FARMINGTON, NEW MEXICO
Parks, Recreation, & Cultural Affairs

Submitted to the
Commission for Accreditation
for Park and Recreation Agencies

AGENCY ACCREDITATION SELF ASSESSMENT
JULY 2014
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INTRODUCTION

The Parks, Recreation & Cultural Affairs Department of the City of Farmington, New Mexico, is the second largest department within the municipal government with 11 divisions, 1,819 acres of parkland, 343 total employees – 102 full time and 241 seasonal or temporary employees. The Department was established on June 28, 1955 by Ordinance No. 266 and is a Statutory City- closely adhering to New Mexico State Statutes.

Under the leadership of Director Cory Styron, the Parks, Recreation, and Cultural Affairs Department is thoroughly dedicated to providing the unique opportunity for citizens to play, to laugh, to grow, to learn, and to engage in enriching their quality of life through a green environment. The Department recognizes consistency and fairness, service and integrity, loyalty, and respect. As the Department of Fun, we firmly believe that “Our Work is Your Play.” The Department provides a quality of life second to none within the State of New Mexico and the surrounding Four Corners Area and serves approximately 709,529 guests and participants annually.

Farmington is a diverse and bustling business community of 40,563 residents and home to one of the top ten municipal golf courses in the United States, as well as a state-of-the-art aquatics center, a 1,200 seat performing arts theater, an outdoor theater, a trail system along the banks of the Animas River in Berg Park, home of the Connie Mack World Series, and offers countless opportunities for adventures in the Four Corners Area.

Included within the Department are the following divisions:

Administrative Headquarters
- Administration
- Farmington Clean and Beautiful
- Landscape Architect
- Marketing

Animal Services
- Animal Shelter
- Spay & Neuter Clinic

Aquatics
- Brookside Pool – (Outdoor)
- Farmington Aquatic Center (Indoor)
- Lions Pool – (Indoor)

Bonnie Dallas Senior Center Campus
- Senior Center Main Building
- Senior Center Annex
- Senior Activity Center

Civic Center
- Conference and Convention Center
- Performing Arts Theatre
- Sandstone Productions

Farmington Indian Center

Golf
- Piñon Hills Golf Course
- Civitan Golf Course – Par 3

Museum System
- Farmington Museum
- E3 Children’s Museum & Science Center
- Harvest Grove Farm Exhibit Barn
- Riverside Nature Center

Parks Operations
- Athletic Fields
- Medians
- Playgrounds
- Trail Systems

Recreation
- Farmington Recreation Center
- Farmington Sports Complex

Sycamore Park Community Center
- Crouch Mesa Community Cent

It is with great pleasure that we welcome you to Farmington, NM and respectfully submit our Self-Assessment. Our department is excited to be the first CAPRA Accredited Agency in New Mexico and the Four Corners Area- we strive to be, “Simply the Best.”

~ Cory Styron
AGENCY OVERVIEW

I. Community Demographics
   A. Predominant form(s) of government in the tax jurisdiction (i.e., manager, mayoral, commission):
      Council-Mayor: Mayor elected at large to a four-year term; four City Councilors elected by
      constituents for four-year terms. Council Elections are staggered. The City of Farmington
      Municipality is a statutory city and is therefore, in many cases, subject to the confines of the New
      Mexico State Statutes.
   
