maintenance Plan included in the Park Maintenance Operations Manual, is aimed at ensuring the optimal operation and longevity of park infrastructure, systems, and assets. This plan includes scheduled inspections, assessments, repairs, and replacements of critical facilities and equipment.

A sample of inspections including, Aquatics Punch List, Playgrounds Inspection Report, and Athletics Light Check, are provided in the Agency Evidence of Compliance.

**Agency Evidence of Compliance:**

[7.5.2 EOC 1 Maintenance Classification and Preventative Maintenance](#)

[7.5.2 EOC 2 Aquatics Punch List](#)

[7.5.2 EOC 3 Playgrounds Inspection Report](#)

[7.5.2 EOC 4 Athletics Light Check](#)

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

### 7.6 – Fleet Management Plan

*Standard:* The agency shall have an established fleet management plan comprised of an inventory of all vehicles, rolling stock and other major equipment and inspection and replacement schedules.

*Suggested Evidence of Compliance:* Provide the fleet management plan.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 289.

**Narrative:** The Fleet Management Plan offers a comprehensive inventory of all vehicles and equipment managed by PARD, detailing procedures to comply with preventative maintenance standards and schedules. Additionally, it outlines the process for requesting the purchase of a new or replacement vehicle as part of the annual budget cycle.

**Agency Evidence of Compliance:**

[7.6 EOC 1 Fleet Management Plan](#)

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

### 7.7 – Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures

*Standard:* There shall be policies and procedures for the management of and accountability for agency-owned equipment, materials, tools, and supplies, including procedures for purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order. Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment, and personal wear items used by agency personnel.

*Suggested Evidence of Compliance:* Provide policy and procedures regarding agency-owned equipment and property.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 289.

**Narrative:** PARD ensures the effective management of all equipment, materials, and supplies through clear policies and regular oversight.

PARD conducts regular inventories, as detailed in the Vehicle and Equipment Inventory and Recreation Inventory, to track the condition and location of assets. The Property and Equipment Stewardship Directive governs the custody, care, maintenance, and tracking of city assets, ensuring their proper use and accountability.

**Agency Evidence of Compliance:**

[7.7 EOC 1 Vehicle and Equipment Inventory](#)

[7.7 EOC 2 Recreation Inventory](#)

[7.7 EOC 3 Property and Stewardship Directive](#)



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

### 7.7.1 – Building Plans and Specifications

*Standard:* The agency shall have on file floor plans, specifications, and/or as-built drawings for major facilities constructed since 1965. These records contain information necessary for efficient programming, quality facility maintenance and effective capital project programming. Projects funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions on use and disposition.

*Suggested Evidence of Compliance:* Provide evidence that plans and specifications for facilities with greater than 10,000 square feet of indoor space constructed since 1965 are on file.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 222-223.

**Narrative:** Building plans and specifications are maintained by PARD Design and Development staff and are stored in the city's document retention software, OnBase or Teams.

**Agency Evidence of Compliance:**

[7.7.1 EOC 1 Audubon Plans](#)

[7.7.1 EOC 2 Holford Plans](#)

[7.7.1 EOC 3 Hollabaugh Plans](#)

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

### 7.7.2 – Land and Lease Records

*Standard:* The agency shall have records on file of all lands owned or property leased by or for the agency. Each record shall include ownership, leases, legal description, and easements and covenants that restrict use or disposition. The records shall also include date and manner of acquisition. The manner of acquisition can limit right to use and dispose of parkland, for example acquisitions funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions. Gifts and bequests often contain restrictive covenants that reflect the desires of donors.

*Suggested Evidence of Compliance:* Provide evidence that land records for land acquired since 1965 are on file.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 15 - Physical Resource Planning, pp. 515-517.

**Narrative:** Land deeds are maintained by PARD Design and Development staff and are stored in the city's document retention software, OnBase.

**Agency Evidence of Compliance:**

[7.7.2 EOC 1 Deeds List](#)

[7.7.2 EOC 2 Tinsley Park Deed](#)

[7.7.2 EOC 3 Yarborough Park Deed](#)

[7.7.2 EOC 4 Armstrong Park Deed](#)

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

### 7.8 – Environmental Sustainability Policy and Program

*Standard:* The agency shall have an established policy on environmental sustainability that states the agency position on energy and resource conservation. The policy should address sustainable product purchasing; reduction and handling of waste; wise use and protection of land, air, water and wildlife; and sustainable design/construction of buildings and facilities.

*Suggested Evidence of Compliance:* Provide the agency’s environmental sustainability policy and examples of projects and initiatives that demonstrate the agency’s commitment to implementation. Examples include ecosystem and green infrastructure plans/programs, capital improvements utilizing green/sustainable designs, carbon footprint analysis and reduction goals, internal/external communication and outreach programs.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 279-286.*

**Narrative:** The City of Garland is committed to environmental sustainability, integrating it into various aspects of our operations and community initiatives.

Envision Garland outlines the city’s long-term vision for sustainable development and resource conservation, guiding all environmental initiatives, including energy conservation, waste management, and sustainable land use. Pages 3-16, 3-17 and A5-7 specifically address PARD. The Urban Tree Canopy Study and Forecast Analysis of Possible Planting Scenarios 2023 provide data-driven strategies for increasing urban greenery and mitigating environmental impacts.

Chapter 25, Parks and Recreation, of the Code of Ordinance establishes the regulatory frameworks that ensure sustainability is central to all agency projects and operations.

PARD has implemented several sustainability programs, including Arbor Day and Duck Creek Clean Up, which showcase our community-driven efforts to enhance green spaces and maintain ecological balance. Programs like the Tree Give-A-Way and Tree Preservation & Mitigation Requirements promote tree planting and protection, directly contributing to carbon offsetting and improved air quality. Additionally, educational, and cleanup efforts such as the Tri-City Cleanup engage the community, fostering a culture of environmental stewardship.

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

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

[7.8 EOC 1 Envision Garland Pages 3-16, 3-17 and A5-7](#)

[7.8 EOC 2 Urban Tree Canopy Study](#)

[7.8 EOC 3 Forecast Analysis of Possible Planting Scenarios 2023](#)

[7.8 EOC 4 Chapter 25 Parks and Recreation Code of Ordinance](#)

[7.8 EOC 5 Arbor Day](#)

[7.8 EOC 6 Duck Creek Clean Up](#)

[7.8 EOC 7 Tree Give-A-Way](#)

[7.8 EOC 8 Tree Preservation and Mitigation Requirements](#)

[7.8 EOC 9 Tri-City Cleanup](#)

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

### 7.9 – Natural Resource Management Plans and Procedures

*Standard:* There shall be natural resource management plans for environmentally unique or sensitive areas such as valuable wetlands, riverbanks and woodlands and there shall be environmental protection procedures, such as for erosion control, conduct of nature studies, wildlife and habitat preservation, and protection of water supply reservoirs and water recharge areas. Even if the agency does not own or control the natural resource, there shall be procedures to encourage and ensure environmental stewardship through volunteer steward programs and/or interpretive education and other learning opportunities. The agency should work with other agencies to meet and promote environmentally sound maintenance and land management standards.

*Suggested Evidence of Compliance:* Provide the natural resource management plan(s) and procedures and examples of outreach and education.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 220-224.

**Narrative:** PARD’s Natural Resource Management Plan (NRMP) outlines a comprehensive approach to preserving, protecting, and sustainably managing Garland’s natural resources. This plan provides a structured, science-based framework that guides conservation efforts, public engagement, and interdepartmental collaboration.

The plan’s goals center on ensuring “No Net Loss” of city-owned natural lands and adhering to a “Do No Harm” principle in all land management practices. Key conservation initiatives include expanding Garland’s urban forest through the Urban Forestry Canopy Program, managing invasive species, and actively restoring native habitats. For example, site-specific management plans are developed for natural areas, utilizing Best Management Practices (BMPs) and regular monitoring to promote ecological health and prevent large-scale environmental issues.

