

# COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES

## NATIONAL ACCREDITATION SELF-ASSESSMENT WORKBOOK

### Lee County Parks and Recreation Lee County, Florida



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Sponsored by  
National Recreation and Park Association

## AGENCY INTRODUCTION

Lee County spreads over 811 square miles, bordered to the west by the Gulf of Mexico. The coast is fringed by barrier islands that provide 40 miles of beach front. Lee County's economy is significantly driven by its tourism industry (with 198 licensed hotels and motels and a total of 11,225 room nights available from bed and breakfast inns to resorts). In addition to its gulf beaches, Lee County is divided by the Caloosahatchee River, which is part of the Intercoastal Waterway and receives flow from Lake Okeechobee. All of these factors make Lee County a recreational mecca for boating, fishing, swimming, and all water and beach-related sports. Additionally, Lee County is the home of the Boston Red Sox and Minnesota Twins spring training. Baseball alone brings more than 50 million in economic impact to Lee County.

Lee County has a population of more than 615,000 (74% White, 17% Hispanic, 7% Black, and 2% Other (2007). 20% of the population is over 65 and 20% under 18). The medium household income is \$50,699 (2007).

Lee County Parks and Recreation manages more than 29,400 total acres with 8 neighborhood parks, 26 community parks totaling 734 acres with more than of 150,000 square feet of recreation and community center space. It also co-manages 86 acres of shared use school/park facilities. The Department has more than 30 regional parks, totaling 3,045 acres, including numerous beach accesses, 4 sports complexes, 7 boat ramps, 6 miles of greenway trails, 190 miles of blueway paddling trails, and more than 23,800 acres of conservation 20/20 preserves.

The Department serves under a five-member Board of County Commissioners with a County Manager, Deputy County Manager and three Assistant County Managers. A 15-member Parks and Recreation Advisory Committee, appointed by the County Commission, serves as the public voice and steering committee to the Department. Lee County Parks and Recreation is fortunate to also have several other friends organizations and foundations to help achieve the Department's mission.

Lee County Parks and Recreation is a progressive and highly professional agency, proud of its staff and facilities, serving the entire County. The Department has been recognized with numerous awards including: FRPA Agency Award, three times NRPA Gold Metal Finalist, NRPA/USTA Gold Level Award, Florida State League Grounds Crew Award, and Gulf Coast League Grounds Crew Awards.

We are proud of our 10-year accreditation status and continue to strive to meet the highest professional standards, even within these difficult economic times. We thank you for taking the time to assist us in our quest for continuing accreditation and welcome you to beautiful Lee County, Florida.

*The format of this self assessment has under each file a narrative noting evidence of compliance, Available On-site/Online Evidence (this is evidence that is found in the physical file or Online link) and On exhibit for on-site review (these are documents found on exhibit shelf) sections.*

# AGENCY PROFILE

(Most current year)

Agency Name: Lee County Parks and Recreation

## Type of Entity (jurisdiction):

borough  regional/metro authority  
 town  private district  
 township  school  
 county  other

## Policy Structure:

legal independent board  
 under policy governing body (e.g. city council, school board, county commission)  
 other (specify)  
\_\_\_\_\_  
\_\_\_\_\_

## Population in Area Served:

Class 1: over 250,000 population  Class 2: 100,000 - 250,000  
 Class 3: 50,000 - 99,999  Class 4: 20,000 - 49,999  
 Class 5: under 20,000

## Operating Budget: (traditional park and recreation functions)

Level 1: Under \$500,000  Level 2: \$500,000 - \$ 1 million  
 Level 3: \$1 million - \$2.5 million  Level 4: \$2.5 million - \$5 million  
 Level 5: \$5 million - \$10 million  Level 6: \$10 million - \$15 million  
 Level 7: \$15 million - \$25 million  Level 8: Over \$25 million

Capital budget: \$ 10,992,317

## Personnel:

Number of full-time employees: 239 (220 filled)

Number of part-time employees: 12 (8 filled)

## Scope of Function:

both parks and recreation  parks only  recreation only

# 1.0 Agency Authority, Role and Responsibility

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

## 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.

*Evidence of Compliance:*

Minutes from the June 17, 1959, Board of County Commissioners meeting giving direction for the Parks Board to hire a Parks and Recreation Director is evidence of authority as allowed by Florida State Statutes.

### Available On-site/Online Evidence

- [Copy of minutes from the June 17, 1959, Board of County Commissioners meeting](#)
- [Copy of 2009 Florida Statutes 418.03 Supervision`](#)

*Self Review:* **Met**

### 1.1.1 Public Authority/Policy Body

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

*Evidence of Compliance:*

Lee County Department of Parks and Recreation falls under direct authority of the elected Board of County Commissioners (BOCC). The BOCC sets policy and the administration of policy is accomplished via the County Manager, Deputy/Assistant County Managers, Department Directors and department personnel.

### Available On-site/Online Evidence

- [Countywide organizational chart showing link to department of Parks and Recreation](#)
- [Departmental organization charts](#)

*Self Review:* **Met**

### 1.1.2 Citizen Advisory Boards/Committees

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

*Evidence of Compliance:*

Lee County Parks and Recreation has a 15-member Parks and Recreation Advisory Committee. All members are appointed by the Board of County Commissioners for two-year terms (unlimited re-appointments). In addition, there are several friends groups throughout the County that assist with fundraising, enhancements, and operations of specific facilities.

**Available On-site/Online Evidence:**

- [Resolution adopting the Parks and Recreation Advisory Committee](#)
- [Public Parks and Recreation Services Advisory Committee list](#)
- [Public Parks and Recreation Services Advisory Committee minutes](#)
- [Friends of Boca Grande Community Center annual reports](#)
- [Newsletter for Friends of Six Mile Cypress Slough Preserve](#)

*Self Review:* **Met**

### 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.

*Evidence of Compliance:*

The delineation of responsibilities for the policy-making functions are reflected in the Department descriptions provided within the Lee County Annual Budget Book and [online](#) (pgs 5, D-3, D-14). Each narrative contains information pertaining to the Department's purpose and includes job descriptions that have been formulated to achieve the Department's goals and objectives. Job descriptions for Parks and Recreation are on file for review. Descriptions for all positions in Lee County are located in the Job Descriptions Database in the Human Resources Department and available online for all county staff to access.

**Available On-site/Online Evidence**

- [Administrative organization chart](#)
- [Job descriptions for County Manager, Deputy County Manager, Assistant County Manager, Parks and Recreation Director, and Deputy Director](#)
- [Annual Budget Manual](#)
- [Lee County Annual Budget Book](#)
- [Administrative Code AC 1-9 and AC 1-10](#)

*Self Review:* **Met**

## 1.2 Jurisdiction

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

*Evidence of Compliance:*

Lee County Parks and Recreation has a map of the geographical boundaries of Lee County as well as maps that show locations of all its Parks and Recreation facilities. All facilities are maintained in a GIS database and a printed Map Book is available showing all facilities with descriptions. Supplemental materials from presentations and brochures also outline, identify and catalog the geographical sites that comprise Lee County Parks and Recreation.

### Available On-site/Online Evidence

- [Come Discover Lee County Parks and Recreation guide map](#)
- Maps and charts
  - Regional Park Map
  - Community Park Map
  - Parks, Preserves and Recreational Areas in Lee County Map
- [Chart listing Regional Parks locations \(from BOCC presentation Nov. 13, 2009\)](#)
- [Chart listing Community Park locations \(from BOCC presentation Nov. 13, 2009\)](#)

### On exhibit for on-site review

- 2010 Parks Mapbook (Exhibit B)

*Self Review:* **Met**

## 1.3 Mission ★

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

*Evidence of Compliance:*

Lee County Parks and Recreation mission statement is included in all policies and is the basis for its goals and objectives. The Department's mission statement can be found in numerous documents such as the Parks and Recreation Operations Manual and the Cost Benefits Analysis. The mission statement, as it currently stands, was developed and implemented in September 2005. It has been reviewed annually by staff and the Advisory Committee.

### Available On-site/Online Evidence

- [A copy of the Department's mission statement](#)
- [Minutes from Lee County Parks and Recreation Advisory Committee meeting Aug. 26, 2010 \(Mission Statement/Agency Goals and Objectives\)](#)
- [Minutes from the Parks and Recreation Managers' Meeting Jan. 3, 2011 \(Mission Statement/Agency Goals and Objectives\)](#)
- [Minutes from Managers' retreat](#)

### On exhibit for on-site review:

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)
- Cost Benefit Analysis (Exhibit E)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

In May of 2009, Lee County underwent a major change in direction. The County Manager of 16 years was replaced with an interim County Manager who then became the County Manager four months later. The new County Manager was tasked with revamping how the County does business.

Thus began a multi-pronged effort to analyze the County's mission, goals, objectives, strategies, and performance measures. Additionally the County Manager surveyed the citizens and employees to assess how the County was perceived and what the public saw as core-level service.

In October 2009 a consulting firm was hired to lead the Department Directors through a process of goal setting that resulted in several workshops with the Board of County Commissioners as these goals were refined.

The final product is a standardized format of goals, strategies and performance measures for every department. The entire process is online and accessible on the County's website. This is just one example of how the new County Manager is achieving transparency in Lee County government.

#### **Available On-site/Online Evidence**

- [A copy of the Department's goals and objectives](#)
- [Parks and Recreation Quarterly Supervisor Training meeting Minutes July 28, 2010](#)
- [Parks and Recreation Lee County Advisory Board meeting minutes Aug. 26, 2010](#)
- [Parks and Recreation managers' meeting minutes Jan. 3, 2011](#)
- [Minutes from Managers' retreat](#)

#### **On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Parks and Recreation Strategic Plan (Exhibit D)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

As explained in standard 1.3.1, in 2009, County Manager Karen Hawes began the process of revising all Lee County goals and objectives. Input was garnered from Parks and Recreation staff via several avenues, including Quarterly Supervisors Training (QST) staff meetings, Managers' retreats, bi-weekly Managers' staff meetings, and Supervisor/Coordinator bi-monthly meetings. Often, improvements result

from discussions, follow-up e-mails, staff meetings and comments. Every staff member receives copies of all meeting minutes and suggestions are received and reviewed before final submission. Once the goals and objectives were accepted and distributed, they were integrated into the goals and objectives of individual managers, supervisors, coordinators and other staff. All goals and objectives are housed online for all staff as well as the public to view.

**Available On-site/Online Evidence**

- [QST staff meeting Minutes](#)
- [Parks and Recreation Supervisor/Coordinator meeting Minutes](#)
- [Managers' meeting Minutes](#)
- [PowerPoint discussing County Goals and Objectives](#)
- [E-mail memo from the assistant of County Manager Karen Hawes regarding Betsy Allen's process](#)
- [Memo on Facilitated Executive Leadership/Goal Alignment Process](#)
- [Minutes from Managers' retreat](#)

*Self Review:* **Met**

## **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.**

*Evidence of Compliance:*

Policies are set by the Board of County Commissioners and/or State and Federal Regulations. These policies can be found in the Lee County Administrative Code and various State Statutes. Rules and regulations are formulated to assist in the carrying out of policies. These can be found in the Lee County Policies and Procedures Manual and various ordinances such as Lee County Parks and Recreation Ordinance 06-26. The Parks and Recreation Department then compiles its Parks and Recreation Operations Manual, which gives staff the procedures for following all policies, rules and regulations.

An example of this process is as follows:

- Lee County Parks and Recreation Ordinance 06-26 is the policy that prohibits the consumption of alcohol in the Parks with allowable exceptions.
- The Lee County Parks and Recreation Operations Manual sets the procedures for reinforcing the alcohol policy.

**Available On-site/Online Evidence**

- [Administrative Code AC 1-9 and AC 1-10](#)
- [Lee County Parks and Recreation Ordinance 06-26](#)

**On Exhibit for on-site review**

- Lee County Policies and Procedures Manual (Exhibit F)
- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review:* **Met**



### 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.

*Evidence of Compliance:*

Policies are set forth by the Lee County Board of County Commissioners. Departments and Human Resources regularly submit updates for Board approval. Each department incorporates these updated policies into the various operations and procedures manuals.

The original Lee County Parks and Recreation Operations Manual, which was completed in 1997, and the Lee County Policies and Procedures Manual are the Departments' main manuals that provide operational and policy direction. Both manuals are updated routinely with updates posted online. Each facility is required to have an Operations Manual on-site and the supervisor is required to update the changes as they occur.

The Lee County Parks and Recreation Operations Manual is available to all employees on the Lee County Parks and Recreation website. The countywide Policy Manual is available online via the Lee County Human Resources website.

#### Available On-site/Online Evidence

- [Cover Page and Table of Contents from Parks and Recreation Operations Manual](#)
- [Table of Contents and Definitions/Introduction page from Lee County Policy Manual](#)
- [Screen image of website where manual is available](#)
- [Managers' meeting Minutes reflecting review of manual](#)
- [Lee County Policy and Procedures webpage](#)

#### On Exhibit for on-site review

- Lee County Park and Recreation Operations Manual (Exhibit C)
- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review:* **Met**

### 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.

*Evidence of Compliance:*

Lee County Parks and Recreation has a close working relationship with existing nearby city parks, recreation departments, and universities. Leadership meets on a regular basis to discuss issues and agreements that exist between Lee County Parks and Recreation and other agencies for various services.

A significant example of this cooperation can be seen in the agreement between Lee County Parks and Recreation and Florida Gulf Coast University for the operation of a 50-meter swimming pool. There are also agreements between Lee County Parks and Recreation and the State of Florida, Lee

County School District, City of Sanibel, Lee Memorial Health System, and University of Florida to name a few.

**Available On-site/Online Evidence**

- [List of staff with liaison responsibilities](#)
- Agreements with:
  - [Lee County School Board](#)
  - [City of Sanibel](#)
  - [University of Florida IFAS Extension](#)
  - [Minnesota Twins](#)
  - [City of Palms Stadium / Boston Red Sox](#)
  - [Florida State League of Professional Baseball Clubs Fort Myers Miracle](#)
  - [Florida Gulf Coast University](#)
  - [State of Florida](#)
  - [Lee Memorial Health System](#)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation follows Florida State Statute 163.01 Florida Interlocal Cooperation Act of 1969 in its pursuit of cooperation agreements. It is common practice for the Department to form partnerships with various groups in order to provide a wide variety of services.

The Lee Comprehensive Plan (Objective 87.2) states that Parks and Recreation must work with other public/private agencies to meet the recreational demand.

The success of Lee County Parks and Recreation is enhanced by its many cooperative agreements.

**Available On-site/Online Evidence**

- [The Lee Plan 2010 Codification Objective 87.2](#)
- [State Statute 163.01 Florida Interlocal Cooperation Act of 1969](#)
- Agreements with the following agencies and groups:
  - [Boca Grande Art Alliance](#)
  - [YMCA Adult Softball League](#)
  - [Estero Art League](#)
  - [Aquatic Boosters Inc.](#)
  - [Cape Aquatics Swim Club](#)
  - [Southwest Florida Swim Club Inc.](#)
  - [Spring Training Facility Development Agreement](#)
  - [North Fort Myers Recreation Center facility design agreement with Parker/Mudgett/Smith Architects Inc.](#)
  - [Lee County Sheriff's Agreement](#)

**On exhibit for on-site review**

- The Lee Plan 2010 Codification (Exhibit I)

*Self Review: Met*

## 2.0 Planning

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

### 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.

*Evidence of Compliance:*

A large part of the continued success of Lee County Parks and Recreation (LCPR) can be attributed to the thoughtful planning activities that have taken place over the years. In a time when budgets are being significantly reduced, careful planning has enabled the Department to continue to carry out its mission of providing safe, clean and functional facilities, as well as provide programs and services that add to the quality of life of the residents and visitors of Lee County.

The Department has a planning and construction section headed up by Manager Dean Cerdan, Planner Jason Lamey and Coordinators Dan Calvert and Bob Tice. They are further supported by a work crew of seven that helps with the implementation of projects. As a team, they are largely responsible for determining the annual CIP budget for the Department, as well as how this budget is allocated. The latter is done in the field on an annual basis by assessing the condition of existing facilities. Jason and Dan also are heavily involved in the planning of facilities, both new and retrofitted, through the development of concept plans. Upon completion, these are further developed into master concept plans and working drawings either in cooperation with Lee County's Department of Construction and Design or through the use of consultants. The Department of Construction and Design contains a number of design professionals, including a licensed engineer (Ayoub Al-Bahou), a licensed architect (Peter Wisniewski) and a planner (Mike Pavese). When design consultants are employed, they are selected from pre-approved lists compiled by the Lee County Division of Procurement Management.

When it comes to planning on a broader scope, including community and regional planning, Dan and Jason also are heavily involved. More recently, they have attended several workshops pertaining to the Lee Plan, a state-mandated document that guides future growth and development within the County that is currently undergoing a comprehensive review. Dan also has assisted with concurrency for the parks and recreation section of this document throughout the past seven years working alongside the Division of Planning. Lastly, Dan and Jason have contributed to community and regional planning through their participation on various committees, including the Bicycle Pedestrian Coordinating Committee and the Fort Myers Youth Services Coalition.

Other staff who work closely with the planning section include various managers and senior supervisors. As the Department's fiscal manager, Cindy Mitar helps to develop the annual CIP and operations budgets, as well as manage grants within the agency. In terms of programming, Manager Debbie Derums is largely responsible for planning and implementing new programs at the facilities. Senior Supervisor Amanda Gutierrez helps to ensure that all new facilities are in compliance with the most recent accessible design standards through her involvement with these projects from design to construction. The chief administrator (Barbara Manzo) and deputy director (Dave Harner) are kept up to date on all planning-related issues during biweekly meetings with the managers, as well as through periodic meetings with Jason and Dan. A number of these issues also are discussed in great

detail during daylong workshops held throughout the year (e.g., multi-year planning, budget development, strategic operational planning, contingency planning, personnel allocation alternatives, etc). Staff qualifications are outlined in the accompanying resumes.

**Available On-site/Online Evidence**

- [Design Consultant Lists](#)
- [Staff Resumes](#)

*Self Review: Met*

## **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.***

*Evidence of Compliance:*

When it comes to local planning issues, Lee County Parks and Recreation’s chief administrator, deputy director, managers, planning personnel and other staff participate in various workshops, meetings and hearings, and also are members of various committees. In recent months, Barbara Manzo, Manager Roger Clark, Dan Calvert and Jason Lamey have been involved in comprehensive and community planning through their participation in workshops pertaining to the Lee Plan and community plans. The Lee Plan is a state-mandated planning document that guides future growth and development in Lee County in various areas, including parks and recreation, transportation, historic preservation, conservation/coastal management, and capital improvements. It is currently undergoing an all-inclusive review known as the Comprehensive Plan Evaluation and Appraisal Report (EAR), which is completed once every seven years. During a series of workshops organized and run by Lee County’s Division of Planning, Barbara, Roger, Dan and Jason have provided input on various elements of this comprehensive plan, most notably the sections pertaining to parks and recreation and capital improvements. Dan also has been involved with community planning via his role as a roundtable facilitator at various workshops geared toward updating community plans, one of which was recently held in Estero.

In addition to the Department’s regular involvement with comprehensive and community planning, it also immerses itself in local planning issues by participating in zoning hearings as well as on various committees such as the Lee County Bicycle/Pedestrian Advisory Committee and the Fort Myers Youth Services Coalition. In terms of zoning, Barbara and Senior Supervisor Cathy Olson attend public hearings when Department properties are being rezoned to insure that adjacent parks and preserves are not adversely impacted. The Lee County Bicycle/Pedestrian Advisory Committee is a municipal planning group composed of staff members from various county departments, as well as members of the public. Their primary responsibility is to recommend facilities needs for bicyclists and pedestrians to the Lee County Board of County Commissioners, which the committee does by maintaining a five-year list of CIP projects. When it comes to programming, Dan has been involved at a local level through the participation with the Fort Myers Youth Services Coalition, a group composed of youth service providers, educators and representatives from various governmental agencies. The main focus of this group is to enhance the quality of life for youth in the community. One way in which this is accomplished is through the interagency planning of programs and services whereby duplication is minimized.

**Available On-site/Online Evidence**

- [Meeting Minutes from EAR Workshops](#)
- [Meeting Minutes from Estero Community Workshop](#)
- [Hearing Minutes from Preserve Rezoning](#)
- [Bicycle/Pedestrian Advisory Committee Agenda and Meeting Minutes](#)
- [Fort Myers Youth Services Coalition Meeting Minutes](#)

*Self Review: Met*

## **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.**

*Evidence of Compliance:*

Since its inception, Lee County Parks and Recreation has developed strong working relationships with various State, Federal, non-governmental, and regional agencies. These partnerships have been particularly valuable in regards to the planning of facilities, programs and services, as any overlap has been minimized.

In terms of partnerships with state agencies, Lee County Parks and Recreation has worked with numerous agencies over the years, including, but not limited to, the Florida Department of Transportation, the Florida Department of Corrections, the Florida Department of Environmental Protection (FDEP), the Florida Fish and Wildlife Conservation Commission, and the Agency for Persons with Disabilities. A good example of such a relationship exists between the Lee County Parks and Recreation and FDEP at Caloosahatchee Regional Park. Purchased by FDEP in the late 1960s, Lee County obtained a lease for this property from this agency in 1989 and currently uses it as a regional park. As part of its lease agreement, the Department is required to operate this facility in accordance with an approved resource management plan, as well as update this plan every 10 years. The Department is also required to amend the plan whenever major changes to the site are proposed. Most recently, in December of 2009, Department biologists Manager Roger Clark and Coordinator Annisa Karim presented an amended version of this plan to FDEP in Tallahassee, Florida, seeking approval for the construction and operation of a zip line. Following a period of deliberation by an 11-member panel known as the Acquisition and Restoration Council, the amended resource management plan was approved.

In addition to working alongside various state agencies, the Department also works closely with a number of Federal agencies, including the U.S. Army Corps of Engineers, the U.S. Fish and Wildlife Service (USFWS), the Environmental Protection Agency, and the Department of Transportation. More recently, Department biologist and Sr. Supervisor Cathy Olson has been working with USFWS on a project known as Smokehouse Bay Preserve Restoration. Specifically, as part of a cooperative agreement established under the American Recovery and Reinvestment Act of 2009, both agencies have been working together to reestablish historic vegetative communities on sections of this 268-acre preserve in Lee County. Debbie DeVore is the project contact for USFWS.

In terms of partnerships with non-governmental service providers, the Department has a longstanding working relationship with the Florida Power and Light Company (FPL), which is particularly prominent at Manatee Park. Built in 1996, Lee County Parks and Recreation leases the land from this electric company through a license agreement first executed in 1990, and recently updated in October of 2010. As part of this agreement, the Department is required to consult with FPL

whenever modifications to the original facility are proposed. Deputy Director Dave Harner and Dean Girard of FPL are the personnel typically involved in shaping these agreements.

