

# COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES

## VISITATION TEAM REPORT

FORT WAYNE PARKS AND RECREATION DEPARTMENT

ALVIN R. MOLL, JR., EXECUTIVE DIRECTOR  
FORT WAYNE, INDIANA



March 17-20, 2014

### **Visitation Team:**

Rod Tarullo-Golden, CO, Chair  
Melida McKee-Roanoke, VA  
Bernadette White-Greensboro, NC

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## INTRODUCTION

On Sunday, March 16, 2014, site visitation team members Rod Tarullo, Melida McKee, and Bernadette White arrived at the Holiday Inn in Fort Wayne, Indiana. The team members met for the first time and had dinner together at the hotel. Dinner discussions revolved around getting to know each other and strategies for the visitation work to be completed in the next few days.

On Monday, March 17, 2014, site visitation team members were met by Director Al Moll who transported the team to the Fort Wayne Parks and Recreation Department administrative building. The team worked from 8:00 a.m. to 4:30 p.m. in the conference room reviewing standard exhibits and preparing our site visitation team report. During a lunch break the team was treated to box lunches at the McMillen Golf Clubhouse with various staff members. A tour of the renovation of the McMillen Ice Center into a Community Center was provided and was quite impressive. At 4:30 p.m. a social gathering was held at the Conservatory. This event was attended by the Mayor, members of the Parks Foundation, and several department staff. A tour of the Conservatory was also provided. After the social, the team was returned to the hotel for dinner on our own.

On Tuesday, March 18, 2014, site visitation team members worked from 8:00 a.m. to 5:00 p.m. in the Department conference room reviewing standard exhibits and preparing our site visitation team report. Highlights of the day were a box lunch event at the downtown Community Center with staff and a tour of that facility. Dinner that evening was with key Department staff at Paula's Seafood House, a very nice, local restaurant.

On Wednesday, March 19th, 2014, site visitation team members worked from 8:00 a.m. to 3:30 p.m. in the Department conference room reviewing standard exhibits and finalizing our site visitation team report. At 3:30 p.m. the team and staff toured various agency amenities. These included Taylor's Dream Playground in Kreager Park, the skateboard park in Lawton Park, Parkview Stadium, and the Old Fort Wayne. Dinner was provided at Triangle Park in a Don Hall restaurant.

On Thursday, March 20th, 2014, site visitation team members met with agency senior officials, Richard Samek, President, and William Zielke, member of the Board of Park Commissioners at 8:30 a.m. in the Department Board room to review and discuss the findings of our site visitation report. After this meeting department management staff transported us to the hotel and airport for our trip home.

The visitation team wants to express our deep appreciation to everyone from Fort Wayne who helped make our visit enjoyable and memorable. These included Mayor Tom Henry, City Council, the Board of Park Commissioners, Director Al Moll, Deputy Directors Garry Morr, Perry Ehresman, Steve McDaniel; Manager of Marketing Kathy Pargmann; and all the great staff of the Department. Thank you for your hospitality!

# AGENCY OVERVIEW

Fort Wayne Parks and Recreation Department  
705 E. State Blvd., Fort Wayne, IN 46805

## I. Community Demographics

A. Predominant form(s) of government in the tax jurisdiction (i.e., manager, mayoral, commission):  
Mayoral – The Board of Park Commissioners serves as the policy making body for the Department. The Board is comprised of four members who serve staggered four-year terms and are appointed by the Mayor.

B. Population of tax jurisdiction:  
254,228

C. Population of metropolitan service area:  
414,600

D. Age profile of tax jurisdiction:

|                |         |
|----------------|---------|
| Youth (0-9)    | 38,500  |
| Teens (10-19)  | 36,900  |
| Adults (20-64) | 136,000 |
| Senior (65+)   | 30,200  |

E. Income profile of tax jurisdiction:

|                      |          |
|----------------------|----------|
| Median Income        | \$44,600 |
| Median Family Income | \$56,500 |
| Household Income     |          |
| Less than \$10,000   | 7.6%     |
| \$10,000 - \$14,999  | 6.2%     |
| \$15,000 - \$34,999  | 25.4%    |
| \$35,000 - \$49,999  | 16.4%    |
| \$50,000 and over    | 45%      |

F. Racial diversity of the tax jurisdiction:

|                        |       |
|------------------------|-------|
| White                  | 75%   |
| African American       | 15.5% |
| Hispanic (of any race) | 7.6%  |

*Note: Demographic information from the American Communities Survey, 5 year estimate, 2007-20011*

## II. Agency Characteristics

A. Operating budget:  
15,854,520 (2014)

B. Capital budget:  
3,000,000 (2014)

C. Full-time employees:  
117

D. Part-time/seasonal employees:  
(winter) ... 75  
(summer)... 300

E. Parkland acreage:  
2805 acres

F. Significant agency awards and/or recognitions:  
**2013**

Spear Corporation won a **Commercial Pools Water Feature Silver Award from the Aquatech Society** for the design of the waterpark at Taylor's Dream Boundless Playground. Taylor's Dream Boundless Playground was a collaborative effort with Turnstone, League for the Blind and Disabled and the Fort Wayne Parks and Recreation Department.

The **Allen County Solid Waste Management District** recognized the Fort Wayne Parks and Recreation Department at their August 28<sup>th</sup> Excellence in Recycling Awards Luncheon. The Department was recognized as a **Partner** since we provide Community drop off sites for recycling during the Christmas Tree Recycling program at two designated parks.

Fort Wayne is named a **2013 Playful City USA Community** by the national non-profit organization KaBOOM. Fort Wayne is being recognized for our efforts in making play a priority for the health and well-being of our children. Fort Wayne earned this distinction for the fourth year due to our outstanding dedication to increasing play opportunities for children.

Fort Wayne Children's Zoo Director, Jim Anderson, was named the **Association of Zoos and Aquariums/ (AZA) Inspector of the Year**.

The City of Fort Wayne was named **Tree City USA** for the 23<sup>rd</sup> consecutive year. In addition, the Growth Award from the National Arbor Foundation was received again. The Growth Award is earned because a city meets a higher standard for urban forestry management activities.

## **2012**

The Fort Wayne Parks and Recreation Department received from **Ellis and Associates a Gold Audit Award** for the safety of our Aquatics program. Below are the criteria for the award:

- All overall audit scores were found to exceed industry standards and meet or exceed the rigorous and proactive standards of the Comprehensive Aquatic Risk Management Program. AND
- 70% of all Lifeguard Observations, Supervisor Observations, and VAT Observations Exceed Industry and the E&A Comprehensive Aquatic Risk Management Standards
- 40% of the client base will received this Award for 2012.

The Fort Wayne Parks and Recreation Department was awarded the Building Contractors Association "**Excellence in Construction Award**" for Taylor's Dream Boundless Playground. Taylor's Dream opened in 2011 at Kreager Park and is a regional destination playground designed for children of all abilities. The BCA Excellence in Construction Award Received for Taylor's Dream was for the category of new construction under \$4 million. Taylor's Dream had been nominated by Fetters Construction for its unique character and for its key community focus. Receipt of this BCA Award is a great honor to the Fort Wayne Parks, its patrons, and all the sponsors and collaborators who came together to make this dream come true.

**Taylor's Dream Boundless Playground** was awarded the prestigious **Daniel Flaherty Park Excellence Award** at a ceremony on February 27, 2012 in Angola, IN. This recognition is awarded to park facilities and programs completed in the last five years that represent the cutting edge of the leisure movement throughout the United States. Taylor's Dream Boundless Playground represents innovation, cost effective design, demonstrates the utilization of community input and resources, and provides a significant impact on the community itself.

Golf Operations Pro/Manger, Rick Hemsoth was awarded the “**PGA Indiana Section Junior Golf Leader**”.

The City of Fort Wayne was named **Tree City USA** for the 22<sup>nd</sup> consecutive year. In addition, the Growth Award from the National Arbor Foundation was received. The Growth Award is earned because a city meets a higher standard for urban forestry management activities.

Fort Wayne is named **2012 Playful City USA Community** by the national non-profit organization KaBOOM. Fort Wayne is being recognized for our efforts in making play a priority for the health and well-being of our children. Fort Wayne earned this distinction for the third year due to our outstanding dedication to increasing play opportunities for children. Fort Wayne is one of 213 communities (out of 450 communities that expressed an interest) being recognized as a Playful City USA Community in 2012.

### **III. Physical Characteristics**

- A. Geographic size of tax jurisdiction (square miles):  
110.5 square miles
  
- B. Describe significant rivers, lakes, mountain ranges, which influence the community:  
Fort Wayne’s main physical characteristic is the three rivers that converge in our city. The rivers are: St. Mary’s, St. Joseph, and Maumee.

### **IV. Cultural Characteristics**

- A. Significant social and/or cultural factors that influence the agency's delivery of service:  
Fort Wayne is the 2<sup>nd</sup> largest city in Indiana. The Fort Wayne Parks and Recreation Department is 108 years old and was founded on a rich history of community support for donated land and facilities.

Fort Wayne has a large number of cultural and religious headquarters. It also has an increasingly diverse population of first, second, and third generation immigrants, notably containing the largest Burmese population outside of Burma, and significant Hispanic, Macedonian, Bulgarian, Salvadorian, and Vietnamese populations.

We continue to reach out to other cultures. Our website has numerous language translation links. We have placed ads, translated in Spanish, in newspapers that are distributed to Spanish speaking populations in and around the Fort Wayne area.