The plan also emphasizes public engagement and partnerships, fostering volunteer opportunities and community involvement. Collaboration with groups like the Preservation Society for Spring Creek Forest and the Dallas Off-Road Bicycle Association (DORBA) enhances resource management and expands conservation efforts across the city.

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

Through these initiatives, PARD ensures that Garland’s natural areas are responsibly managed, enhancing biodiversity and providing ongoing ecological benefits for residents and future generations.

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

[7.9 EOC 1 Natural Resource Management Plan](#)

[7.9 EOC 2 Spring Creek Preserve Volunteer Newsletter](#)

[7.9 EOC 3 Spring Creek Preserve Events](#)

[7.9 EOC 4 DORBA Volunteer Hours](#)

[7.9 EOC 5 DORBA Facebook Post](#)

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

### 7.9.1 – Recycling and/or Zero Waste Plan

*Standard:* There shall be a recycling and/or zero waste plan for park and recreation facilities and administrative offices that is systematically monitored and periodically reviewed. The plan shall also include an educational component for both users and employees. The recycling and/or zero waste plan should include all major products suitable for recycling in the given region with an emphasis on making the recycling process easy and convenient for park and recreation users.

*Suggested Evidence of Compliance:* Provide a description of the recycling and/or zero waste plan for facilities and administrative offices and provide the last review with statistics on the amounts of materials recycled or the percent of total waste recycled for the most recent reporting period.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 282-283.

**Narrative:** PARD actively promotes recycling within its administrative areas. Recycling containers are provided at all PARD facilities, with weekly collection services. A designated staff member at each location sends a weekly reminder to ensure items are placed in the recycling receptacle for pickup. Additionally, the City of Garland's website offers citizens comprehensive recycling tips and information. In April 2021, a Recycling and Waste Minimization Study was conducted to assess opportunities for further improvements in waste management.

**Agency Evidence of Compliance:**

[7.9.1 EOC 1 Recycling Plan](#)

[7.9.1 EOC 2 Recycling Day Reminder](#)

[7.9.1 EOC 3 Recycling and Waste Minimization Technology](#)

[7.9.1 EOC 4 Website Page Screenshot](#)

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

### 7.10 – Maintenance Personnel Assignment Procedures

*Standard:* The agency shall have procedures for the assignment of competent personnel with clearly defined duties for routine maintenance, repairs, and improvement of areas, facilities, and equipment, including responsibility for general cleanliness and overall attractiveness. Effective maintenance of grounds and facilities requires the selection, training, and supervision of workers in a wide variety of tasks ranging from seasonal laborers to skilled trades. Supervisory staff must be able to focus on maintenance management, such as workload control, as well as supervise the technical details of maintenance work.

*Suggested Evidence of Compliance:* Provide examples of methods used by the agency to assign staff.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 271-273.

**Narrative:** PARD ensures effective maintenance operations through a structured assignment of personnel based on a clear organizational hierarchy. The organizational chart illustrates the chain of command, with Field Supervisors overseeing the daily activities of maintenance crews and ensuring that tasks are completed according to established schedules and quality standards.

Crew Leaders, such as the Irrigation Crew Leader, manage the daily tasks of their teams, ensuring that maintenance activities are carried out efficiently. Irrigation and Maintenance Technicians are responsible for routine repairs and basic upkeep, while Technician II handles more complex technical issues, such as equipment maintenance and specialized repairs.

Parkkeepers are responsible for the overall cleanliness and upkeep of designated park areas, ensuring they remain safe, clean, and aesthetically pleasing for visitors.

Through these defined roles and responsibilities, PARD ensures that all maintenance tasks are efficiently managed, supporting the upkeep and safety of parks and recreational facilities.

**Agency Evidence of Compliance:**

[7.10 EOC 1 Organization Chart](#)

[7.10 EOC 2 Field Supervisor](#)

[7.10 EOC 3 Irrigation Crew Leader](#)

[7.10 EOC 4 Maintenance Technician](#)





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

[7.10 EOC 5 Irrigation Technician II](#)

[7.10 EOC 6 Parkkeeper I](#)

[7.10 EOC 7 Parkkeeper II](#)

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

### 7.11 – Capital Asset Depreciation and Replacement Schedule

*Standard:* The agency shall have an established depreciation and replacement schedule for all park and recreation capital assets including buildings, facilities, and equipment that have predictable life cycles. Schedules should identify the useful life of each element and the associated costs of replacement. Capital asset depreciation and replacement schedules, including projected costs of replacement, should be reflected in the agency’s financial plan.

*Suggested Evidence of Compliance:* Provide the capital asset depreciation and replacement schedule.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 290-291.*

**Narrative:** PARD’s Fixed Asset Schedule includes all park and recreation capital assets with predictable life cycles. This schedule identifies the useful life of each asset and the associated costs, integrating these factors into the capital budget planning process to ensure the sustainability of public assets.

**Agency Evidence of Compliance:**

[7.11 EOC 1 Fixed Asset Schedule](#)

[7.11 EOC 2 CIP Budget](#)

[7.11 EOC 3 Capital of Expenditures](#)

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

### 8.0 – Public Safety, Law Enforcement, and Security

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

Laws and ordinances provide the foundation for controlling activities and behavior within the jurisdiction of the agency. General municipal codes, laws and ordinances and state and federal laws are applicable to parks and recreation areas and facilities. However, these laws generally have broad application and lack specificity as they relate to the control and management of parks and recreation areas and facilities. Special laws and ordinances may be enacted to specifically address and guide public use and behavior and may delegate authority to issue and enforce permits, licenses, rules and regulations applicable to parks and recreation areas and facilities.

Agency staff are first-in-line to gain compliance with ordinances, rules and regulations. Regardless of whether the agency employs law enforcement officers or contracts for law enforcement services, agency staff have responsibility to educate patrons on the proper use of parks, recreation areas and facilities. However, when patrons fail to comply, enforcement becomes the responsibility of sworn law enforcement officers.

For agencies relying on the services of law enforcement officers from other jurisdictions or departments, it is essential that formalized liaison relationships be established between agency staff and the official law enforcement organization.

Particular attention should be given to national, state and local emergency plans and procedures directed toward large-scale natural disasters, such as earthquakes, tornadoes, hurricanes, forest fires, and floods. Plans should include evacuation procedures, inventories and locations of equipment and materials, displacement plans for facility residents and activities, and provision of psychological aid for staff affected by emergencies.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 659-709.*

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

### 8.1 – Codes, Laws, and Ordinances ★

*Standard:* Public safety and law enforcement within parks and recreation areas and facilities shall be governed by codes, laws, and ordinances, some of which may be enacted specifically for the control and management of parks and recreation areas and facilities. The codes, laws and ordinances shall be posted or readily available to park patrons.

*Suggested Evidence of Compliance:* Provide documentation of the codes, laws, and ordinances that pertain specifically to areas and facilities under the jurisdiction of the agency and describe how they are posted or otherwise readily available to park patrons.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 2 - Law and Jurisdiction, pp. 27-28; Chapter 19 - Law Enforcement and Security, pp. 670-672.

**Narrative:** The City of Garland Code of Ordinances, Chapter 25, Parks and Recreation, contains ordinances that pertain to the areas and facilities under the jurisdiction of PARD.

Ordinances are communicated to the public through signage in the park system, such as the Park Rules Sign and Dog Park Sign as well as on the city website.

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

[8.1 EOC 1 Code of Ordinances Chapter 25 Parks and Recreation](#)

[8.1 EOC 2 Park Rules Sign](#)

[8.1 EOC 3 Dog Park Sign](#)

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

### 8.1.1 – Staff Liaison to Law Enforcement Officers

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

*Suggested Evidence of Compliance:* Provide current documentation of staff liaison assignment(s) with the law enforcement authority responsible for enforcement of laws and ordinances within the parks and recreation areas and facilities.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 659-660.*

**Narrative:** PARD maintains a strong partnership with the Garland Police Department through designated staff liaisons. This coordination ensures effective integration of law enforcement in our parks and recreational facilities.