The Department also works closely with regional agencies such as the Metropolitan Planning Organization (MPO), an entity responsible for the coordination of transportation planning in Bonita Springs, Cape Coral, Fort Myers, Fort Myers Beach, Sanibel, and unincorporated areas of Lee County. Specifically, Dan Calvert and Jason Lamey are members of the Bicycle Pedestrian Coordinating Committee, which is one of five MPO advisory committees. As a collective, they review provisions for pedestrians and cyclists in regional transportation projects and advise the MPO on its transportation plan as it pertains to pedestrians and cyclists.

#### **Available On-site/Online Evidence**

- [Agenda for Caloosahatchee Regional Park Zip Line Item](#)
- [Cooperative Agreement for Smokehouse Bay Preserve Project](#)
- [License Agreement Between LCPR and FPL](#)
- [Bicycle Pedestrian Coordinating Committee Members](#)

*Self Review: Met*

## **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.**

*Evidence of Compliance:*

The Comprehensive Plan for Lee County Parks and Recreation is integrated as a component of the Lee County Comprehensive Plan, which is adopted by the Board of County Commissioners. The Comprehensive Plan provides both quantitative and qualitative measures, goals, policies, and objectives to guide the Department now and into the future.

The Lee County Parks and Recreation Comprehensive Plan includes goals for the differing and numerous facilities, partnerships, programs, and major capital improvements. There is a methodology set forth to update and amend the Comprehensive Plan to account for identification of changing needs, trends, and inventory, and to have a rationalized, receptive, and applicable vision, and a guiding document.

The Comprehensive Plan has two regular review cycles that are distinctive in timing and scope. The annual short-term review and amendment process utilizes population trends to analyze the required as well as the desired goals set forth in the adopted plan. This review is compiled in the Concurrency Report to the Department of Community Affairs. The longer more holistic review (Evaluation and Appraisal Report [EAR]) occurs every seven years. The EAR review includes extensive public input, needs assessments, and trend indices that help to amend the plan. The culmination of both of these regular cycles is the adoption by the Board of County Commissioners and approval from the State of Florida Department of Community Affairs.

Parks and Recreation is actively involved in supplying data and direction with amendment recommendations and direction in both the Comprehensive Plan review cycles. This staff

involvement is to ensure that we are responsive to changing trends in lifestyle, facility needs, and acceptable levels of service to communities.

An example of this active involvement and responsiveness would be the identification and formulation of the Greenways Master Plan and the Greenways Master Plan goals objectives from citizen surveys, community assessments, and other public input, which ended in the amendment of goals and policies being incorporation into our Parks and Recreation Comprehensive Plan and eventual implementation of numerous capital improvement projects such as the Ten Mile/John Yarbrough Linear Park and the Able Canal Greenway. Another example is updating quantitative measures based on changes in recommended population guidelines of facilities such as those set forth in the Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP) for boat ramps and community centers.

In 1985, Lee County enacted an ordinance (# 85-24) to collect impact fees on all new residential development. These fees have enabled Parks and Recreation to accomplish the goals of the Comprehensive Plan and are the major source of funding for the annual Capital Improvement Program.

#### **Available On-site/Online Evidence**

- [Lee Plan Amendment cycle and procedures.](#)
- [New Horizon 2035 Workshop - Comprehensive Plan Evaluation and Appraisal cycle comments by Parks and Recreation staff on the Parks, Recreation and Open Space.](#)
- [Memo of Parks and Recreation Comprehensive Plan annual amendment cycle request by park staff.](#)
  - [Annual amendment cycle Local Planning Agency approval](#)
  - [Annual amendment cycle BOCC approval](#)
- [Greenways Master Plan 2005](#) and the [Lee Plan Map 22 Greenways Master Plan map as updated and amended March 3, 2010 and adopted June 2, 2010](#)
- [Florida's Statewide Comprehensive Outdoor Recreation Plan 2008](#)
- [Copy of Impact Fee Ordinance](#)
- [Copy of 5 year – CIP Budget](#)

#### **On exhibit for on-site review**

- Lee Plan Comprehensive Plan- The Lee Plan 2010 Codification as amended through July 2010 (Exhibit I)
  - [Lee Plan Comprehensive Plan Chapter V Parks Recreation and Open Space](#)
  - [Lee Plan Comprehensive Plan Chapter VI Capital Improvements and Table](#)
  - Lee Plan Comprehensive Plan Chapter VII Conservation and Coastal Management
- Lee County Concurrency Report 2010 (Exhibit H)

*Self Review:* **Met**

### **2.4.1 Trends Analysis**

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

*Evidence of Compliance:*

Lee County Parks and Recreation keeps abreast of local and national trends with demographic reports, population trends, and land-use analysis. For example, determination of population and user growth in a park service area by looking at an analysis of current population vs. future land use and



vacant land to determine growth within Lee County itself. A specific example of this kind of trend data being utilized in the strategic planning process would be the analysis of the Lehigh Acres area. The trend analysis revealed that Lehigh Acres is an area in which large numbers of residential single-family growth is expected. Lee County Parks and Recreation understands this trend in future service demand. The Department already has moved on this trend data analysis by being proactive and acquiring areas for future parkland development in Lehigh Acres as evidenced through our Capital Improvement dollars for acquisition and improvements in the Lehigh Acres service area.

The Lee County Concurrency report also incorporates population trends and directly relates these to levels of service provided by the Department as well as other agencies. Numerous other trends are explored, analyzed, and incorporated through the comprehensive planning process such as sustainability issues, connectivity, workforce, economic, and health trends as evidenced by the Comprehensive Plan update workshop documentation, which outlines data for these trends to be analyzed, accounted for, and incorporated into the major planning activities.

In addition, many of the Department staff are members of FRPA and/or NRPA and keep abreast of statewide and national trends via workshops, conferences, and publications.

**Available On-site/Online Evidence**

- [Lee County Demographics Profile 2009](#) and [2006](#)
- [New Horizon Evaluation and Appraisal Report Data and Analysis](#)
  - [Sustainability Workshop Information Demographics and Data](#)
- [Lehigh Acres Capital Improvement Program Acquisition of Parkland](#)

**On exhibit for on-site review**

- Lee County Concurrency Report 2010 (Exhibit H)

*Self Review: Met*

## **2.4.2 Community Assessment**

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

*Evidence of Compliance:*

Lee County Parks and Recreation utilizes community assessments to understand and identify the constituents of Lee County and the users of the facilities and programs (global demographics report).

The Department focuses on community characteristics and services as well as issues and behaviors of the constituents and users by analyzing research such as the National Citizen Survey for Lee County. This survey includes analysis of previous survey year results and results of similar jurisdictions responses. The survey results include issues and trends in area such as crime, health, employment, and services.

The Citizen Survey for Lee County identified as below the national benchmark the ease of bicycling and walking in Lee County as well as availability of facilities such as trails and paths. This was a driving force for the development and utilization of impact fee dollars for a capital improvement project. The projects developed a bicycle hiking greenway trail, a trailhead along the Ten Mile/John Yarbrough Linear Canal; and more recently, the Able Canal for recreational and bicycle pedestrian connection and movement as requested and supported in the citizen survey.



Another assessment tool commonly used is the data and analysis from community plans such as the North Fort Myers Community Plan. Along with data collection and analysis specific to Lee County (and North Fort Myers specifically), the plan directed and identified that the Parks and Recreation Department should analyze the service area provided in North Fort Myers Community as related to recreation and programs. Following this recommendation, the Department looked at levels of service and utilized membership data from Lee County and municipal recreation centers to analyze and evaluate overlaps and gaps in service areas. This GIS analysis identified a gap in recreation center program service in North Fort Myers and was a driver in the development of a Capital Improvement Project for a recreation center there.

The Concurrency Report is an assessment of the levels of service for both regional and community park districts in relation to current and projected service levels based on population numbers. This aids in identifying any deficiencies and future needs in specific regional or community park districts, which drives numerous capital projects for regional and community park needs.

#### **Available On-site/Online Evidence**

- [National Citizens Survey](#)
- [National Citizens Survey Benchmark Report](#)
- [Global Demographics Report](#)
- [Able Canal Greenway Capital Improvement Project](#)
- [JY/Ten Mile Linear Park CIP](#)
- [North Fort Myers Community Plan](#)
- [GIS service area analysis for centers](#)
- [Capital Improvement Program approval for NFM Recreation Center](#)
- [Notice of public meeting on proposed NFM Recreation Center](#)

#### **On Exhibit for on-site review**

- Lee County Concurrency Report 2010 (Exhibit H)

*Self Review: Met*

### **2.4.3 Community Inventory**

**Standard:** There should be a compiled, complete and current inventory of all areas, facilities, programs and services that are used and/or managed by the agency.

*Evidence of Compliance:*

Lee County Parks and Recreation compiles a comprehensive inventory of Lee County parks, recreational areas, and preserve land holdings by recreational type and geographic area. This inventory is compiled in GIS to ensure accuracy, ease of updating, allow data sharing, and most importantly to allow for the leveraging of powerful analysis tools available in GIS. This inventory includes other agency providers such as various State, Federal, Municipal, and not-for profit agencies. This inventory also tracks various specific recreational facilities such as boat ramps, camping, trails and athletic fields.

Lee County tracks for-profit and not-for-profit program providers as listed in the Lee County community resource guide.

Lee County prepares a report on the state of developed regional and community parkland in Lee County by provider in relation to population trends, required and desired levels of service as set forth in the Lee Comprehensive Plan. These figures are in the annual Concurrency Report in accord with

the Land Development Code requirements. The Concurrency Report is useful in preparing the Department's Capital Improvements Program and ensures appropriate levels of service for parkland in Lee County for residents and visitors alike.

**Available On-site/Online Evidence**

- [Lee County Parks Preserves and Recreational Areas Map](#)
- [Lee County Community Resource Guide](#)
- [Lee County Athletic Facilities and Amenities Mapbook](#)

**On exhibit for on-site review**

- 2010 Parks Mapbook (Exhibit B)
- Lee County Concurrency Report 2010 (Exhibit H)

*Self Review:* **Met**

## **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.**

*Evidence of Compliance:*

Lee County's comprehensive plan, the Lee Plan, is currently undergoing a rigorous review that is required by the State every seven years. With the support of the Lee County Board of County Commissioners, the Division of Planning has taken the initiative to broaden the scope of this review to include Lee County's land development code, which implements this planning document. This all-encompassing initiative is known as New Horizon 2035. A key element of this review process has been the collection of input from the public through a series of scoping meetings held throughout the county. These meetings, which are mandated through Policy 76.1.3 of the Lee Plan, have yielded detailed information pertaining to the recreational desires of the community, some of which shall be incorporated into the parks, recreation and open space element of the Lee Plan.

In addition to these informal meetings, Lee County's comprehensive plan also is shaped through public input gathered from surveys mandated through Objectives 76.2 and 76.3 of the Lee Plan. In 2006, Lee County Parks and Recreation commissioned a market research company in Tampa, Florida, The Klages Group, to conduct a needs assessment survey at various facilities. Parts of these data have since been used to modify sections of the Lee Plan. For example, the parks, recreation and open space element was amended in 2007 to include provisions for greenways, in part due to the results of this survey. Specifically, a snapshot of these results indicates that walking and running are two of the most popular activities among park users, and greenways effectively accommodate them. A similar needs assessment survey recently was conducted on the Department's website, the results of which will be considered in the next Lee Plan amendment cycle.

**Available On-site/Online Evidence**

- [New Horizon 2035 Public Workshop Notes](#)
- [2006 Needs Assessment Survey](#)
- [2010 Needs Assessment Survey](#)

**On exhibit for on-site review**

- The Lee Plan 2010 Codification (Exhibit I)

*Self Review:* **Met**

## 2.5 Feasibility Studies

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

*Evidence of Compliance:*

Lee County Parks and Recreation has a comprehensive process in place to determine the feasibility of proposed facilities. A key component of this process is the Lee County Concurrency Report, which is compiled by the Lee County Department of Community Development on an annual basis. This document contains projections of demand for various public facilities throughout Lee County based on anticipated growth (e.g., parks and recreation, transportation and solid waste disposal). This document is significant because it denotes specific areas where additional park facilities are needed. For instance, Wa-Ke Hatchee Park in South Fort Myers is currently being expanded in order to better meet the “desired future level of service standards” discussed in this report. These are non-regulatory standards established by the County that represent a community goal of higher levels of public service.

The feasibility of constructing new park facilities also is determined by the availability of adequate funds, particularly impact fees. In order to ensure that they are in line with today’s level of development and economic conditions, the method in which they are collected is evaluated and updated periodically by consultants. There also needs to be a great deal of public support in order for a project to be deemed feasible. The Department gauges this during a series of public meetings and workshops that it hosts in which matters such as site selection and external impacts are discussed. When it comes to more complex projects, such as stadiums, the aforementioned procedures are supplemented by more comprehensive studies typically prepared by consultants.

### Available On-site/Online Evidence

- [2007 Park Impact Fee Update](#)
- [Lee County Parks and Recreation Impact Fee Study \(land component\)](#)
- [City of Palms Park Adaptive Re-Use Proposal and Due-Diligence Report](#)

### On exhibit for on-site review

- Lee County Concurrency Report 2010 (Exhibit H)

*Self Review: Met*

## 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.**

*Evidence of Compliance:*

In May of 2009, Lee County underwent a major change in direction. The County Manager of 16 years was replaced with an interim County Manager who then became the County Manager four months later. The new County Manager was tasked with revamping how the County does business.

Thus began a multi-pronged effort to analyze the County’s mission, goals, objectives, strategies, and performance measures. Additionally, the County Manager surveyed the citizens and employees to assess how the County was perceived and what the public saw as core-level service.

In October 2009, a consulting firm was hired to lead the Department Directors through a process of goal setting, which resulted in several workshops with the Board of County Commissioners as these goals were refined.

The final product is a standardized format of goals, strategies and performance measures for every department. The Lee County Parks and Recreation Strategic Plan establishes the measure and schedule to achieve the goal and strategies. Implementation has already occurred with the plan, as evidenced from the performance indicators.

**Available On-site/Online Evidence**

- [Goal Setting Memo, Process and Minutes](#)
- [Strategic Plan Goals Presentation and QST Training Minutes](#)
- [Balanced Scorecard](#)

**On exhibit for on-site review**

- Lee County Parks and Recreation 2010 Strategic Plan, approved 2011 (Exhibit D)

*Self Review: Met*

## **2.7 Site Plans**

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

*Evidence of Compliance:*

During the past decade, Lee County Parks and Recreation has expanded its holdings considerably through the construction of various new facilities as well as through the expansion of existing facilities. The Department's reliance on thoughtful site planning has enabled this development to occur in a controlled fashion, which is evidenced by the end products. More recently, facilities such as Bunche Beach, Estero Community Park, Galt Preserve, Prairie Pines Preserve, Schandler Hall Community Park, Terry Park, and Three Oaks Community Park have been developed or expanded through the use of carefully crafted master-concept and site plans. A sampling of such plans is included as on-site evidence.

**Available On-site/Online Evidence**

- [Bunche Beach Final Master Plan](#)
- [Galt Preserve Conceptual Site Plan](#)
- [Schandler Hall Community Park Site Plan](#)
- [Three Oaks Community Park Site Plan](#)

**On exhibit for on-site review**

- 2010 Parks Mapbook (Exhibit B)

*Self Review: Met*

## 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.

*Evidence of Compliance:*

Lee County prepares management plans for all resource-based sites and projects before use and or development of the site. These plans are prepared with qualified in-house staff and consultants who specialize in assessment and management of these resources. The management plans that contain the professional assessment and inventory of the resources with supporting documentation are presented to the public for informational and educational purposes as well as to solicit comments and input from the public. Once the management plan and public comments have been compiled, the management plans are approved and become the guiding document by which the resource(s) will be protected and developed.

### Available On-site/Online Evidence

- [Preservation Plan for the Historic Collier Hall and Estero School House and Snook Inn Property prepared by Stevenson Architects Inc.](#)
- [Presentation and approval of Historic Collier Hall and Estero School House preservation plan to the Lee County Historic Preservation Board.](#)
- [Lee Co Parks and Recreation Department Historic and Cultural resources survey for LCPR](#)
- [Historical and Archeological Resources Training workshop attended by planning staff.](#)
- [Letter from Department of Community Development](#)
- [Wild Turkey Strand Preserve Land Stewardship Plan approved by BOCC August 10<sup>th</sup> 2010.](#)
  - [Phase I Cultural Resources Survey for Wild Turkey Strand Preserve Trailhead and Trail System Suncoast Archeological Consultants Inc.](#)
  - [Wild Turkey Strand Preserve Land Stewardship Plan public meeting notice.](#)
- [Six Mile Cypress Slough Preserve Interpretive Center U.S. Green building council silver LEED plaque unveiling ceremony.](#)

*Self Review:* **Met**

## 2.9 Community Involvement

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

*Evidence of Compliance:*

When developing new facilities and programs countywide, Lee County Parks and Recreation provides equal opportunities for community groups and individuals to become involved. First and foremost, all citizens are authorized to provide their input to the Parks and Recreation Advisory Committee regardless of their age, abilities, or culture. This committee is composed of 15 members appointed by the Lee County Board of County Commissioners, each of whom represents a different area of Lee County (e.g., Cape Coral, Pine Island, San Carlos, etc.). During the committee's monthly meetings with both the director and deputy director of Parks and Recreation, these members pass along any citizen input they have received.

Another way in which the entire community is involved in the planning of new facilities and programs is through participation in public meetings and design charrettes. These events are advertised well in advance on the Lee County Parks and Recreation website and in local media

outlets. As an example, on June 22, 2010, the Department hosted a public meeting at the Matlacha Community Center to discuss the development of a piece of property on Pine Island known as Galt Preserve. Citizens were given the opportunity to look at a conceptual plan and submit written comments to staff beforehand, as well as provide feedback during and after the meeting. Similar gatherings have taken place to discuss the development of a new recreation center in North Fort Myers. Specifically, as of Sept. 24, 2010, three public meetings have been held at North Fort Myers Community Park. During these meetings, citizens have had the opportunity to provide the design consultants with input as to what amenities they would like to have inside the building, as well as comment on a preliminary site plan. Additional public meetings will be scheduled as this project progresses.

A third way in which the entire community is involved in the planning process is through direct interaction with staff. In most cases, this transpires during regularly scheduled meetings between staff and various groups that represent a diverse cross-section of the community. During these meetings, information on a broad range of topics is routinely exchanged between the various parties, some of which is used for planning purposes. The following are some examples of community groups that Lee County Parks and Recreation works with on a regular basis:

- Center for Independent Living of Southwest Florida
- Florida Mudcutters
- Friends of Boca Grande Community Center
- Friends of Six Mile Cypress Slough Preserve
- Gulf Coast Swim Team
- Heights Foundation
- Lakes Park Enrichment Foundation (please refer to accompanying meeting minutes)
- Lee County Community Tennis Association
- Lee County YMCA
- Nations Association Charities
- San Carlos Park Scorpion Soccer Club
- Senior Friendship Centers of Lee County
- South Fort Myers Little League
- United Way of Lee, Hendry and Glades

Finally, staff continuously seeks input from the community through various surveys, some of which are used in the planning process. For example, in order to better serve individuals with special needs, Parks and Recreation has developed the “Special Needs Recreation and Leisure Survey.” The data collected from this survey is used to determine what programs are offered, as well as where and when these programs are offered. This survey, along with many others, is available online and at select facilities.

**Available On-site/Online Evidence**

- [Parks and Recreation Advisory Board Meeting Minutes](#)
- [Galt Preserve Public Meeting Documents](#)
- [North Fort Myers Recreation Center Public Meeting Documents](#)
- [Lakes Park Enrichment Foundation Meeting Minutes](#)
- [Special Needs Recreation and Leisure Survey](#)

*Self Review:* **Met**

## 3.0 Organization and Administration

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

### 3.1 Organizational Structure★

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

*Evidence of Compliance:*

Lee County Parks and Recreation is a part of Lee County Government and an integral part of providing for constituents' needs. This interrelationship between departments and components is clearly demonstrated by the organizational charts.

#### Available On-site/Online Evidence

- [Parks and Recreation Department organization chart](#)
- [Countywide Administration organization chart from the Board of County Commissioners to the Department of Parks and Recreation Director](#)

*Self Review:* Met

#### 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.

*Evidence of Compliance:*

As defined in organizational charts, Lee County Parks and Recreation is divided into hubs or sections of the county. Various organizational components are managed under the various hubs. The purpose statement for each organization component is outlined in each chapter of the Lee County Parks and Recreation Operations Manual. The manual provides the essential guidelines for the Department and each individual component is broken down within the document. Operations manuals are available to all staff at various worksites and are accessible through the Department's intranet site [www.leeparks.org](http://www.leeparks.org).

Update notices to the Parks and Recreation Operations Manual are e-mailed to all employees and each employee has access to it on the website under their individual employee log-in.

#### **Purpose Statements as defined in Operations Manual:**

**Chapter 1: General Policies** - Parks and Recreation employees are the key to quality customer service. No matter the position, to the public, employees are the voice and personality of not only Parks and Recreation, but all of Lee County Government. General policies covers staff appearance, recruitment and selection process, attendance, use of vehicles, and other general policies.

**Chapter 2: Americans with Disabilities Act (ADA)** - Compliance and inclusion is part of the Department standards with reasonable accommodation at all facilities.

**Chapter 3: Fiscal Operations** - Procedures and protocols are outlined and in place for accountability. Budget guidelines and fiscal tracking is part of the Department policies.

**Chapter 4: Facility Operations** - All facilities follow standard procedures, including hours of operations, issuing of permits, signage, and facility usage.

**Chapter 5: Facility Maintenance** - Standards and general maintenance duties are outlined in detail to provide safe, clean and functional facilities. All areas are addressed to cover each function of operation and services provided.

**Chapter 6: Landscape/Turf Maintenance** - Upkeep and standards for ground cover, grasses, and trees are included in this chapter along with good athletic turf maintenance and field equipment.

**Chapter 7: Recreation Programs/Events Planning** - This includes guidelines for all recreation programming, staff expectation and standards for participation. Event planning, procedure, and evaluations are part of the requirements.

**Chapter 8: Aquatics** - To provide the citizens of Lee County with safe and healthful public swimming facilities and programs.

**Chapter 9: Land Stewardship** - To manage, as directed in the Land Stewardship Plan for each specific preserve.

**Chapter 10: Computerization and Automation** - Department is committed to providing the citizens of Lee County with the highest quality of recreational services at the most efficient and cost-effective manner possible. Computerization will provide increased accessibility to information, more efficient communications, reduced staffing needs, and enhanced service to the public.

**Chapter 11: Countywide Services –**

**Marketing** expands awareness of Lee County Parks and Recreation with all forms of promotion.

**Volunteers** provide opportunities to assist throughout the department in areas that match volunteer skills and interest. Interns help with various projects while allowing in-service training.

**Park Rangers** are the Department's "ambassadors" and provide information and resources to park visitors. Under the authority of the Lee County Ordinance 06-26, they enforce park rules and regulations.

**Environmental Programs** teach and develop a caring relationship with the natural environment and foster active participation.