   B. Population of tax jurisdiction:
      45,887 (Source: 2010 Decennial Census)
   
   C. Population of metropolitan service area:
      130,145 (Source: 2011 American Community Survey)
   
   D. Age profile of tax jurisdiction:

<table>
<thead>
<tr>
<th>Population by Age</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 years</td>
<td>3,963</td>
<td>8.6</td>
</tr>
<tr>
<td>5 to 9 years</td>
<td>3,572</td>
<td>7.8</td>
</tr>
<tr>
<td>10 to 14 years</td>
<td>3,194</td>
<td>7</td>
</tr>
<tr>
<td>15 to 19 years</td>
<td>3,359</td>
<td>7.3</td>
</tr>
<tr>
<td>20 to 24 years</td>
<td>3,303</td>
<td>7.2</td>
</tr>
<tr>
<td>25 to 29 years</td>
<td>3,771</td>
<td>8.2</td>
</tr>
<tr>
<td>30 to 34 years</td>
<td>3,165</td>
<td>6.9</td>
</tr>
<tr>
<td>35 to 39 years</td>
<td>2,783</td>
<td>6.1</td>
</tr>
<tr>
<td>40 to 44 years</td>
<td>2,579</td>
<td>5.6</td>
</tr>
<tr>
<td>45 to 49 years</td>
<td>2,943</td>
<td>6.4</td>
</tr>
<tr>
<td>50 to 54 years</td>
<td>3,148</td>
<td>6.9</td>
</tr>
<tr>
<td>55 to 59 years</td>
<td>2,824</td>
<td>6.2</td>
</tr>
<tr>
<td>60 to 64 years</td>
<td>2,180</td>
<td>4.8</td>
</tr>
<tr>
<td>65 to 69 years</td>
<td>1,418</td>
<td>3.1</td>
</tr>
<tr>
<td>70 to 74 years</td>
<td>1,110</td>
<td>2.4</td>
</tr>
<tr>
<td>75 to 79 years</td>
<td>1,020</td>
<td>2.2</td>
</tr>
<tr>
<td>80 to 84 years</td>
<td>774</td>
<td>1.7</td>
</tr>
<tr>
<td>85 years and over</td>
<td>771</td>
<td>1.7</td>
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Source: 2010 Census
E. Income profile of tax jurisdiction:

<table>
<thead>
<tr>
<th>Family Income</th>
<th>City of Farmington, New Mexico</th>
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<tbody>
<tr>
<td></td>
<td>#</td>
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<tr>
<td>Families</td>
<td>11,386</td>
</tr>
<tr>
<td>Less than $10,000</td>
<td>712</td>
</tr>
<tr>
<td>$10,000 to $14,999</td>
<td>464</td>
</tr>
<tr>
<td>$15,000 to $24,999</td>
<td>744</td>
</tr>
<tr>
<td>$25,000 to $34,999</td>
<td>1,020</td>
</tr>
<tr>
<td>$35,000 to $49,999</td>
<td>1,381</td>
</tr>
<tr>
<td>$50,000 to $74,999</td>
<td>2,281</td>
</tr>
<tr>
<td>$75,000 to $99,999</td>
<td>1,742</td>
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<tr>
<td>$100,000 to $149,999</td>
<td>2,016</td>
</tr>
<tr>
<td>$150,000 to $199,999</td>
<td>463</td>
</tr>
<tr>
<td>$200,000 or more</td>
<td>563</td>
</tr>
<tr>
<td>Median family income (dollars)</td>
<td>64,737</td>
</tr>
<tr>
<td>Mean family income (dollars)</td>
<td>78,500</td>
</tr>
<tr>
<td>Per capita income (dollars)</td>
<td>25,242</td>
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Source: 2010 3-Year Estimate ACS

F. Racial diversity of the tax jurisdiction:

<table>
<thead>
<tr>
<th>Population by Age</th>
<th>City of Farmington, NM</th>
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<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td>Total population</td>
<td>45,877</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>10,298</td>
</tr>
<tr>
<td>White alone</td>
<td>4,765</td>
</tr>
<tr>
<td>Black or African American alone</td>
<td>61</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone</td>
<td>375</td>
</tr>
<tr>
<td>Asian alone</td>
<td>12</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone</td>
<td>3</td>
</tr>
<tr>
<td>Some Other Race alone</td>
<td>4,150</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>932</td>
</tr>
<tr>
<td>Not Hispanic or Latino</td>
<td>35,579</td>
</tr>
<tr>
<td>White alone</td>
<td>24,059</td>
</tr>
<tr>
<td>Black or African American alone</td>
<td>377</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone</td>
<td>9,793</td>
</tr>
<tr>
<td>Asian alone</td>
<td>260</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone</td>
<td>28</td>
</tr>
<tr>
<td>Some Other Race alone</td>
<td>59</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>1,003</td>
</tr>
</tbody>
</table>