The staff liaisons are outlined in the Memo to the Police Chief, ensuring alignment between PARD and law enforcement on public safety goals.

PARD also collaborates closely with Neighborhood Police Officers who are familiar with our parks, facilitating prompt and effective responses to any incidents.

This structured partnership enhances safety across our parks and recreation areas, ensuring a secure environment for all users.

**Agency Evidence of Compliance:**

[8.1.1 EOC 1 Memo to Police Chief](#)

[8.1.1 EOC 2 Neighborhood Police Officers](#)

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

### 8.2– Authority to Enforce Laws by Law Enforcement Officers ★

*Standard:* The authority of law enforcement officers to enforce laws and ordinances pertaining specifically to activity within parks, recreation areas, and facilities shall be clearly established to ensure that enforcement actions are upheld. Authority to enforce laws and ordinances within parks and recreation areas and facilities must be established through assignment within the agency, by contract with another agency, or by policy of the government jurisdiction in which the agency operates.

*Suggested Evidence of Compliance:* Provide documentation that establishes the authority of law enforcement officers to enforce laws and ordinances within parks, recreation areas, and facilities.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 22 – Law Enforcement and Security, pp. 606-612.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 660-670.

**Narrative:** Article 2.13 Duties and Powers of Vernon’s Texas Statutes and Codes grants peace officers the authority within their jurisdiction. This authority enables Garland Police to enforce Chapter 25, Parks and Recreation, of the City of Garland Code of Ordinances.

**Agency Evidence of Compliance:**

[8.2 EOC 1 Article 2.13 Duties and Power of Vernon’s Texas Statutes and Codes](#)

[8.2 EOC 2 Code of Ordinances Chapter 25 Parks and Recreation](#)

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

### 8.3– Law Enforcement Officer Training

*Standard:* Law enforcement officers with the authority to enforce laws within areas and facilities under the jurisdiction of the agency must have proper training in order to carry out their roles and responsibilities.

*Suggested Evidence of Compliance:* Provide a summary of the current training program for law enforcement officers having jurisdiction within the parks and recreation agency, including provision for refreshers and updates.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 675-681.*

**Narrative:** The City of Garland ensures that all law enforcement officers are properly trained to enforce applicable laws and regulations. Officers must have basic peace officer training in compliance with the Texas Administrative Code e1A. In addition to this foundational training, officers participate in regular refresher courses to maintain and update their knowledge on law enforcement best practices, with a focus on public safety.

The Garland Police Academy offers a quarterly training schedule for required and refresher courses. These sessions cover key topics such as conflict resolution, public interaction, and emergency response, ensuring that officers are well-equipped to handle safety concerns within Garland’s parks and recreational areas.

**Agency Evidence of Compliance:**

[8.3 EOC 1 Texas Administrative Code Police Officer Qualifications e1A](#)

[8.3 EOC 2 Basic Peace Officer Training](#)

[8.3 EOC 3 Garland Police Academy Quarterly Training Schedule](#)

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

### 8.4– Public Information on Laws, Ordinances, Rules, Regulations, and Policies

*Standard:* Agency staff shall participate in educating and informing the public on laws, ordinances, rules, regulations, and policies that apply to parks and recreation areas and facilities. This role shall be established through policy directive.

*Suggested Evidence of Compliance:* Provide documentation that defines the role of agency staff in providing public information and education on laws, ordinances, rules, regulations, and policies. Provide examples of education and provision of information.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 670-672.*

**Narrative:** PARD ensures public awareness and compliance by actively communicating the laws, ordinances, and rules governing parks and recreation facilities. The legal foundation is established in Chapter 25 of the City’s Code of Ordinances, which is readily accessible to the public via the city’s website.

Facility-specific rules are conveyed through forms such as the Recreation Center ID Form and Fitness Agreement Form, which are completed during registration for ID cards and fitness memberships. These forms clearly outline the rules for each facility.

Public Wi-Fi terms are also available on the city website, ensuring visitors are informed when using Garland Public Wi-Fi. In parks, clear signage, such as the Dog Park Rules, educates users about the guidelines for safe and respectful park use.

Through these efforts, PARD maintains transparent communication, fostering responsible public use of parks and facilities.

**Agency Evidence of Compliance:**

[8.4 EOC 1 Chapter 25](#)

[8.4 EOC 2 Recreation Center ID Form](#)

[8.4 EOC 3 Fitness Agreement Form](#)

[8.4 EOC 4 Public Wi-Fi](#)

[8.4 EOC 5 Dog Park Rules](#)



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

### 8.4.1 – In-Service Training for Staff on Public Safety and Law Enforcement

*Standard:* Agency staff shall understand their role in public safety and law enforcement and relationships with law enforcement officers having jurisdiction within parks and recreation areas and facilities. The purpose of this training to ensure that staff understand where their authority ends and when an incident should be referred to law enforcement. In-service training shall be extended to front line staff such as lifeguards and park attendants to assure they are fully prepared to respond to law-enforcement incidents.

*Suggested Evidence of Compliance:* Provide documentation of most recent in-service training for agency staff, defining their role in public safety and law enforcement, including agendas and attendance rosters.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 14- Human Resources Management, pp. 479; Chapter 19 - Law Enforcement and Security, pp. 676-679.

**Narrative:** PARD ensures that all staff are properly trained on their roles in public safety and their interactions with law enforcement. Through in-service training, staff understand where their authority ends and when incidents must be referred to law enforcement officers. Training sessions are reviewed and updated annually to ensure they remain current with best practices.

All staff participate in training specific to their roles. These sessions cover critical areas such as conflict resolution, handling disruptive behavior, and safety protocols. The Summer Camp Training provides guidance on recognizing safety risks and determining when law enforcement involvement is necessary. Similarly, the Lifeguard Training ensures lifeguards are equipped to manage emergencies until law enforcement arrives.

Additional training on workplace violence and active shooter response, and CPR further prepares staff to handle a wide range of public safety issues. Attendance at these training sessions is documented through sign-in sheets, ensuring that all front-line staff are well-prepared to address law enforcement-related incidents in Garland’s parks and recreation areas.

**Agency Evidence of Compliance:**

[8.4.1 EOC 1 Summer Camp Training](#)

[8.4.1 EOC 2 Lifeguard Training Sign-In Sheet](#)

[8.4.1 EOC 3 Active Shooter Workplace Violence Recreation Sign-In Sheet and Agenda](#)



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

### [8.4.1 EOC 4 Park Operations CPR Training](#)

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

### 8.4.2 – Handling of Disruptive Behavior Procedures

*Standard:* There shall be established procedures for agency staff on response to disruptive behavior at agency areas and facilities. Procedures shall identify the role of staff in intervention when an incident occurs, documentation of behavior and delineation of law enforcement roles in handling behavioral issues.

*Suggested Evidence of Compliance:* Provide current procedures regarding handling of disruptive behavior.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 686-700.

**Narrative:** PARC ensures a safe and welcoming environment through clear procedures for managing disruptive behavior. The Recreation Center Rules and Regulations and Park Rules outline the expected behavior for all visitors.

When disruptive behavior occurs, staff are required to complete an Incident Report, detailing the nature of the disruption, actions taken, and any involvement of law enforcement, if necessary.

For specific programs, such as summer camps, the Summer Camp Manual Discipline Policy provides additional guidance tailored to managing large groups of children. This policy ensures that both minor and serious infractions are handled consistently and appropriately.

In cases of severe disruptions, staff may suspend participants in accordance with the Suspension SOP.

These procedures are regularly reviewed and updated to reflect best practices, ensuring a safe and enjoyable environment for all visitors and staff.