The Fort Wayne Cultural District is creating an arts-centric neighborhood that will advance downtown vibrancy, citizen vitality, and cultural growth. The Fort Wayne Cultural District is an initiative of City of Fort Wayne, Arts United, Visit Fort Wayne, Greater Fort Wayne Inc., and Downtown Improvement District, all partners of the Fort Wayne and Recreation Department. Recently, a new nonprofit arts organization, Wunderkammer Company, was established in Fort Wayne. Wunderkammer’s mission is to revitalize communities through contemporary arts.

In addition, Fort Wayne is lucky to have the Fort Wayne Philharmonic, Art Museum and Science Central, as well as Community Colleges such as IPFW, Saint Francis, IVY Tech and Indiana Institute of Technology that add to the cultural opportunities for citizens in the area.

Downtown Fort Wayne continues to grow. The Grand Wayne Center and Allen County Public Library (home to the nation’s largest public genealogy collection) received major renovations. Parkview Field, home to the Tin Caps minor league baseball team, was built along with Harrison Square, a retail/residential space linked to the baseball field. The Police Department and County Government offices have been relocated downtown, close to the City Government offices.

Two major studies have been initiated to add economic sports and recreational growth to Fort Wayne. The Youth Sports Community Assessment and Market Potential Study were implemented in 2013 and are being directed by the Fort Wayne Parks and Recreation Department. The ultimate goal of this study by outside consultants is to identify youth sports growth opportunities and to recommend future sports facility needs, as well as suggest ways to expand sports marketing efforts both regionally and nationally.

The Downtown Riverfront Development Study is intended to provide the road map for an outstanding investment that will utilize the rivers running in and around Fort Wayne. Areas of focus will include land use; engineering and infrastructure investment; environmental and ecological issues; watershed and flooding issues; connectivity to trails, downtown and nearby neighborhoods, access to the river, retail, entertainment, and housing.

# 1.0 AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

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

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## 1.1 Source of Authority ★

**Standard: The source of authority of, and powers for, the public recreation and park managing authority shall be clearly set forth by legal document.**

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**Visitor Comments:**

The department of public parks was established as an executive department of the City in 1939. The agency provided a copy of the Indiana Code 36-10-4. The code sets the criteria for the managing authority.

**Visitor Evaluation:**  Met  Not Met

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### 1.1.1 Public Authority/Policy Body

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

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**Visitor Comments:**

The Indiana Code 36-10-4-3(b) establishes the Board of Park Commissioners as the organization of authority for the agency with policy making function. The agency provided the organizational chart for the City and each organizational component, a narrative description of the relationship between the governing body, approving authority and agency, commission meeting dates and a copy of minutes. The park board operates under the charter of the Indiana Code. The agency provided a copy of the Indiana Code 36-10-4-3.

**Visitor Evaluation:**  Met  Not Met

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### 1.1.2 Citizen Advisory Boards/Committees

**Standard: There should be citizen advisory boards/committees.**

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**Visitor Comments:**

The agency provided a matrix of boards, committee and task forces with membership, authority, responsibilities and duties, terms of office and meeting minutes.

**Visitor Evaluation:**  Met  Not Met

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### 1.1.3 Responsibilities of Approving Authority, Chief Administrator, and Staff

**Standard:** There should be established guidelines defining the delineation of responsibilities for the policy-making functions of the approving authority and the administrative functions of the chief administrator and staff.

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**Visitor Comments:**

The agency provided a copy of the Indiana Code 36-10-4 which established and defined the responsibility of the Board of Park Commissioners, a copy of the job descriptions of the Director, Deputy Directors and the agency organizational chart.

**Visitor Evaluation:**  Met  Not Met

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### 1.2 Jurisdiction

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

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**Visitor Comments:**

The agency provided a map of Fort Wayne, Indiana depicting all public parks and facilities dated 2013.

**Visitor Evaluation:**  Met  Not Met

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### 1.3 Mission ★

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

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**Visitor Comments:**

The agency provided a copy of the mission statement and evidence of review in December 2013 by the Board of Park Commissioners.

**Visitor Evaluation:**  Met  Not Met

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#### 1.3.1 Agency Goals and Objectives ★

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

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**Visitor Comments:**

The agency provided copies of the 2013 and 2014 goals and objectives with a description of the process for development with input from all agency components. Copies of the agendas for full employee meetings were provided showing the presentation of the annual goals and objectives.

**Visitor Evaluation:**  Met  Not Met

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### 1.3.2 Personnel Involvement

**Standard:** There should be a process for acquiring and considering input from the various personnel levels within the agency in the development of agency goals and objectives.

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**Visitor Comments:**

The agency provided their theory of goal setting and a description of their goal setting process. Copies of goals developed by each division and an individual employee development plan were provided for review. In addition, a copy of the 2014 planning kick-off agenda and minutes for the leadership team were provided for review which included employee input for the goals.

**Visitor Evaluation:**  Met  Not Met

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### 1.4 Policies, Rules and Regulations, and Operational Procedures

**Standard:** A distinction should be made among policies, rules and regulations, and operational procedures and how each is developed and implemented within the agency.

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**Visitor Comments:**

The agency provided distinctions between policies, rules and regulations and operational procedures as noted by their operation and examples of each one.

**Visitor Evaluation:**  Met  Not Met

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#### 1.4.1 Policy Manual ★

**Standard:** There shall be a manual setting forth the agency policies, which is kept up-to date, reviewed systematically, at least every five years, by the administration, and made available to pertinent administrative and supervisory personnel.

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**Visitor Comments:**

The administrative manual consists of policies, rules and regulations and historical information. It was found in the Administrative Office Library. The agency is beginning its' first five year review with the Marketing, Finance and Purchasing sections in 2014. There is a systematic rotation for review which is initiated by the division leader. Once completed it will be presented to and approved by the Board of Park Commissioners. In addition to a printed manual, employees may access this information on the internal website.

**Visitor Evaluation:**  Met  Not Met

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### 1.5 Agency Relationships ★

**Standard:** There shall be an understanding of the roles of counterpart and complementary organizations through liaison roles with nearby park and recreation agencies, public and social service organizations, and other local government agencies.

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**Visitor Comments:**

The agency has established relationships with many counterpart and complementary agencies with staff liaisons in place. In addition, they work closely with the county board, local government and other jurisdictions. A spreadsheet listing organizations and relationships was provided.

**Visitor Evaluation:**  Met  Not Met

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### **1.5.1 Operational Coordination and Cooperation Agreements**

**Standard:** There should be established policies on cooperative use and maintenance of facilities and program operation, facility design, land development, finances, etc., with other agencies or organizations or individuals.

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**Visitor Comments:**

The agency provided documentation of the agreement between the schools and the Fort Wayne Parks and Recreation. In addition, there were policies located in the administrative manual on shared use with school teams, outside organizations and individuals.

**Visitor Evaluation:**  Met       Not Met

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### **CATEGORY 1: AGENCY AUTHORITY, ROLE AND RESPONSIBILITY**

**Reviewed By:**

Bernadette White

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

## 2.0 PLANNING

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

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### 2.1 Overall Planning Function within Agency

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

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**Visitor Comments:**

The agency uses a full assortment of professionals with various planning responsibilities. These include park planners, architects, landscape architects, city planners, and parks and recreation administrative staff. Resumes and job descriptions for the Director, Deputy Directors, Superintendents, and the Manager of Project Administration were provided.

**Visitor Evaluation:**  Met  Not Met

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### 2.2 Involvement in Local Planning ★

**Standard: The park and recreation agency shall be regularly involved in local planning (community, comprehensive planning, strategic planning, capital improvement planning) that will impact parks and recreation services within their jurisdiction.**

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**Visitor Comments:**

The agency described many different local planning projects with which they were involved. A combined City-County Comprehensive Plan with notes dated to 2004 and the Bike Fort Wayne plan adopted May 25, 2010 were provided that indicated parks and recreation involvement. Minutes from a Recreation, Parks, and Public Lands Subcommittee for December 17, 2013 and January 29, 2014 were also provided.

**Visitor Evaluation:**  Met  Not Met

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### 2.3 Planning with Regional, State, Federal and Non-government Agencies

**Standard: The public park and recreation Agency should have a working relationship with regional, state, and federal agencies as well as non-governmental service providers that impact the services within their jurisdiction.**

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**Visitor Comments:**

Staff members participate in various organizations, groups and committees that provide some level of planning on a local, regional, state, and federal level. Evidence provided included a summary of the various staff members with their participation identified. The SCORP plan was presented along with communications from the Indiana Parks and Recreation Association, Indiana Urban Forestry Council, and Indiana Division of Natural Resources. The Ferguson Group is the City's federal lobbyist and there is documentation of planning interaction with them on a project with federal funding.

**Visitor Evaluation:**  Met  Not Met

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## 2.4 Comprehensive Plan ★

**Standard:** There shall be a comprehensive park and recreation system plan, which is basically an inventory of existing conditions and recommendations for future programs and services, acquisition and development of areas and facilities, and administration. The plan shall be officially adopted by the appropriate governing body, updated regularly, be linked with a capital improvement budget and a phased development.

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**Visitor Comments:**

The Fort Wayne's 10-year Comprehensive Parks and Recreation Master Plan was adopted September 14, 2004. A copy of the most recent Capital Improvement Plan was provided and adopted as a part of the 2014 Budget. It covers 2014-2018. Phasing is provided through multiple budget meetings annually that look at priorities versus potential funding sources, including bonding, grants, and donations.