**Staff/Volunteer Education** provides training sessions consisting of educational sessions, staff development sessions, and safety sessions.

**Youth Sports Coaches' Training** provides good sportsmanship and safe sporting opportunities.

**Chapter 12: Lee County Extension** - To respond to Lee County issues and needs through customized education and training in agriculture/natural resources, horticulture, youth development, marine education, and family and consumer sciences.

**Chapter 13: Project Planning/Contracts/GIS** - To provide technical assistance to the Department and to ensure that the high quality, safe, clean, functional, and aesthetic facilities are available to meet the needs of the park users.

**Chapter 14: Department Evaluation Plan** - The purpose is to determine if the mission statement/goals and objectives are being met and helps to determine the effectiveness of personnel and programs.

**Chapter 15: Employee Safety and Security** - To establish a safe and healthful environment by building a safety culture among all park staff that will move the Department toward the goal of zero preventable accidents and minimize the material resource losses.



**On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **3.2 Administrative Policies and Procedures★**

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

*Evidence of Compliance:*

Policies are set by the Board of County Commissioners and are compiled in the Lee County Policies and Procedures Manual. Lee County Parks and Recreation has an Operations Manual to carry forth set policies. Both manuals are located on-site and on the internet.

Every Lee County Parks and Recreation employee is required to have a County e-mail address and has access to the County networked computers. Access is through the Department's intranet site [www.leeparks.org](http://www.leeparks.org). Additionally, every employee has internet access to the Lee County Policies and Procedures Manual at [www.lee-county.com](http://www.lee-county.com). A department-wide e-mail is sent whenever there is an update of the manual. All policies are subject to review and updated throughout the year.

**Available On-site/Online Evidence**

- [Lee County Parks and Recreation Operations Manual table of contents.](#)
- [Lee County Policies and Procedures Manual #001 general provisions and table of contents](#)
- [Sample e-mail of update reminder`](#)

**On exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*

#### **3.2.1 Administrative Offices**

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

*Evidence of Compliance:*

Offices accessible to the public:

The majority of offices are located in the Lee County Parks and Recreation buildings located at Terry Park (3410 Palm Beach Blvd., Fort Myers, FL 33916). Other administrative offices are located in various parks throughout Lee County. The main offices are open to the public Monday through Friday from 8 a.m. until 5 p.m. Field administrative offices are open to the public at additional times and days.

Meeting rooms:

A computer lab and five meeting/training rooms are available at Terry Park to all staff and volunteers for meeting purposes. The Parks and Recreation Support Services Facility at Rutenburg Park provides additional meeting/training opportunities. Select meeting rooms may be scheduled for use by the public and other agencies.

Adequate work space:

Office, desk, filing, storage space, telephone, and network computer access is provided for each staff member assigned to administrative duties. Every office has overhead energy-efficient lighting and HVAC installed. The main Administrative Office at Terry Park is monitored by local closed-circuit television. Door access is by electronic pass card. Outside parking areas are camera monitored and well lighted. Adequate additional storage and warehouse space is provided in free-standing buildings, fenced open areas, and inside rooms and closets throughout Terry Park.

Library and reference area:

The Extension Services Office at Terry Park has a reference room for the staff and the public and a distribution rack for educational material for the public. The Parks and Recreation Administrative Office has a small reference library for the staff and has a distribution rack for educational materials for the public. The Lee County internet site and intranet site that are accessible by all employees provides a large reference source for staff. Parks and Recreation Administration oversee the Environmental Education and sustainability reference library at Rutenburg Park as a part of the volunteer and public-training facility.

#### **Available On-site/Online Evidence**

- [Floor plan of the main Parks and Recreation office site at Terry Park](#)

*Self Review:* **Met**

### **3.2.2 Support Services**

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

*Evidence of Compliance:*

Support services and staff for Parks and Recreation are spread across the county at the East, West and Central Hubs. The primary administrative staff and services are located at the main Administrative Office with additional support staff and services found at the Support Services Facility.

Administrative support staff is responsible for human resources, payroll, file updates, registration, public reception, and a variety of other office duties. Fiscal support staff is responsible for revenues, accounts receivable, accounts payable, intergovernmental fund transfer, budget tracking and fiscal reporting.

Additional support staff includes Environmental and Sustainability Educator, Park Rangers, Volunteer Services, Marketing and Media, and Technology.

All staff has access to services and current technology, resources, material and equipment. Resource libraries are available at two locations, with all Hubs and main arteries connected to the countywide

computer server. ID card scanning access is at all the main Hubs and many locations have video monitoring. All general office equipment is available such as computers, networked printers, fax machines and scanning capabilities. Additional printing and production equipment and materials are available at the main Administrative Office.

**Available On-site/Online Evidence**

- [Support Services Staff List](#)

*Self Review: Met*

### **3.3 Communication System★**

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

*Evidence of Compliance:*

Lee County Parks and Recreation has an extensive communication system to accurately disseminate information to the general public as well as its employees.

The public has access to all program and facility information, hours, history, and amenities via the website ([www.leeparks.org](http://www.leeparks.org)), bi-annual Recreationally Yours Program guide, facility pamphlets, fliers, Parent's Guide, and other various publications.

Staff reports are made regularly at the Parks and Recreation Advisory Board meetings and many public speaking engagements.

Internal two-way communication and information sharing is a priority of the Department. Every staff member has an e-mail address and access to computer. All staff is required to regularly check e-mail. Managers, Sr. Supervisors, and Supervisors/Coordinators meet bi-monthly to exchange information and ideas. Minutes from these meetings are sent to every staff member via a department-wide e-mail. All Countywide information from administration, H.R., Risk, Benefits, or other departments is communicated through e-mail to all County employees.

Supervisors and coordinators submit bi-monthly reports on the status of their facilities/programs.

**Available On-site/Online Evidence**

- [Lee County Parks and Recreation communication matrix](#)
- [Lee County Parks and Recreation Operations Manual excerpt on internal communications](#)
- [RecreationalLee Yours Program guide](#)
- [Sample facility pamphlets and fliers](#)
- [Example advisory and support group and organizations communications](#)
- [Lee County Parks and Recreation Quarterly Supervisors meeting notes](#)
- [Example supervisors/coordinators meeting agenda and notes](#)
- [Example of supervisor operational report](#)
- [Example press release for public planning meeting](#)
- [Example of department-wide email "parks-all" and staff-specific e-mails](#)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

The process for integrating the role of public information, community relations, and marketing functions within Lee County Parks and Recreation is outlined in the Lee County Parks and Recreation Marketing Plan, the Lee County Parks and Recreation Public Information Statement, and the Lee County Parks and Recreation Community Relations Plan. Chapter 11 of the Lee County Parks and Recreation Operations Manual describes the resources used to achieve the process. Similar methods of distribution are used for all three components of this process including brochures, fliers, television, radio and an internet website. Each method is a vehicle used to provide information to the public, show how this agency provides a positive impact on its respective communities, and promotes the various facilities and programs it provides to the public.

**Available On-site/Online Evidence**

- [Lee Co. Parks and Recreation Operations Manual CH 11A and public information statement](#)
- [Lee County Parks and Recreation Marketing Plan](#)
- [Lee County Parks and Recreation Annual Marketing Analysis Report for Fiscal Year 2011](#)
- [Lee County Parks and Recreation Community Relations Plan](#)
- [Recent Lee County Parks and Recreation Marketing Team Minutes](#)
- [Sample brochure](#)
- [Sample flier](#)

*Self Review:* Met

### **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.

*Evidence of Compliance:*

It is the role of Parks and Recreation to provide public information through the marketing and media work group. A public information statement is included in CH 11-A of the Parks and Recreation Operations Manual. Lee County has its own TV station, as well as agreements with local cable stations, School District and the various local print media, television and radio stations to broadcast County government items. Lee County Parks and Recreation is committed to providing information by using a variety of methods including brochures, fliers, television, radio and its internet website [www.leeparks.org](http://www.leeparks.org).

**Available On-site/Online Evidence**

- [Public Information Statement – excerpt from LCPR Operations Manual CH 11-A](#)
- [Lee County Policy 207](#)
- [Example public service announcement/media release](#)

*Self Review:* Met

#### **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.**

*Evidence of Compliance:*

Lee County Parks and Recreation has a Marketing Coordinator on staff who works closely with the Marketing Team to enhance public relations and disseminate information. Various departments throughout the County have staff whose job is “Public Relations”, i.e. Visitor and Convention Bureau, Economic Development, Utilities, etc. Parks and Recreation believes that public relations are the job of every employee. As such, the first page in the Parks and Recreation Operations Manual, 1-1, addresses Customer Service and Public Relations. Community relations include a very successful volunteer work and recognition program. In addition, the Department works with various advisory groups to better disseminate information and solicit input. The public has On-line access to staff, information, and comment cards at [www.leeparks.org](http://www.leeparks.org)

**Available On-site/Online Evidence**

- [Lee County Job Description for Program Coordinator](#)
- [LCPR Marketing Coordinator duties \(CH 11-A LCPR Operations Manual\)](#)

*Self Review: Met*

### **3.4.2 Community Relations Plan**

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

*Evidence of Compliance:*

Lee County Parks and Recreation makes use of the many community organizations that exist within Lee County by establishing relationships with numerous groups to identify and address the community needs of all segments of the population. Lee County Parks and Recreation actively organizes support groups to establish links with the community so the Department can be responsive and maintain a pro-active approach to issues before they become problems.

**Available On-site/Online Evidence**

- [Community Relations plan](#)

*Self Review: Met*

### **3.4.3 Marketing Plan**

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

*Evidence of Compliance:*

Lee County Parks and Recreation has an established marketing plan that is put into action and assessed regularly during Marketing Committee meetings. The plan provides the Department with a mission statement, states which products and services the Department provides, and other items to be used in the Parks and Recreation marketing efforts. This marketing plan is evaluated annually.

#### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation Marketing Plan](#)
- [Lee County Parks and Recreation Annual Marketing Analysis Report for Fiscal Year 2011](#)

*Self Review:* **Met**

### **3.4.3.1 Marketing Position Responsibility**

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

*Evidence of Compliance:*

The Marketing/Media supervisor is Ken Mills; he is designated to direct the marketing functions of Lee County Parks and Recreation. His duties are outlined in CH 11-A Section 2 of the Lee County Parks and Recreation Operations Manual.

#### **Available On-site/Online Evidence**

- [Lee County Job Description for Program Coordinator](#)
- [Marketing Coordinator's Duties, Lee Co. Operational Manual 11 A-4](#)
- [Ken Mills \(Marketing Coordinator\) Resume](#)

*Self Review:* **Met**

## **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.

*Evidence of Compliance:*

Lee County Parks and Recreation management information systems provide a combination of daily, monthly, annual, and bi-annual reports to evaluate the effectiveness of facilities, personnel, policies, procedures, and programs. These reports are reviewed and analyzed to see if agency goals are being met, what trends are occurring, program and facility needs, and to help in the decision-making process for upcoming objectives and measures. Information is stored, entered, tracked and analyzed by use of systems such as Microsoft Access, Microsoft Excel spreadsheets, as well as geographic and proprietary database systems.

The distribution and dissemination of the information is successfully accomplished through a range of formats, such as posting to the website, distribution via e-mail, and hard-copy publications.

The management information systems accumulate data from numerous sites and data sources that are then developed into publications such as the annual Concurrency Management Report, the Bi-Annual Cost Benefit Analysis Report (CBA), and other reports related to equipment, inventory, and maintenance tracking. The CBA is the Department's principal bi-annual report for identifying attendance, revenue, and costs associated with individual programs, staff, and facilities. These reports are vital to internal controls, strategic planning, administration staff, and the elected board. All information and data accumulated may be viewed or requested at any time.

Managed information includes, but is not limited to:

- Facility/Program Attendance
- Personnel Management
- Fiscal Management
- Work Orders
- Capital Improvement Projects
- Equipment Inventory/Maintenance

**Available On-site/Online Evidence**

- Facility/Program Attendance Example
  - [YTD Vehicle Units of Service \(updated monthly\)](#)
  - [Example RecTrac Enrollment Participation Report](#)
- Personnel Management Example
  - [Position Allocation Report](#)
- Fiscal Management Example
  - [Monthly Credit Card Expense Reports](#)
- Work Orders Example
  - [Heavy Equipment Work Order Database](#)
- Capital Improvement Projects Example
  - [CIP Summary Report](#)
- Equipment Inventory/Maintenance
  - [Monthly Fleet Billing Report](#)

**On exhibit for on-site review**

- Cost Benefit Analysis (Exhibit E)
- Lee County Concurrency Report 2010 (Exhibit H)

*Self Review:* **Met**

### **3.5.1 Application of Technology**

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

*Evidence of Compliance:*

Lee County Parks and Recreation has been employing the use of leading-edge technology for many years, from computer-based automated irrigation and lighting systems to the use of simple digital timers for restroom doors, and motion sensor-activated lighting. In recent years with the development of internet technologies, many of these systems have migrated to the internet and the Parks and Recreation intranet.

Many database applications using Microsoft Access have been developed to help administer the multitude of data generated and managed by all levels of departmental staff. In recent years, due to the amount of data involved, we have begun migrating several of these systems to Microsoft SQL (Structured Query Language) servers designed to handle this huge amounts of data. SQL also helps facilitate the ability to web-enable many of the applications.

The Department also utilizes many “Off the Shelf” systems designed specifically to manage the many Department and Countywide functions. Examples of programs such as the OneWorld financial software used by The Lee County Clerk’s office and the Volunteer Reporter software which helps manage the volunteer workforce.

Examples of these systems are as follows.

Purchase Order Tracking System (POTS) – This system began as a Microsoft Access Database and is one of the systems that has been migrated to a SQL based system. It is an internally used application for tracking departmental expenditures to a specific project number that may be an actual facility or a recreational program. With this system, the Department can pinpoint what the associated costs are for a particular recreation center, swimming pool, community park, etc.

Position Control – This also is a recently migrated database system that enables the Department to track individual employees to specific project numbers. Used in conjunction with the POTS system, we are able to generate reports such as the Cost Benefit Analysis (CBA), which details both personnel and operational expenditures to all of the facilities and programs.

Equipment Inventory – This Microsoft Access database enables us to track the costs associated with the varied fleet charges for items such as vehicles, mowers, trailers, etc. Once tracked, this information can be entered into the POTS program to allocate these charges to the facilities which the equipment is assigned.

Program Cost Analysis (PCA) – This is a Microsoft Access database that incorporates some SQL tables, allowing for evaluation of certain programs or events that may transcend any one specific facility. The Department manages several large-scale athletic events in cooperation with the local Sports Authority Agency that take place at several County and sometimes non-county facilities. With the use of the expanded Subfund numbering system, we are able to track costs that may be incurred at several facilities while still enabling us to determine the overall cost of that specific event. This system is used to help evaluate the overall success of any one event and provides a tool to determine the economic feasibility of these events.

Heavy Equipment Work Order System – This Microsoft Access database is used to enter and track the work order requests that require specialized heavy equipment such as graders and boom trucks. This system, like several others, has been web-enabled so staff can enter work orders into the system anywhere they have an internet connection by logging in to the Parks and Recreation intranet.

Facility Focus (AiM) – This is an enterprise-wide work-order system designed and implemented by the County’s Maintenance and Repair Department. This network-based system enables employees to enter and track work orders needed for items such as plumbing and electrical services provided by County service personnel.

RecTrac and WebTrac Program Registration and Facility Reservation Systems – This is “Off-the-Shelf” software by Vermont Systems designed for the specialized task of recreation program registration and facility reservations. Registrations and reservations can be entered by staff, as well as a web-based interfaced for the public to register from the convenience of personal computers.

Survey Monkey – Parks and Recreation maintains an annual account with the Survey Monkey website to help garner feedback and input from staff as well as customers. Several surveys have been developed to collect information regarding program evaluations, facility evaluations, community needs assessment, website surveys, etc.

Ranger Parking Violation System – This is a web-enabled database that allows the Park Rangers to enter parking violations and retrieve them in the field using wireless laptop systems. This permits the Rangers to monitor violation trends and habitual offenders on the go.

Parks and Recreation Intranet – The password protected section of the website provides staff with a multitude of features. Various links provide employees with budget tracking, purchase order



downloads, event-calendar login, Heavy Equipment work orders, Unit of Service entry, MSDS database, website updates for their facility, MS Word templates for the Department, a variety of internal surveys, Defensive Driving Course access, and others.

The Department is continuously looking and researching new software and technology to improve its systems and processes. The Technology Manager stays abreast of the latest advancements through attendance at trades shows and networking. Many of the above were extensively researched and tested to assure it would meet the Departments needs.

**Available On-site/Online Evidence**

- [Various screenshots of different software applications](#)

*Self Review: Met*

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

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

*Evidence of Compliance:*

The Lee County Parks and Recreation Department maintains a central filing system within the Terry Park administration building. Department files include historical, fiscal, safety, and personnel records. All managers and supervisors from outlying areas may keep copies of correspondence and reports on site; however, originals must be kept on file in the administration office. Electronic files are automatically archived by the County ITG group daily through the County computer network. Paper records are processed by office clerical staff through document imaging for safekeeping and access by other departments through the County's computer network. Shared computer file servers allow records and documents from staff to be accessed electronically. Lee County provides a Records Storage Warehouse to keep records until their deletion date. Records management guidelines are available from the State of Florida, General Records Schedule GS1-SL for State and Local Government Agencies at <http://dliis.dos.state.fl.us/barm>.

**Available On-site/Online Evidence**

- [Records Management Liaison Identification e-mail](#)
- [State of Florida Basic Records Management Handbook](#)
- [GS1-SL General Records Schedule for State and Local Government Agencies](#)
- [List of Florida Statutes and Administrative Code Rules Relating to Archives and Records Management](#)
- [Sample Rule 1B-24 Destruction of Public Records.](#)

*Self Review: Met*

#### **3.6.1 Records Disaster Mitigation and Recovery**

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

## **procedures.**

### *Evidence of Compliance:*

The Lee County Parks and Recreation Department follows the Florida Department of State Disaster Recovery procedures for Public Records Custodians, Archives and Libraries. Historical records found in the central filing system within the Terry Park administration building have been quicktag scanned and archived off site. All managers and supervisors from outlying areas may keep copies of correspondence and reports on site; however, originals must be kept on file in the administration office for quicktag scanning. Electronic files are automatically archived by the County ITG group daily through the County computer network, and electronic copies are kept in a contracted data recovery site located in Miami, Florida. Paper records are processed by office clerical staff through document imaging for safekeeping and access by other departments through the County computer network. Shared computer file servers allow records and documents from staff to be accessed electronically. Lee County provides a secure Records Storage Warehouse to keep records until their deletion date as required by law. Field staff in remote park and recreation areas are required to back up computer hard drives that are off -network, and secure files from potential disaster impact as outlined in the safety and security hurricane preparation policy.

#### **Available On-site/Online Evidence**

- [Disaster Recovery for Public Records Custodians, Archives and Libraries information document](#)
- [Records and Document Recovery Techniques chart.](#)
- [E-mail from ITG services documenting quicktag and Data Recovery \(DR\) backup processes](#)
- [Excerpt from Lee County Parks Safety Policy manual addressing computers related to hurricane preparation](#)

*Self Review:* **Met**

## 4.0 Human Resources

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

### 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.

*Evidence of Compliance:*

Lee County Human Resources Department provides a [Policies and Procedures Manual](#) on the Human Resources Department website. The manual is designed and intended to be used as a working outline document of the basic personnel policies, practices and procedures for the county. The Department also has a [Parks and Recreation Operations Manual](#) available to each of its employees. Both manuals are considered to be living documents, and as such, are updated on an as-needed basis. Human Resources periodically reviews the Lee County Policies and Procedures Manual by sending a draft e-mail to Department Directors and HR Representatives to review and offer suggestions for changes or improvements. When appropriate changes have been approved, an e-mail goes out to all employees notifying them of updates available online.

#### Available On-site/Online Evidence

- [Orientation and Training Policies #001, #303, Lee County Policies and Procedures Manual](#)
- [General Policies, Parks and Recreation Operations Manual, 1-1](#)
- [Samples of Proposed Revisions to Lee County Policies and Procedures Manual](#)
- [Email of Final Drafts of Lee County Policies and Procedures Manual](#)
- [2010 actual changes to Lee County Policy and Procedures for BOCC approval](#)
- [E-mail of Approval of new policies](#)
- [BOCC meeting agenda and transcripts on new policies](#)

#### On Exhibit for On-Site Review

- [Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review:* **Met**

### 4.1.1 Code of Ethics★

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

*Evidence of Compliance:*

A copy of the Lee County Code of Ethics, Policy #206, is found in the Lee County Policies and Procedures Manual. There also is an Employee Code of Ethics found in the Parks and Recreation Operations Manual, which each new Parks and Recreation employee receives upon employment.

#### Available On-site/Online Evidence

- [Code of Ethics Policy, #206 Lee County Policies and Procedures Manual](#)

- [Employee Code of Ethics- Parks and Recreation Operations Manual](#)
- [Code of Ethics for Lifeguards](#)
- [New Employee Acknowledgement](#)

**On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)
- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **4.1.2 Recruitment Process**

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

*Evidence of Compliance:*

Lee County’s policies regarding applicants/applications, position announcements, rejections and examinations are located in the Lee County Policy and Procedure Manual. Lee County Parks and Recreation has a designated administrative staff member who works closely with the Lee County Human Resources department in all hiring procedures. All managers and supervisors routinely work with local and state universities, high schools, and other educational agencies to recruit staff. Parks and Recreation has an active Internship program coordinated and managed by a staff member. Interns come to the Department from local and out-of-state colleges. Managers and supervisors work closely with all local service agencies in the recruitment process.

**Available On-site/Online Evidence**

- [Recruitment and Selection Process Parks and Recreation Operations Manual, pg 1-7](#)
- [Hiring Policy #301, Lee County Policies and Procedures Manual](#)
- [Neogov electronic application review and processing system](#)
- [Lee County Student Internship Program](#)
- [Copy of application process](#)

**Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)
- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

Lee County is an equal opportunity employer and has adopted an Affirmative Action Plan as part of its Administrative Code to ensure equal employment opportunity to all employees and applicants for employment. The Equal Employment Opportunity Manager, along with the Human Resources Director, implements and monitors this program.

#### **Available On-site/Online Evidence**

- [Equal Employment Opportunity Policy #201 Lee County Policies and Procedures Manual](#)
- [Lee County Affirmative Action Plan, AC-1-4](#)
- [Supplement to Affirmative Action Plan](#)
- [Affirmative Action/Equal Employment Opportunity Employee Handbook](#)
- [Lee County HR webpage noting equal opportunity workplace](#)
- [Sample Job Advertisement in Spanish](#)
- [Veterans' Preference Cover Sheet](#)
- [Lee County Employee Statistics Report showing employment diversity](#)
- [Lee County Administrative Code](#)

#### **On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review:* **Met**

### **4.1.4 Selection Process**

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

*Evidence of Compliance:*

Lee County Parks and Recreation follows the policies and guidelines regarding hiring and the selection process as outlined in Policy #301 in the Lee County Policies and Procedures Manual. Positions are advertised to the public and other County departments via Neogov (electronic advertising system), Job List, Job Line, and on the local television station. Select positions are advertised on the FRPA and NRPA website job-lines. Applicants complete an application online or a printed version which is sent to the hiring supervisor via Neogov system. Supervisor reviews applications and determines if qualified and if interview will be granted. Interviews are scheduled and held in front of a panel of three – five people. A top candidate is chosen, background checks and driver's license (if required) are processed by Human Resources and references confirmed. Candidate is then offered the position contingent upon completing a pre-employment health assessment and attending new employee orientation date and time via the offer letter.