**Agency Evidence of Compliance:**

[8.4.2 EOC 1 Recreation Center Rules and Regulations](#)

[8.4.2 EOC 2 Park Rules](#)

[8.4.2 EOC 3 Incident Report](#)

[8.4.2 EOC 4 Summer Camp Manual Discipline Policy](#)

[8.4.2 EOC 5 Suspension SOP](#)

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

### 8.4.3 – Traffic Control, Parking Plans, and Crowd Control

*Standard:* The agency shall coordinate with the official law enforcement agency having jurisdiction on large-scale events hosted or facilitated by the agency that require planning and coordination of traffic, parking and crowd control. Plans shall specifically define the roles of the event sponsor, agency staff, and the law enforcement agency regarding traffic layout at the venue, traffic routes and personnel assignments.

*Suggested Evidence of Compliance:* Provide a recent example of coordination with law enforcement on traffic control, parking plans and crowd control for activities and events hosted or facilitated by the agency.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 693-694.*

**Narrative:** PARD ensures effective traffic management, parking, and crowd control for events through close collaboration with the Garland Police Department.

**Event Planning and Coordination:** For significant events, a Special Event Application is submitted, initiating planning with law enforcement. The Special Event Map details traffic routes, parking zones, and crowd control measures.

**Community Events and Guidelines:** Guidelines like the Block Party Trailer Guidelines support safe operations for smaller events. The National Night Out showcases our coordination with police for community safety.

**Location Use Agreements:** The Location Use Agreement ensures proper management of traffic and crowds for events on city property.

These collaborative efforts ensure all events are safe and well-organized, prioritizing the community's safety and enjoyment.

**Agency Evidence of Compliance:**

[8.4.3 EOC 1 Special Event Application](#)

[8.4.3 EOC 2 Special Event Map](#)

[8.4.3 EOC 3 Block Party Trailer Guidelines](#)

[8.4.3 EOC 4 National Night Out](#)

[8.4.3 EOC 5 Location Use Agreement](#)

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

### 8.4.4 – Handling of Evidentiary Items Procedures

*Standard:* Procedures shall be established that guide agency staff in the preservation and handling of evidence until transferred to the appropriate law enforcement authority.

Procedures shall be established in coordination with the appropriate law enforcement agencies to define staff roles in ensuring that evidentiary items are preserved until the proper law enforcement agency assumes command of the scene.

*Suggested Evidence of Compliance:* Provide the procedures defining the role and responsibility of agency staff in the discovery, preservation and handling of evidentiary items.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 689-690.*

**Narrative:** PARD has an SOP for handling evidentiary items, which applies to all employees. The SOP outlines the process for managing contraband, evidence, and hazardous items found on city property. This ensures that all found items are handled safely and in compliance with legal standards.

**Agency Evidence of Compliance:**

[8.4.4 EOC 1 Handling Evidentiary Items SOP](#)

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

### 8.5 – General Security Plan ★

*Standard:* The agency shall have a comprehensive general security plan addressing areas, buildings and facilities under its jurisdiction that is updated periodically. Plans for each major area, building or facility should be available at each site. The general security plan may be a compilation of security plans from each major area, building or facility.

Hazardous or flammable materials storage areas should be clearly identified in plans and at each specific site. Signage at each site should be installed in accordance with the unified signage system. To be effective, the security plan should be updated when a new area, building or facility is added, security systems are modified or when legislation requires change.

*Suggested Evidence of Compliance:* Provide the agency's general security plan or compilation of security plans from each major area, building or facility with the most recent review or update. These plans typically include:

- a. Locking key systems and associated assignments;
- b. Alarm system and assignment of security codes;
- c. Opening and closing procedures;
- d. Fire alarm and fire suppression systems;
- e. Emergency evacuation procedures;
- f. Critical incident response procedures and training;
- g. Location and training of AED (Automated External Defibrillator);
- h. Procedures of Open Carry weapons; and
- i. Training and Plan on Active Shooter
- j. Access protocol

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 696-704.

**Narrative:** PARD maintains a comprehensive security plan for its buildings and facilities, which includes detailed procedures for handling various emergency situations. The Emergency Action Guide outlines protocols for emergencies such as severe weather, hazardous material incidents, fire emergencies, and active shooter situations. Additionally, it provides evacuation maps and designated rally points for each facility to ensure organized and efficient responses during emergencies. The plan is regularly updated to reflect any changes in facilities or systems, ensuring



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

ongoing compliance with safety regulations.

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

[8.5 EOC 1 Emergency Action Guide](#)

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

### 8.6 – Emergency Management Planning

*Standard:* The agency shall be aware of emergency operations planning within their jurisdiction and its role in emergency management systems. Roles may vary depending on the scope of services provided by the agency and the location of its facilities. Recreation agencies, having roles in emergency management systems within their local jurisdiction, shall be aware of the applicable operations plan. The agency’s specialized staff, buildings and equipment may be integral to the plan and may be deployed in the event of a large-scale emergency. The U. S. Office of Homeland Security provides guidance and support for the preparation and maintenance of emergency management plans.

*Suggested Evidence of Compliance:* Provide the applicable emergency management plan with the most recent date of approval. If, due to security concerns, the emergency management plan is not available for public review, provide the emergency management plan table of contents.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 638-640; Chapter 19 - Law Enforcement and Security, pp. 696, 704-706.

**Narrative:** The Emergency Operations Plan developed by the Office of Emergency Management was approved on December 19, 2024.

**Agency Evidence of Compliance:**

[8.6 EOC 1 Emergency Operations Plan Table of Contents](#)



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

### 8.6.1 – In-Service Training for Staff on General Security and Emergency Management

*Standard:* Through in-service training, agency personnel shall understand their role in ongoing security and emergency management. In-service training should inform staff of their role in response to critical incidents and emergencies and provide specific procedures for routine operations.

*Suggested Evidence of Compliance:* Provide documentation of in-service training programs on general security and emergency management, including a dated outline of the presentation topics and a roster of participants.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 707.*

**Narrative:** PARD ensures staff are prepared for general security and emergency management through regular trainings. These sessions cover critical areas, including emergency response protocols, general security measures, and procedures for managing various incidents that may occur in parks and recreation areas.

Key training programs include FEMA’s Incident Command System (ICS) Certification, CPR and First Aid, and Bloodborne Pathogen training. Defensive driving training is required for any staff who operate city vehicles, ensuring safe practices during transport. Lifeguards and recreation staff receive additional role-specific training, such as lifeguard in-service training for responding to water-related emergencies.

These training programs are regularly reviewed to ensure they reflect current best practices. An updated staff training sheet is maintained to track whether trainings and certifications are current or require renewal, ensuring staff are properly trained and prepared.

**Agency Evidence of Compliance:**

[8.6.1 EOC 1 FEMA ICS Training](#)

[8.6.1 EOC 2 CPR and First Aid](#)

[8.6.1 EOC 3 Blood Borne Pathogen](#)

[8.6.1 EOC 4 Defensive Driving](#)

[8.6.1 EOC 5 Lifeguard In-Service Training](#)

[8.6.1 EOC 6 Staff Training Sheet](#)

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

### 8.6.2 – Emergency Risk Communications Plan

*Standard:* There shall be a communications plan that is reviewed and updated periodically, to accurately and effectively communicate with the public and experts during a catastrophic event that attracts significant media attention, such as a health emergency, terrorist attack, earthquake or storm. The crisis communication plan shall delineate individuals responsible for communicating with the press, chain of command on notifying proper people of the incident and communicating status updates.

*Suggested Evidence of Compliance:* Provide a copy of the Emergency Risk Communications Plan and the most recent review.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 707-708.*

**Narrative:** The City of Garland ensures effective emergency communication through ESF-2 (Communications) and ESF-15 (Public Information and Warning). These protocols enable timely, accessible messaging via the Garland Emergency Notification System (ENS) and backup systems like Garland Radio Amateur Civil Emergency Services (RACES). Joint Information Centers (JICs) maintain consistent, accurate updates during incidents. By leveraging these tools and strategies, PARD ensures reliable communication and public safety in emergencies.