**Visitor Evaluation:**  Met  Not Met

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### 2.4.1 Trends Analysis

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

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**Visitor Comments:**

Fort Wayne Parks and Recreation uses changing demographics from the City's planning areas, staff meeting discussions, the internet, other recreation brochures, and periodicals from NRPA, IPRA, Athletic Business and other periodicals to monitor trends.

**Visitor Evaluation:**  Met  Not Met

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### 2.4.2 Community Assessment

**Standard:** A comprehensive community study based on population shifts and changing social and economic conditions shall be conducted regularly.

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**Visitor Comments:**

The Fort Wayne Parks and Recreation Master Plan 2013-2017 is the most recent document that contains information on population, social and economic factors, and planning considerations for the future.

**Visitor Evaluation:**  Met  Not Met

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### 2.4.3 Community Inventory

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

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**Visitor Comments:**

The Fort Wayne Parks and Recreation Master Plan 2013-2017, Comprehensive Parks and Recreation Plan 2004-2014, and a Fort Wayne Youth Sports Facility Inventory were all provided which indicate strong inventory data and assessment.

**Visitor Evaluation:**  Met  Not Met

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## 2.4.4 Needs Index

**Standard:** A needs index for determining priorities for development of services within the community should be established within the comprehensive plan.

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**Visitor Comments:**

Fort Wayne Parks and Recreation worked with the Center for Social Research, Indiana University-Purdue University Fort Wayne to conduct a Citizen Parks Survey in September 2011. The results were referenced and used in the 2013-2017 Department Master Plan.

**Visitor Evaluation:**  Met  Not Met

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## 2.5 Feasibility Studies

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

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**Visitor Comments:**

Many feasibility studies were provided as documentation. The most current included the McMillen Ice Arena Study completed in 2008 and updated in 2011, and the Buckner Park Land Use Study.

**Visitor Evaluation:**  Met  Not Met

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## 2.6 Strategic Plan ★

**Standard:** An agency shall have a strategic plan, approved by the approving authority, stating how the agency will achieve its mission, goals, and objectives. The strategic plan shall be reviewed annually.

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**Visitor Comments:**

Fort Wayne's strategic planning uses their 2013-2017 Department Master Plan as the base document. This plan was adopted March 28, 2013. Minutes from the February 14, 2014 Board of Park Commissioners meeting reflects review of accomplishments and goals from the plan for 2014.

**Visitor Evaluation:**  Met  Not Met

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## 2.7 Site Plans

**Standard:** There should be site plans to guide the use of existing and the development of future areas and facilities.

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**Visitor Comments:**

Several site plans were provided including Salomon Farm Park, McMillen Park, Lawton Skatepark, and Buckner Park.

**Visitor Evaluation:**  Met  Not Met

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## 2.8 Historical, Cultural and Natural Resource Management Plan

**Standard:** A historical, cultural and natural resource management plan(s) should address all resource-based areas.

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**Visitor Comments:**

Historical, Cultural, and Natural Resource Management Plans have been conducted on Lakeside, Swinney, Memorial, Foster, Weisser, McMillen, and Shoaff Parks. Foster and Shoaff Park plans were presented as evidence of compliance.

**Visitor Evaluation:**  Met       Not Met

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## 2.9 Community Involvement

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

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**Visitor Comments:**

Community planning involvement includes community vision meetings, citizen reports, Needs Assessment Survey 2011, neighborhood associations/meetings, boards and commissions input, general public meetings, web marketing and social media. Evidence included public input meeting announcements, agendas, minutes from McMillen Ice Arena Aug 24, 2011, and various screen shots from the Parks and Recreation Facebook pages.

**Visitor Evaluation:**  Met       Not Met

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### CATEGORY 2: PLANNING

**Reviewed By:**

Rod Tarullo

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

## 3.0 ORGANIZATION AND ADMINISTRATION

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

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### 3.1 Organizational Structure ★

**Standard: The agency shall establish a staff organizational structure, specifying the interrelationships within the organization.**

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**Visitor Comments:**

The agency provided organizational charts dated September 20, 2012 showing the structure from the mayor's office through the agency.

**Visitor Evaluation:**  Met  Not Met

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#### 3.1.1 Statement of Purpose for Each Organizational Component

**Standard: The agency should have an established purpose statement for each organizational component that is available to all employees.**

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**Visitor Comments:**

The Administrative Manual provides a statement of purpose for the three organizational components under Policy and Procedure H-4 "Finance/Administration, Parks and Leisure". The job descriptions are available in the Job Description Manual. Both manuals are available to all staff persons and may be found in the administrative office.

**Visitor Evaluation:**  Met  Not Met

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### 3.2 Administrative Policies and Procedures ★

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

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**Visitor Comments:**

The agency provided a copy of the Fort Worth Policy and Procedures Manual and the Fort Worth Parks and Recreation Department Administrative Manual. The administrative manual is provided to each park board commissioner and members of the administrative staff. Copies of the manual are available at the major facilities and may be accessed by all agency employees. The manual went through a complete update in 2002-03. Since that time, it is continually updated with changes and policies as needed. All changes are updated in the digital format and print copies are provided to staff to update onsite manuals. Policy updates were noted effective as of 2012.

**Visitor Evaluation:**  Met  Not Met

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### 3.2.1 Administrative Offices

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

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**Visitor Comments:**

The agency is located in a three story building which was acquired in the 1970's and has undergone several renovations to meet the needs of the agency. Adequate space is available which houses the administrative/finance/marketing staff. Workstations located on all three floors are equipped with computers, file cabinets and storage space. Adequate space is available for meetings in the administrative offices as well as external facilities.

**Visitor Evaluation:**  Met  Not Met

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### 3.2.2 Support Services

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

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**Visitor Comments:**

The agency provided a list of staff, equipment and services provided by support staff for review.

**Visitor Evaluation:**  Met  Not Met

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### 3.3 Communication System ★

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

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**Visitor Comments:**

The agency provided a matrix of internal and external communication. It included outside sources, City management, Board of Park Commissioners all the way through department staff, participants and the public.

**Visitor Evaluation:**  Met  Not Met

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### 3.4 Process for Public Information, Community Relations, Marketing ★

**Standard:** There shall be an established process regarding the integrated role of public information, community relations, and marketing functions of the agency including periodic reporting and evaluation.

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**Visitor Comments:**

The agency marketing responsibility is handled by a four person team which reports to the Deputy Director of Administration/Finance. The team provides monthly reports of statistics and operations. The reports are compiled for formal submission to the Director and shared with the board. The Director attends each monthly meeting with the marketing team; therefore evaluation of the process is ongoing. Examples of monthly reports were provided with a copy of the full report to the Director submitted March 13, 2014.

**Visitor Evaluation:**  Met  Not Met

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### **3.4.1 Public Information Statement**

**Standard:** A written statement states that the agency is committed to informing the community and the news media of events within the public domain that are handled by or involve the agency and sets forth policies that govern what information should be released, when it should be released, and by whom it should be released.

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**Visitor Comments:**

The agency provided a copy of the departmental media policy found in the 2013 Marketing Manual. The written statement is provided with reference to the Indiana Open Door Law and the Access to the Public Records Act. Documentation also included a copy of the City of Fort Wayne Media Policy and media protocol.

**Visitor Evaluation:**  Met  Not Met

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#### **3.4.1.1 Public Information and Community Relations Responsibility**

**Standard:** A specific position in the agency should be designated to direct the public information and community relations functions.

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**Visitor Comments:**

The agency provided a job description for the Public Information Officer. This position has direct responsibility for the public information and community relations functions of the agency and reports to the Deputy Director of Administration and Finance.

**Visitor Evaluation:**  Met  Not Met

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### **3.4.2 Community Relations Plan**

**Standard:** The agency should establish a community relations plan.

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**Visitor Comments:**

The agency provided a Community Relations Plan (no date provided) with objectives and action steps for facilitation. They included community support through employee involvement in community service with 501 (c) (3) organizations during normal work hours. The agency conducted the Fort Wayne Parks Survey in collaboration with the Center for Social Research at Indiana University-Purdue University Fort Wayne in 2011.

**Visitor Evaluation:**  Met  Not Met

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### **3.4.3 Marketing Plan**

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

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**Visitor Comments:**

The 2009-2014 Marketing Plans were provided for review. The 2013 Marketing Priorities and Action Plan Report was provided as the latest evaluation.

**Visitor Evaluation:**  Met  Not Met

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### **3.4.3.1 Marketing Position Responsibility**

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

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**Visitor Comments:**

The agency provided copies of job descriptions for the four members of the marketing team. Each position is responsible for specific areas of the marketing process. The team reports directly to the Deputy Director of Finance and Administration.

**Visitor Evaluation:**  Met       Not Met

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### **3.5 Management Information Systems ★**

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

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**Visitor Comments:**

The agency provided multiple daily, monthly and statistical reports. The annual reports for the years 2009-2013 were available for review in the library.

**Visitor Evaluation:**  Met       Not Met

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### **3.5.1 Application of Technology**

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

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**Visitor Comments:**

The agency provided a list of current software, hardware, and assorted equipment in use in their daily operations. Websites were noted as a part of the list. No evidence of research for future needs was noted.

**Visitor Evaluation:**  Met       Not Met

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### **3.6 Records Management Policy and Procedure**

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

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**Visitor Comments:**

The agency provided a matrix for the records maintained by the agency as mandated by Allen County Commission on Public Records' CRGRS as established by the Indiana Public Records Law (IC 5-14-3-2, IC 5-15-6).