#### **Available On-site/Online Evidence**

- [Hiring Policy #301, Lee County Policies and Procedures Manual](#)
- [Orientation and Training Policy #303, Lee County Policies and Procedures Manual](#)
- [Recruitment and Selection Process Parks and Recreation Operations Manual pg 1-7](#)
- [Job Posting Samples](#)
- [Intent to Hire Packet](#)
- [Offer Letter and Medical forms packet](#)

#### **On Exhibit for On-Site Review:**

- Lee County Policies and Procedures Manual (Exhibit F)
- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review:* **Met**

### **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.

*Evidence of Compliance:*

As a part of the Human Resources policies, all Parks and Recreation Supervisors make use of a comprehensive hiring process, which includes employee application, Intent to Hire Packet, and personal and employment history reference checks. All candidates who have been offered positions with Lee County must have a criminal background check performed by the Human Resources Department. These checks are run local, state and national. The Driver's License checks are completed on those candidates who are required to drive for the position to verify a safe driving history. Candidates must also pass a pre-employment health assessment, which includes a drug screening process.

**Available On-site/Online Evidence**

- [Lee County Hiring Policy #301, Lee County Policies and Procedures Manual](#)
- [Information Disclosure Release Form](#)
- [Reference Check Form](#)
- [Copy of a Candidates Background screening](#)
- [Copy of Employee Driver's License check](#)

**On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review:* **Met**

## **4.1.6 Employee Benefits**

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

*Evidence of Compliance:*

Lee County is proud of its benefit package for employees and offers a comprehensive benefits program that allows employees to select the plans that best fit their individual needs. Some of these include paid medical and dental insurance, family medical and dental options, life insurance, vision insurance, deferred compensation programs, Florida Retirement System, paid vacation and sick leave, bereavement leave, jury duty and many more.

**Available On-site/Online Evidence**

- [Lee County Benefits Plan](#)
- [Lee County Health Plan](#)
- [Open Enrollment Packet](#)
- [Smart Benefits Booklet](#)
- [VSP Vision Plan](#)
- [FRS information](#)
- [National Association of Counties \(NACO\) Retirement Workbook](#)
- [ICMA Enrollment Kit](#)
- Dental Insurance Packet

- Health Insurance Packet

*Self Review:* **Met**

#### **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.

*Evidence of Compliance:*

The Parks and Recreation Department Director and Deputy Director meet bi-weekly with managers to review work plans. Managers meet with all Senior Supervisors bi-monthly as well as meeting with the Supervisors and Coordinators. Supervisors meet with their staff weekly on-site to review schedules and safety issues. Under the current organizational structure, supervision takes place at different levels.

Annual performance evaluations are completed by supervisors for each of their employees on or before the employee's employment yearly anniversary date. At that time, performance work traits, goals and objectives are reviewed for the coming year.

**Available On-site/Online Evidence**

- [Employee Supervision Policy #004, Lee County Policies and Procedures Manual](#)
- [Process for Annual Performance Evaluations, Parks/Recreation Operations Manual pg 14-2](#)
- [Employee Performance Evaluation Form](#)
- [Sample of Employee Goals and Objectives](#)

**On Exhibit for on-site review**

- [Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Policy and Procedure Manual (Exhibit F)

*Self Review:* **Met**

#### **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.

*Evidence of Compliance:*

Lee County has a very comprehensive compensation package for its employees. The Human Resources Department is responsible for the maintenance of the Pay Plan with sound compensation practices. The Pay Plan includes a listing of all job classifications with a salary range showing pay grades with the minimum and maximum rate of pay for each job title. The Human Resources Department conducts salary surveys throughout the area to ensure employees are receiving fair and equitable compensation. The Board of County Commissioners approves this compensation package annually through the budget process.

**Available On-site/Online Evidence**

- [Salary Administration, Policy #501, Lee County Policy and Procedure Manual](#)
- [Pay Procedures, Policy #503, Lee County Policy and Procedure Manual](#)
- [Pay for Work During Emergencies/Disasters, Policy #504, Lee Co Policy and Proc. Manual](#)
- [Incentive Pay, Policy #505, Lee County Policy and Procedure Manual](#)
- [Direct Bonus Program, Policy #506, Lee County Policy and Procedure Manual](#)
- [License/Registration Certification & Fee Renewals Policy #507 Lee Co Policy/Proc. Manual](#)
- [Moving Expenses Policy #508 relocation expense moving form Lee Co Policy and Proc.](#)
- [Lee County Pay Plan and Job Classification](#)
- [Salary Survey](#)

**On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*

### **4.1.9 Performance Evaluation**

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

*Evidence of Compliance:*

Lee County Human Resources maintains a performance evaluation program that objectively reflects employee performance and attitude. The evaluation is used to measure employee performance through achievement of assigned duties and responsibilities and agreed upon goals and objectives for the year. It is also used to recognize employee weak points and serves as a tool to determine whether the County needs to provide additional training or the employee needs to exercise self-discipline to improve. Evaluations are completed annually on each employee, with new employees receiving evaluations at three months, six months (to determine whether they proceed from Probationary to Regular status) and then annually thereafter. Completed employee evaluations are scanned and kept electronically in the Personnel Files at Terry Park and at the Human Resources Department.

**Available On-site/Online Evidence**

- [Performance Evaluation, Policy #502, Lee County Policies and Procedures Manual](#)
- [Employee Performance Evaluation Form](#)
- [Samples of completed Employee Performance Evaluations](#)
- [Course History for Employee Evaluation Training](#)
- [Positive Performance Evaluation Book](#)

**On Exhibit for On-Site Review:**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*



#### 4.1.10 Promotion

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

*Evidence of Compliance:*

Lee County has a promotion policy. All policies are online and employees learn how to access this manual at orientation and are alerted to policy changes via broadcast e-mail. An employee may be promoted to a job classification with a higher range of pay after successfully meeting the requirements for that position and being selected in the interview process. Upon promotion, the employee shall have their salary adjusted. Available positions are advertised on the Lee County Job List, Lee County Website and the local television channel. The Parks and Recreation Department encourages staff to apply for promotions whenever possible.

**Available On-site/Online Evidence**

- [Promotion, Policy #306, Lee County Policies and Procedures Manual](#)

**On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review:* **Met**

#### 4.1.11 Disciplinary System

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

*Evidence of Compliance:*

It is the policy of Lee County that all employees are expected to comply with the County's standards of behavior and performance and that any noncompliance with these standards must be remedied. The County has a policy of progressive discipline in which it attempts to provide employees with notice of deficiencies and an opportunity to improve. Each employee is made aware of this policy during the orientation process. The Corrective Action Disciplinary Procedure is found in the Lee County Policies and Procedures Manual.

Lee County does not have collective bargaining agreements and is not unionized.

**Available On-site/Online Evidence**

- [Code of Ethics, Policy #206 Lee County Policies/Procedures Manual](#)
- [Behavior of Employees, Policy #101 Lee County Policies/Procedures Manual](#)
- [Code of Ethics for Lifeguards](#)
- [Corrective Action/Disciplinary Procedure Policy #601 Lee Co. Policies/Procedures Manual](#)

**Manual**

- [Notice of Proposed Corrective Action Form](#)
- [Notice of Corrective Action Form](#)

**On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review:* **Met**

#### **4.1.12 Grievance Procedures**

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

*Evidence of Compliance:*

A grievance procedure has been established to provide full opportunity for all Lee County employees to bring to the attention of management complaints, grievances, or situations in which the employee feels need either adjustment or further information. It is the intent and desire of the County to handle complaints or grievances informally. Both supervisors and employees are expected to make every effort to resolve problems as they arise. However, it is recognized that there will be grievances that can only be resolved after an appeal and review. The submission of a grievance by an employee shall in no way adversely affect the employee or his/her employment with the County. Employees are made aware of this policy during the orientation process.

Lee County does not have collective bargain agreements and is not unionized.

##### **Available On-site/Online Evidence**

- [Grievance Procedures, Policy #602 Lee County Policies and Procedures Manual](#)

##### **On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review:* **Met**

#### **4.1.13 Termination and End of Employment**

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

*Evidence of Compliance:*

It is the policy of Lee County to separate employment because of an employee's resignation, termination, retirement, etc. All employment in Florida is considered to be "at-will" for all employees who do not have a formal written employment contract for a specified, fixed term. "At-will" means that employees are free to terminate their employment at any time and for any reason by giving written notice (preferably two weeks) to their supervisor. Likewise, employers have the same rights, providing the reason for discharge or hire is not discriminatory.

All full-time and part-time regular employees are monitored and evaluated for an initial probationary period of six months. During this time, an employee may be disciplined by Corrective Action, suspended or terminated and such action is not subject to the grievance procedure.

These procedures are made known to all employees through the initial orientation as part of the Lee County Policies and Procedures Manual.

##### **Available On-site/Online Evidence**

- [Separation of Employment, Policy #311 Lee County Policies and Procedures Manual](#)
- [Employment at Will, Policy #003 Lee County Policies and Procedures Manual](#)
- [Reduction of Workforce, Policy # 310 Lee County Policies and Procedures Manual](#)

- [Voluntary Separation Incentive Program](#)
- [Probationary Period, Policy #304 Lee County Policies and Procedures Manual](#)
- [Notice of Proposed Corrective Action Form](#)
- [Notice of Corrective Action Form](#)

**On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*

## **4.2 Staff Qualifications★**

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

*Evidence of Compliance:*

Lee County Parks and Recreation is fortunate to have highly qualified, long-term staff to carry out its mission. Job descriptions have been developed over the years to ensure the highest standards are met. When filling a position, a panel conducts interviews and ranks candidates. Only the best are hired and must meet all County standards. All personnel files are public record and copies are on file in the Department for review.

**Available On-site/Online Evidence**

- [Organizational Charts](#)
- [Select staff resumes and job descriptions](#)
- [Staff Certification List](#)
- [FRPA Certification List](#)
- [Staff Education](#)
- [CTRS Standards](#)

*Self Review: Met*

## **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.

*Evidence of Compliance:*

Every position has a job description that indicates the Purpose, Essential Duties and Responsibilities, Education, Experience and Licensing, and Knowledge, Skills and Abilities required for the job. New positions require a Comprehensive Position Questionnaire be completed by the hiring supervisor in order to analyze the job duties and requirements of the proposed position.

**Available On-site/Online Evidence**

- [Copy of all Parks and Recreation Job Descriptions](#)
- [Comprehensive Position Questionnaire](#)

*Self Review: Met*

#### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation has a Department Director and Deputy Director who together have more than 55 years of experience in the Parks and Recreation field.

The Director, Barbara Manzo, CPRP, has a BS in Parks and Recreation, an MS in Recreation Administration, an MBA and more 35 years experience in the field.

The Deputy Director, David Harner, CPRP, MPA has more than 20 years of experience in the field.

##### **Available On-site/Online Evidence**

- [Job Description for Department Director](#)
- [Job Description for Deputy Director](#)
- [Resume for Department Director](#)
- [Resume for Deputy Director](#)
- [CPRP certification for Department Director](#)
- [CPRP certification for Deputy Director](#)

*Self Review: Met*

#### **4.5 Physical Examination**

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

*Evidence of Compliance:*

Lee County requires all top candidates who have been given a letter offering employment to certify a post-offer, pre-employment health assessment provided by the Lee County Employee Health Services. Drug screening also is done at this time. This is done in accordance with Medical Procedures, Policy #302 in the Lee County Policies and Procedures Manual. Employees who are in positions classified as “safety sensitive” are required to undergo “random” drug and alcohol screening throughout the year.

As part of the benefits package, all employees who have County insurance are eligible to receive annual health physicals.

##### **Available On-site/Online Evidence**

- [Medical Procedures, Policy #302 Lee County Policy and Procedure Manual](#)
- [Medical Information required for Health Assessment](#)

##### **On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*

#### **4.5.1 Workforce Health and Wellness**

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

*Evidence of Compliance:*

Lee County offers health and physical fitness programs to all employees. Human Resources provides a very informational website and various free health screenings such as blood pressure, glucose screenings, nutrition, body fat, cancer, etc. Lee County offers employee assistance through the Employee Assistance Program (EAP), which offers monthly [newsletters on health topics](#), Periodical wellness update newsletters from the Wellness Committee regarding health items and reminders such as “Worried or Anxious/ Tips for Coping,” diet, wellness checks, as well as other pertinent information. The Employee Health and Wellness Committee also offers an [online resources for employees](#).

##### **Available On-site/Online Evidence**

- [Webpage from Lee County Employee Wellness site](#)
- [Wellness Update newsletters](#)
- [Start! Walk Program web page](#)
- [Tobacco Free Lee Program](#)
- [Fitness/Wellness discounts](#)
- [Employee Assistance Program newsletters](#)

##### **On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*

#### **4.6 Orientation Program**

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

*Evidence of Compliance:*

All employees, whether full-time, part-time, temporary, on-call or seasonal, must attend Lee County’s new employee orientation program, provided by Human Resources, before they can begin work. Once the Human Resource’s orientation program is completed, the new employee attends a Parks and Recreation orientation training program that same afternoon. At the Parks and Recreation training the employee will get a more in-depth overview of how the Parks and Recreation Department functions within Lee County government. In addition, all supervisors must orient new employees to their “on-site” operations and programs.

##### **Available On-site/Online Evidence**

- [Lee County Orientation and Training, Policy #303 Lee Co Policies and Procedures Manual](#)
- [Lee County Orientation Agenda and forms](#)
- [Lee County Parks and Recreation New Employee Training Agenda](#)
- [Lee County Parks and Recreation New Employee Training Booklet](#)

##### **On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)
- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: 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.**

*Evidence of Compliance:*

Lee County provides training opportunities for all employees. Employees are encouraged to take advantage of workshops and seminars provided by the County, as well as outside agencies, training centers, colleges, FRPA, NRPA and continuing education courses. The Parks and Recreation Operations Manual is a living document that is continually reviewed and revised.

Parks and Recreation has its own hands-on computer training lab for all of its employees and courses are offered as needed. Supervisory training is provided to all managers and supervisors on a quarterly basis both by Lee County Administration and Parks and Recreation. Educational assistance is provided to all County employees to allow them to enhance their ability to serve the public interest of the citizens of Lee County.

##### **Available On-site/Online Evidence**

- [Educational Assistance, Policy #212 Lee County Policies and Procedures Manual](#)
- [Training – Ch. 8-5, 11-F Parks and Recreation Operations Manual](#)
- [Quarterly Supervisors' Training Minutes](#)
- [E-mails announcing training classes and schedules](#)
- Lee County Training Fliers
- [Lee County Training and Development website](#)
- [Summer camp and aquatics in-service training agendas](#)

##### **On Exhibit for On-Site Review**

- Lee County Policies and Procedures Manual (Exhibit F)
- [Parks and Recreation Operations Manual](#) (Exhibit C)
- Parks and Recreation Training Library (On-site library)

*Self Review: Met*

#### **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.**

*Evidence of Compliance:*

Lee County Parks and Recreation maintains a library with periodicals, books and other resources available at no charge for all employees. Lee County encourages attendance at workshops, conferences and seminars mentioned in Section 4.6.1. Parks and Recreation encourages staff to improve their skills in order to become more marketable and promotable. Aggressive career and development programs allow employees to gain necessary skills.

##### **Available On-site/Online Evidence**

- [Staff Development Pages 11F-1 – 11F - 4, Lee Co. Parks and Recreation Operations Manual](#)

- [Educational Assistance, Policy #212 Lee County Policies and Procedures Manual](#)
- [Departmental Course History on Career Development](#)

**On Exhibit for On-Site Review**

- [Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

When the new County Manager was hired, succession was a key issue for her. Many long-term employees were set to retire. The County Manager immediately set out to identify the most qualified among the existing staff and appointed people to succeed in those positions. Parks and Recreation faces the same dilemma and has developed its own succession plan. The agency's management staff recognizes the importance of identifying the key employees who are willing to assume leadership roles and express the desire to gain the knowledge that is needed to carry out the agency's long-term goals, objectives, mission and vision. As the management team is reaching retirement years, delegating and sharing of job duties and responsibilities has become a vital part of transitioning future leaders.

**Available On-site/Online Evidence**

- [Department Succession Plan](#)
- [Department Retreat Minutes](#)

*Self Review: Met*

### **4.6.4 Professional Organization Membership**

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

*Evidence of Compliance:*

Lee County Parks and Recreation holds agency memberships with the National Recreation and Park Association, Florida Recreation and Parks Association, World Leisure Recreation Association, United State Tennis Association, Sports Turf Managers Association, as well as many others. Agency staff is encouraged to become certified, join, and attend conferences and be active members in professional organizations. Lee County Parks and Recreation sends in excess of 15 staff members to the annual FRPA Conference, in addition to one to three each year to National Congress. The Department has three active CAPRA visitors, as well as several more staff who recently completed visitor training. Many staff hold board and/or committee positions in the various professional organization.

**Available On-site/Online Evidence**

- [FRPA Staff Certification List](#)
- [List of Staff Memberships and Professional Organizations](#)

*Self Review: Met*

## **4.7 Volunteer Management**

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

*Evidence of Compliance:*

The agency has a comprehensive Volunteer Services program that is coordinated and monitored by a full-time Parks and Recreation staff member. The Volunteer Services Coordinator has developed a comprehensive Volunteer Services manual with policies and procedures for staff to follow as they interview, train, schedule, and evaluate the “unpaid” volunteer staff. The role of the Volunteer Services Coordinator is to be the gate keeper for the Department’s needs, to advertise, recruit, and record the many hours and projects the volunteer staff provides for the Department.

### **Available On-site/Online Evidence**

- [Volunteer Staff Policy - Parks and Recreation Operations Manual](#)
- [Job Description for Volunteer Services Coordinator](#)
- [Volunteer Staff Handbook](#)
- [Volunteer Website](#)

### **On Exhibit for On-Site Review:**

- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **4.7.1 Utilization of Volunteers**

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

*Evidence of Compliance:*

Lee County Parks and Recreation has a dedicated Volunteer Services Coordinator who is responsible for all volunteer activities as outlined in the Operations Manual and the Volunteer Manual/Handbook. The Department utilizes volunteer staff extensively in a variety of positions throughout the Department. The job sites and positions are determined with the site supervisor. The job descriptions are then designed and reviewed, along with the wage value for each volunteer hour worked. A copy of the job sites and job descriptions are on file for review. The Department compiles quarterly reports and the annual report that shows the number of volunteer staff registered, the number of hours worked and an estimated wage value for the hours worked. Lee County Parks and Recreation currently has 1,357 volunteers registered recording 51,945.50 hours of service with a wage value of \$797,004.95.

### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation Volunteer Job Opportunities](#)
- [Listing of Volunteer Jobs](#)
- [Volunteer Statistics](#)
- [Volunteer Handbook](#)



### **On Exhibit for On-Site Review**

- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation, through the Department's Volunteer Coordinator and site supervisors, recruit volunteers through schools, career fairs, brochures, fliers, department display boards, civic groups, and corporate volunteer programs. The site supervisors identify individuals to become volunteers through phone and personal interviews. The individual is connected to the Volunteer Services Coordinator who accepts the volunteer application and processes the background screening. Once staff has successfully completed the interview and background screening, as a part of orientation, each volunteer staff member is given a welcome letter and a Volunteer Handbook, which includes policies and procedures, workers compensation information and the incentive program information.

The Volunteer Services Coordinator hosts two annual volunteer appreciation events and encourages each site supervisor to have regular meetings with all their volunteer staff to aid with retention.

#### **Available On-site/Online Evidence**

- [Volunteer Staff Policy - Parks and Recreation Operations Manual](#)
- [Volunteer Application with background screening information](#)
- [Samples of Background Screenings](#)
- [Volunteer Handbook](#)
- [Various Recruitment Fliers](#)
- [Various Invitations/Thank You/Fliers](#)
- [Volunteer Incentives Brochure](#)
- [Volunteer Services web link](#)

### **On Exhibit for On-Site Review**

- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **4.7.3 Supervision and Evaluation**

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

*Evidence of Compliance:*

Each site supervisor is trained by the Volunteer Services Coordinator and given a Volunteer Staff Manual, which includes timesheets and evaluation forms. Volunteer staff receives in-service training on an as-needed basis depending upon the job assignment. The Volunteer Services Coordinator holds in-service training annually or on an as-needed basis. The Volunteer Services Coordinator sends out the quarterly *Volunteer Services Update* to all volunteer staff supervisors on any updates to

the Volunteer Program. Lee County Parks and Recreation volunteer staff, as well as regular staff, must abide by the Policies and Procedures set for all staff in the Operations Manual.

**Available On-site/Online Evidence**

- [Volunteer Staff , Parks and Recreation Operations Manual](#)
- [Volunteer Handbook](#)
- [Volunteer Review Form](#)
- [Volunteer Staff Conference Report form](#)

**On Exhibit for On-Site Review:**

- [Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

#### **4.7.4 Recognition**

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

*Evidence of Compliance:*

Lee County Parks and Recreation recognizes the value of its volunteer staff through various incentive and awards programs. An annual Volunteer Staff Appreciation party is given every spring for all the volunteer staff registered in the Department's program. Also, some site supervisors have established their own recognition parties and programs at individual Parks and Recreation facilities.

The Retired and Senior Volunteer Program (RSVP) is a partner with Lee County Parks and Recreation and their organization recognizes the Department's volunteers age 55 and older who have dedicated more than 75 hours a year.

**Available On-site/Online Evidence**

- [Volunteer Incentives Brochure with available items](#)
- [Incentive Program Information from Volunteer Handbooks](#)
- [Recognition Dinner Invitations](#)
- [Samples of Awards](#)

*Self Review: Met*

#### **4.7.5 Liability Coverage**

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

*Evidence of Compliance:*

Liability Insurance for volunteer staff is covered under the Lee County Board of County Commissioners Worker's Compensation Policies as required by the State of Florida. Lee County is self-insured for worker's compensation. The policies are printed in the Volunteer Staff Handbook.

**Available On-site/Online Evidence**

- [Volunteer Staff Policy - Parks and Recreation Operations Manual](#)

- [Volunteer Staff Handbook](#)
- [Worker's Compensation for Volunteers](#)

*Self Review: Met*

#### **4.8 Consultants and Contract Employees**

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

*Evidence of Compliance:*

Lee County Parks and Recreation utilizes consultants and contract employees for many of its recreational programs, special programs and projects. All Independent Contractors go through a background screening process before they start providing services for the Department. Consultants are used for various project designs and Independent Contractors are used to provide specific services such as Zumba, Jazzercise, Martial Arts, Backyard BBQ classes and more.