**Agency Evidence of Compliance:**

[8.6.2 EOC 1 ESF-2 Communications](#)

[8.6.2 EOC 2 ESF-15 Public Information and Warning](#)

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

### 8.6.3 – Care and Shelter Procedures

*Standard:* There shall be procedures to coordinate with agencies designated to provide care and shelter to those in need during disasters or emergencies.

*Suggested Evidence of Compliance:* Provide procedures to coordinate with agencies designated to provide care and shelter during emergencies.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 651.

**Narrative:** The Winter Weather Operations Annex outlines the City of Garland's comprehensive response to winter weather emergencies, with PARD serving as an integral member of the Winter Weather Response Team. According to Page 8 of the Annex, PARD is specifically responsible for coordinating the opening and operation of warming centers during severe weather events. This ensures that the community has access to safe, heated locations when temperatures drop dangerously low.

Through its active role in the Winter Weather Response Team, PARD plays a vital part in safeguarding the well-being of residents, ensuring the agency is prepared to act swiftly and efficiently in times of need.

**Agency Evidence of Compliance:**

[8.6.3 EOC 1 Winter Weather Operations Annex](#)

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

### 9.0 – Risk Management

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

A comprehensive risk management plan is essential to minimize legal liabilities and personal injuries. The agency shall implement approaches for identification and control of risks based on the specific needs of the agency. There is no prescriptive method for identification of all risks suitable for all entities; the method and tools used will vary. Risk management is an on-going process that must be systematically evaluated for effectiveness and adjustments made as appropriate. Responsibilities must be assigned and structure set in place to implement an effective plan. The analysis shall include the direct costs (staffing, insurance, prevention) and indirect costs (time lost from work by injured employees, damage to equipment and facilities, failure to provide services and loss of income).

In some cases, the risk management plan and function may occur outside the park and recreation agency by another government authority. Special cooperative arrangements should be in place with other public departments and agencies, private contractors, and community organizations.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 631-653.*

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

### 9.1 – Risk Management Policy

*Standard:* The agency shall have a policy for risk management that sets direction and gives appropriate authority for implementing operational practices and procedures that is approved by the proper authority.

*Suggested Evidence of Compliance:* Provide the risk management policy including indication of approval by the proper authority.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 650*

**Narrative:** PARD follows the City of Garland’s Risk Management Directives to maintain a safe and effective environment for employees, volunteers, and patrons. The city’s Safety Administration Directive establishes a citywide safety framework aimed at minimizing injuries and potential hazards. This directive assigns specific responsibilities to departments, including the implementation and monitoring of safety protocols, to uphold workplace safety and ensure all staff participate actively in risk management practices.

In compliance with the Drug and Alcohol Directive, PARD maintains a drug and alcohol-free workplace. This directive prohibits the use or influence of prohibited substances for all employees, particularly in safety-sensitive roles such as lifeguards and heavy equipment operators. Testing protocols for pre-employment, reasonable suspicion, and random screening are applied as needed to these roles to ensure a safe environment.

To further support safety across operations, PARD participates in regular safety training as mandated, covering topics relevant to specific job functions and emergency response.

**Agency Evidence of Compliance:**

[9.1 EOC 1 Safety Administration Directive](#)

[9.1 EOC 2 Drug and Alcohol Directive](#)

[9.1 EOC 3 Safety and Security Sensitive Positions](#)

[9.1 EOC 4 Safety Manual](#)

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

### 9.1.1 – Risk Management Plan and Procedures ★

*Standard:* The agency shall have an established risk management plan and operating procedures that are reviewed periodically, accessible to all agency personnel and approved by the proper authority that encompasses analysis of risk exposure, control approaches and financial and operational impact for the agency. The plan shall analyze the programs/services offered and facilities/areas managed for personal injury and financial loss potential and identify approaches to manage such injury, loss, and business and operational impact.

*Suggested Evidence of Compliance:* Provide the current risk management plan with approval by the proper authority, the most recent review, and indication of how the plan and procedures are available to staff. The risk management plan shall reflect all three phases of risk management:

- a. Identification and assessment;
- b. Response strategies; and
- c. Management planning.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 649-653.

**Narrative:** The PARD Risk Management Plan is reviewed by the City's Risk Management Director and was approved November 2024. The plan is available to all staff on Teams.

**Agency Evidence of Compliance:**

[9.1.1 EOC 1 Risk Management Plan](#)

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

### 9.1.2 – Accident and Incident Report Procedures

*Standard:* There shall be established procedures for accident and incident reporting and analysis of accident and incident reports. There shall be an accident/incident report form available to all employees. Data shall be obtained in an appropriate manner to support planned and coordinated accident prevention programs within the agency.

*Suggested Evidence of Compliance:* Provide the accident/incident form(s) and the procedures for documenting and analyzing accidents and incidents. The accident/incident form(s) shall include identification information (who), specific location of accident (where), and description of accident in terms of sequence of activity (what).

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 642-643.*

**Narrative:** City of Garland has established clear procedures for accident and incident reporting to ensure timely documentation and analysis. The Occupational Injuries and Illnesses COGnet page is accessible to all employees and provides relevant information, forms, and other resources for risk management for on-the-job injuries. For accidents involving both city and non-city employees, staff are required to complete the Field Incident Report following any incident. This process helps ensure all incidents are properly recorded and addressed, supporting the city's commitment to safety and risk management.

**Agency Evidence of Compliance:**

[9.1.2 EOC 1 Occupational Injuries and Illnesses Intranet Page](#)

[9.1.2 EOC 2 Field Incident Report](#)

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

### 9.1.3 – Personnel Involvement and Training

*Standard:* The agency risk management function shall involve and train personnel at all levels on risk management procedures.

*Suggested Evidences of Compliance:* Demonstrate how personnel at all levels are involved and trained regarding risk management.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 649-650.

**Narrative:** PARD is committed to ensuring the safety and preparedness of its staff through comprehensive and accessible safety training programs. All employees have access to the Safety Training COGnet page, which provides general safety information and training opportunities.

Key training programs are required based on job responsibilities. Defensive Driving is mandatory for staff operating city vehicles or equipment, while Camp Training covers staffing ratios, field trip safety, and child abuse reporting. Additionally, Pesticide Training is required for park staff responsible for pesticide applications, ensuring safe and responsible handling. In the aquatics division, Aquatics Training is provided to prepare staff for handling emergencies in and around aquatic facilities.

Moreover, key staff members maintain specialized certifications to ensure the highest safety standards. This includes Certified Playground Safety Inspector (CPSI) training for playground safety and Certified Pool Operator (CPO) Certification for managing aquatics safety effectively. These certifications ensure that PARD's facilities are safe and well-maintained for public use.

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

[9.1.3 EOC 1 Safety Training COGnet Page](#)

[9.1.3 EOC 2 Defensive Driving](#)

[9.1.3 EOC 3 Child Abuse Training](#)

[9.1.3 EOC 4 Pesticide Training](#)

[9.1.3 EOC 5 Aquatics Training](#)

[9.1.3 EOC 6 CPSI Training](#)



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

### 9.2 – Risk Manager

*Standard:* A specific position within the agency shall be designated with risk management responsibility and authority to carry out the policies established for risk management.

*Suggested Evidence of Compliance:* Provide the position description that includes responsibility for risk management.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 635.

**Narrative:** The City of Garland’s City Manager designates a Risk Management Director responsible for overseeing all risk management efforts, ensuring compliance with safety protocols, and conducting regular assessments. This role includes developing and implementing risk management policies to maintain a safe environment for staff and the public. The Risk Management Director’s authority and responsibilities are outlined in the job description, ensuring a structured and proactive approach to risk management.

**Agency Evidence of Compliance:**

[9.2 EOC 1 Risk Management Director Job Description](#)

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

### 9.3 – ADA Compliance and Face-to-Face Resolution

*Standard:* There shall be a policy or procedure available to all members of the public and staff which address issues pertaining to ADA compliance, either in a written or electronic format.