**Visitor Evaluation:**  Met       Not Met

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### 3.6.1 Records Disaster Mitigation and Recovery

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

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**Visitor Comments:**

The City of Fort Worth disaster mitigation and recovery is handled by an outside source, Atos Origin. A Disaster Recovery Roadmap and High Level IT Project Estimate was adopted on August 30, 2010. The plan will allow limited availability for the majority of the systems in City government in the event of a catastrophic incident. The City archives emails which are housed at the Public Safety Academy for a period of three years. The manual for Atos Origin was provided for review.

**Visitor Evaluation:**  Met       Not Met

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### CATEGORY 3: ORGANIZATION AND ADMINISTRATION

**Reviewed By:**

Bernadette White

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

## 4.0 HUMAN RESOURCES

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

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### 4.1 Personnel Policies and Procedures Manual ★

**Standard: There shall be established policies, which govern the administration of personnel procedures for both professional and nonprofessional employees that are reviewed annually.**

---

**Visitor Comments:**

The Fort Wayne Parks and Recreation Department personnel follow polices set forth by the City of Fort Wayne Policy and Procedure Manual. This manual was adopted in July of 2007 and has been reviewed and updated January first of 2014.

**Visitor Evaluation:**  Met  Not Met

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#### 4.1.1 Code of Ethics ★

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

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**Visitor Comments:**

Executive Order 01-01, Municipal Code of Ethics was issued by the Mayor on January 26, 2001. A copy of the Code of Ethics was provided. Each employee receives a copy when hired.

**Visitor Evaluation:**  Met  Not Met

---

#### 4.1.2 Recruitment Process

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

---

**Visitor Comments:**

Policy 202 and 203 of the City of Fort Wayne Policy and Procedures Manual detail how a job vacancy is determined, the steps involved in recruitment process, and how the selection process is conducted.

**Visitor Evaluation:**  Met  Not Met

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

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

---

**Visitor Comments:**

Equal Employment Opportunity and Affirmative Action Policy 601 and EEO Complaint Policy 401 were provided. Evidence of implementation was shown through job applications indicating EOE and non-discrimination policy.

**Visitor Evaluation:**  Met  Not Met

---

#### **4.1.4 Selection Process**

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

---

**Visitor Comments:**

The City of Fort Wayne Policy and Procedures Manual details the selection process in #203 “Selection Process and Employment/Promotion Policy”. Evidence of implementation was provided through various Human Resources documents.

**Visitor Evaluation:**  Met  Not Met

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#### **4.1.5 Background Investigation**

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

---

**Visitor Comments:**

Policy #205 “Pre-Employment Processing and Paperwork” in the City of Fort Wayne Policy and Procedure Manual covers background investigations. The City’s Human Resource Department is responsible for background investigations. Redacted background checks were provided.

**Visitor Evaluation:**  Met  Not Met

---

#### **4.1.6 Employee Benefits**

**Standard: There should be an established employee benefits plan.**

---

**Visitor Comments:**

The City of Fort Wayne Policy and Procedures Manual contains several sections dedicated to employee benefits. These include the following: 701-“Benefits”, 302- “Overtime Pay/Compensatory Time”, 702- “Personal Time”, 703-“Holiday Time”, 704- “Vacations”, 705- “Paid Sick Time”, 706- “Sick Time Bank”, 708- “Military Family Leave Act”, 303- “Leaves of Absence”, 603- “Family Medical Leave”, 607- “Take Home Vehicle”. A 2014 benefits summary sheet for new employees was provided.

**Visitor Evaluation:**  Met  Not Met

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#### **4.1.7 Supervision**

**Standard: There should be constructive and effective supervision of all personnel to help them grow professionally and improve programs and services.**

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**Visitor Comments:**

The Fort Wayne Parks and Recreation Department utilizes a chain of command approach to supervision. A current organizational chart was provided indicating this chain of command and a brief narrative was provided in the self assessment.

**Visitor Evaluation:**  Met  Not Met

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### 4.1.8 Compensation

**Standard:** There should be an established compensation plan that is reviewed annually that establishes equity of compensation among units within the agency.

---

**Visitor Comments:**

Salaries are set annually by City Ordinance for all non-union employees. Salary Ordinance S-83-13 adopted September 25, 2013 was provided as an example for 2014 salaries. Union IBEW employees negotiate wages for a three year period. A copy of the contract for Jan.1, 2010 through Dec 31, 2012 was provided. The Union Contract is currently being negotiated.

**Visitor Evaluation:**  Met  Not Met

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### 4.1.9 Performance Evaluation

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

---

**Visitor Comments:**

City of Fort Wayne Policy and Procedure Manual, Policy #504 "Performance Evaluations" describes the procedures for performance evaluations. This document has an effective date of 01/01/13. Also provided was a current copy of the City of Fort Wayne Performance Evaluation form.

**Visitor Evaluation:**  Met  Not Met

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### 4.1.10 Promotion

**Standard:** There should be an established statement available to all employees defining the promotion process and the agency's role.

---

**Visitor Comments:**

The City of Fort Wayne Policy and Procedure Manual – Policy 203 "Selection Process and Employment/Promotion" spells out the process for promotion. This document indicates that this policy is effective January 1, 2014. The IBEW Union Contract Article XI, Section 3 also spells out their policy for promotions.

**Visitor Evaluation:**  Met  Not Met

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### 4.1.11 Disciplinary System

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

---

**Visitor Comments:**

The City of Fort Wayne Policy and Procedure Manual – Policy 304 "Disciplinary Actions" spells out the procedures for disciplinary action up to and including discharge. This document indicates that this policy is effective July 1, 2007. Every employee is given a complete policy and procedure manual upon employment. The IBEW Union Contract Article VIII, Section 12 also spells out their policy for disciplinary action steps.

**Visitor Evaluation:**  Met  Not Met

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#### 4.1.12 Grievance Procedures

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

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**Visitor Comments:**

The City of Fort Wayne Policy and Procedure Manual – Policy 402 “Non-Union Complaint Process” and Policy 403 “Union Grievances” spell out the procedures for review of their disciplinary action case. This document indicates that Policy 402 is effective January 1, 2013 and policy 403 is effective July 1, 2007. Every employee is given a complete policy and procedure manual upon employment.

**Visitor Evaluation:**  Met  Not Met

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#### 4.1.13 Termination and End of Employment

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

---

**Visitor Comments:**

The City of Fort Wayne Policy and Procedure Manual – Policy 506 “Terminations” spells out the procedures for employee termination. This document indicates that this policy is effective January 1, 2014. Every employee is given a complete policy and procedure manual upon employment.

**Visitor Evaluation:**  Met  Not Met

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#### 4.2 Staff Qualifications ★

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

---

**Visitor Comments:**

Fort Wayne Parks and Recreation employs 121 full time employees. Job descriptions for all full time employees were provided. Lists of staff certifications, educational degrees, and professional organization memberships were also provided.

**Visitor Evaluation:**  Met  Not Met

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#### 4.3 Job Analysis and Job Descriptions ★

**Standard:** Established job descriptions for all positions shall be based on the job analysis and include, at a minimum: duties, responsibilities, and tasks of each position; and minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.

---

**Visitor Comments:**

Job descriptions for full time and part time employees were provided. Job analyses are conducted by an outside agency. An example of a job analysis for an Outdoor Recreation Coordinator position was provided.

**Visitor Evaluation:**  Met  Not Met

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#### 4.4 Chief Administrator ★

**Standard:** There shall be a professionally-qualified administrator who is responsible to the approving authority for the management, direction, and control of the operations and administration of the agency, and who shall have authority to perform such responsibilities.

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**Visitor Comments:**

Al Moll is the Director of Fort Wayne Parks and Recreation. A job description of the Director position was provided. Mr. Moll's resume was also provided. He appears well qualified to hold this esteemed position.

**Visitor Evaluation:**  Met  Not Met

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#### 4.5 Physical Examination

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

---

**Visitor Comments:**

The City of Fort Wayne Policy and Procedure Manual – Policy 205-3-d “Pre-employment Processing and Paperwork” spells out that all new employees will be referred for a physical examination. This document indicates that this policy is effective January 1, 2014. Employees holding a Commercial Driver's License are also required to have a physical every two years. A respiratory physical is required every four years for specified positions. Every employee is given a complete Policy and Procedure manual upon employment.

**Visitor Evaluation:**  Met  Not Met

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##### 4.5.1 Workforce Health and Wellness

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

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**Visitor Comments:**

Health and wellness programs are administered through the Human Resources Department. Employees who fill out a Health Performance Evaluation and complete a full blood profile receive a 10% discount on their health insurance deductible. They are also able to purchase gym memberships using their annual wellness benefit funds. Health and wellness flyers were provided as evidence of the program. The Benefits Manager indicates 40 Parks and Recreation employees participated in 2013.

**Visitor Evaluation:**  Met  Not Met

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## 4.6 Orientation Program

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

---

**Visitor Comments:**

The City of Fort Wayne Policy and Procedure Manual – Policy 206 “New Employee/Trial Period” spells out the procedures for a formal employee orientation for all new employees. This document indicates that this policy is effective January 1, 2014. Also provided is a copy of the City of Fort Wayne Employee Departmental Orientation Checklist which must be completed and returned to Human Resources within one week after start date.

**Visitor Evaluation:**  Met  Not Met

---

### 4.6.1 In-Service Training Function

**Standard:** There shall be an in-service training function within the agency that is evaluated, updated, and reviewed annually.

---

**Visitor Comments:**

Fort Wayne employs a Manager of Professional Development and Human Resources that is responsible for employee development. A copy of their job description approved May 20, 2013 is provided. The Manager of Safety for the department also coordinates many classes for employees. The Educational Opportunities Manual and the Safety Manual contain many opportunities for training programs and professional development.