##### **Available On-site/Online Evidence**

- [Procedures for independent contractor, pg 7-32 to 7-34 Parks and Recreation Ops Manual](#)
- [Administrative Code 4-3, 4-4 Contract Manual](#)
- [Independent Service Provider Application](#)
- [Independent Service Provider sample completed contract](#)
- [Contract Procedure Manual](#)
- [Lee County Administrative Code](#)

*Self Review: Met*

## 5.0 Financial Management

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

### 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.

*Evidence of Compliance:*

The Lee County Board of County Commissioners has the responsibility of following the guidelines set forth in the Florida State Statutes. Lee County Board of County Commissioners has established the Lee County Administrative Code, which outlines the management of all funds. Upon allocation of funds, it is the responsibility of the Department of Parks and Recreation to appropriately track all revenues and expenses while abiding by the Florida Statute in conjunction with the Procurement Management manuals. The Lee County Budget Office is responsible for all investments for the County.

#### Available On-site/Online Evidence

- [Florida Statute 125.74](#)
- [Lee County Administrative Code AC 3-6 Budget Amendment, Revenue and Expenditure Authority](#)
- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations\)](#)

#### On Exhibit for On-site Review

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review:* Met

### 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.

*Evidence of Compliance:*

The Lee County Board of County Commissioners, as a part of the Lee County Administrative Code has established an External Fees and Charges Manual. This manual provides a fee structure for all Parks and Recreation-related activities such as programs, parking, rentals, and is approved by the Board of County Commissioners and updated on an as-needed basis or, at the very least, reviewed by the Department annually. Minimal fees have been approved by the Board and been established in an effort to offset costs and provide quality services and programs to the community.

#### Available On-site/Online Evidence

- [Lee County Administrative Code AC 3-10 External Fees and Charges Manual](#)
- [External Fees and Charges Manual \(Parks and Recreation Sections 18-0, 19-0 and 20-0\)](#)

*Self Review:* Met

## 5.1.2 Acceptance of Gifts and Donations

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

*Evidence of Compliance:*

The Lee County Administrative Code outlines the procedure for accepting cash donations and property. Lee County Parks and Recreation further identifies procedures specific to Parks and Recreation in the Operations Manual.

### Available On-site/Online Evidence

- [Lee County Administrative Code AC 3-12 Cash Donations Policy](#)
- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations pages 3-10 through 3-12 Donated Property\)](#)

### On Exhibit for On-site Review

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review:* Met

## 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.

*Evidence of Compliance:*

Lee County Parks and Recreation participates in soliciting grants for partial or entire projects and follows procedures set forth in Administrative Code. These may include a form of match. Occasionally, Lee County Parks and Recreation has engaged in cost-sharing projects. Lee County Parks and Recreation has also secured various program grants.

### Available On-site/Online Evidence

- [Lee County Administrative Code AC 3-17 Grant Program Administration Procedures](#)
- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations page 3-18 Grants\)](#)
- [2009 Single Audit](#)
- [FY 2009 Comprehensive Annual Financial Reports \(CAFR\)](#)
- [21<sup>st</sup> Century Community Learning Center Program Grant Overview](#)
- [21<sup>st</sup> Century Community Learning Center Program 5<sup>th</sup> year Grant Blue Sheet and Associated Documents](#)
- [FRDAP Grants – Three Oaks Park Blue Sheet and Supporting Documents](#)
- [Grant Status Report – Operating and Capital 2006-2011](#)
- [Grant Inventory 2006 through 2010](#)
- [Conservation 20/20 Grants 2006 through 2011](#)
- [Florida Communities Trust \(FCT\) explanation](#)
- [Florida Communities Trust \(FCT\) – Galt Preserve Documents](#)

*Self Review:* Met

## 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 an established procedure to research, coordinate and implement alternative funding

*Evidence of Compliance:*

Lee County Parks and Recreation has a Countywide Sponsorship Program in which private donations, discounts and organizational donations are received for County events. There are several groups that have partnered with Lee County Parks and Recreation to assist with financial support and/or advocate for the Department. Over the years, facilities have been named for community leaders who had the foresight for a project and were instrumental in pursuing the completion of certain Parks and Recreation facilities. Typically these individuals are recognized at a Lee County Board of County Commissioners Board meetings and/or at grand opening ceremonies.

### Available On-site/Online Evidence

- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations pages 3-10 through 3-13 Donated Property\)](#)
- [Sponsorship List for 2006-2010](#)
- [Donation Carryover reports for 2006-2011](#)
- [Lee County Administrative Code AC 3-12 Cash and Capital Donations Policy](#)
- [Blue Sheets/Resolutions \(naming rights\)](#)
  - JY Linear (09.09.08)
  - Lavender's Landing (03.24.10 and 12.07.10)
  - Suarez Hall (09.09.08 and 05.11.10)
- [Lakes Park Enrichment Foundation](#)
- [Friends of Six Mile Slough Preserve](#)

### On Exhibit for On-site Review

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review:* **Met**

## 5.2 Fiscal Management Procedures★

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

*Evidence of Compliance:*

Lee County Parks and Recreation fiscal management is controlled by professional and technical staff who follow the Lee County General Budget/Finance policies and procedures. All fiscal responsibilities including budget, purchasing and tracking revenues and expenses are managed centrally for the Department as outlined in the Parks and Recreation Operations Manual.

### Available On-site/Online Evidence

- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations\)](#)
- [2009 – 2010 Annual Operating Budget Document - Lee County General Budget Policy \(Section C – Financial Policy\)](#)
- [Fiscal Officer's Monthly Meeting Agendas](#)

### **On Exhibit for On-site Review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

## **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.

*Evidence of Compliance:*

Per the Lee County Board of County Commissioners Administrative Code AC-3-6, the Parks and Recreation Department Director is ultimately responsible for all fiscal matters.

### **Available On-site/Online Evidence**

- [Lee County Administrative Code AC 3-6 Budget Amendment, Revenue and Expenditure Authority](#)
- [Job Descriptions:](#)
  - Parks and Recreation Director
  - Parks and Recreation Deputy Director
  - Fiscal Manager
  - Fiscal Officer
  - Sr. Account Clerk

*Self Review: Met*

## **5.2.2 Purchasing Procedures**

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

*Evidence of Compliance:*

The Lee County Procurement Management provides both a Purchasing and Contracts Manual, both of which are appendices of the Lee County Administrative Code. They make available a comprehensive guideline outlining all purchasing-related procedures.

### **Available On-site/Online Evidence**

- [Lee Co Administrative Code AC 4-1 Lee Co. Purchasing & Payment Procedures Manual](#)
- [Lee County Purchasing Manual](#)
  - Section 4: Procurement Methods
  - Section 5: Requisition Procedure
  - Section 6: New Vendor Setup
  - Section 7: Purchase Orders
  - Section 8: Informal Procedures
  - Section 9: Formal Procedures
  - Section 18: Contract Procedures
  - Section 27: Procurement Card Policies and Procedures
- [Lee County Administrative Code AC 4-4 Contracts Manual](#)
- [Lee County Contracts Manual](#)

*Self Review: Met*

### 5.2.2.1 Emergency Purchase Procedures

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

*Evidence of Compliance:*

Emergency purchases are outlined in the Lee County Purchasing Manual. Typically, Lee County Parks and Recreation purchases equipment outright.

#### Available On-site/Online Evidence

- [Lee Co. Administrative Code AC 4-1 Lee Co. Purchasing and Payment Procedures Manual](#)
- [Lee County Purchasing Manual](#)
  - Section 12: Emergency Purchases
  - Section 13: Disaster Purchase Order Procedures

*Self Review:* Met

## 5.3 Accounting System★

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

*Evidence of Compliance:*

Lee County Parks and Recreation, as well as all Lee County Departments, use the central accounting system of Lee County. The accounting program, JD Edwards One World System, is inclusive of all aspects of financial applications for the County. In addition, Lee County also utilizes the computer based program WORKS (a credit card reconciliation/payment program) and OnBase (used to authorize and process invoices).

#### Available On-site/Online Evidence

- [Description of JD Edwards One World System](#)
- [WORKS User Guide Table of Contents](#)
- [Quick Reference for Managers Using Works](#)
- [Description of OnBase \(Hyland Software\)](#)

*Self Review:* Met

### 5.3.1 Financial Status Reports

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

*Evidence of Compliance:*

The JD Edwards One World System provides monthly status reports. Data in the One World System can be manipulated easily through date and code changes by the user to reach the desired information.

#### Available On-site/Online Evidence

- [JD Edwards Financial Budget Status Reports \(Oct, Nov and Dec 2010\)](#)
- [JD Edwards CIP and Major Maintenance Project Status Reports \(Oct, Nov and Dec 2010\)](#)



*Self Review: Met*

### **5.3.2 Position Authorization**

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

*Evidence of Compliance:*

The Lee County Board of County Commissioners must approve or reject each and every new position request. Changing a position from part-time to full-time status must also be approved by the Lee County Board of County Commissioners. Either of these is done primarily through the budget process or separate Board action is required. Occasionally, new positions or position class changes are not processed during a budget cycle. Sufficient budget must be available to cover the cost of the position or additional funds are requested at that time. Reclassifications may or may not be processed during budget preparation and do not need Board approval. However, they are processed through the County's Human Resources Department and approved by County Administration providing the department/division requesting the position has sufficient budget.

#### **Available On-site/Online Evidence**

- [Lee County Administrative Code AC 1-10 Administration](#)
- [Lee County Administrative Code AC 3-6 Budget Amendment, Revenue and Expenditure Authority](#)
- [Lee County Salary/Fringe Total Budget Prep Permanent Position by Home Division/Department for FY 10 Proposed Budget](#)
- [R.P.A. Verification Report](#)

*Self Review: Met*

### **5.3.3 Fiscal Control and Monitoring**

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

*Evidence of Compliance:*

Lee County Parks and Recreation complies with the Lee County Administrative Code, as well as refined procedures in our Parks and Recreation Operations Manual. There are several sites that collect and secure cash for the fees and programs rendered by Lee County Parks and Recreation specified in the External Fees and Charges Manual. Change Funds are maintained throughout the Department providing customers with change only during a transaction. This is the only form of cash disbursement handled in our outlying areas. The Fiscal Officer performs random surprise internal audits to ensure that staff are adhering to fiscal procedures.

Terry Park is the only site that disburses funds via Petty Cash, and the procedure is followed per the Lee County Administrative Code and the Parks and Recreation Operations Manual.

Although there are no Parks and Recreation positions that restrict employees from handling cash, there are several that handle cash as specified in their job descriptions.

All revenue/expenditure transactions are monitored in the JD Edwards One World System. In addition, Lee County Parks and Recreation currently uses an internal monitoring system, which

enables a breakdown of revenues and expenses with more detail through a sophisticated LAN database program called POTS (Purchase Order Tracking System). Either system can provide a variety of financial statements/reports as needed.

The Lee County Clerk of Court's Internal Audit Department periodically audits Parks and Recreation either on a scheduled basis or upon request.

**Available On-site/Online Evidence**

- [Lee County Administrative Code AC 3-10 External Fees and Charges Manual](#)
- [External Fees and Charges Manual \(Parks and Recreation Department Section 18-0, 19-0 and 20-0\)](#)
- [Lee County Administrative Code AC 3-20 Change Funds/Petty Cash/Imprest Accounts](#)
- [Departmental procedure: Pool Ticket Procedures](#)
- [Lee County Purchasing Manual Section 23 Monitoring Function](#)
- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations\)](#)
- [Description of JD Edwards One World System](#)
- [Job Descriptions:](#)
  - Account Clerk, Sr.
  - Administrative Assistant
  - Administrative Support Supervisor
  - Coordinator, Land Stewardship
  - Coordinator, Parks and Recreation Programs
  - Deputy Director, Parks and Recreation
  - Director, Parks and Recreation
  - Fiscal Manager
  - Fiscal Officer
  - Manager, Parks and Recreation
  - Office Assistant, Senior
  - Parks and Recreation Maintenance Specialist, Senior
  - Parks and Recreation Program Specialist
  - Parks and Recreation Program Specialist, Senior
  - Park Ranger
  - Senior Supervisor, Parks and Recreation
  - Supervisor, Parks and Recreation
- [2010 Lee Clerk's Internal Audit of Parks and Recreation](#)
- [2008 Lee Clerk's Internal Audit of Parks and Recreation Physical Fitness Weight Rooms](#)
- [JD Edwards Financial Budget Status Reports \(Oct, Nov and Dec 2010\)](#)
- [Purchase Order Tracking System \(POTS\)](#)

**On Exhibit for On-site Review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### 5.3.4 Independent Audit ★

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

*Evidence of Compliance:*

Lee County Administration, as well as Lee County Parks and Recreation, utilize internal and external audits to review, update and change policies and procedures. The Internal Auditors are a subsection of the Lee County Clerk of Court. They are available on a schedule to audit each department, but are also available upon request. The External Auditors complete a comprehensive annual audit.

#### **Available On-site/Online Evidence**

- [2010 Lee Clerk's Internal Audit of Parks and Recreation](#)
- [2008 Lee Clerk's Internal Audit of Parks and Recreation Physical Fitness Weight Rooms](#)
- [2009 Single Audit](#)
- [FY 2009 Comprehensive Annual Financial Reports \(CAFR\)](#)

*Self Review:* **Met**

### 5.4 Annual Budget ★

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

*Evidence of Compliance:*

The Florida Statutes mandates a County Annual Budget. The Lee County Administrative Code outlines the budget process. Under the direction of the Lee County Budget Office, annual operating and capital improvement budgets are developed.

#### **Available On-site/Online Evidence**

- [JD Edwards Financial Budget Status Reports \(Oct, Nov and Dec 2010\)](#)
- [JD Edwards CIP and Major Maintenance Project Status Reports \(Oct, Nov and Dec 2010\)](#)
- [Major Maintenance and CIP FY11-FY15](#)
- [Florida Statute 129](#)
- [Lee County Administrative Code AC 3-6 Budget Amendment, Revenue and Expenditure Authority](#)
- [Lee County Administrative Code AC 3-9 Criteria for Evaluating CIP Projects](#)
- [Lee County Final Budget Hearing Memorandum and Minutes of September 23, 2010](#)
- [FY 10 – 11 Budget Prep Manual](#)
- [FY 2010 - 2011 Annual Operating Budget](#)

*Self Review:* **Met**

### 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.

*Evidence of Compliance:*

Each department/division is responsible for compiling all the necessary budget components for their operational/program and capital/project budgets. The department director, deputy director, fiscal manager and department managers collaborate on the three defined budget processes: Tourist Development Council (TDC), Operational and Capital Improvement/Major Maintenance budgets. All revenues and expenses are estimated for the remainder of the current year and projected for the upcoming year. Budgets are developed with the current core level of service and current budget climate in mind. Most recently, budget reductions have been implemented due to the reduction in both state revenues and property taxes.

#### Available On-site/Online Evidence

- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations Pages 3-14 through 3-18 Budget\)](#)
  - Operating Budget Overall Process/Department Process
  - TDC Budget Overall/Department Process
  - Capital Improvement Program/Major Maintenance Overall Budget Process
  - Capital Improvement Program/Major Maintenance Department Process
- [Lee County Administrative Code AC 3-6 Budget Amendment, Revenue and Expenditure Authority](#)
- [Lee County Administrative Code AC 3-9 Criteria for Evaluating CIP Projects](#)
- [2009 – 2010 Annual Operating Budget Document - Lee County General Budget Policy \(Section C – Financial Policy\)](#)
- [Parks and Recreation Budget PowerPoint Presentation ~ Core Level Service/Budget Issues](#)
- [Parks and Recreation Managerial Staff Meeting Minutes](#)
- [Parks and Recreation Budget Related Internal Emails](#)

#### On Exhibit for On-site Review

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review:* Met

### 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.

*Evidence of Compliance:*

Budgets are developed with the current core level of service and current budget climate in mind. Most recently, budget reductions have been implemented due to the reduction in both state revenues and property taxes. Each Parks and Recreation Manager has input in the budget process. With participation from their supervisors and other staff, they may prepare requests that are reviewed and prioritized by the Director and Deputy Director. These may include new or deletion of positions, reclassification of existing positions, additional or reduction of operating for specific line items, new and replacement furniture and equipment, as well as vehicles and rolling stock. Additionally, it may be determined that certain equipment and rolling stock is no longer needed so the recommendation

may be to turn it in to Fleet. This is where the first level of decisions is made. Budget Services and County Administration review and prioritize the individual department budget requests. County Administration may elect to make changes or cuts to the department budgets. Workshops are held during the summer with the Board of County Commissioners and final approvals to the budgets are made by the Board of County Commissioners during the September budget hearings.

**Available On-site/Online Evidence**

- [2009 – 2010 Annual Operating Budget Document - Lee County General Budget Policy \(Section C – Financial Policy\)](#)
- [Lee County First Budget Workshop Memorandum and Minutes of June 28, 2010](#)
- [Parks and Recreation Budget PowerPoint Presentation ~ Core Level Service/Budget Issues](#)
- [Core Services Budget Breakdown](#)
- [Proposed Program/Service Level Changes \(Tier Reductions\)](#)
- [Lee County Final Budget Hearing Memorandum and Minutes of September 23, 2010](#)
- [FY 2010 – 2011 Annual Operating Budget](#)
- [FY 10 – 11 Budget Prep Manual](#)

*Self Review: Met*

## **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.**

*Evidence of Compliance:*

There are several versions of reports available in the JD Edwards, One World Financial System. Reports may be generated on an as-needed or requested basis. Additionally, Lee County Parks and Recreation tracks revenues and expenditures by facilities and programs in the Purchase Order Tracking System (POTS), a Microsoft Access Database program. Revenue and expenditure reports can be generated on an as-needed or requested basis as well. All positions and related activity are also tracked through KRONOS, the workforce timekeeper, a Countywide software program that tracks personnel hours and benefit time. Position Control, a Microsoft Access database program, also is used internally by Lee County Parks and Recreation to further track personnel and allocation of time to facilities and programs. A Cost Benefit Analysis (CBA) is compiled by using data in Lee County Parks and Recreation’s internal databases to provide the cost of each facility and program within the Department.

JD Edwards, One World Financial System, reports are generated at least once per month for all program budgets as well as the Capital Improvement Program and Major Maintenance. These reports are distributed to management staff for review.

**Available On-site/Online Evidence**

- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations pages 3-14 through 3-18 Budget\)](#)
  - Operating Budget Overall Process/Department Process
  - TDC Budget Overall/Department Process
  - Capital Improvement Program/Major Maintenance Overall Budget Process
  - Capital Improvement Program/Major Maintenance Department Process
- [Lee County Administrative Code AC 3-6 Budget Amendment, Revenue and Expenditure](#)

- [Authority](#)
- [2009 – 2010 Annual Operating Budget Document - Lee County General Budget Policy \(Section C – Financial Policy\)](#)
- [Lee County Purchasing Manual Section 23 Monitoring Function](#)
- [Description of JD Edwards One World System](#)
- [KRONOS Workforce Timekeeper](#)
- [JD Edwards Financial Budget Status Reports \(Oct, Nov and Dec 2010\)](#)
- [JD Edwards CIP and Major Maintenance Project Status Reports \(Oct, Nov and Dec 2010\)](#)
- [Lee County Administrative Code AC 4-4 Contracts Manual](#)
- [Lee County Contracts Manual](#)
- [FY 2009 Cost Benefit Analysis](#)
- [Position Control Database](#)
- [Purchase Order Tracking System \(POTS\)](#)
- <http://www.leeparks.org/pdf/cba/Cost-Benefit-Analysis-FY-2009.pdf>

**On Exhibit for On-site Review**

- Cost Benefit Analysis (Exhibit E)
- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **5.5.1 Supplemental/Emergency Appropriations**

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

*Evidence of Compliance:*

The Lee County Administrative Code outlines the budget policy for supplemental emergency appropriations and fund transfers. A department may bring an agenda item forward to the Lee County Board of County Commissioners for supplemental or emergency appropriations and fund transfers for approval.

**Available On-site/Online Evidence**

- [Lee County Administrative Code AC 1-10 Administration](#)
- [Lee County Administrative Code AC 3-4 Loans Between Funds and Subfunds](#)
- [Lee County Administrative Code AC 3-6 Budget Amendment, Revenue and Expenditure Authority](#)
- [SIRE WebCenter Blue Sheet](#)
- [Transfer forms for SIRE and Departments](#)
- [Blue Sheet, SIRE transfer and Meeting Agenda](#)
- [Parks and Recreation Operations Manual \(Chapter 3 Fiscal Operations pages 3-18 through 3-19 Blue Sheets\)](#)

*Self Review: Met*

### **5.5.2 Inventory and Fixed Assets Control**

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

*Evidence of Compliance:*

The Florida State Statute Chapter 274 outlines fixed assets inventory control. Additionally, the Lee County Clerk of Circuit Court has specific written procedures for the annual physical inventory for all County departments. Internally, Parks and Recreation requires a consumable inventory be taken as part of the year-end procedures.

**Available On-site/Online Evidence**

- [Florida Statute 274](#)
- [Lee County Administrative Code AC 3-14 Policy on Tangible Personal Property Owned by Local Governments \(FS 274\)](#)
- [Lee County Clerk of Courts Annual Fixed Assets Inventory Memo](#)
- [Lee County Fixed Asset Property Control Forms](#)
- [Lee County Clerk of Courts Year End Closing Procedures Memo FY 10 \(Physical Inventory\)](#)
- [Consumable Inventory Year-End Procedure Memo and form](#)
- [Lee County Fixed Assets User Guide 2010](#)

*Self Review:* **Met**

## 6.0 Programs and Services Management

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

### 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.

*Evidence of Compliance:*

Lee County Parks and Recreation sets its program goals in accordance with its established Core Level of Service, which is annually reviewed and revised by the Board of County Commissioners. Most program goals remain constant (as per our mission statement “To provide safe, clean and functional Parks and Recreation facilities; to provide programs and services that add to the Quality of Life for all Lee County residents and visitors; and to enhance tourism through Special Events and Attractions”).

The program plan includes current year program priorities as well as program plans for the next five to ten years.

Needs Assessments Studies are used to identify areas in which facilities and/or programs are deficient. These needs assessments, therefore, drive the Capital Improvements Program (CIP) for facilities and the Master Program Plan. Various facility and program surveys and demographic statistics further identify programmatic needs. The Department’s Cost Benefits Analysis (CBA) report identifies facility attendance and assists management in determining under-used and over-used facilities and programs, further allowing the CBA analysis to guide program planning.

The Master Program Plan and yearly program priorities are reviewed and revised by the program supervisors’ team and approved by the management team.

All the above components are part of the Comprehensive Recreation Program Plan.