Source: 2010 Census
II. Agency Characteristics
   A. Operating budget:
      $9 Million
   B. Capital budget:
      $2.6 Million
   C. Full-time employees:
      102
   D. Part-time/seasonal employees:
      241
   E. Parkland acreage:
      1,819
   F. Significant agency awards and/or recognitions:

III. Physical Characteristics
   A. Geographic size of tax jurisdiction (square miles):
      31.13 Square Miles
   B. Describe significant rivers, lakes, mountain ranges, which influence the community:
      The City of Farmington, New Mexico is in the heart of America’s Southwest, surrounded by
      world class cultural treasures and magnificent landscapes. Nestled in the picturesque San Juan
      River Valley, Farmington is within sight of Colorado’s rugged San Juan Mountains and the
      desert highlands of Arizona and Utah. Farmington is the commercial center of the Four Corners
      Region. The perfect place for enjoying extraordinary outdoor recreation and travel adventures,
      the Four Corners area, is legendary for its year-round pleasant climate, which makes the area a
      pleasurable destination during any season.

      Navajo Lake State Park is located northeast of Farmington and is a great place for boating,
      fishing, water sports, and camping. Navajo Lake Marina also has boat rental. Probably the most
      well-known fishing spot in the area is the San Juan River's "quality waters". This stretch of
      exceptional river is world renown for the size of fish that dwell in this river and it has become a
      hot spot for fishermen. Camping is allowed in designated areas along the river. This is controlled
      by the New Mexico State Parks Division.

      Off Road Recreation is big in Farmington. Chokecherry Canyon is well known among the 4x4
      enthusiasts as well as the notorious Bad Boys of Rock crawling. Chokecherry Canyon (or the
      "Glade" as locals refer to it) has many off-road trail systems. These trails offer excitement for
      beginners and experts. The Bureau of Land Management also maintains many hiking and biking
      trails in the "Glade".

IV. Cultural Characteristics
   A. Significant social and/or cultural factors that influence the agency's delivery of service:
      This region is the traditional homeland of a number of Native American Tribes, including the
      Navajo, Jicarilla Apache, Ute Mountain Ute, Southern Ute, and Hopi nations. Farmington offers
a wonderful array of southwestern arts and entertainment. Our Native American artists are showcased at historic trading posts and in our Totah Festival.

The history of Farmington can be dated back over 2,000 years ago when the Anasazi "basketmakers" lived in the area in what is now known as "pit houses" and later in pueblo structures built from the native sandstone rock. Their past occupancy can still be seen in the various ruins that fill the surrounding countryside. After the Anasazi exited from the area, the land was then inhabited by the Navajo, Jicarilla Apache, and the Utes, which added to the cultural diversity found in this area to this day. The Spanish passed through this area in the late 1700s and eventually settled in the eastern part of San Juan County in the early 1800s. It was not until mid-1870s that the population of the area began to grow with the actual settlement of what was to become Farmingtontown, later shortened to Farmington. This area was settled by pioneers from Animas City, Colorado at the confluence of the La Plata, Animas, and San Juan Rivers. Farmington began to blossom into a flourishing farm and ranch economy and incorporated on July 15, 1901.

In the early part of the 1900s, apples became a prime crop for the local farmers. A quote from "The Sunny San Juan Magazine" from 1938 gives us a glimpse into how important the apple commerce was: "The harvesting of some 2,000 acres of fruit calls for a lot of activity in this valley. There are about 53,000 bearing apple trees in the San Juan district. Speaking in terms of commercial apple growing, our valley produces in a normal year in the neighborhood of one hundred standard car loads. Quality of apples compares favorably with the product of other more extensive fruit producing localities. Jonathan, Delicious, Grimes Golden, Rome Beauty, and Winesap are the principal varieties, and are harvested in the order named. Thinning is practiced by the successful growers to insure commercial sized apples and to prevent overbearing."