**Visitor Evaluation:**  Met  Not Met

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### 4.6.2 Employee Development

**Standard:** There should be a program of employee development, available for employees throughout the agency, based on needs of individual employees and future organizational needs.

---

**Visitor Comments:**

The Educational Opportunities Manual describes all of the career development opportunities recently attended by, or available to, Parks and Recreation employees. Administrators/Superintendents review seminar requests. When authorization is provided the department pays relevant expenses.

**Visitor Evaluation:**  Met  Not Met

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### 4.6.3 Succession Planning

**Standard:** Agencies should formulate a succession plan to ensure the continued effective performance of the organization by making provisions for the development and replacement of key people over time.

---

**Visitor Comments:**

No plan provided.

**Visitor Evaluation:**  Met  Not Met

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#### **4.6.4 Professional Organization Membership**

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

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**Visitor Comments:**

A list of professional staff and organizations in which they are members was provided. The Department has 33 members of NRPA and 19 members of IPRA.

**Visitor Evaluation:**  Met  Not Met

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#### **4.7 Volunteer Management**

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

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**Visitor Comments:**

The Fort Wayne Parks and Recreation Volunteer Handbook revised February 2014 was provided.

**Visitor Evaluation:**  Met  Not Met

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##### **4.7.1 Utilization of Volunteers**

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

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**Visitor Comments:**

A list of volunteer functions within the Parks and Recreation Department and sample volunteer job descriptions were provided.

**Visitor Evaluation:**  Met  Not Met

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##### **4.7.2 Recruitment, Selection, Orientation, Training, and Retention**

**Standard: There should be an on-going function within the agency for the recruitment, selection, orientation, training and retention of volunteers, including procedures on background screening.**

---

**Visitor Comments:**

Various documents were provided that show the agencies recruitment, selection, orientation, training and retention procedures. The Department Volunteer Handbook is a good source that highlights these procedures in a simple fashion. Background checks are performed on specific volunteer positions.

**Visitor Evaluation:**  Met  Not Met

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### 4.7.3 Supervision and Evaluation

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

---

**Visitor Comments:**

Supervision of volunteers is provided directly by staff. Evaluations are a combination of volunteers evaluating the experience, self-evaluation of their service, and annual evaluations by staff. Copies of evaluation forms used were provided along with summary sheets verifying their use in 2012 and 2013.

**Visitor Evaluation:**  Met  Not Met

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### 4.7.4 Recognition

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

---

**Visitor Comments:**

Fort Wayne Parks and Recreation provide many different opportunities for recognition of their volunteers. These include luncheons, dinners, certificates, pins, and many special awards for achievement and friendship. Several flyers, award summaries, certificates, and event programs were provided as evidence of compliance.

**Visitor Evaluation:**  Met  Not Met

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### 4.7.5 Liability Coverage

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

---

**Visitor Comments:**

The City of Fort Wayne established a self insurance fund for General Liability in 1989. This covers all employees and volunteers of all departments. A copy of the Certificate of Liability Insurance was provided. The Director of Risk Management confirms in writing that volunteers are covered with city Liability Insurance.

**Visitor Evaluation:**  Met  Not Met

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## 4.8 Consultants and Contract Employees

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

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**Visitor Comments:**

Fort Wayne Parks and Recreation Department follows Indiana State Code (IC) to procure services of consultants and contract employees. IC 5-16-11.1-4 "Notice of requirement of professional services" and IC 5-16-11.1-5 "Basis for contracts; compensation" are the documents that detail these procedures. Copies of boilerplate Instructors Agreements were also provided for review.

**Visitor Evaluation:**  Met  Not Met

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**CATEGORY 4: HUMAN RESOURCES**

**Reviewed By:**

Rod Tarullo

**Unmet Standards:**

4.6.3-Succession Plan

**Provide clarification for all unmet fundamental standards  :**

N/A

## 5.0 FINANCIAL MANAGEMENT

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

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### 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.**

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**Visitor Comments:**

The agency operates under the authority of the City of Fort Wayne and in accordance with the local code of ordinance. Policies and procedures directing fiscal management are set forth in the City of Fort Wayne Police and Procedure Manual, Fort Wayne Parks and Recreation Finance Policy Manual and the City of Fort Wayne Purchasing Policy and Procedure Manual.

**Visitor Evaluation:**  Met  Not Met

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### 5.1.1 Fees and Charges ★

**Standard: There shall be an established policy on the type of services for what fees and charges may be instituted and the basis for establishing the amount of such fees and charges.**

---

**Visitor Comments:**

The agency provided the Fort Wayne Parks and Recreation Finance Policy Manual where policies, guidelines for establishing fees and charges and goals may be found. Fees are set by a classification system. A copy of the fees and charges with board approval was provided onsite.

**Visitor Evaluation:**  Met  Not Met

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### 5.1.2 Acceptance of Gifts and Donations

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

---

**Visitor Comments:**

The agency provided policies for acceptance of gifts in the Fort Wayne Parks and Recreation Policy Manual. Policies included acceptance of philanthropic revenue, naming of parks/facilities, and acceptance of art work. A copy of board minutes dated January 2014 referenced the approval of the grants and donations report.

**Visitor Evaluation:**  Met  Not Met

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### 5.1.3 Governmental Grants

**Standard:** Where feasible and appropriate, regional, state and federal grants should be used to supplement agency funding through an established procedure to research, coordinate and implement grants.

---

**Visitor Comments:**

The agency provided a copy of the established policy and procedures for grant application. Also, they provided a five year list of government grants from 2007-2012 with description, grantor, date awarded, grant amount and matching funds.

**Visitor Evaluation:**  Met  Not Met

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

**Standard:** Where feasible and appropriate, private, corporate, and non-profit support should be used to supplement agency funding through a established procedure to research, coordinate and implement alternative funding.

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**Visitor Comments:**

The agency has established policies for grant application and corporate support. Copies of annual reports were provided which presented basic information on sponsorships and grants over \$2000. The fundraising position documents all donations and provides recognition to the donors. Donations come from foundations, corporate and individuals. A review of the spreadsheets for 2009-2014 was viewed digitally and a copy of a thank you letter was provided for review.

**Visitor Evaluation:**  Met  Not Met

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## 5.2 Fiscal Management Procedures

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

---

**Visitor Comments:**

The agency operates under the fiscal management policies and procedures of the Indiana State Board of Accounts and City of Fort Wayne Controller's Office. The agency provided a copy of the City of Fort Wayne Purchasing Policy and Procedure Manual, the Fort Wayne Parks and Recreation Department Finance Policy Manual and the State Board of Accounts Guidelines Manual for Cities and Towns for employee guidance and reference.

**Visitor Evaluation:**  Met  Not Met

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### 5.2.1 Authority and Responsibility for Fiscal Management

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

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**Visitor Comments:**

The agency provided job descriptions for the Director and Deputy Director of Finance and Administration which clearly delegates fiscal authority for the agency.

**Visitor Evaluation:**  Met  Not Met

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## 5.2.2 Purchasing Procedures

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

---

**Visitor Comments:**

The City of Fort Wayne provided the Purchasing Policy and Procedure Manual (effective February 2014). The agency guidelines are provided in the Fort Wayne Parks and Recreation Department Finance Policy Manual.

**Visitor Evaluation:**  Met  Not Met

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### 5.2.2.1 Emergency Purchase Procedures

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

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**Visitor Comments:**

The agency provided a copy of the City of Fort Wayne Purchasing Policy and Procedure Manual. Copies of Chapter 8 which details the procedures for emergency purchase or rental/lease procedures were provided for review.

**Visitor Evaluation:**  Met  Not Met

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## 5.3 Accounting System ★

**Standard:** The agency shall have a comprehensive accounting system.

---

**Visitor Comments:**

The agency provided a letter from the City of Fort Wayne Director of Internal Audit which describes the enterprise resource planning system known as MUNIS which manages financials, human capital management and revenues for the City of Fort Wayne. The MUNIS financial data is connected to the MUNIS General Ledger which is the City's multi-fund accounting system. The MUNIS handbook is included for review.

**Visitor Evaluation:**  Met  Not Met

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### 5.3.1 Financial Status Reports

**Standard:** The agency should utilize monthly financial status reports.

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**Visitor Comments:**

The agency provided copies of financial status reports for January-March 2013.

**Visitor Evaluation:**  Met  Not Met

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### 5.3.2 Position Authorization

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

---

**Visitor Comments:**

The agency provided a narrative on the procedure for acquiring a position through city ordinance guidelines, and the procedure for posting the position. A spreadsheet was provided with budgeted positions for 2013. A copy of the City of Fort Wayne Salary Ordinance for 2014 was provided for review.

**Visitor Evaluation:**  Met  Not Met

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### 5.3.3 Fiscal Control and Monitoring

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

---

**Visitor Comments:**

The agency provided documentation of established procedures for control and monitoring of their budget, collection, security and disbursement of funds. These procedures are provided in the Fort Wayne Parks and Recreation Department Finance Manual.

**Visitor Evaluation:**  Met  Not Met

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### 5.3.4 Independent Audit ★

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

---

**Visitor Comments:**

The agency provided the 2012 CAFR Report for the year ending December 2012.

**Visitor Evaluation:**  Met  Not Met

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### 5.4 Annual Budget ★

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

---

**Visitor Comments:**

The agency provided the 2014 annual operating and capital budget which included revenue and expenditures.