#### Available On-site/Online Evidence

- [Minutes Programmers/Coordinators meeting group review/discussion on Plan and components meeting](#)
- [Minutes from Aquatics Supervisor meeting](#)
- [Managers meeting Minutes - Recreation Program Plan](#)

#### On Exhibit for on-site review

- [Lee County Parks and Recreation – Comprehensive Recreation Program Plan](#) (Exhibit K)
- [Cost Benefits Analysis](#) (Exhibit E)

*Self Review:* **Met**



### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation is proud of the quality of programs and services offered to its constituents. Lee County is unique in that it must serve the needs of its residents as well as seasonal residents and tourists. This unique mix requires flexibility in program-service delivery.

The Parks and Recreation Operations Manual is a carefully thought-out tool that reflects the high standards of programming and the fundamental principles of recreation and leisure that Lee County Parks and Recreation delivers.

In meeting the five determinants of program/services planning, the following evidence is offered:

- Conceptual foundations of play, recreation, and leisure -  
First and foremost, Lee County Parks and Recreation has a wealth of experienced recreation professionals who are schooled in the fundamental foundations of play, recreation and leisure. Many of our programming staff are certified professionals continually increasing their knowledge base. The Lee County Parks and Recreation Operations Manual in Chapter 7-1 to 7-3 “The ABC of Programming Recreation” is laid out for all employees to follow when considering program options.
- Constituent interest and needs -  
Constituent needs are assessed through a variety of methods including program surveys, needs assessment, Online comment cards, registration numbers, community meeting reports, Parks and Recreation Advisory Board, managerial retreat, and programmers’ meetings. Program opportunities will vary across the County based upon the resources and individual community needs. The RecreationaLee Yours program guide offers a complete list of all program offerings.
- Community opportunities -  
As evidenced in the Come Discover Lee County Parks and Recreation facility guide, community opportunities are abundant in Lee County.
- Agency philosophy and goals -  
Lee County’s mission is to provide a core level of service throughout the County. Lee County Parks and Recreation follows suit by providing consistent services and programs in all areas of the County. The Mission Statement of the Department revolves around this basic premise.
- Experiences desirable for clientele -  
In addition to a variety of multi-generational program opportunities, Lee County Parks and Recreation has a complete work group assigned to programming for special needs.

#### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation Operations Manual \(Pages 7-1 to 7-4, 7-30 to 7-32\)](#)
- [Verification of NCTRC certified staff and standards](#)
- [Wa-Ke Hatchee survey](#)

- [RecreationaLee Yours Program Guide](#)
- [RecreationaLee Yours Summer Program Guide](#)
- [New facility planning Minutes \(North\)](#)
- [Managers' meeting Minutes – needs assessment](#)
- [Summer Camp Parent Survey Reports](#)
- [Managerial Retreat and Programmer meeting minutes examples](#)
- [Come Discover Lee County Parks and Recreation facility guide](#)
- [Example of completed program survey](#)
- [Vision Statement and Mission Statement](#)
- [2010 Lee County Parks and Recreation User Needs Assessment Survey](#)

**On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

## **6.1.2 Participant Involvement**

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

*Evidence of Compliance:*

Lee County Parks and Recreation involves its participants in the program planning process in a variety of ways. There are many ad hoc groups, non-profit groups/foundations, and advisory committees associated with the Department. In many cases, participants make their needs known through the recreation program evaluation survey, via their representative on the Parks and Recreation Advisory Board, website feedback, direct staff interaction, needs assessment, or through one of the various groups. The following is a partial list of the groups working closely with Lee County Parks and Recreation:

- Lake Park Enrichment Foundation
- The Friends of Boca Grande
- Friends of Six Mile Cypress Slough
- Lee County Parks and Recreation Advisory Committee
- Special Olympics Management Team and Athletic Leadership Program
- Spinal Support Group
- Harlem Heights Improvement Association
- Charleston Park, Sandy Park, and North Fort Myers Human Services neighborhood Core Groups
- Senior Friends
- Lee County Chapter of the National Association for Mental Illness
- SW FL. Council for Environmental Education
- Friends of Matanzas Pass Preserve
- Various communities' civic groups
- Lee County Overall Extension Advisory Board Minutes (OEAB)
- 4-H Foundation/Advisory Board (Extension Services)
- FCS Advisory (Extension Services)
- Marine Advisory (Extension Services)
- Agricultural/Natural Resources Advisory (Extension Services)
- Florida Yards and Neighborhood (FYN) (Extension Services)
- Horticultural Advisory (Extension Services)
- Lee County Transition Committee

- Lee County ADA Board
- Mayor Alliance Council on Disabilities
- CARD (Center on Autism and Related Disorders)
- APD ( Agency for People and Disabilities)

**Available On-site/Online Evidence**

- [Recreation program evaluation survey report](#)
- [Website feedback examples](#)
- [Survey reminder memo](#)
- [Wa-Ke Hatchee Recreation Center survey results](#)
- [Memo showing children’s input into new playground design](#)
- [Lee County Parks and Recreation Operations Manual Pg 14-3](#)
- [Joe Abrahams Leadership – User perception Project](#)
- [Special Needs Recreation and Leisure Survey](#)
- [Sample Parks and Recreation Advisory Committee Minutes](#)
- [Friends of Boca Grande Annual Report](#)
- [Charleston Park Core Meeting Minutes](#)
- [Friends of Six Mile Cypress Slough Annual Report and publication](#)
- [Summer camp survey results](#)
- [Blueways survey results](#)
- [Lee County 2011 Needs Assessment Summary](#)
- [Customer Satisfaction Survey Results](#)
- [New facility input press releases](#)
- [User Needs assessment analysis presentation](#)
- [Friends of Matanzas Pass Preserve meeting Minutes](#)
- [Lee County Overall Extension Advisory Board Minutes \(OEAB\).](#)

**On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### 6.1.3 Self-Directed Programs and Services

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

*Evidence of Compliance:*

Self-directed recreation opportunities are available to the public in many forms and are identified in various publications, [online](#), and on-site.

**Available On-site/Online Evidence**

- [Facilities amenities grid](#) (in “Come Discover” facility guide)
- [Representative sample of facility pamphlets](#)
- [Lee County Parks and Recreation Operations Manual](#) (pages 7-26, 7-27, 8-7)
- [Program/Service Outcome and Delivery Matrix](#)
- [Supervisor/Coordinator meeting Minutes](#)

**On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **6.1.4 Leader-Directed Programs and Services**

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

*Evidence of Compliance:*

Programs offered as leader-directed are available at all programming locations and are identified in a variety of ways including [online](#), RecreationalLee Yours Program Guide, and on-site fliers. Leader-directed programs are offered by Parks and Recreation programming staff, contract instructors, and volunteers.

**Available on-site evidence:**

- [RecreationalLee Yours Program Guide](#)
- [Sample of facility pamphlets](#)
- [Sample instructor contract](#)
- [Program/Service Outcome and Delivery Matrix](#)
- [Supervisor/Coordinator meeting Minutes](#)

*Self Review: Met*

### **6.1.5 Facilitated Programs and Services**

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

*Evidence of Compliance:*

Lee County Parks and Recreation facilitates many different groups in providing a variety of programs/services. Following is a list of some of the many different agreements with various organizations.

- |  |   |
|--|---|
| ➤ Buckingham Radio Flyers                    | ➤ Edison Sailing Club                       |
| ➤ Community Tennis Association (CTA)         | ➤ Gateway Bucks (Pop Warner Football)       |
| ➤ Lee County Archers                         | ➤ Lee County Shuffleboard Club              |
| ➤ Fort Myers Rebels (Pop Warner Football)    | ➤ Estero/San Carlos Mustangs (Pop Warner)   |
| ➤ Cypress Lake Hornets (Pop Warner Football) | ➤ N. Ft. Myers Pop Warner Football Club     |
| ➤ Lehigh Raiders (Pop Warner Football)       | ➤ Buckingham Wildcats (Pop Warner Football) |
| ➤ Fort Myers American Little League          | ➤ Buckingham Little League                  |
| ➤ South Fort Myers Little League             | ➤ San Carlos Park Little League             |
| ➤ Greater Ft. Myers Soccer Association       | ➤ San Carlos Park Soccer league             |
| ➤ N. Ft. Myers Soccer Association            | ➤ Lehigh Acres Soccer Asso                  |
| ➤ Gateway Soccer League                      | ➤ San Carlos Park Bridge Club               |
| ➤ Latin American Soccer League               | ➤ Pan American Soccer League                |
| ➤ San Carlos Park Roller Hockey Association  | ➤ AAU Baseball                              |
| ➤ AAU Softball                               | ➤ Senior Friendship Center                  |
| ➤ Perfect Games                              | ➤ Train Village At Lakes Park               |

- Babbit Baseball
- Roy Hobbs Baseball
- Pine Island Little League
- Lehigh Little League
- Estero Art league
- Swim Florida Swim Teams (Aquatic Boosters)
- Lee Memorial Health System
- Fort Myers Miracle Baseball
- North Ft. Myers Little League
- Alva Little League
- YMCA of Lee County
- Florida Mudcutters Mountain Bike Club
- Gulfcoast Swim Team

**Available On-site/Online Evidence**

- [Sample Agreements – Estero Art League, CTA, Lee County Archers, Senior Friendship Center, youth leagues, Lee Memorial Health System](#)
- [Program/Service Outcome and Delivery Matrix](#)
- [Supervisor/Coordinator meeting Minutes](#)

*Self Review: Met*

### **6.1.6 Fee-Based Programs and Services**

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

*Evidence of Compliance:*

While Lee County does not have a goal to generate revenue to cover the cost of services, it is recognizes that, often, fees are important and necessary. We fully understand the perception that certain programs/services are viewed more valuable when a fee is attached and often a fee precipitates greater participation. In certain cases, a fee is necessary to augment a program/service in order to cover a fee for a contracted instructor or other costs. For example, supplies for a ceramics class or for the Certified Aerobics Instructor necessitate charging a fee to participants.

To that end, Lee County Parks and Recreation establishes fees for service in accordance with the Fees and Charges Manual section of the Lee County Administrative Code. The Administrative Code is amended as needed to incorporate new programs and fee structures. It is annually reviewed by all supervisory/management levels in order to adjust fees to accommodate community demands and extraneous costs. New fee categories and fee changes are established with review and approval by County Management.

Fees are advertised in various publications, and via Online registration.

**Available On-site/Online Evidence**

- [Parks and Recreation’s Fees and Charges Manual section of the Lee County Administrative Code](#)
- [RecreationaLee Yours Program Guide](#)
- [Lee County Parks and Recreation Operations Manual](#) (Pages 3-3)

**On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

### **6.1.7 Cooperative Programming**

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

*Evidence of Compliance:*

Lee County Parks and Recreation works with various public, commercial, and nonprofit agencies to deliver programs and reduce competition.

The Department has an interagency agreement with Lee County School Board in which the Department maintains and operates certain facilities on school board property. This allows the school and general public to utilize these recreational spaces without requiring duplication.

Lee County works with the Nations Association (non-profit), The Heights Foundation (non-profit) and YMCA to provide recreational programs. Each of these groups has their own facilities, but also works with Lee County to provide programming at the County facilities.

The Department works with the various “Neighborhood Core Groups” and Human Services to better understand what other agencies are offering and what is needed.

For areas in which services are lacking, Lee County contracts with various vendors to bridge the gap. Such services as paddling craft rental, bicycle rental, and food concessions are provided by commercial operations.

**Available On-site/Online Evidence**

- [School Board Agreements](#)
- [Harlem Lease Agreement \(Draft\)](#)
- [Nations Association summer camp at Schandler MOU](#)
- [Minutes from a core meeting](#)
- [Nations Mentoring and events flier](#)
- [CBO \(Manatee Park\) contract, Lakes Park concessions](#)

*Self Review:* Met

## **6.2 Objectives★**

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

*Evidence of Compliance:*

Objectives for each program/service are established and communicated in a variety of ways including the Program/Service Outcome and Delivery Matrix, RecreationLee Yours Program Guide (program descriptions), and individual recreation center newsletters. The Program/Service Outcome and Delivery Matrix is a compilation of all programs combining like programs with similar objectives into general categories, while keeping large specific programs separate. For example, all swimming lessons are grouped as Learn to Swim, because all have the same program outcomes, while summer camp is self-standing.

Program objectives reflect the Departments goals and mission statement and are reviewed and subsequently evaluated by the program/aquatic staff as a component of the regularly scheduled programmers and aquatics meetings.

#### **Available On-site/Online Evidence**

- [Program/Service Outcome and Delivery Matrix](#)
- [Supervisor/Coordinator meeting Minutes](#)
- [RecreationLee Yours Program Guide](#)
- [RecreationLee Yours Summer Program Guide](#)
- [Sample recreation center newsletter](#)
- [Copy of Department goals](#)
- [Copy of Department vision and Mission Statement](#)

*Self Review: Met*

### **6.3 Program Evaluation**

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

*Evidence of Compliance:*

Lee County Parks and Recreation program evaluation and analysis come in many forms. Procedures are set forth in the Operations Manual for the evaluation of individual programs.

The Departments Cost Benefits Analysis (CBA) is a comprehensive report that evaluates all the Department's facilities and programs in terms of cost effectiveness and comparison. This document is used to further analyze programs for expansion, deletion, or modification.

Large programs, such as summer camp, are evaluated as a whole through parent questionnaires and administrative/site personnel evaluation and analysis through on-site post camp meeting. A detailed camp report reviews all expenses/revenue/observations for entire program. Staff evaluates the summer camp staff training and the results are analyzed by the program supervisors.

Other large programs, such as the Calusa Blueway Paddling Festival, solicit and analyze public opinion.

Program objectives are reviewed annually to ensure programs are meeting established outcomes.

#### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation Operations Manual \(page 14-3\).](#)
- [Summer camp parent questionnaire reports](#)
- [Camp Training evaluation report](#)
- [Summer camp reports – 2010 and 2009](#)
- [Sample camp meeting analysis/evaluation \(Post Camp Meetings\)](#)
- [Blueway surveys and reports](#)
- [Aquatic class evaluations/analysis](#)
- [Sample Recreation Program Evaluations](#)
- [Recreation Program Evaluation Report and sample blank evaluation](#)
- [Supervisor – Coord 11-10 meeting Minutes camp review, program eval results, training](#)
- [Teen Camp Committee notes on camp](#)
- [Manager meeting Minutes on Camp 2010 Analysis](#)
- [Manager meeting and Retreat Minutes](#)

**On Exhibit for on-site review**

- [Cost Benefit Analysis \(CBA\)](#) (Exhibit E)
- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

## **6.4 Outreach to Underserved Populations★**

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

*Evidence of Compliance:*

Lee County recognizes and strives hard to meet the needs of underserved populations. Identifying these underserved populations is done through various ways. In working with Human Services and other agencies, Parks and Recreation partners to provide services in those underserved areas. This is done through various crime statistics reports, population and income maps, census data, as well as teen pregnancy data.

The Harlem Heights community, Charleston Park, North Park (Suncoast/Palmona Park areas) and Schandler Hall have traditionally been areas in which paid registration was very low. Along with other factors, language/cultural barriers and community needs demanded more self-directed activities as well as sponsored programs for those with financial need.

In response to these financial and language/cultural barriers, Lee County has partnered with community organizations to meet the recreational needs.

The Heights Foundation has taken possession of year-round programming of the community center. The Foundation sponsors the community summer camp by contracting Lee County to run the camp on the County property and reimbursing the Department for all camp expenditures.

The Nation's Association has partnered to sponsor 15 children in the Department's Club Rec program as well as provide for tutoring to all Club Rec participants and pre-school classes for Spanish-speaking families. The Nation's Association independently operated a free summer camp program at Schandler Hall. This agency also holds various community and family events at the park.

Lee County Department of Human Service, working with its neighborhood coordinators, provides needed programming at their facilities sharing Parks and Recreation resources.

In response to a growing demand for Special Needs services, Lee County has had a special needs center for more than five years and has been the lead agency for Lee County Special Olympics for more than 10 years. The Department has been offering special needs programs for more than 30 years. The demand for these services is validated by the numbers of special needs participants.

**Available On-site/Online Evidence**

- [Human Services maps and stats](#)
- [Census Data](#)
- [Harlem Lease Agreement \(Draft\)](#)
- [Nations Association summer camp at Schandler MOU](#)
- [Harlem Camp report](#)
- [Club Rec sponsor Memo](#)



- [Schandler Hall programs](#)
- [Nation's Association Annual Calendar of events](#)
- [Schandler Hall Park expansion ribbon cutting program](#)
- [Special needs pamphlets and program listing](#)

*Self Review: Met*

## 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.

*Evidence of Compliance:*

In following the lead of our Mission Statement (...To provide programs and services that add to the quality of life for all Lee County residents and visitors), Lee County Parks and Recreation offers a wide variety of programs for all skill proficiency levels, socio-economic levels, ages, backgrounds and gender.

The Come Discover facility map highlights the distribution of facilities while the RecreationaLee Yours program guide offers a complete list of current programs noting program ages and required proficiency (where applicable). The Program/Service Outcome and Delivery Matrix delineates all program categories by skill/proficiency level and highlights skills development as part of many program objectives. Programs are established based on customer demand via direct request, needs assessments or participation numbers, and programs are available for all skill levels and ages.

### Available On-site/Online Evidence

- [Department vision and Mission Statement](#)
- [Come Discover Lee County Parks and Recreation Facility Guide](#)
- [RecreationaLee Yours Program Guide](#)
- [Program/Service Outcome and Delivery Matrix](#)
- [Supervisor/Coordinator meeting Minutes](#)

*Self Review: Met*

## 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.

*Evidence of Compliance:*

As detailed in Section 6.4 Outreach, current U.S. Census and Department of Human Resources data reflects the culture of Lee County's communities and help drive the types of programs and services offered. Community demand often generated through Human Services or other organizations help to identify programs desired in the more needy areas of Lee County. For example, the summer camp and year-round programs established in 2008 at the Harlem Heights facility were in response to community demands generated by the Heights Foundations.

It also is important to note that during the January – April tourist season, Lee County's population

can increase by an additional 200,000 people. Lee County Parks and Recreation must serve this diverse population by providing programs to all areas of the County and be particularly responsive to the needs of the large tourism-based population.

The “Come Discover” Facility Map notes the distribution of facilities on all socio-economic areas of Lee County and the RecreationaLee Yours program guide illustrates all program offerings to tourists and residents, while individual program/center fliers highlight specific programs.

Of special note is the cooperative effort between Lee County Parks and Recreation, the Lee County Sports Authority, and Lee County Visitor and Convention Bureau to promote and provide activities that bring tourism to Lee County. The largest of these events is the Gene Cusic Colligate Baseball/Softball Classic, which in 2010 brought 65 teams from northern colleges and universities to Lee County Parks and Recreation facilities for spring training games. This generated more than \$2 million in tourist economic impact.

Through the partnership with the Nations Association, programs meeting identified cultural needs are provided.

The Department has a Certified Therapeutic Recreation professional serving as the Sr. Supervisor of our special needs team. The special needs team coordinates all Special Olympics, as well as special needs and adaptive programming. The special needs team has its home at the Karl Drews Center. The team has a very aggressive program schedule for the special needs community.

#### **Available On-site/Online Evidence**

- [Demographic Characteristics \(census and HS maps\)](#)
- [Come Discover Lee County Parks and Recreation Facility Guide](#)
- [RecreationaLee Yours Program Guide](#)
- [Sports Authority Economic Impact Reports](#)
- [Nations Association cultural programs](#)
- [Proof of NTRS certification](#)
- [Special Needs Program samples](#)

*Self Review: Met*

## **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.**

*Evidence of Compliance:*

Lee County has a multitude of programs ranging from very passive to extremely active. Most programs, by the very nature of their outcomes, indirectly educate the participants on one or more aspects of leisure education. For example, a fitness class has program objectives including increase/maintain fitness, socialization, and increasing sense of wellbeing, which are all parts of providing the participants the benefits of recreation. Some programs such as the Club Rec program include leisure education as part of the specific program standards.

In addition to individual programs providing leisure education, an aspect of the marketing groups function is to include promoting and educating the public on the benefits of participating in recreation activities through promotional bits on Lee TV and through the various publications.

The [Department website](#) notes many programs (greenways, blueway, rangers, volunteers) that spotlights the benefits of utilizing leisure.

The Departments Mission Statement is as follows: “To provide safe, clean, and functional parks and recreation facilities. To provide **programs and services that adds to the quality of life** for all Lee County residents and visitors. To enhance tourism through special events and attractions. We are committed to fulfilling this mission through visionary leadership, individual dedication, and the trustworthy use of available resources.” This is posted at all facilities, website, and on business cards, and it helps promote the benefits of using recreation.

Lee County has adopted the NRPA Hearts ‘N Parks program and philosophy. Since 2000, the Department has actively incorporated the program in the summer camps and all recreation centers teaching children/adults the healthy outcomes of participating in recreation activities and maintaining a healthy lifestyle. Lee County is recognized nationally as a place for sports and healthy lifestyles and is a NRPA Hearts ‘N Parks Magnet Center.

Lee County Parks and Recreation has a representative on the Countywide START committee, which is a group composed of health care workers, recreation professionals, Health Department staff and other agencies with the goal of producing healthier workplaces.

The Department has two First Serve tennis sites. First Serve is a national program that teaches children life skills and healthy choices through tennis.

Staff from various facilities helps educate the public on the benefit of different parks and programs via speaking engagements and event exhibits.

The Department’s Calusa Blueway website offers a host of information on the benefits of using this paddling trail, including a comprehensive video highlighting these benefits ([Leepark.org/blueway/index.html](http://Leepark.org/blueway/index.html) – see video).

#### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation Operations Manual \(pages 7-26/28, 11E-1/11E-5, 11F-1\)](#)
- [Lee TV ad, description, and e-mail on air times](#)
- [Program/Service Outcome and Delivery Matrix](#)
- [Supervisor/Coordinator meeting Minutes](#)
- [RecreationLee Yours Program Guide](#)
- [START Committee Strategic Plan and presentation](#)
- [Hearts ‘N Parks Committee minutes](#)
- [Sample program fliers](#)
- [First Serve Flier](#)
- [Thank you letters and calendar on community outreach](#)
- [Sample program pages from Department website - Leepark.org](#)
- [Blueway video](#)

#### **On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review: Met*

## **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.**

### *Evidence of Compliance:*

Statistical data is collected in various ways. The Department uses the Rec Trac program and facilities reservation system. This system tracks address (zip codes), ages, sex, numbers, etc. of program participants.

The Department's user needs survey tracks demographic data of participants.

Summer camp analysis highlighting trends and observation helps provide for guidance in camp programming.

Income, teen mothers' data and block population numbers provided by Human Services helps Parks and Recreation identify areas of need.

All this data is used to develop a snapshot of current users and to help drive programmatic planning for various ages, locations and which programs have the larger/smaller participation in order to enhance/delete as needed.

### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation User needs assessment](#)
- [Rec Trac Report](#)
- [Summer Camp Reports and analysis 2010 and 2009](#)
- [Manager Minutes on camp report](#)
- [Human Services demographic maps](#)

*Self Review:* **Met**

## 7.0 Facility and Land Use Management

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

### 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.

*Evidence of Compliance:*

The purchase or condemnation of land for the public good is the responsibility of the [Lee County Division of County Lands](#). Administrative Code AC-5-8 governs the Department's acquisition procedures. Lee County's [Conservation 20/20](#) program identifies, nominates and ranks parcels to be obtained for conservation and passive recreation. The Division of County Lands coordinates this program. Florida Statute 125.355 governs acquisition of land. Lee County Parks and Recreation assists the Division of County Lands by identifying suitable parcels to have them transferred or purchased for Department use.

#### Available On-site/Online Evidence

- [Comprehensive Plan: Parks, Recreation and Open Space.](#)
- [Administrative Code AC-5-8](#)
- [Lee County Ordinance #05-17](#)
- [Lee County Ordinance #97-08](#)
- [Conservation 20/20 Acquired Properties](#)

*Self Review:* **Met**

### 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.

*Evidence of Compliance:*

Lee County Parks and Recreation uses Chapter 5 of the Lee County Comprehensive Plan and the Parks and Recreation Operations Manual as guides in the development of lands. These documents provide the framework for the procedures to develop a site into a park or conservation area. Lee County Parks and Recreation works with various user groups, public agencies, and professional services to develop facilities appropriately that meet the needs of the community.

#### Available On-site/Online Evidence

- [Lee Plan - Chapter 5](#)
- [Land Development Section, 13-3 Lee County Parks and Recreation Operations Manual](#)
- [Land Stewardship, Chapter 9 Lee County Parks and Recreation Operations Manual](#)
- [Management Status Report for Conservation 20/20 Preserves](#)

#### **On Exhibit for on-site review**

- The Lee Plan 2010 Codification (Exhibit I)
- Parks and Recreation Operations Manual (Exhibit C)
- Alva Scrub Preserve Land Stewardship Plan (Exhibit A)

*Self Review:* **Met**

### **7.3 Defense Against Encroachment**

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

*Evidence of Compliance:*

Lee County Parks and Recreation works with the support of the Lee County Division of Lands, Lee County Code Enforcement and the County Attorney's Office to resolve any encroachment issues as soon as identified. The Parks and Recreation Operation Manual provides general procedures staff should use when discovering encroachment. Lee County Ordinance 06-26 provides the legal authority to enforce.

#### **Available On-site/Online Evidence**

- [Lee County Operations Manual Encroachment Section](#)
- [Land Stewardship Section of the Lee County Operations Manual](#)
- [10.14 Encroachment - Lee County Ordinance 06-26](#)

*Self Review:* **Met**

### **7.4 Disposal of Lands**

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

*Evidence of Compliance:*

The Division of County Lands, within the Public Works Department, has the procedure for disposal of all County-owned lands and is outlined in Lee County Ordinance 02-34. The Administrative Code (AC-5-8) outlines the legalities of property disposal. The Administrative Code (AC-5-1) establishes the policy and procedures for providing monetary incentives to licensed real estate brokers to participate in marketing County-owned real estate. The disposal must not conflict with adopted policies in the Lee Plan (section 5 and 6) and Land Development Code relating to impact fees buffering etc. The State of Florida has requirements to return funds awarded for grants and other state support of Recreational Facilities. Florida Recreation Development Assistance Program, Florida Communities Trust, Land and Water Conservation Fund, and all grants guided by Florida Statutes and Administrative Code are subject to refund in the event of disposal of park lands or facilities.

#### **Available On-site/Online Evidence**

- [Lee Plan Section 5 and 6 policy](#)
- [Lee County Ordinance 02-34](#)
- [Request to have County Property Declared Surplus](#)

- [Administrative Code AC-5-8](#)
- [Administrative Code AC-5-1](#)
- [FRDAP Grant Requirements](#)
- [FRDAP Administrative Rule](#)

**On Exhibit for on-site review**

- The Lee Plan 2010 Codification (Exhibit I)

*Self Review: Met*

## **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.**

*Evidence of Compliance:*

Lee County Parks and Recreation strives to provide well-maintained facilities, equipment, conservation lands, and park and recreation areas. A comprehensive Parks and Recreation Operations Manual and Land Stewardship Operations Manual are the plans that have been produced to assist staff with this mission. These two manuals are well thought out tools that reflect the high standards Lee County has in regards to its park, recreation and conservation areas.

The Lee County Parks and Recreation Operations Manual Chapters 4, 5, 6, 7, 8 and 13 provide guidance to staff in regard to maintenance and operations of Lee County Parks and Recreation facilities. In addition, the Parks and Recreation's Land Stewardship section has a manual specific to maintaining and restoring resource-based areas.

The Safety Inspection Committee tours sites to identify areas that are possibly hazardous and makes recommendations for replacement and repairs. The Risk Management Team is tasked with making sure all monthly inspections are submitted and then filing documents. The Land Stewardship Section maintains their own files for resource-based facilities.

**Available On-site/Online Evidence**

- [Lee County Parks and Recreation Maintenance and Operations Management Plan](#)
- [Cover and index of Land Stewardship Operations Manual](#)
- [Conservation 20/20 Management Priorities Ranking](#)
- [Sample of Completed Monthly Park Maintenance/Safety Checklist](#)
- [Samples of Completed Land Stewardship Site Inspection](#)
- [Lee County Parks and Recreation ADA Compliance Report](#)
- [Safety Manager Ballfield Maintenance Document](#)
- [Safety Inspection Committee Reports](#)

**On Exhibit for on-site review**

- Lee County Parks and Recreation Operation Manual (Exhibit C)
- Land Stewardship Operations Manual (Exhibit L)

*Self Review: Met*

## 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.

*Evidence of Compliance:*

Lee County Parks and Recreation works in conjunction with the local Health Department, Fire Departments, and Lee County Risk Management office to ensure compliance with all applicable laws, rules and standards. The Parks and Recreation Risk Management Team is tasked with collecting and filing all reports in regard to any legal requirement/guidelines the Department is obligated to perform. In addition, the Parks and Recreation Department has its own internal review with staff background checks, staff motor vehicle license checks, facility inspections, playground audits, pesticide/herbicide applications licensing and pool quality checks.

### Available On-site/Online Evidence

- [Safety Committee Facility Inspection List](#)
- [Safety Committee Facility Inspection Reports](#)
- [Copies of Annual Purchase Orders to Service All Fire Extinguishers](#)
- [Fire Extinguisher Inspection Report](#)
- [Copies State Elevator Inspection Certificate](#)
- [Copies of State Boiler Inspection Certificate](#)
- [Copies State Operating Permit for Pool Facilities](#)
- [Copies Monthly Health Department Swimming Pool Report](#)
- [Copy of E-Mail Sent to Review Motor Vehicle Licenses](#)
- [Copy of Staff Pesticide License \(samples\)](#)

*Self Review:* Met

## 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.

*Evidence of Compliance:*

Lee County Parks and Recreation along with Lee County Maintenance and Repair Services, work together to ensure well-maintained facilities through a comprehensive preventative maintenance program. Both agencies have in place preventative maintenance standards to protect the investment in infrastructure and provide a safe environment for our customers.

The Parks and Recreation Operations Manual outlines the framework for staff responsibilities and inspections of facilities. Maintenance and Repair Services has in place a preventative maintenance schedule for all aspects of buildings, lighting systems, irrigations systems, ice machines, automated gates, plumbing, HVAC. systems and various park amenities.

The Parks and Recreation Risk Management Team works with field staff to develop and file security plans for all facilities which have buildings or controlled areas. These plans are checked annually to update information. All safety files are stored electronically on network drive. Security requirements



are specified in the Lee County Parks and Recreation Safety and Security Manual.

**Available On-site/Online Evidence**

- [Preventative Maintenance Plan – Lee County Facilities Management](#)
- [Preventative Maintenance Plan – Lee County Parks and Recreation](#)
- [Monthly Swimming Pool Reports](#)
- [Daily Playground Inspection Form](#)
- [Weekly Playground Inspection Form](#)
- [Monthly Supervisor Playground Inspection Form](#)
- [Tail-Gate Safety Meeting Minutes](#)
- [Playground Safety Inspection Audits Performed by Certified Playground Safety Inspectors](#)
- [Monthly Park Maintenance/Safety Checklist](#)
- [Lee County Parks and Recreation Center Inspections](#)
- [Fleet Management Preventative Maintenance Due Report](#)
- [Index of Safety and Security Manual](#)

**On exhibit for on-site review**

- Lee County Parks and Recreation Safety and Security Manual (Exhibit M)

*Self Review:* **Met**

### **7.5.3 Recycling**

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

*Evidence of Compliance:*

Lee County Parks and Recreation recognizes that it takes everyone's help, every day, and in every way to reduce the growing amount of trash in Lee County. All Parks and Recreation employees are asked to do their part at home and in the work place. Pursuant to The Lee Plan, Policy 62.1.2, all Lee County Departments and employees are asked to implement resource recovery and recycling programs for glass, paper, plastic, and nonferrous metal containers. The Lee County Parks and Recreation Manual, Section 11E-2, provides guidance in reusing, reducing and recycling. A staff workshop titled "Trash Talk" was held and a recyclable items list was provided to all staff in attendance. All Lee County Parks and Recreation facilities and administrative offices have recycling containers.

**Available On-site/Online Evidence**

- [Lee County Comprehensive Plan: Policy 62.1.2](#)
- [Lee County Parks and Recreation Operations Manual page 11E-2](#)
- [Environmental Programs and Policies](#)
- [Purchase Order for Recycling Container Bins](#)
- [Recyclable Items List](#)
- [Lee County Parks and Recreation Recycling Program](#)
- [GreenDisk Certificate of Compliance](#)
- [GreenDisk Certificate of Destruction](#)

*Self Review:* **Met**

## 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.

*Evidence of Compliance:*

Lee County Parks and Recreation works in conjunction with [Lee County Fleet Management](#) to ensure a maintained fleet of vehicles, rolling stock and equipment. Lee County Fleet Management has in place a preventative maintenance service plan for all vehicles, equipment and rolling stock. In addition, a point system is used to determine when a unit has reached the end of its service life and must be replaced.

The Parks and Recreation Operations Manual, Chapter 15, covers policy in regard to Parks and Recreation's responsibilities to the vehicles, rolling stock and equipment used to achieve the mission. Fleet Maintenance sends overdue notices via the County's e-mail system to "Parks-All" to inform Parks and Recreation staff. Fleet Management offers a live vehicle/equipment status report to departments with Lee County Intranet Access. It also offers the current preventative maintenance report via the intranet.

### Available On-site/Online Evidence

- [Lee County Fleet Management – Annual Report and Business Plan](#)
- [Lee County Fleet Management's Service Plans \(A, C and E Service\)](#)
- [Sample Overdue Notice](#)
- [Lee County Parks and Recreation Operations Manual Copies of Section that Pertains to Operator Responsibility](#)
- [Lee County Fleet Equipment Replacement Report](#)
- [Lee County Fleet Inventories of Vehicles, Rolling Stock and Equipment](#)
- [Forms Used to Perform Monthly Equipment Inspection](#)
- [Preventative Maintenance Due Report](#)
- [Fleet Management Billing Report](#)
- [Equipment List with Account Codes – Yearly Report](#)
- [Intranet Vehicle/Equipment Status Report](#)
- [Intranet Current Preventative Maintenance \(PM\) Report](#)

*Self Review:* **Met**

## 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.

*Evidence of Compliance:*

Lee County Parks and Recreation works under the policy and procedures of the Board of County Commissioners' Administrative Codes and Purchasing Manual to obtain the equipment and services needed.

Parks and Recreation's supervisory staff is assigned the responsibility of ensuring the safe and secure storing of all equipment. Additionally, the supervisory staff works with facility staff to keep equipment in a state of operational readiness and working order. Contracted repair services are retained for all equipment not maintained by Lee County Fleet Management. Skip Franklin, Senior Supervisor with Heavy Equipment, provides tips on the operation and maintenance of minor equipment.

**Available On-site/Online Evidence**

- [Lee County Administrative Code: Policy on Tangible Personal Property Owned by Local Governments AC-3-14 revised 10/14/08](#)
- [Lee County Administrative Code: Policy of County Fleet Assignment and Vehicle Usage Criteria AC-5-1 Revised 8/03/92](#)
- [Fixed Asset Report Sample](#)
- [Parks and Recreation Operations Manual Chapter 15](#)
- [Skip's Tech Tips](#)

**On Exhibit for on-site review**

- Lee County Purchasing Manual (Exhibit N)

*Self Review: Met*

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

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

*Evidence of Compliance:*

Lee County Parks and Recreation is sensitive to the environment and has taken action to do its part to protect and preserve resources. The Land Stewardship Section of the Parks and Recreation Department is responsible for the Natural Resource management of all resource-based parklands. Land Stewardship's role is described in section 9-1 to 9-2 of the Lee County Parks and Recreation Operations Manual.

The Department's Land Stewardship workgroup is responsible for developing all standards and procedures for the County's natural resources and Conservation 20/20 sites. Conservation 20/20 is the County's initiative to preserve conservation lands.

**Available On-site/Online Evidence**

- [Copy of Pages 9-1/ 9-2 of the Parks and Recreation Operations Manual, Land Stewardship](#)
- [Table of Contents to Land Stewardship Operations Manual](#)
- [Pages 11E-1-11E-9 of the Park & Recreation Operations Manual, Environmental Programs](#)
- [Management Status Reports Copies for Various Preserves](#)
- [Conservation 20/20 Acquired Properties List](#)
- [Conservation 20/20 Nominations Map](#)

**On Exhibit for on-site review**

- Land Stewardship Operations Manual (Exhibit L)
- Conservation 20/20 Program – 2009 Annual Report (Exhibit G)

*Self Review:* **Met**

## **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.

*Evidence of Compliance:*

Sustainability is a broad term that generally means that a person or society lives within the means of what the Earth can provide over the long-term. When a process is sustainable, it can be carried out over and over without negative effects on the environment or high costs.

In 2004, Lee County Parks and Recreation established the position of Environmental Education Coordinator, which was recently expanded to include Sustainability. Additionally, the Department has taken the initiative by establishing environmental policies that extend beyond internal operations, creating opportunities for innovation community-wide. These efforts represent opportunities seized to increase social well-being and access to services, cost-savings, economic development, and environmental conservation.

In 2010 the Lee County Board of County Commissioners established the Community Sustainability Advisory Committee, followed by the County Manager's initiative to establish the new [Office of Sustainability](#). Given the growing popularity of the term "sustainability," it can be easily misinterpreted and may take on different meanings in various contexts. Lee County defines sustainability from a public policy perspective as "the satisfaction of basic economic, social, and security needs now and in the future without undermining the natural resource base and environmental quality on which life depends."

Lee County Parks and Recreation continues to work within the Department to educate all staff and customers and in coordination with the Lee County Department of Sustainability to foster: Energy Independence, Climate Protection, Air Quality, Wise Use of Material Resources, Public Health and Nutrition, Urban Design - Land Use - Green Building and Transportation, Parks - Open Space and Habitat Conservation, Water Resources and Flood Protection, Public Involvement and Personal Responsibility.

### **Available On-site/Online Evidence**

- [Lee County Sustainability Assessment](#)
- [Sustainability Strategy](#)
- [Environmental Programs Section 11E of the Operations Manual](#)
- [Environmental Site Assessment Program](#)
- [Being "Green" in Your Facility, Meetings, Events and Programs](#)
- ["Florida Friendly" Landscaping Workshop](#)
- [2011 Designing With Nature Green Workshop Series Brochure](#)
- [Household Chemical Waste Drop Off Facility Notice](#)
- [Facility Power Consumption Comparison](#)
- [Rain Barrel Construction Workshop](#)

*Self Review:* **Met**

## 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.

### *Evidence of Compliance:*

The Department's supervisors are tasked with managing work schedules and job assignments of maintenance personnel. Supervisors also are tasked with ensuring that staff is properly trained and able to meet the required duties as assigned. Supervisors assign staff based on experience and ability to meet the demands of the facility. The supervisor also ensures that staff with relatively limited experience is given the opportunity to develop the skills necessary to perform specific, more advanced tasks.

Lee County Parks and Recreation employs personnel with specific skill sets. Certain positions within the Department require specific certifications or experience. An example of this methodology would be the grounds crew position. When hiring grounds crew personnel, ballfield experience is paramount. Certain aspects of the job can be taught, but a strong background in field maintenance is required.

Lee County Parks and Recreation will assign and reassign employees based on changing needs within the Department. Specific tasks and jobs may require positions with certain competencies. As the Department grows and develops more parkland, new tasks and jobs become prevalent and the Department must assign and reassign employees to meet those needs.

Lee County Parks and Recreation works with the assistance of [Lee County Human Resources](#) to obtain the best-qualified maintenance staff possible. The Department identifies a maintenance personnel need based on vacancies, enhancement of existing locations, or new facilities. Part of that identification includes writing clear, concise job descriptions with specific qualifications (i.e., pesticide license, CDL licenses, etc.) and offering competitive pay and benefits, which in turn attracts a large pool of applicants. Parks and Recreation identifies the need for maintenance staff, writes justifications and submits the personnel request annually in the budget process. County Administration and the Board of County Commissioners approve or deny these requests.

The addition of personnel is governed by Administrative Code AC-3-6 and the budget process approval is done annually in September. The requesting Department, beginning in March of each year, produces request and justifications. Human Resources does job classification surveys periodically to ensure Lee County is competitive with wages and benefits.

### **Available On-site/Online Evidence**

- [New Position Request Instructions](#)
- [New Position Request Form](#)
- [Job Bulletin for Maintenance Position](#)
- [Sample Job Descriptions for Maintenance Positions](#)
- [Parks and Recreation New Employee Training Folder](#)
- [Administrative Code AC-3-6](#)
- [Lee County Parks and Recreation Organizational Chart](#)
- [Facility Maintenance Section of the P & R Operations Manual Chapter 5](#)
- [2010 Annual Salary Survey - Results](#)

*Self Review:* **Met**

## 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.

*Evidence of Compliance:*

Lee County Parks and Recreation has a replacement schedule for all capital maintenance type items such as playgrounds (replaced on 10-year cycle), fencing, signage, paving, athletic court resurfacing and lighting through the County's Capital Vehicles and Improvement Program (CIP) budget process. The CIP process is also the mechanism by which facilities are renovated. Chapter 6 of the Lee Plan outlines Capital policy for larger facilities and recommended levels of service. The Department's operating budget currently has no line items for replacement of minor equipment. Any minor equipment needed is purchased using funds from other line items.

The budget for replacement of vehicles and equipment more than one ton is made available and funded by Lee County Fleet Management. The County's PC Refresh program is decided on an annual basis by County Administration with input from ITG. There are specific criteria established by Fleet/ITG for all replacements. Database schedules are on file. The CIP schedule is budgeted each year and presented to the Board of County Commissioners for approval. Depreciation is calculated by the Risk Management Department for insurance purposes.

### Available On-site/Online Evidence

- [Major Maintenance FY 11 thru FY 15](#)
- [Capital Improvements Chapter VI Goals and Objectives](#)
- [CIP Project Update for FY 2009 - 2010](#)
- [CIP FY 06/07 – 10/11 Capital Improvement Program](#)
- [CIP FY 11 thru FY 15](#)
- [County Computer Refresh/Replacement Email from IT Director](#)
- [Fleet Equipment Replacement Report](#)
- [Playground Replacement Priority List](#)
- [Inventory by Site/Building – Asset/Cost/Value Data](#)

*Self Review:* **Met**

## 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.

### 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.

*Evidence of Compliance:*

The Lee County Parks and Recreation Department is governed by Lee County Ordinance 06-26, which establishes the park rules and regulations for the safety and welfare of the park visitors. The purpose of Lee County Ordinance 06-26 is to efficiently utilize County parks for recreation purposes, preserve park resources, and provide for protection and safety of lives and property on and within the parks and recreation facilities under the jurisdiction and control of the Lee County Board of County Commissioners.

#### Available On-site/Online Evidence

- [Lee County Ordinance 06-26](#)
- [Lee County Board of County Commissioner meeting notes for December 12, 2006](#)
- [Blue Sheet No. \(20061525\)](#)
- [8.1 Lee County Ordinance 10-41, weapons amendment.pdf](#)

*Self Review:* Met

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

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

*Evidence of Compliance:*

The Department is charged with the duty of administering, protecting, controlling and governing the parks and park property of Lee County. Under Lee County 06-26 (section 2.3) the Lee County Park Ranger Program is established and employs persons who shall be invested with full and complete authority to enforce the provisions, requirements and regulations within Ordinance 06-26. Those designated as Park Rangers of Lee County shall have the authority to issue citations to enforce Ordinance 06-26. When the scope of duties exceeds those of the Park Ranger, the primary responding unit for criminal enforcement within Lee County is the Lee County Sheriff's Office and for resource violations, the State of Florida, Fish and Wildlife Conservation Commission (FWC).

#### Available On-site/Online Evidence

- [Lee County Ordinance 06-26 \(Section 2.3 Enforcement\)](#)
- [Lee County Sheriff's Office Operations Manual Chapter 1 \(Section 1.2 Limits of Authority\)](#)

- [Florida State Statute 943.12 defining law enforcement officers within the State of Florida](#)
- [Lee County Sheriff's Office authorization to trespass](#)
- [Florida Fish and Wildlife Conservation Commission authorization to trespass](#)
- [State of Florida FWC - Florida State Statute 68-1.0005](#)
- [Article IV, Section 9 of the Florida Constitution](#)

*Self Review: Met*

### **8.3 Law Enforcement Officer Training**

**Standard:** Law enforcement officers with the authority to enforce laws within areas and facilities under the jurisdiction of the agency must have proper training in order to carry out their roles and responsibilities.

*Evidence of Compliance:*

The Lee County Parks and Recreation Department has a highly trained Ranger Unit. Park Rangers are required to be fully trained and certified in code enforcement, parking enforcement, first aid, CPR and ATV operations. Park Rangers attend annual in-service trainings and the Florida Recreation and Parks Association classes that specifically relate to their position duties. In addition, Lee County Park Rangers attend the North Carolina Ranger Academy for more advanced training in park law enforcement issues.

The Lee County Sheriff's Office and the Florida Fish and Wildlife Conservation Commission are both highly trained and accredited law enforcement agencies that fall under the Florida Department of Law Enforcement regulation standards for criminal justice professionalism and training.

#### **Available On-site/Online Evidence**

- [Lee County Park Ranger Certificates of Training](#)
- [Lee County Board of County Commissioners Agenda Item Summary: Blue Sheet No. 20100936 – Mutual Aid Agreement LCPR and LCSO](#)
- [The Florida Department of Law Enforcement Statement of Agency Organization and Operation \(Criminal Justice Professionalism\)](#)
- [Copy of Florida Statute Chapter 943](#)
- [Criminal Justice Standards and Training Commission Florida Officer Mandatory Retraining Requirements](#)
- [Training requirements for FWC Law Enforcement Officer](#)
- [Lee County Sheriff's Office Manual Chapter 33 \(Training and Career Development\)](#)

*Self Review: Met*



## 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.

*Evidence of Compliance:*

As set forth in the Operations Manual (section 11D-8,) all Lee County employees and persons acting as representatives of Lee County Parks and Recreation shall educate park visitors regarding the park rules and regulations. The Lee County Operations Manual (section 11D-1 and 11D-3) describes the role of the Park Ranger and the specific duty of educating the park visitor regarding the rules and regulations and issuing citations.