In surrounding areas, there are various Anasazi Ruins. Mesa Verde National Monument offers a glimpse into the "cliff dwelling" era of the Anasazi. Perched on high cliffs, the ruins give you a feeling of diffidence as you look over the edge. Closer to Farmington, you will find Aztec Ruin Monument. These are considered the "religious center" of the Anasazi by many researchers. The "Great Kiva" that is fully restored is an amazing site. There are several of these "great Kivas" still unearthed, which is why researchers believe this was the religious center of the Anasazi culture. Salmon Ruins is another ancient town to visit and is located a close eight miles from Farmington. Chaco Canyon was one of the largest settlements during the Anasazi times. It is located 75 miles from Farmington, which makes Farmington one of the closest points to start your travel to the past.

Sun Ray Park and Casino is located ten minutes from downtown Farmington. It offers slot machines and live/simulcast horse racing. Also near Farmington are two newly built casinos, Northern Edge and Flowing Water. There are two other casinos located in neighboring southern Colorado. Ute Mountain Casino is close to Cortez, Colorado and Sky Ute Casino is located in Ignacio, Colorado.

Farmington went through several "oil and gas" booms during the 20th century. At one time, Farmington was the leading oil and gas producing area in the state of New Mexico. The oil and gas industry still remains a staple for the area.
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.

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

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

Agency Evidence of Compliance:
The source of the agency is provided and set forth by City Ordinance sec. 2-3-36, 2-3-37, section 21-4-4. These are part of the Farmington City Code of Ordinances.

1.1.a Farmington City Code of Ordinances Sec. 2-3-36, 2-3-37, and Section 21-4-4.
1.1.b Ordinance No 404, Ordinance No 442, and Ordinance No 99-1106 (with meeting minutes)

Agency Self Review: ☒ Met ☐ Not Met

1.1.1 Public Authority/Policy Body

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

Commentary: The policy-making entity is legally, ultimately responsible for the operation of the recreation and parks department; it has the "power to accomplish without recourse." It may be the city council or commission, an elected board of citizens specifically for parks and recreation, the school board, the county supervisors, or another legally established and elected body. This entity usually has taxing power and must approve the budget; it holds title to property. It also serves an important function in interpreting the programs, services, and facilities and in exerting influence throughout the community to improve and expand park and recreation programs, services, and facilities.

When the policy-making entity is not an elected independent board specifically for parks and recreation, the governing entity may appoint a parks and recreation board, which is delegated authority for operating policies and general administrative practices. This body would be considered a semi-independent board, since it would depend upon the city council or county commission for ultimate policy approval, in addition to approval and allocation of its funds. The board would be an integral part of city or county government or other local entity; and, the park and recreation executive may be directly responsible to the city or county manager, or to the park and recreation board itself. The park and recreation executive should not be
responsible to both. When the operating policy-making body is a citizen board, it should hold regular meetings, duly publicized, with the actions of the board and reports of the administrator officially recorded and available. Board members should be representative of the total community and serve with staggered terms.

*Suggested Evidence of Compliance*: Provide the organizational authority structure chart with a narrative description; show relationship to governing body, approving authority and the department. Distinguish this chart from a staff organization chart. Provide the public authority bylaws or charter.

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**Agencies Evidence of Compliance:**
The City of Farmington operates with a mayor/council form of government. The Mayor and City Councilors serve four years as an elected term; however, the terms are staggered. Districts One and Two elect one cycle, whereas Districts Three, Four, and the Mayor are selected the next election cycle, two years later. The City Manager, the City Clerk, and the City Attorney all serve at the pleasure of the Mayor and City Council. Each Department Head serves at the will of the City Manager, and supervises the various divisions that comprise his/her department. The City of Farmington municipality is also a statutory state, and therefore, in many cases, is subject to the confines of State Statutes.