*Suggested Evidence of Compliance:* Provide a written policy or procedure available to the public and staff that outlines the steps to resolve questions, concerns, or complaints of accessibility along with a reasonable timeline for completion and have a process for face-to-face meetings is in place.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 18 - Risk Management, pp. 637.*

**Narrative:** The City of Garland provides an ADA Grievance Procedure on its website, allowing individuals to file complaints regarding disability-based discrimination in services, programs, or activities. Complaints can be submitted in writing or through accessible alternatives like interviews or recordings. The city responds to complaints within 15 calendar days, offering options for resolution. If the issue remains unresolved, individuals can appeal the decision, with the city providing a final response within another 15 days.

PARD supports this commitment to accessibility with its Statement on Inclusion, encouraging people of all abilities to participate in recreation activities and offering necessary accommodations to ensure an inclusive experience.

**Agency Evidence of Compliance:**

[9.3 EOC 1 ADA Grievance Procedure](#)

[9.3 EOC 2 Parks and Recreation Statement on Inclusion](#)

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

### 10.0– Evaluation, Assessment, and Research

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

Evaluation and research are systematic processes that park and recreation professionals use to better understand the impacts of their efforts on the communities they serve. What is learned through evaluation and research is used to demonstrate the value of what is provided and to learn how to make improvements. Analyses of reliable data and qualitative information are essential to track progress in implementing master plans and strategic initiatives. Products of evaluation, measurement, and research become important components to support planning, development and programming decisions.

Benchmarking is the process of making comparisons to the processes, programs, and services of other providers. Comparisons are most frequently made to other park and recreation agencies, but benchmarking can be done also with business and non-profit organizations. The National Recreation and Park association developed Park Metrics, which is a tool to capture uniform data on park and recreation agencies across the nation. Park Metrics is the only national benchmarking tool for the park and recreation profession. As such, it can be successful as a reliable research tool only with broad participation from park and recreation agencies.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 19-7.*

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

### 10.1– Systematic Evaluation Processes ★

*Standard:* The agency shall have systematic processes for evaluating programs, facilities and services and operational efficiency and effectiveness.

*Suggested Evidence of Compliance:* Describe what is evaluated and the methods and frequency of evaluation of programs facilities and services. Evaluation is the process of determining the effectiveness of current practice and procedures.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 720.*

**Narrative:** PARD employs a comprehensive and systematic evaluation process to ensure the continuous improvement of its programs, facilities, and services. Evaluations are conducted regularly, using both quantitative and qualitative methods to measure operational efficiency and effectiveness.

Key evaluation tools and processes include:

- **Program Assessment:** PARD conducts routine evaluations of its recreational programs, utilizing the Recreation Program Assessment. The assessments help in determining the success of programs and identifying areas for improvement.
- **Facility Inspections:** Regular inspections of parks and recreation facilities are conducted to ensure safety, maintenance standards, and user satisfaction. These inspections include playgrounds and splash pads, ensuring compliance with safety regulations.
- **Surveys:** The department utilizes various surveys, such as the Aquatics Swim Lesson Survey and the Recreation Program Survey, to collect user feedback and assess program effectiveness and community needs.
- **Facility Monthly Maintenance Checklist:** This checklist is used by staff to monitor the condition and usability of facilities, providing real-time data on operational efficiency.
- **COS Sheets:** COS sheets are used to analyze the financial performance of programs and services, helping the department make data-driven decisions regarding resource allocation and pricing.

These evaluation methods are integral to PARD’s commitment to delivering high-quality recreational opportunities and maintaining operational excellence. The results from these

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

evaluations inform strategic planning, guide resource allocation, and support the continuous enhancement of services provided to the community.

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

[10.1 EOC 1 Recreation Program Assessment](#)

[10.1 EOC 2 Playgrounds Inspection Report](#)

[10.1 EOC 3 Splash Pad Daily Check](#)

[10.1 EOC 4 Aquatic Swim Program Survey](#)

[10.1 EOC 5 Recreation Program Survey](#)

[10.1 EOC 6 Facility Monthly Maintenance Checklist](#)

[10.1 EOC 7 Cost of Service Sheet](#)

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

### 10.1.1 – Responsibility for Evaluation

*Standard:* The agency shall assign specific responsibility for managing elements of the evaluation program, including planning, training, evaluation, and analysis.

*Suggested Evidence of Compliance:* Provide job descriptions for the person(s) (staff or consultants) responsible for supporting and monitoring evaluation processes, including planning, training, evaluation, and analysis. If consultant services are used, provide the current contracts or service agreements. The documentation should also include the resumes of persons providing the service, including experience and training.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 722-723.*

**Narrative:** PARD ensures continuous improvement by assigning responsibility for managing the evaluation process to key staff members, including the Recreation Director, Parks Director, Recreation Services Manager, Recreation Services Supervisors, and the Administrative Services Manager. Their roles, defined in their job descriptions, cover planning, staff training, and data analysis. When needed, external consultants, such as Teague Nall and Perkins, Inc are contracted to provide specialized support, with their qualifications documented. This approach ensures evaluations are managed effectively, contributing to ongoing service and program enhancement.

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

[10.1.1 EOC 1 Recreation Director Job Description](#)

[10.1.1 EOC 2 Parks Director Job Description](#)

[10.1.1 EOC 3 Recreation Services Manager Job Description](#)

[10.1.1 EOC 4 Recreation Services Supervisor Job Description](#)

[10.1.1 EOC 5 Administrative Services Manager](#)

[10.1.1 EOC 6 Teague Nall and Perkins, Inc](#)

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

### 10.1.2 – Staff Training on how to Evaluate Programs, Services, and Facilities

*Standard:* The agency shall provide training on how to evaluate programs, services and facilities for personnel involved in managing facilities and delivering programs and services.

*Suggested Evidence of Compliance:* Provide examples of recent evaluation trainings completed by the agency, including curriculum content, training dates and participant lists. Examples of training subjects could include but are not limited to qualitative and quantitative measurement, identification of applicable evaluation tools, data analysis and use of findings.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 722.*

**Narrative:** PARD ensures that staff responsible for evaluating programs, services, and facilities receive targeted training in key areas. Recent sessions include training on Cost of Service on September 12, 2024, which covered financial assessments and resource allocation; a session on KPIs on March 14, 2024, focusing on measurable outcomes; and training on Park Appearance Standards on July 26, 2024, outlining the specific maintenance standards staff must uphold based on park classifications.

Staff involved in these sessions play critical roles in the evaluation process. These trainings ensure staff are well-prepared to effectively conduct evaluations and uphold park and recreation standards across the system, reinforcing PARD's commitment to excellence.

**Agency Evidence of Compliance:**

[10.1.2 EOC 1 COS Training](#)

[10.1.2 EOC 2 KPI Training](#)

[10.1.2 EOC 3 Park Appearance Standards Training](#)

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

### 10.2 – Outcomes Assessment

*Standard:* The agency shall use evaluation results to assess the outcomes of park and recreation programs, services, and facilities and assess the operational effectiveness of the organization. Outcomes show the relationship between resource inputs and the resulting impacts and benefits of the outputs. Outcomes are measurable changes in behaviors, attitudes, knowledge, conditions or skills.

*Suggested Evidence of Compliance:* Provide examples of how evaluation results are used to determine levels of performance and effectiveness in the organization and how evaluation is used to determine if specific programs, services or facilities are achieving planned or projected results.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 722.

**Narrative:** PARD consistently uses evaluation results to measure the outcomes of its programs, services, and facilities. These evaluations help assess the operational effectiveness of the organization by determining whether the desired changes in behavior, attitudes, knowledge, or conditions have been achieved. For example, the Recreation Program Assessment measures the effectiveness of community programs.

Additionally, PARD's use of COS analysis and KPIs allows for ongoing assessment of financial performance and service delivery outcomes. These results inform decision-making processes, enabling adjustments to improve program efficiency, resource allocation, and community impact. Through this systematic approach, PARD ensures that its programs and services deliver measurable benefits and contribute to the overall mission of improving quality of life for residents.