### Available On-site/Online Evidence

- [Lee County Parks and Recreation Ordinance 06-26 \(section 2.3 Enforcement\)](#)
- [Lee County Parks and Recreation Operations Manual: \(section 11D-1\) Role of the Ranger, Educator, Code Enforcement Officer](#)
- [Lee County Parks and Recreation Operations Manual: \(section 11D-3\) Issuing citations](#)
- [Lee County Parks and Recreation Operations Manual: \(section 11D 8-9\); “Staff protocol for addressing park violations and contacting rangers”](#)

*Self Review:* **Met**

### 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.

*Evidence of Compliance:*

The Senior Supervisor and Supervisor of the Park Ranger Unit are the Department’s designated liaisons to local law enforcement. According to the Parks and Recreation Operations Manual (11D-3,) “Liaison to community law enforcement,” describes the ongoing relationship between the Lee County Ranger Unit and the Lee County Sheriff’s Office. The Lee County Sheriff’s Office is heavily relied upon for any circumstances that exceed the scope of duties for a Lee County Park Ranger or Lee County Parks and Recreation staff member.

### Available On-site/Online Evidence

- [Lee County Parks and Recreation Operations Manual \(section 11D-3.\) “Liaison to community law enforcement”](#)
- [Letter to Sheriff Mike Scott designating the Senior Supervisor and Supervisor of the Ranger Unit as the agency liaisons](#)

*Self Review:* **Met**

## 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.

*Evidence of Compliance:*

The Lee County Parks and Recreation Department has specific protocol outlining the role each employee plays addressing park violations and law enforcement issues. According to the Lee County Parks and Recreation Operation Manual (11D-8,) all Lee County employees and persons acting as representatives of Lee County Parks shall educate the public on park rules when necessary and contact either a park ranger or a law enforcement officer for incidents that exceed their scope of duties.

All Lee County Parks and Recreation staff receives on-going, in-service training by their supervisors and guest instructors from various agencies. In addition, park rangers are required to be fully trained and certified in code enforcement, parking enforcement, first aid, CPR and ATV operations. The Ranger Unit supervisors conduct training programs annually for park volunteers and park staff regarding various park public safety topics and the enforcement of park rules and regulations.

### Available On-site/Online Evidence

- [Lee County Operations Manual \(11D-8,\) “Staff protocol for addressing park violations and contacting rangers”](#)
- [Syllabus and attendance rosters of enforcement training for various agency staff](#)

*Self Review:* **Met**

## 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.

*Evidence of Compliance:*

Guidelines set forth in the Parks and Recreation Operations Manual apply to park patrons in general, and participants enrolled in structured and non-structured recreation programs. Procedures for minors and adults differ based upon age-appropriate circumstances. Specific expectations regarding appropriate behavior in Parks and Recreation areas are outlined in Lee County Ordinance 06-26. Rangers and park supervisors review with park staff how to handle park patrons. When park patrons fail to comply with park staff the Lee County Sheriff’s Office is contacted. The Lee County Sheriff’s Office follows the Florida State Statutes in dealing with disruptive behavior according to law.

### Available On-site/Online Evidence

- [Lee County Parks and Recreation Ordinance 06-26 \(section 10.7; Breach of Peace\)](#)
- [Parks and Recreation Operations Manual \(section 7-11 through 7-16\), \(section 11D-8\) and \(section 11D-3\)](#)
- [Lee County Sheriff’s Office Operations Manual \(Chapter 1: Law Enforcement Role and Authority\)](#)

*Self Review:* **Met**

#### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation Department has adopted the State of Florida DOT guidelines for traffic control within park boundaries and work in conjunction with local law enforcement outside of park property. All events with greater than 1,000 attendees require a Special Event Permit, which all Lee County emergency response agencies must approve and guarantee adequate coverage will be present during the planned event. Lee County Parks and Recreation employees shall follow the safety guidelines stated in the Parks and Recreation Operations Manual and Safety Manual. Enforcement of Florida's traffic laws is conducted by the Lee County Sheriff's Office.

##### **Available On-site/Online Evidence**

- [Lee County Special Event Permit](#)
- [Lee County Parks and Recreation Operations Manual \(section 15-65 through 15-68\)](#)
- [Lee County Safety and Security Manual \(p. 107, Traffic Control\)](#)
- [Parking Procedures for Manatee Park](#)
- [Rotary Parking Guidelines](#)
- [Bunche Beach Grand Opening Event Parking](#)
- [Contract with Lee County Parks and Recreation and Kiwanis of Riverdale for Lakes Park Parking](#)
- [Lee County Sheriff's Office Operations Manual, Chapter 61- Traffic](#)

*Self Review:* **Met**

#### **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.

*Evidence of Compliance:*

The Lee County Operations Manual and the Safety Manual contain guidelines for handling of evidentiary items. The Lee County Sheriff's Office is the primary responding agency in dealing with evidentiary items.

##### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation Safety and Security Manual \(p. 48\); Handling of Evidentiary Items](#)
- [Lee County Operations Manual \(Chapter 15, p. 94\)](#)
- [Lee County Sheriff's Office, Operations Manual, \(Chapter 83\) Collection and Preservation of Evidence, \(Chapter 84\), Property and Evidence Control](#)

*Self Review:* **Met**

## 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.

*Evidence of Compliance:*

The Lee County Operations Manual and The Safety Manual include specific guidelines for the general security and safety of all buildings and facilities under the jurisdiction of Lee County Parks and Recreation. Lee County Parks and Recreation has a comprehensive general security plan for all buildings and facilities under its jurisdiction. Additional security measures, as required during planned events, are documented through the Lee County Special Event Permit, where the local Sheriff's Office, Emergency Management Services, and Fire Departments must mandate additional security and safety measures for event crowds in excess of 1,000 attendees. Youth Leagues are held to the highest standards to ensure participant and spectator safety. If additional security measures are required, the Youth League is responsible for hiring only off-duty law enforcement personnel.

### Available On-site/Online Evidence

- [Lee County Parks and Recreation Safety Manual, General Security of Park Patrons \(p. 42\) and General Security Plans \(pp. 166- p.226\)](#)
- [Lee County Parks and Recreation Operations Manual \(chapter 15\); LCPR Employee Safety and Security](#)
- [Lee County Special Event Permit](#)
- [Youth League Permit](#)

### On Exhibit for on-site review

- Lee County Parks and Recreation Safety and Security Manual (Exhibit M)

*Self Review:* Met

## 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.

*Evidence of Compliance:*

The Lee County Parks and Recreation Department is under the jurisdiction and umbrella of the Lee County Emergency Operations Center during a state of emergency. All operations in Lee County, as well as the State of Florida, use an all-hazards approach to planning. All-hazard planning is based on the fact that the consequences of disasters are the same regardless of the hazard, and most of the functions performed during emergency situations are not hazard-specific. Lee County has an All Hazards Plan and Lee County Parks and Recreation follows the current plan. All Lee County Parks and Recreation facilities are required to have written procedures for the preparation of a potential hurricane.

The Lee Comprehensive Emergency Management Plan (CEMP) was approved by the State of Florida Division of Emergency Management on December 18, 2009.

#### **Available On-site/Online Evidence**

- [Lee County's Emergency Operation Center, Comprehensive Emergency Management Plan \(CEMP\), Table of Contents](#)
- [State of Florida, Division of Emergency Management letter of approval as in compliance with Florida Administrative Code Rule 9G-6.006\(10\)](#)
- [Lee County Resolution No. \(10-01-17\); A Resolution of the Lee County Board of County Commissioners to Adopt the Lee County Comprehensive Emergency Management Plan](#)
- [Lee County Administrative Code \(7-6\); Safety/Risk Management/ Disaster Preparedness; Administrative Policy for Closing Down County Operations Under a Hurricane Threat, Description of County's Emergency Organization of Government, and Responsibilities of County Administrative Staff](#)
- [Lee County Administrative Code \(7-2\); Safety/Risk Management/Disaster Preparedness; Employee Emergency Action Plan](#)
- [Lee County Ordinance \(87-1\); Ordinance Designating the Authority to Declare a State of Local Emergency or the imminent threat thereof](#)
- [The State of Florida Comprehensive Emergency Management Plan \(2010\)](#)
- Sample of facility hurricane preparation procedures

*Self Review: Met*

### **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.**

*Evidence of Compliance:*

The Lee County Emergency Operations staff provides specific training to the Lee County Parks and Recreation staff on the Lee County Emergency Management Plan, the purpose of the Emergency Management Plan, how it is implemented, and the role of the Lee County Parks and Recreation Department within that plan. Lee County Parks and Recreation staff supervisors conduct weekly safety and security meetings as ongoing in-service training for their employees. These trainings address various aspects of the Emergency Management Plan, employee safety, and park security as well as the role each employee will play.

#### **Available On-site/Online Evidence**

- [Lee County Emergency Management Workshop itinerary and roster of attendees](#)
- [Examples of weekly safety and security tail-gate meeting of Lee County Parks and Recreation staff](#)
- [General Security Plan Standard-Hazard Communication](#)

*Self Review: Met*

## 9.0 Risk Management

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

### 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.

*Evidence of Compliance:*

Lee County has a Risk Management Plan that was adopted by the Board of County Commissioners in April 1881 and was last amended on April 18, 2006.

The plan also delegates the authority to carry out the plan to the County Manager and Department Directors.

Lee County Parks and Recreation developed its Safety and Security Manual to comply with the Lee County Risk Management Plan and policies as set forth in the Plan. The Lee County Parks and Recreation Safety and Security Manual, on an ongoing basis, is revised and was last reviewed and approved by the Lee County Parks and Recreation Advisory Committee on Jan. 27, 2011.

#### Available On-site/Online Evidence

- [Copy of the amended Lee County Risk Plan](#)  
(Revised 1/06, adopted by Board of County Commissioners)
- [Copy of consent agenda with approval](#)
- [Blue Sheet \(item for Commission vote\) #20060452](#)
- [Cover page and Table of Content of Lee County Parks and Recreation Safety Manual](#)
- [Minutes of Lee County Advisory Committee](#)

#### On Exhibit for on-site review

- Parks and Recreation Safety and Security Manual (Exhibit M)

*Self Review:* **Met**

#### 9.1.1 Statement of Policy

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

*Evidence of Compliance:*

As discussed in 9.1, Lee County has a Risk Management Plan that sets forth the policies to ensure the safety of all County employees, property and the public.

The Plan describes the responsibility for carrying out the Plan, which rests with the County Manager and Department Directors. The Plan was amended and approved by the Board of County Commission on April 18, 2006.

#### **Available On-site/Online Evidence**

- [Lee County Parks and Recreation Risk Policy Statement, Safety/Security Manual](#)
- [Minutes of Lee County Parks and Recreation Advisory Committee](#)

#### **On Exhibit for on-site review**

- Lee County Parks and Recreation Safety and Security Manual (Exhibit M)
- Lee County Policies and Procedures Manual (Exhibit F)

*Self Review: Met*

### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation has a comprehensive Operational Manual, that includes a large safety section with risk management issues covered throughout. As noted in the available evidence, the Operations Manual covers topics such as automatic insurance, security plans, playground safety, guidelines on child abuse, participant safety, aquatics standards, and risk policy statements. The Operations Manual is available at every staff location as well as available online. In addition, Lee County Parks and Recreation also has compiled a large Safety and Security Manual relating to everyday operations and equipment use. It is available online under the Lee County Parks and Recreation webpage. In addition, all new employees are informed of the manual and its location at the New Employee training.

The Lee County Parks and Recreation Safety and Security Manual was reviewed, updated and approved by the Lee County Parks Advisory Committee in January 2011.

#### **Available On-site/Online Evidence**

- [Introduction page of the Parks and Recreation Safety and Security Manual](#)
- [Minutes from the Advisory Council meeting approving the Risk Management Plan](#)
- [Lee County Safety and Security Manual](#)
- [Communication of e-mail to staff regarding changes to manual](#)
- [New Employee Training agenda](#)
- [Lee County Risk Management Plan \(Revised 1/06, adopted by BOCC\)](#)

#### **On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Parks and Recreation Safety and Security Manual (Exhibit M)

*Self Review: Met*

### 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.

*Evidence of Compliance:*

Lee County Parks and Recreation follows the guidelines set by the Lee County Risk Management Claims Reporting Procedures when reporting any incidents.

The Resource section at the end of the Safety and Security Manual provides a compendium of forms useful in reporting incidents, evacuation routes, and inspection reporting tools. All incident forms are completed and sent to the Lee County Risk Department and reviewed monthly by the Lee County Parks and Recreation Safety Committee.

The Lee County Risk Manager monitors expenditures and claims of all County Departments through the services of Gallagher Bassett Services, Inc. Annually, Gallagher Bassett provides statistics and data to the Risk Manager using comparative data of representative counties. Gallagher Bassett also provides recommendations to the Risk Manager for reduction and mitigation of claims and current trends for focus as part of their services. Gallagher Bassett provides updates to reports as requested.

Accident and incident forms are available to all staff electronically through the main website. Ongoing trainings are given to all regular staff and summer seasonal staff on the procedures of the forms.

#### **Available On-site/Online Evidence**

- [Lee County Risk Management Claims Reporting Procedures](#)
- [Lee County Parks and Recreation's policy on Safety Committee](#)
- [Example of Safety Committee meeting Minutes](#)
- [Claims Summary for the past five years](#)
- [Examples of Safety forms](#)

#### **On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Parks and Recreation Safety and Security Manual - (Exhibit M)

*Self Review:* **Met**

### 9.1.3 Personnel Involvement and Training

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

*Evidence of Compliance:*

Lee County Parks and Recreation has a Code of Safe Practices as a part of the Lee County Parks and Recreation Safety and Security Manual.

Staff at all levels participate in risk management by conducting inspections, following established safety procedures, and taking a pro-active approach to making facilities safe. Supervisors train staff on various safety and risk topics by hosting regular "safety tailgate meetings" with staff. The Department's safety committee is made up of all levels of staff and conducts comprehensive site



inspections as well as regularly meets to discuss recent incidents. The safety committee provides reports that go to the appropriate staff and Departmentwide.

**Available On-site/Online Evidence**

- [Lee County Code of Safe Practices](#)
- [Lee County policy on responsibilities of department directors, supervisors and employees](#)
- [Example of Lee County Parks and Recreation Safety Committee site inspection](#)
- [Safety tailgate meeting completed forms](#)

**On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)
- Parks and Recreation Safety and Security Manual (Exhibit M)

*Self Review: Met*

## **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.**

*Evidence of Compliance:*

The Lee County Risk Manager is directed by the Lee County Budget Services Director while the Lee County Parks and Recreation risk management personnel is responsible to the Lee County Parks and Recreation Director through the Deputy Director. All staff work together for the benefit of the Lee County Parks and Recreation Department by holding monthly Countywide Risk Management Safety Committee meetings.

The Lee County Risk Manager is responsible for the fiscal auditing of the County, insurance brokerage services, actuarial services, claims administration, etc. as detailed in the job description.

In 2002, following the accreditation process, Lee County Parks and Recreation felt that an individual with risk management responsibilities was an essential part of an accredited agency. A Lee County Parks and Recreation Risk Manager was hired and has been the liaison to the Lee County Risk Manager. In 2010, the Lee County Parks and Recreation Risk Manager announced his retirement for February 2011. Due to the current reduced economic climate, the Department will not be replacing this individual. However, as the expert in his field, the Lee County Parks and Recreation Risk Manager has trained a succession team of staff to manage his responsibilities upon departure. The transition of the newly assigned Risk Team of County staff have risk management responsibilities in their job duties.

The Parks and Recreation Department enhances the risk management program with committees.

The Lee County Parks and Recreation risk management personnel ensures that staff are inspecting facilities and parks for compliance with standards for maintenance, safety, security, and risk. The documentation is reviewed monthly.

Supervisors are a part of the risk management team by hosting regular “safety tailgate meetings” with staff.

**Available On-site/Online Evidence**

- [Job descriptions of the Lee County Risk Program Manager](#)
- [Job description of Lee County Parks and Recreation manager of Risk and Safety](#)
- [Matrix of Risk Management Team Job responsibilities](#)

**On Exhibit for on-site review**

- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)
- Lee County Parks and Recreation Safety and Security Manual (Exhibit M)

*Self Review:* **Met**

# 10.0 Evaluation and Research

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

## 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.

*Evidence of Compliance:*

Lee County Parks and Recreation strives to meet the needs of our customers both internal and external. In an effort to better understand those needs, the Department continually performs evaluatory practices through user surveys, program evaluations, biennial Cost Benefit Analysis reports, bi-annual department "Retreats," and staff meetings at various supervisory levels. Analysis is then performed on the feedback and data so the results can be used in the planning process. Lee County Parks and Recreation also enlists several "Advisory" and "Friends" groups as partners in the planning and evaluation of future needs and resource management. The Department routinely holds public meetings to discuss areas of impact or future impact to help assess public opinions and perceptions of proposed projects.

Analysis of processes and procedures initiate changes in the way the Department does business. For example, as a result of a review of the annual publications and marketing efforts, we reduced the number of printed items and redesigned them to be available as downloads from the website. This not only saved a substantial amount of time and money but it also enabled the Department to make changes to the program listing as items get canceled or added.

Financial analysis of programs and facilities have provided justification to close facilities or cancel programs that were either too expensive or under used. During the past few summers low registration numbers were putting some of the camp locations in jeopardy. Through further review, it was determined that the Department needed to raise the cost of summer camp countywide to cover costs and be in line with the surrounding municipalities. Because it was determined that it was no longer financially feasible to provide that program at some locations, we approached local civic associations and created a partnerships with those groups. Combining resources we were able to provide the citizens in those areas a summer program.

### Available On-site/Online Evidence

- [Department Evaluation Plan \(Chapter 14 – Parks and Recreation Operations Manual\)](#)
- [Memorandum detailing 2010-11 Board Goals session](#)
- [Cover page and table of contents from Parks and Recreation Operations Manual](#)
- [Various staff meetings \(Managers Meetings, Senior Supervisor Meetings, Program Supervisor's Meetings\) to discuss:](#)
  - Evaluation of Goals and Objectives
  - Program Evaluations
  - Risk Management Site Assessment
  - Athletic Field Site Assessment
- [Advisory Board Minutes](#)
- [User Needs Assessment Survey](#)
- [Parks and Recreation "Retreat" Minutes](#)

- [Quarterly Supervisor's meeting Minutes](#)
- [UF/OFAS 3<sup>rd</sup> Year Progress Assessment](#)
- [Volunteer Program Summary Report](#)
- [Marketing and Media Job Analysis and Marketing and Media Survey w/Minutes](#)
- [Post Camp/Wrap-up meetings and evaluations](#)
- [Volunteer survey](#)
- [Evaluation and Appraisal Report \(EAR\)](#)
- [Environmental Site Assessment Program](#)
- [Lee County Sports Authority Annual Economic Impact 2006-2009](#)
- [LCPR Sports Development D.I.A.L.O.G.](#)
- [Leader Member Exchange Survey](#)
- [Comprehensive Recreation Program Plan](#)
- [National Citizen Survey](#)

**On Exhibit for on-site review:**

- Lee County Concurrency Report 2010 (Exhibit H)
- Cost Benefit Analysis (Exhibit E)
- [Lee County Parks and Recreation Operations Manual](#) (Exhibit C)

*Self Review:* **Met**

### **10.1.1 Position Responsibility for Evaluation**

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

*Evidence of Compliance:*

Lee County Parks and Recreation has designated several staff members within the department responsible for evaluation and research involving planning, operations and programming. Manager Dean Cerdan is the specific personnel within the agency responsible for developing the plan and tools for managing the evaluation analysis. This is done through user surveys, program evaluations, biennial Cost Benefit Analysis reports, bi-annual Department "Retreats," and staff meetings at various supervisory levels.

**Available On-site/Online Evidence**

- [Dean Cerdan's résumé](#)
- [Ed McIntyre's résumé](#)
- [Debbie Derums' résumé](#)
- [Celia Hill's résumé](#)
- [Joy Hazell's résumé](#)
- [Steve Cox's résumé](#)
- [John Kiseda's résumé](#)
- [Thomas Becker's résumé](#)
- [Bruce Fasset's résumé](#)
- [Parks and Recreation Manager Job Description](#)
- [Extension Service Agent Job Description](#)

*Self Review:* **Met**

## **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.

*Evidence of Compliance:*

Lee County Parks and Recreation is committed to providing cutting-edge services in the programmatic arena, aquatic risk management, turf management, technology, sustainability, wildlife and land management, and systematically evaluates its effectiveness. The Department seeks out new research projects, exploratory investigations, operational studies and demonstration projects to try new approaches or products and is always willing to test the newest innovation.

**Available On-site/Online Evidence**

- [Gopher Tortoises Study/Research project](#)
- [Pine Island Sound Scallop Search resource-monitoring program](#)
- [Lakes Park Water Treatment Project](#)
- [Goat Grazing pilot study](#)
- [Marketing / Printing Project](#)

*Self Review:* **Met**

### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation relies on internal and external expertise to provide the necessary training opportunities for staff to effectively analyze and evaluate programs, services, areas and facilities.

**Available On-site/Online Evidence**

- [QST Minutes detailing evaluation tools training](#)
- [Hearts N' Parks Program Fact Sheet](#)
- [Star Guard Instructor Development Workbook](#)
- [Athletic Field Review Committee Summary and Site Evaluations](#)
- [Safety Committee Summary and Site Evaluations](#)
- [Copies of National Playground Safety Certifications](#)

*Self Review:* **Met**

### **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.

*Evidence of Compliance:*

Lee County Parks and Recreation is sensitive to the issue of quality assurance and customer relations. Besides customer relations training for staff, the Department uses customer comment cards, verbal surveys of users, program evaluations and focus groups to ensure quality programs and facilities.

Additionally, Director Barbara Manzo developed a Customer Satisfaction Program aimed at staff called "Take the Pledge." This simple program asks staff to take a pledge to deliver excellent customer service with a smile. Testimonials from satisfied customers are used to reinforce the pledge. The program can be further discussed with the Director.

**Available On-site/Online Evidence**

- [Program Evaluation Survey](#)
- [2010 Needs Assessment Survey](#)
- [Pine Island Pool Facility Survey](#)
- [Patron Suggestions Cards](#)
- [Special Needs Survey](#)
- [WebTrac Online Registration Website Survey](#)
- [Lee County Parks and Recreation Website Feedback](#)
- [2010 Summer Camp Parents' Survey](#)
- [National Citizen Survey](#)
- [2010 Calusa Blueway Paddling Festival Survey](#)
- [Take the Pledge presentation](#)

*Self Review:* **Met**