1.1.1.a City of Farmington Governing Body Rules of Procedure by Resolution 2006-1210 and amended by Resolution NO. 2013-1464
1.1.1.b City of Farmington’s Organizational Chart

**Agency Self Review:** ☒ Met ☐ Not Met

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**1.1.2 Citizen Advisory Boards/Committees**

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

**Commentary:** Advisory boards may serve an entire local governmental area, but also may serve a specific neighborhood, function, activity, center, or a particular site. The board(s) may be appointed by the mayor and the city council and/or the county commissioners, or may be elected. They may have delegated authority to manage their own affairs; however, have no final authority or responsibility for policy or administration. These types of boards are purely advisory to the governing body of the jurisdiction, which appoints them. Such boards may be composed of a relatively large body of representatives from all interested factions of the locality. In addition to those members appointed by officials of the city or county, interested civic groups may select representatives. The advisory board(s) engage the community and serve as advocates for the advancement of programs, facilities, and services.

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

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**Agency Evidence of Compliance:**
The City of Farmington’s Parks, Recreation, and Cultural Affairs department works closely with various foundations and commissions who aide in advising the department and serve as liaisons and advocates for the advancement of programs, facilities, and services within the Parks, Recreation, and Cultural Affairs jurisdiction.
1.1.2.a  List of Staff Citizen Advisory Boards/Committees
1.1.2.b  Meeting agendas and minutes

Agency Self Review: ☒ Met   ☐ Not 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.

Commentary:  The agency should have a clear understanding of how the overall approving authority, chief administrator, and staff relate to one another. Documentation of these roles is often defined through bylaws, memoranda of understandings (MOUs), charters, position descriptions, etc.

Suggested Evidence of Compliance:  Provide the established guidelines outlining the delineation of responsibilities for approving authority, chief administrator, and staff.

Agency Evidence of Compliance:
The Farmington City Code Sec 2-3-35 through 2-3-37 define the roles and responsibilities of the Mayor and Council (Approving Authority), the City Manager (Chief Administrator), and the Director of Parks, Recreation, and Cultural Affairs (“staff”) who implements approved policies and directives at the departmental level.

1.1.13.a  Farmington City Code Section 2-3-35 through 2-3-37
1.1.13.b  Job Description for PRCA Director

Agency Self Review: ☒ Met   ☐ Not Met

1.2  Jurisdiction

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

Commentary:  It is important that the Agency clearly sets forth the description of the geographical boundaries of its jurisdiction both within and outside the corporate limits. A detailed official map depicting the boundaries of the jurisdiction is essential.

Suggested Evidence of Compliance:  Provide a map with geographical boundaries of jurisdiction and service areas, including location of facilities identified.

Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs Department clearly sets forth a description of the geographical boundaries of its jurisdiction.

1.2.a  Map of the City of Farmington’s Parks, Recreation, and Cultural Affairs jurisdiction

Agency Self Review: ☒ Met   ☐ Not Met
1.3  Mission

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

*Commentary:* The agency mission is the purpose or reason for the existence of the agency and establishes the long-term direction for the agency services and activities. It shall reflect the outcomes or impacts that the agency seeks on its constituency. The mission statement shall be reviewed periodically by the public authority and is implemented through making and keeping of policies and achieving stated goals and objectives.

*Suggested Evidence of Compliance:* Provide the established mission statement and evidence of periodic review.

**Agency Evidence of Compliance:**
In 2005, the Parks, Recreation, and Cultural Affairs Department adopted the following Mission Statement: “The City of Farmington Parks, Recreation, and Cultural Affairs Department is dedicated to providing the opportunity for people to play, to laugh, to grow, to learn, and to engage in enriching their quality of life. Our department recognizes the strengths in: Consistency and Fairness; Service and Integrity; and Loyalty and Respect. As the Department of Fun we believe that, ‘Our Work is Your Play’.”