**Visitor Evaluation:**  Met  Not Met

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### 5.4.1 Budget Development Participation

**Standard:** The heads of major agency components within the agency should participate in the development of the agency's budget.

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**Visitor Comments:**

The agency provided copies of emails from the Deputy Director of Finance and Administration and instructions of budget preparation for 2014 including spreadsheets of past and current information. Completed budget adjustment information was included from department components with a copy of the 2014 Civil City Budget for review.

**Visitor Evaluation:**  Met  Not Met

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### 5.4.2 Budget Recommendations

**Standard:** Agency components should provide recommendations, based on operational and activity analysis, for use in the development of the agency's budget.

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**Visitor Comments:**

The agency provided an example of personnel recommendations for McMillen Park Community Center/Phase 1. Plans for staffing budget began in 2011 and culminated in the 2014 recommendation of new staff based on expected building use and revenue generation. Documentation provided included draft budgets, seasonal pay scales, anticipated programming plan for building and final projected budget recommendation.

**Visitor Evaluation:**  Met  Not Met

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### 5.5 Budget Control

**Standard:** There should be procedures for budget control within the agency, including an allotment system, accounting system, frequent reporting of revenues and expenditures, and continuous management review.

---

**Visitor Comments:**

The Deputy Director of Finance and Administration controls the financial management of the agency. The role oversees the allotment of funds, ensures appropriate use of accounting procedures and reporting, reviews monthly financial reports and prepares reconciliations. The agency provided a copy of the monthly financial report overview for the Board of Park Commissioners, examples of cost center monthly reports given to supervisors, the departmental finance manual and the State Board of Accounts accounting manual.

**Visitor Evaluation:**  Met  Not Met

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### 5.5.1 Supplemental/Emergency Appropriations

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

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**Visitor Comments:**

The agency provided the policy on finance/budget adjustments, emergency appropriations, and examples of the request for budget adjustment form as well as the city council resolution approving budget transfers.

**Visitor Evaluation:**  Met       Not Met

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### 5.5.2 Inventory and Fixed Assets Control

**Standard:** There should be established procedures for inventory control of agency property, equipment, and other assets.

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**Visitor Comments:**

The agency provided a narrative on the procedures for securing inventory and fixed assets to prevent inappropriate use, theft and loss. Procedures have been established citywide by the City Controller's Office. Documentation provided was the City of Fort Wayne, Civil City Accounting Capital Asset Policy, Property Disposition Form for Fixed Assets, and the 2013 Fixed Asset Listing.

**Visitor Evaluation:**  Met       Not Met

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## CATEGORY 5: FINANCIAL MANAGEMENT

**Reviewed By:**

Bernadette White

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

## 6.0 PROGRAMS AND SERVICES MANAGEMENT

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

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### 6.1 Recreation Programming Plan ★

**Standard: The agency shall utilize a recreation programming plan that includes both a long-range plan covering 3-5 years or more that is periodically reviewed and a current-year implementation plan.**

---

**Visitor Comments:**

Recreation Programming Plan 2014-18 was presented as evidence. It does include current year as well as long range goals through 2018. This document provided information in the six areas of Leisure Services programs and services.

**Visitor Evaluation:**  Met  Not Met

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#### 6.1.1 Program and Service Determinants

**Standard: The programs and services provided by the agency shall be based on the conceptual foundations of play, recreation, and leisure; constituent interests and needs; community opportunities; agency philosophy and goals; and experiences desirable for clientele.**

---

**Visitor Comments:**

Documentation and examples were provided which demonstrated the five determinants are used in developing programs and services. The documents in 6.1.1 were dated 2013 and 2014.

**Visitor Evaluation:**  Met  Not Met

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#### 6.1.2 Participant Involvement

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

---

**Visitor Comments:**

Documentation shows the involvement of volunteers, community organizations, and general population in the development of programs and services. Documentation was dated March 2013-July 2013.

**Visitor Evaluation:**  Met  Not Met

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#### 6.1.3 Self-Directed Programs and Services

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

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**Visitor Comments:**

Documentation supports that the agency offers a good variety of indoor and outdoor self directed opportunities. Documents were dated Fall 2013.

**Visitor Evaluation:**  Met  Not Met

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### 6.1.4 Leader-Directed Programs and Services

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

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**Visitor Comments:**

Documentation supports that the agency offers a good variety of leader directed opportunities to all ages and abilities. Examples were provided from Summer 2013.

**Visitor Evaluation:**  Met  Not Met

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### 6.1.5 Facilitated Programs and Services

**Standard: The agency should offer facilitated recreation opportunities.**

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**Visitor Comments:**

The agency assists many groups, with emphasis in athletics as well as outdoor facilities and activities. The agency provided sample agreements from 2011-2016. Documentation for recreation opportunities were provided for September 2013.

**Visitor Evaluation:**  Met  Not Met

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### 6.1.6 Fee-Based Programs and Services

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

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**Visitor Comments:**

The agency offers some programs and services for a fee. There are also fees associated with the rental of facilities as well as admission fees. Examples were provided from September 2013 and Winter 2014.

**Visitor Evaluation:**  Met  Not Met

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### 6.1.7 Cooperative Programming

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

---

**Visitor Comments:**

The agency is heavily involved with many organizations to provide programs to the community. A matrix was provided along with agreements with seven organizations. The matrix was updated January 2014 and the current agreements range from one year to five years.

**Visitor Evaluation:**  Met  Not Met

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## 6.2 Objectives

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

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**Visitor Comments:**

Program objectives were developed for each programming area (dates were not provided). Evaluations were conducted to measure the objectives. The evaluations were dated 2013 and 2014.

**Visitor Evaluation:**  Met  Not Met

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### 6.3 Program Evaluation

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

---

**Visitor Comments:**

The agency has an extensive program evaluation process, with a strong analysis system in place. Results are provided to the staff person responsible for the program as well as their supervisor. The examples provided were dated Fall 2013.

**Visitor Evaluation:**  Met  Not Met

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### 6.4 Outreach to Underserved Populations ★

**Standard: The agency shall proactively extend programs and services to residents who may be underserved in the community.**

---

**Visitor Comments:**

A survey was conducted in 2011 by Center for Social Research at Indiana-Purdue University Fort Wayne to identify underserved populations. The evidence supports programs offered for free or reduced rates, as well as working cooperatively with organizations that are serving people with disabilities.

**Visitor Evaluation:**  Met  Not Met

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### 6.5 Scope of Program Opportunities

**Standard: The agency's programs shall provide opportunities in all program fields for various proficiency levels, ability, socio-economic levels, racial and ethnic backgrounds, ages, and gender in accordance with the agency's statement of mission.**

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**Visitor Comments:**

A matrix was provided which included information about opportunities at various levels of proficiency-ability, socio economic level, cultural diversity, ages, and gender (Fall 2013). The mission statement was also provided.

**Visitor Evaluation:**  Met  Not Met

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### 6.6 Selection of Program Content

**Standard: The selection of program content, specific activities, and opportunities shall be based upon an understanding of individual differences and the culture of the community.**

---

**Visitor Comments:**

An extensive list of programs was provided. Individual and cultural interests are addressed by involving community advisory committees and boards in the planning process. Changes are made when appropriate and needed. The participants and staff continually evaluate existing programs and propose new programs. The list was updated January 2014.

**Visitor Evaluation:**  Met  Not Met

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## 6.7 Community Education for Leisure

**Standard:** The agency should have a function to educate the community on the benefits, values, and impacts of leisure services.

---

**Visitor Comments:**

The agency is active in their community by participating in public presentations and health fairs. They also promote benefits in some of their program descriptions. Documentation included lists of presentations and dates during 2013-14, brochures from 2014, and vendor registration forms for two fairs in 2013.

**Visitor Evaluation:**  Met  Not Met

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## 6.8 Program and Service Statistics

**Standard:** The agency should collect statistics on its programs and services for evaluation and future program and service development.

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**Visitor Comments:**

The agency does a good job of collecting data on programs and services, compiling reports, and using information as a part of the Annual Report. Examples provided included several program evaluation reports, Youth Scholarship Report, and Facility Attendance Report along with the Annual Report.

**Visitor Evaluation:**  Met  Not Met

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### CATEGORY 6: PROGRAMS AND SERVICES MANAGEMENT

**Reviewed By:**

Melida McKee

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

## 7.0 FACILITY AND LAND USE MANAGEMENT

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

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### 7.1 Acquisition of Park and Recreation Lands

**Standard: The agency should have established policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes.**

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**Visitor Comments:**

The legal authority for acquisition of land for park and recreation use comes from Indiana Code (IC) 36-10-4-25. A copy of this code along with General Ordinance No. G-22-83 and Chapter 33 of the City of Fort Wayne Municipal Code was provided showing a trail of adopted legislation enabling land acquisition. Also provided were copies of the Parks and Recreation five year Master Plan, Capital Improvement Plan, City Code Subdivision Regulations-Chapter 155.045, and Subdivision Recreation Space Chapter 158 outlining policies and procedures for land acquisition.

**Visitor Evaluation:**  Met  Not Met

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### 7.2 Development of Areas and Facilities

**Standard: The agency should have established policies and procedures for the development of park and recreation land and facilities.**

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**Visitor Comments:**

No policy provided. The Fort Wayne Parks and Recreation Department is currently in the process of developing a policy concerning the development of park land facilities. Currently, policies and procedures for the development of park and recreation land and facilities for Fort Wayne are covered through several documents including the Comprehensive Plan, Parks and Recreation Department five year Master Plan, Capital Improvement Plan, and Board of Park Commissioners "No Growth" Policy. Copies of all these documents were provided. The only document that appears to have annual review is the CIP document which is reviewed as a part of the annual budget preparation.