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

[10.2 EOC 1 Recreation Program Assessment](#)

[10.2 EOC 2 COS](#)

[10.2 EOC 3 KPIs](#)



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

### 10.3 – Performance Measurement

*Standard:* The agency shall have a procedure for tracking and monitoring data trends and measuring performance against targets linked to achievement of goals and objectives.

*Suggested Evidence of Compliance:* Provide performance targets and measurement in use by the agency. Describe the process and frequency of performance measurement and cite examples for how the results have been used by the agency to affect decisions. The measures may include data gathered from the following qualitative and quantitative sources:

- a. Recreation and demographic trends;
- b. Needs assessment;
- c. Community inventory;
- d. Surveys;
- e. Program and service statistics;
- f. Inspections;
- g. Customer feedback;
- h. Program evaluation;
- i. Risk management reports; and
- j. Budget and financial reports.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 734-735.*

**Narrative:** PARD implements a comprehensive performance measurement system to track data trends and assess the effectiveness of its programs, services, and operations. This system is designed to align with the department’s strategic goals and objectives, ensuring continuous improvement and accountability.

PARD's performance measurement system includes:

- **KPIs:** The department tracks metrics such as attendance, revenue, registrations, memberships, facility reservations, and overall customer satisfaction through a detailed dashboard. These KPIs are reviewed regularly to ensure they align with community needs and operational goals.

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

- **Needs Assessments:** Conducted as part of the Department Master Plan and Aquatics Master Plan, these assessments provide valuable data that informs resource allocation and strategic planning.
- **Surveys and Feedback:** PARD collects participant feedback on program satisfaction and program interests through tools like Survey Monkey and paper surveys. Survey results are reviewed monthly as part of the KPI process to ensure programs remain relevant and effective.
- **Program and Service Analysis:** The Program Matrix and Program Assessment are updated regularly to identify gaps, assess program feasibility, and ensure offerings meet community demand.
- **Cost of Service Analysis:** This tool evaluates the financial viability of programs, determining appropriate subsidy levels based on community needs, socioeconomics, and political expectations.
- **Inspections and Audits:** Regular program and park amenity inspections and audits ensure compliance and safety.
- **Financial Reports:** Regular review of budget reports are used to analyze year-to-date expenditures with projections, ensuring fiscal responsibility.

These processes enable PARD to make data-driven decisions, improve service delivery, and maintain alignment with its mission and goals.

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

[10.3 EOC 1 Key Performance Indicators](#)

[10.3 EOC 2 Needs Assessment Master Plan](#)

[10.3 EOC 3 Needs Assessment Aquatics Master Plan](#)

[10.3 EOC 4 Swim Program Survey](#)

[10.3 EOC 5 Program Matrix](#)

[10.3 EOC 6 Recreation Program Assessment](#)

[10.3 EOC 7 Cost of Service Analysis](#)

[10.3 EOC 8 Camp Site Inspection Report](#)

[10.3 EOC 9 Ellis Audit](#)

[10.3 EOC 10 Playgrounds Inspections](#)

[10.3 EOC 11 Budget and Financial Report](#)

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

### 10.3.1 – Level of Service Standards

*Standard:* The agency shall have level of service (LOS) standards for provision of land, facilities and services within the jurisdiction. LOS standards are a type of performance measure associated with equitable provision service, such as the number of facilities per 1,000 residents in a service area or facilities available within a designated travel distance or travel time, e.g. percent of population that have a park within a 10-minute walk. LOS standard can also address other dimensions of equitable access, such as connectivity, maintenance and affordability, e.g. percent of parkland connected to the trail network.

*Suggested Evidence of Compliance:* Provide the LOS standards and describe how LOS standards are used to establish facility and service priorities.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 8 - Physical Resource Planning, pp. 203-204.*

**Narrative:** PARD applies Level of Service (LOS) standards across its Strategic Master Plan, Trails and Bikeways Master Plan, and Aquatics Master Plan to ensure equitable access to parks, trails, and aquatic facilities for all residents. These standards direct PARD’s efforts to modernize resources, improve connectivity, and prioritize underserved areas.

The Strategic Master Plan sets goals for proximity and facility ratios, aiming to place a park and other amenities within a 10-minute walk for most residents. The plan also uses facility-to-population metrics to guide upgrades funded by the 2019 Bond Program, enhancing facilities to meet Garland’s growing needs.

The Trails and Bikeways Master Plan establishes Level of Service (LOS) standards to expand Garland’s trail network, enhancing connectivity. Key corridors are prioritized to ensure continuous, safe routes linking neighborhoods to parks, schools, and regional trails.

The Aquatics Master Plan outlines standards for facility upgrades and addresses service gaps by adding splash pads in underserved areas, such as Embree and Watson Parks. Community input shaped these upgrades, emphasizing modern, family-friendly features to improve accessibility.

Through these LOS standards, PARD demonstrates a commitment to delivering accessible, modernized, and well-connected recreational facilities across Garland, ensuring a high quality of life for all residents.



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

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

[10.3.1 EOC 1 Master Plan](#)

[10.3.1 EOC 2 Trails and Bikeways Master Plan](#)

[10.3.1 EOC 3 Aquatics Master Plan](#)

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

### 10.4 – Needs Assessment

*Standard:* The agency shall periodically conduct an assessment of assets and needs to identify existing and projected gaps in service and determine land, facility and service priorities. Need assessments are used to help determine priorities for developing services with the agency. Needs assessments can use a variety of methods to obtain input from the community, including focus groups, advisory boards, forums, and surveys.

*Suggested Evidence of Compliance:* Provide the current needs assessment, describe the procedural steps in conducting the assessment, describe the frequency of updates, and describe the use of the assessment in agency planning.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 723-726.

**Narrative:** PARD ensures its programs and services align with the community’s evolving recreational needs through regular needs assessments. The most recent assessments were conducted as part of the development of the Department Master Plan, Trails and Bikeways Master Plan, and the Aquatics Master Plan. To gather comprehensive input, a variety of methods, including phone surveys, public input meetings, community surveys, and stakeholder meetings were utilized. These efforts provided valuable feedback on current offerings and identified gaps in services.

The information gathered through these assessments is instrumental in shaping the annual work plans for each division, ensuring PARD’s future programming and facility development are guided by the community’s preferences and needs. For example, the Watson Splash Pad was added to the department’s work plan and CIP program budget after the area was identified as a High Social Needs Area in the Aquatics Master Plan.

The results of these assessments are reviewed annually by the leadership team to inform decision-making and ensure resources are allocated effectively based on identified needs.

**Agency Evidence of Compliance:**

[10.4 EOC 1 Master Plan Needs Assessment](#)

[10.4 EOC 2 Trails and Bikeways Master Plan Needs Assessment](#)

[10.4 EOC 3 Aquatics Master Plan Needs Assessment](#)



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

[10.4 EOC 4 Watson Splash Pad Work Plan](#)

[10.4 EOC 5 Aquatics Master Plan High Social Needs Areas Map](#)

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

### 10.5 – Program and Service Statistics

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

*Suggested Evidence of Compliance:* Provide examples of statistics collected, describe the frequency of updates, and describe how the agency makes use of the information.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 145-147.

**Narrative:** PARD collects and analyzes monthly KPIs to ensure the ongoing success and relevance of its programs and services. These KPIs include critical data such as recreation program revenue, survey satisfaction ratings, and the total aquatics attendance. The data is tracked using a comprehensive dashboard that allows for both an overall view and a breakdown by individual program areas, such as Carver Senior Center.

Supervisors review these metrics during monthly meetings, using the insights to assess program performance, identify areas for improvement, and make data-driven decisions. This regular analysis helps ensure that resources are allocated effectively and that programs meet the needs and expectations of the community.