The mission statement is reviewed periodically to ensure that all goals and objectives outlined in the department’s budget preparation process continue to represent the needs of the community and relate to the overall mission of the department. The mission was reviewed in the 2009 Strategic Planning session, but most recently the mission statement was reviewed with the process of developing the master plan, and again during a Leadership Team meeting on June 3, 2014.

1.3.a  Departmental Website  
1.3.b  Evidence of Plaques in all Parks, Recreation, and Cultural Affairs facilities  
1.3.c  Strategic Planning Session 2009  
1.3.d  Leadership Team Meeting Agenda

**Agency Self Review:**  Met   Not 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.

*Commentary:* Establishing and routinely reviewing goals and objectives of the agency and each component helps to ensure direction and unity of purpose and serves as a basis for measuring progress. The goals and objectives shall state outcomes or impacts that the agency seeks to have on its constituency. There shall be an annual review stating the progress made toward the attainment of goals and objectives submitted to the agency's chief administrator and boards.
**Agency Evidence of Compliance:**
The Parks, Recreation, and Cultural Affairs Department routinely establishes goals and objectives to ensure direction and unity of purpose. These goals and objectives are listed in a budget narrative, which is reviewed and updated annually during the budget process. The budget narratives serve as a benchmark for measuring progress of the department.

1.3.1.a Department/Divisional Budget Narratives

**Agency Self Review:** ☒ Met ☐ Not Met

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### 1.3.2 Personnel Involvement

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

**Commentary:** Obtaining the input of personnel has great value in improving the relevancy and coverage of goals and objectives statements; further, it encourages the feeling that employees have contributed to the management and operation of the agency.

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

**Agency Evidence of Compliance:**
The Parks, Recreation, and Cultural Affairs Department holds monthly division head staff meetings. This information is disseminated to all departmental employees. Additionally, the Director holds monthly staff meetings for all full-time employees (FTE) and front-line supervisors. As needed, surveys and pertinent information is shared among staff. This is to ensure that all PRCA personnel shares in improving the direction of the department. All levels of staffing are encouraged to contribute to the successful management of the Parks, Recreation, and Cultural Affairs operation.

1.3.2.a Emails Regarding the Budget Narrative Process
1.3.2.b List of Staff Present at the Master Plan Kick off
1.3.2.c All Staff meeting agendas and sign in sheets
1.3.2.d April 15, 2014 Division Meeting- SWOT Analysis Results
1.3.2.e GreenPlay SWOT Analysis Review-Agenda and Results

**Agency Self Review:** ☒ Met ☐ Not Met

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

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

**Commentary:** The differences between Policies, Rules and regulations, and Operational procedures are often confused. Policies are broad statements set forth by the policy-making approving authority. An established policy is a settled course of action required to be followed by the
chief administrator and staff. Rules and regulations are administrative statements developed by the agency chief administrator and, when appropriate, approved by the board. They are based on the policies and set forth requirements guiding the activity of participants and staff functions. Operational procedures are guidelines, set forth by the administrator and staff to facilitate the implementation of policies, how something is to be done, when, and by whom.

Suggested Evidence of Compliance: Provide documentation establishing how policies, rules and regulations, and operational procedures are developed and implemented.

Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs Department abides by the agency Process for Establishing Policies, Rules and Regulations, and Operational Procedures. That process takes into account that in the municipality, the Mayor and City Council are responsible for adopting all ordinances. Once approved, the ordinances are incorporated into the Farmington Municipal Code with is maintained by the City Clerk. This code governs the City of Farmington’s operations. Furthermore, the City of Farmington has an Administrative Regulation Manual which is established by the City Manager and distributed to all employees. The Administrative Regulations are updated or revised as needed, and are available on the City of Farmington’s intranet. Employees of the City of Farmington also receive the City of Farmington’s Personnel Rules Handbook which contains rules, policies, and procedures that are supplemental to Farmington Municipal Code, and help govern the various departments. Additionally, the Parks, Recreation, and Cultural Affairs department creates and implements policies and regulations based on the City of Farmington’s Administrative Regulations and Personnel Rules Handbook, which are continuously developed and revised to reflect current operational needs.