**Visitor Evaluation:**  Met  Not Met

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### 7.3 Defense Against Encroachment

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

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**Visitor Comments:**

Procedures for defense against encroachment were provided. Indiana Code (IC) 36-10-4-19 gives the Board of Park Commissioners the ability to establish boundary lines. Staff provided a written process of actions to be taken should encroachment occur.

**Visitor Evaluation:**  Met  Not Met

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## 7.4 Disposal of Lands

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

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**Visitor Comments:**

Indiana Code (IC) 36-10-4-18 “Ordinance authorizing sale of park lands; disposition of proceeds” describes the process for disposal of park and recreation lands. The City’s Property Management Department is responsible for real estate transactions. They follow Indiana Code (IC) 36-1-11 “Disposal of Real or Personal Property”. Both (IC) documents were provided as evidence.

**Visitor Evaluation:**  Met  Not Met

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## 7.5 Maintenance and Operations Management Plan ★

**Standard:** There shall be an established maintenance and operations plan for management of the agency's park and recreation areas, facilities, and equipment.

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**Visitor Comments:**

The Fort Wayne Parks and Recreation Resource Management “Game Plan” serves as the document which includes level of care, staffing levels, calendar schedules, best practices, etc. This document appears thorough and complete. The document was not dated.

**Visitor Evaluation:**  Met  Not Met

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### 7.5.1 Facility Legal Requirements

**Standard:** There should be a regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto.

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**Visitor Comments:**

There was not a document available that provided required information. Extensive list of legal/inspections requirements and sample inspections were provided. No specific dates or calendars for inspections were provided.

**Visitor Evaluation:**  Met  Not Met

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### 7.5.2 Preventive Maintenance Plan

**Standard:** There should be a comprehensive preventive maintenance plan, which incorporates a preventative program for each facility that includes regularly scheduled systematic inspections and detailed safety checks.

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**Visitor Comments:**

The agency uses various means and methods to conduct preventative maintenance. The Facility Manager of the Property Management Department has responsibility for the Preventative Maintenance Plan. Section I City of Fort Wayne Boiler, Heating, Air Conditioning, and Ventilation Inspection, Maintenance, and Miscellaneous Repairs provides the standards used. Documentation of completed work was also provided.

**Visitor Evaluation:**  Met  Not Met

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### 7.5.3 Recycling

**Standard:** There should be a recycling program for park and recreation facilities as well as the agency's administrative offices.

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**Visitor Comments:**

Fort Wayne is in the early stages of recycling. Recycling receptacles were visible at the Administration and other facilities. There is currently no recycling in parks except for special events. Grounds maintenance division recycles leaves and brush to a City compost site. Documentation of the city recycling program was provided.

**Visitor Evaluation:**  Met  Not Met

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### 7.6 Fleet Management Plan

**Standard:** The agency should have an established fleet management plan comprised of an inventory and maintenance schedule of all vehicles and other major equipment, annual inspections, and a replacement schedule.

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**Visitor Comments:**

The agency operates a fleet of 988 vehicles, equipment, and specialized machines. The agency's Fleet Management Plan consists of SOP #M1 "Vehicle and Equipment Service Intervals", SOP #M2 "Vehicle Acquisition", and a "Vehicle Condition Spreadsheet" maintained by Safety Operations and Support. Documentation of these procedures and data was provided.

**Visitor Evaluation:**  Met  Not Met

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### 7.7 Agency-Owned Equipment and Property

**Standard:** There should be policies and procedures for the management of and accountability for agency-owned equipment and property.

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**Visitor Comments:**

The agency accounts for all assets and equipment valued over \$100 using MainTrac software. SOP #L1 "Fixed Asset Records Management" provides agency procedures for maintaining inventory. All assets valued at \$5,000 or greater are inventoried under the MUNIS system, including land, land improvements, buildings, building improvements, etc. Policies and procedures were provided in the evidence files.

**Visitor Evaluation:**  Met  Not Met

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## **7.8 Natural Resource Management and Environmental Stewardship ★**

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

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**Visitor Comments:**

The Parks and Recreation Department's policy on Natural Resource Management was provided. Also provided was a summary of current natural resource management at Lindenwood Nature Preserve and Salomon Park. No dates were provided for the plan.

**Visitor Evaluation:**  Met  Not Met

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## **7.9 Environmental Sustainability**

**Standard: The agency should have an established environmental sustainability policy that addresses energy conservation, environmentally preferable purchasing, water conservation/quality protection and sustainable design/construction of buildings and facilities.**

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**Visitor Comments:**

Fort Wayne has no specific environmental sustainability policy. Their Master Plan references information from the state SCORP plan. They also provided some examples of projects that have incorporated some elements of sustainable design. A newly hired City staff person will be developing these standards in the future.

**Visitor Evaluation:**  Met  Not Met

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## **7.10 Maintenance Personnel Assignment**

**Standard: The agency should have procedures for the assignment of competent personnel with clearly defined duties for routine maintenance, repairs and minor improvements, general cleanliness and overall attractiveness of areas, facilities, and equipment.**

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**Visitor Comments:**

Maintenance assignments are carried out by a combination of in-house labor and subcontracting. The work is conducted through four divisions within the agency. Documentation was provided of various duties performed by the different divisions. An organizational chart reflecting these responsibilities was also provided.

**Visitor Evaluation:**  Met  Not Met

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## 7.11 Capital Asset Depreciation and Replacement

**Standard:** The agency should have an established depreciation and replacement schedule for all park and recreation capital assets.

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**Visitor Comments:**

The Parks and Recreation Department follows the Civil City Accounting Capital Asset Policy of the City. The City also has established a comprehensive Fixed Asset Management System (GFAMS). The City depreciates capital assets by using either the composite/group method of depreciation or the straight line method. There is no salvage value. There are budget limitations that preclude direct replacement of all assets when they become fully depreciated. A Park Cumulative Capital Building Fund is used to help offset replacement needs. These include annual appropriations for vehicle and equipment replacements, athletic courts, play equipment, and ADA improvements. Priority decisions are made annually to maintain the system in a steady state.

**Visitor Evaluation:**  Met       Not Met

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### CATEGORY 7: FACILITY AND LAND USE MANAGEMENT

**Reviewed By:**

Rod Tarullo

**Unmet Standards:**

7.2 – Development of Areas and Facilities

7.5.1 – Facility Legal Requirements

7.9 - Environmental Sustainability

**Provide clarification for all unmet fundamental standards  :**

N/A

## 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.**

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### 8.1 Laws and Ordinances ★

**Standard: Public safety and law enforcement within parks and recreation areas and facilities shall be governed by laws and ordinances, some of which may be enacted specifically for the control and management of parks and recreation areas and facilities.**

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**Visitor Comments:**

Copies of state and local ordinances were provided. Local laws and ordinances relating to parks and recreation are posted on city web site. Violations are referred to local police department. The Indiana Code was amended in 1982, the Fort Wayne Code of Ordinances, Chapter 97 was updated in September 2004.

**Visitor Evaluation:**  Met  Not Met

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### 8.2 Authority to Enforce Laws by Law Enforcement Officers ★

**Standard: The authority of Law Enforcement Officers to enforce laws and ordinances pertaining specifically to activity within parks and recreation areas and facilities shall be clearly established to ensure that enforcement actions are upheld.**

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**Visitor Comments:**

State code states that law enforcement issues rests solely with the local police department. Local ordinance also states this. The agency Director serves as the liaison with the Chief of Police for all law enforcement needs.

**Visitor Evaluation:**  Met  Not Met

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### 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.**

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**Visitor Comments:**

All Fort Wayne Police Officers complete training at the Public Safety Academy, and must have 24 hours of continuing education annually.

**Visitor Evaluation:**  Met  Not Met

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## 8.4 Public Safety and Law Enforcement Role of Agency Staff ★

**Standard:** Agency staff has a role in educating and informing patrons of laws, ordinances, rules and regulations that apply to parks and recreation areas and facilities. This role and level of authority shall be established through policy directive.

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**Visitor Comments:**

The agency's Risk Management Plan outlines the responsibilities of every level of staff and volunteers. Training is conducted with new staff as well as at mandatory annual employee meeting. The plan is dated December 2013.

**Visitor Evaluation:**  Met  Not Met

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### 8.4.1 Staff Liaison to Law Enforcement Officers

**Standard:** There should be formalized liaison assignments for agency staff to the official law enforcement officers providing public safety and law enforcement service to the agency.

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**Visitor Comments:**

Documentation provided that designates the Executive Director of Parks and Recreation is the liaison to the Chief of Police of the Fort Wayne Police Department.

**Visitor Evaluation:**  Met  Not Met

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### 8.4.2 Public Safety and Law Enforcement In-Service Training for Staff

**Standard:** Agency staff should understand their role in public safety and law enforcement and relationships with law enforcement officers having jurisdiction within parks and recreation areas and facilities.

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**Visitor Comments:**

General safety training is held annually with full time and seasonal staff. This training includes review of risk management issues, workplace violence, and handling evidentiary items. Staff training was held February 26, 2014.

**Visitor Evaluation:**  Met  Not Met

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### 8.4.3 Handling of Disruptive Behavior

**Standard:** There should be established procedures prescribed for agency staff for response to disruptive behavior at agency areas and facilities.

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**Visitor Comments:**

The agency addresses this in various documents to include Risk Management Plan and City Code. Procedures for handling disruptive behavior are addressed in the agency Standard Operating Procedures as well.