**Agency Evidence of Compliance:**

[10.5 EOC 1 Recreation Program Revenue](#)

[10.5 EOC 2 KPI Survey Satisfaction](#)

[10.5 EOC 3 Total Aquatics Attendance](#)

[10.5 EOC 4 Comprehensive Dashboard](#)

[10.5 EOC 5 Carver Senior Center Dashboard](#)

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

### 10.5.1 – Recreation and Leisure Trends Analysis

*Standard:* The agency shall assess periodically societal and local recreation and leisure trends and determine how those trends impact existing and projected user populations.

*Suggested Evidence of Compliance:* Provide trends analysis, describe frequency of updates, and describe linkage to agency goals and objectives.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 293-294; Chapter 11 - Information Technology, pp. 323-329; Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 736.

**Narrative:** PARD consistently monitors and analyzes recreation and leisure trends to ensure our programs and services remain relevant and responsive to community needs. This process involves tracking both national and local trends, as well as gathering data from various internal and external sources. These insights help guide the development of new programs and the enhancement of existing services.

Through conducting interest surveys, we regularly assess shifting interests and demographic changes in our community. For example, recent trends have shown increased interest in pickleball, which has led to the introduction of pickleball classes and open gym times for pickleball play. Additionally, our participation in TRAPS and NRPA conferences allows us to stay informed about broader trends impacting the field.

The data collected from these trend analyses is incorporated into our annual work plans, ensuring that our offerings are not only reflective of current community interests but also adaptable to future needs. This commitment to staying ahead of recreation and leisure trends enables PARD to provide innovative, high-quality services that enhance the quality of life for our residents.

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

[10.5.1 EOC 1 Interest Survey](#)

[10.5.1 EOC 2 Pickleball Class Flyer](#)

[10.5.1 EOC 3 Pickleball Open Gym](#)

[10.5.1 EOC 4 TRAPS Conference](#)

[10.5.1 EOC 5 Annual Work Plan](#)



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

### 10.5.2 – Community Inventory

*Standard:* The agency shall compile a complete and current inventory of parkland and recreation facilities, programs and services in the service area, including those provided by the agency and those offered by schools and other alternative public, private, non-profit providers.

*Suggested Evidence of Compliance:* Provide a complete and current inventory of parkland, programs and services available in the community, describe the frequency of updates, and describe how the agency makes use of this information.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 6 - Program and Services Management, pp. 126.

**Narrative:** PARD maintains a comprehensive and up-to-date inventory of all programs and events, parks, playgrounds, facilities, and athletics fields within the community. This inventory is systematically reviewed and updated annually to ensure accuracy and relevance. By keeping this information current, PARD staff can effectively identify gaps in programming, amenities, and park services. This proactive approach allows the department to make informed decisions about necessary improvements and additions, ensuring that community needs are consistently met and enhancing the overall quality of recreational offerings.

**Agency Evidence of Compliance:**

[10.5.2 EOC 1 Program Inventory](#)

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

### 10.5.3 – NRPA Park Metrics

*Standard:* The agency shall create a profile in the national NRPA Park Metrics database that includes completion of an Agency Performance Survey.

*Suggested Evidence of Compliance:* Provide a copy of the Agency Performance Survey.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 10 - Managing Maintenance Operations, pp. 294; Chapter 11 - Information Technology, pp. 324; Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 728.

**Narrative:** PARD completes the NRPA Agency Performance Survey on an annual basis.

**Agency Evidence of Compliance:**

[10.5.3 EOC 1 NRPA Agency Performance Survey](#)

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

### 10.6 – Research Investigation

*Standard:* The agency shall conduct at least one experimental exploration or research investigation each year related to park and recreation operations. These are demonstration or pilot projects where performance data are collected before and after the test to determine effectiveness.

*Suggested Evidence of Compliance:* Provide a report on a current or recent experimental or demonstration research project designed to improve a product or to test a new process or procedure, including methods used and research findings; provide brief descriptions of other research investigations undertaken over the past five (5) years.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 725-726.*

**Narrative:** PARD actively incorporates research and evaluation into its operations to enhance park management, improve services, and address community needs. Recent initiatives exemplify the agency’s commitment to using data-driven approaches to inform decision-making and achieve measurable outcomes.

In 2023, the department conducted an Urban Tree Canopy (UTC) assessment using high-resolution imagery and machine learning. This study revealed a 5% increase in canopy coverage between 2012 and 2020, bringing total coverage to 25%. The findings highlight the significant ecosystem benefits of Garland’s urban forest, including \$2.3 million in annual air pollution removal, \$1.5 million in avoided stormwater costs, and \$1.1 million in annual carbon sequestration value. The data supports targeted planting efforts to maximize environmental and social benefits citywide.

The department also piloted innovative maintenance solutions, starting with the Preemergent Application Research Program in 2023. By transitioning from traditional liquid herbicides to granular applications, Garland achieved a 50% reduction in weed recurrence and an 80% decrease in application time. These efficiencies have led to the program’s expansion across the park system, improving the quality and sustainability of park landscapes.

To enhance park safety, the department partnered with the Garland Police Department on a pilot program involving off-duty officers conducting nightly patrols. Since its launch, over 2,500 park checks have been completed, resulting in five citations, three arrests, and a notable reduction in

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

vandalism and overnight stays. This initiative has significantly improved visitor experiences and secured funding for continued operation.

The Park Operations Team also evaluated the TurfTank robotic field painter during a two-season trial. The robot proved highly effective for initial layouts of soccer, football, and tournament fields. However, its practicality for weekly re-markings was limited due to setup time and challenges maneuvering around obstacles. Based on these findings, the TurfTank is now designated primarily for initial layouts, while traditional push painters remain the preferred method for regular markings.

In addition, the department implemented Smartsheet automation to modernize administrative processes. Beginning in 2020, the system streamlined tasks such as invoice approvals and financial submissions. These improvements demonstrate the department's ability to leverage technology to enhance operational efficiency.

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

[10.6 EOC 1 UTC Assessment](#)

[10.6 EOC 2 Preemergent Application Research Program](#)

[10.6 EOC 3 Police Department Pilot Program](#)

[10.6 EOC 4 TurfTank Robotic Field Painter Evaluation](#)

[10.6 EOC 5 Smartsheet](#)

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

### 10.6.1 - Quality Assurance

*Standard:* The agency shall monitor and evaluate the quality of its programs, services and facilities from the user perspective. Examples include but are not limited to customer comment cards, secret/mystery shopper surveys, user satisfaction surveys, program evaluations and focus groups.

*Suggested Evidence of Compliance:* Provide recent examples of methods used to collect, monitor and evaluate quality assurance data from users.

*Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 731,740.*

**Narrative:** PARD ensures the quality of its programs, services, and facilities by consistently gathering user feedback and conducting evaluations. After each aquatics swim lesson session, parents complete a Swim Lesson Survey, which, like the Recreation Satisfaction Survey, captures feedback on program effectiveness and participant experience. These surveys are conducted regularly with the results collected monthly as part of the department's KPIs to monitor user satisfaction and make necessary improvements.

Public input also plays a key role in larger projects. For the rebuild of the Garland Senior Activity Center, public meetings were held to gather feedback on the amenities the community wanted for the new facility. Similarly, the redesign of Lou Huff Park involved public and stakeholder meetings to ensure the park's development reflected the needs of the community.

To further enhance programming, interest surveys, like the Athletic Survey, are conducted to gauge interest in future program offerings, helping the department align its offerings with community preferences. Additionally, Camp Site Inspection Reports are conducted by supervisors and managers to ensure compliance with the department's Standards of Care, ensuring the safety and quality of camp programs. Through these ongoing efforts, the department demonstrates its commitment to continuous improvement based on user feedback and regular quality assessments.

**Agency Evidence of Compliance:**

[10.6.1 EOC 1 Swim Lesson Survey](#)

[10.6.1 EOC 2 Recreation Satisfaction Survey](#)

[10.6.1 EOC 3 KPIs](#)

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

[10.6.1 EOC 4 Senior Center Public Input](#)

[10.6.1 EOC 5 Lou Huff Public Input](#)

[10.6.1 EOC 6 Athletic Survey](#)

[10.6.1 EOC 7 Camp Site Inspection Report](#)