**Visitor Evaluation:**  Met  Not Met

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#### **8.4.4 Traffic Control, Parking Plans, and Crowd Control**

**Standard:** Large-scale events hosted or facilitated by the agency require planning and coordination of traffic, parking and crowd control should be coordinated with the official law enforcement agency having jurisdiction over the affected areas.

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**Visitor Comments:**

The Municipal Code of Ordinances addresses the responsibility of the Police Department as well as the agency for traffic and crowd control. Timeline and matrix of assignments were provided in documents.

**Visitor Evaluation:**  Met  Not Met

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#### **8.4.5 Handling of Evidentiary Items**

**Standard:** Procedures should be established that guide agency staff in the preservation and handling of evidentiary items from discovery until transferred to the appropriate law enforcement authority.

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**Visitor Comments:**

Procedures are defined in the agency Risk Management Plan-Standard Operating Procedures. Training is conducted annually as a part of the General Security Training program. The last training program was conducted on February 26, 2014.

**Visitor Evaluation:**  Met  Not Met

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#### **8.5 General Security Plan ★**

**Standard:** The agency shall have a comprehensive general security plan addressing all major areas, buildings and facilities under its jurisdiction.

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**Visitor Comments:**

This plan was developed by combining several other existing plans (Emergency Action Plan, Key Control, Building Plans, etc.) in March 2014. The new plan expanded to include information on facilities, emergency contacts, and alarm information.

**Visitor Evaluation:**  Met  Not Met

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#### **8.6 Emergency Management Plan**

**Standard:** Park and recreation agencies, having roles in emergency management systems within their local jurisdiction, should be aware of the applicable operations plan.

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**Visitor Comments:**

The agency complies with the duties as outlined in the Comprehensive Emergency Management Plan (December 2011) developed by Fort Wayne-Allen County Office Homeland Security; the agency is to provide support functions in four areas. Emergency Action Plans are addressed in the agency's Risk Management Plan.

**Visitor Evaluation:**  Met  Not Met

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### **8.6.1 In-Service Training for Agency Staff**

**Standard:** Through the use of in-service training, agency personnel should understand their role in ongoing security and emergency management.

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**Visitor Comments:**

Training is done at the agency level as well as through Human Resources or Risk Management Departments. General Safety Training is held annually in the agency and is mandatory for all employees. The most recent training was held February 26, 2014.

**Visitor Evaluation:**  Met       Not Met

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### **CATEGORY 8: PUBLIC SAFETY, LAW ENFORCEMENT AND SECURITY**

**Reviewed By:**

Melida McKee

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

## 9.0 RISK MANAGEMENT

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

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### 9.1 Risk Management Plan ★

**Standard: There shall be a risk management plan reviewed on a regular basis which encompasses analysis of risk exposure, control approaches and financial impact for the agency.**

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**Visitor Comments:**

The agency's Risk Management Plan was provided. Minutes of the February 14, 2014 Board of Park Commissioners meeting show the plan was reviewed and approved.

**Visitor Evaluation:**  Met  Not Met

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#### 9.1.1 Statement of Policy

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

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**Visitor Comments:**

The Fort Wayne Parks and Recreation Department statement of risk management policy is included in their Risk Management Plan (December 2013) adopted by the Board of Park Commissioners February 14, 2014.

**Visitor Evaluation:**  Met  Not Met

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#### 9.1.2 Risk Management Operations Manual

**Standard: There should be a manual(s) of operating procedures for carrying out the risk management plan, accessible to all agency personnel.**

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**Visitor Comments:**

Fort Wayne Parks and Recreation employees use three different documents that are available in written and electronic format. These include the four page Safety Directive (January 2013), Standard Operation Procedure Book, and Critical Incident Response Guide (May 2004).

**Visitor Evaluation:**  Met  Not Met

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##### 9.1.2.1 Accident and Incident Reports

**Standard: There should be established procedures for accident and incident reporting and analysis of accident and incident reports.**

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**Visitor Comments:**

Accident/Injury Investigation Reports and Patron Incident Reports were provided. Procedures on when and how to use the reports and documentation of analysis on the reports were also provided.

**Visitor Evaluation:**  Met  Not Met

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### 9.1.3 Personnel Involvement and Training

**Standard: The risk management function within the agency should involve active interaction among personnel at all levels.**

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**Visitor Comments:**

The Fort Wayne Parks and Recreation Risk Management Plan (December 2013) sets forth specific responsibilities for all levels of employees within the organization. Other documentation included safety committee meeting minutes, safety training requirements, samples of inspections of facilities and playgrounds, and aquatic center inspections.

**Visitor Evaluation:**  Met  Not Met

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### 9.2 Risk Manager

**Standard: There should be an individual with risk management responsibility and authority to carry out the policies established for risk management of the park and recreation agency.**

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**Visitor Comments:**

The Manager of Safety and Operations Support oversees the Fort Wayne Parks and Recreation Department risk management program and liaisons with the City of Fort Wayne Risk Management Department. A job description was provided. This position reports to the Superintendent of Parks.

**Visitor Evaluation:**  Met  Not Met

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### CATEGORY 9: RISK MANAGEMENT

**Reviewed By:**

Rod Tarullo

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

# 10.0 EVALUATION AND RESEARCH

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

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## 10.1 Evaluation Analysis ★

**Standard:** There shall be a process for evaluation to assess the outcomes of park and recreation programs, services areas and facilities, completed annually at a minimum and linked to the agency's planning process.

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**Visitor Comments:**

A matrix of all the evaluations, analysis, and reviews was provided along with some examples. This information is used in preparing budgets, program planning, facility maintenance as well as development.

**Visitor Evaluation:**  Met  Not Met

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### 10.1.1 Position Responsibility for Evaluation

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

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**Visitor Comments:**

This duty falls primarily to the Marketing Manager, with each Deputy Director conducting evaluations in their areas. The Marketing Manager compiles the evaluations and distributes information to the appropriate Deputy Director.

**Visitor Evaluation:**  Met  Not Met

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## 10.2 Experimental and Demonstration Projects

**Standard:** There should be at least one experimental or demonstration project or involvement in some aspect of research, as related to any part of park and recreation operations, each year.

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**Visitor Comments:**

The agency has conducted a variety of projects during the past five years and currently has several underway. A draft report was reviewed on the study of Youth Sports Market Potential which is to be finalized in Spring 2014.

**Visitor Evaluation:**  Met  Not Met

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### **10.3 Staff Training for Evaluation of Programs, Services, Areas, Facilities**

**Standard:** There should be ongoing training opportunities for all personnel of the agency involved in evaluation of programs, services, areas and/or facilities.

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**Visitor Comments:**

The agency is supportive of providing training opportunities for their staff, particularly in the area of Safety and Customer Service. Sign in sheets provided for some training programs.

**Visitor Evaluation:**  Met       Not Met

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### **10.4 Quality Assurance**

**Standard:** The agency should monitor and evaluate the quality of its programs, services, areas and facilities from the user's perspective.

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**Visitor Comments:**

The agency provided good examples of evaluation reports. The agency has a policy on who and how evaluations will be distributed and compiled.

**Visitor Evaluation:**  Met       Not Met

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### **CATEGORY 10: EVALUATION AND RESEARCH**

**Reviewed By:**

Melida McKee

**Unmet Standards:**

None

**Provide clarification for all unmet fundamental standards  :**

N/A

# OVERALL VISITATION TEAM SUMMARY

## AGENCY STRENGTHS

The visitation team identified the following item(s) as being particular strengths of the agency:

- Professionalism, quality and tenure of staff.
- Evaluation process-data is gathered, compiled, and distributed so that the information can be used for development/improvement of programs. The agency seems to have made this a priority.
- The agency uses a four person team to ensure that the objective and goals of the Marketing Plan are met. The division of responsibility is a positive force in reaching the many areas of the community and needs of the citizens.
- The community supports the agency with multiple points of funding from foundations, corporations and in-kind donations. The magnitude of sponsors and donations allows the agency to provide programs and services above and beyond the City budgeted fund.

## AGENCY PREPAREDNESS

The visitation team assessed the preparedness of the agency in conducting the accreditation process (i.e., document accuracy and completeness, staff awareness, file system organization):

- The agency provided adequate, comfortable space for the visitation team.
- The agency staff was aware and engaged in the process.
- The documentation was not as thorough as needed. More attention should be paid to providing current and up-to-date data.
- The agency should pay close attention to the commentary and suggested evidence of compliance in the standards (ex. when standard calls for annual reviews).

## STANDARDS

The visitation team identified the following standard(s) as unmet:

- 4.6.3 – Succession Plan
- 7.2 – Development of Areas and Facilities
- 7.5.1 – Facility Legal Requirements
- 7.9 - Environmental Sustainability
- **Provide clarification for all unmet fundamental standards ★ :**
  - N/A

- Number of standards **met**: 140
- Number of fundamental standards **not met**: 0
- Number of non-fundamental standards **not met**: 4

*Total must equal 144*

## OTHER CONCERNS RELATED TO MAINTAINING ACCREDITATION

The visitation team identified the following item(s) as areas of general concern related to the agency's ability to maintain accreditation: N/A

## SIGNATURES OF VISITORS

The Visitation Team attests to its findings contained within this report.

1)           Rodney J. Taullo           Date 3/20/14  
Team Chair Signature

2)           Fernando White           Date 3/20/14  
Visitor Signature

3)           Melinda G. McKee           Date 3/20/14  
Visitor Signature