1.4.a Process for Establishing Policies, Rules and Regulation, and Operational Procedures
1.4.b Farmington City Code (PRCA Admin Front Office)
1.4.c City of Farmington Administrative Regulations (Binder)
1.4.d City of Farmington Personnel Rules (Binder)

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: The agency chief administrator shall prepare a review of policies for the approving authority. Policies may be reviewed in general or with specificity, but in either case, the chief administrator shall recommend to the approving authority the need to continue, change or terminate existing policies. Of course, policy changes can be recommended at any time and do not have to wait for the systematic review.

Suggested Evidence of Compliance: Provide access to the agency policy manual, demonstrate how it is made available, and provide evidence of its review by the approving authority and administrators.
Agency Evidence of Compliance:
While the PRCA department closely adheres to the Administrative Policies and Personnel Procedures approved by the City Manager, each Division of the department has its own Employee Handbook which contains policies, rules, and procedures to be followed by all divisional staff. These policy manuals provide a more “in-depth” explanation of departmental/division expectations, rules, and operational policies. All policy manuals are updated and revised as needed to reflect current operational needs.

1.4.1.a City of Farmington’s Administrative Regulations (Binder)
1.4.1.b City of Farmington’s Financial Regulations (Binder)
1.4.1.c City of Farmington’s Safety Regulations (Binder)
1.4.1.d City of Farmington’s Personnel Policies (Binder)
1.4.1.e PRCA Divisional Employee Handbook

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: Establishing and maintaining effective channels of communication between governmental and non-governmental agencies are essential in improving cooperation through partnerships. Good liaison can result in more productive efforts, including greater cost effectiveness and efficiency, in accomplishing the mission of the agency.

When possible, there shall be park and recreation agency representation on all development and subdivision control committees. This is especially important when the park and recreation service is not a department of local government, but has an independent board or commission. Also, it is particularly important to maintain liaison with regulatory agencies.

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

Agency Evidence of Compliance:
The City of Farmington’s PRCA Department recognizes the strengths in collaborative relationships with counterpart and complimentary agencies to fulfill the recreational and social needs of the department’s jurisdiction. As a result, the PRCA Department Head, the Superintendents, the Division Heads, and many other middle Management Staff at all operational levels act as liaisons to various community organizations and agencies. Operating in coordination the efforts work to maintain effective channels of communication between the agency and local community leaders and partnerships to provide services and programs of joint interest.

1.5.a List of PRCA Employees and liaison related duties
1.5.b Examples of Departmental and Divisional MOUs

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: Long-term agreements with periodic review are preferable to annual agreements, in as much as they permit longer-range program planning. There should be agreements between the park and recreation agency and other city/county agencies, as well as the schools and other public and private agencies.

Suggested Evidence of Compliance: Provide the policies and agreements.

Agency Evidence of Compliance: The Parks, Recreation, and Cultural Affairs Department works with various public entities regarding maintenance of facilities, program operations, land development, finances, etc. In order to permit long-term planning, remain organized, and provide a bench mark for future planning, the department establishes Memoranda of Understanding(s) with other city/county agencies, as well as, schools and other public or private agencies. This operational cooperation and coordination allows the department to maximize resources for the benefit of the citizens of the Four Corners Area.

1.5.1.a Policy for Establishing Memoranda of Understandings
1.5.1.b Examples of Departmental and Divisional MOUs and Intergovernmental Agreements

Agency Self Review: ☒ Met    ☐ Not 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.

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

Precise guidelines should establish the parameters of planning tasks and responsibilities. The planning functions that may be included in the guidelines are: multi-year planning, operations planning, budgeting, personnel allocation alternatives, systems analysis, contingency planning, etc. The functions should include a description of activities (budget development, forms control, grant management, strategic operational planning, traffic analysis, and information management) and how they should be organized or assigned.

The competence of the planning unit's leadership is a major ingredient in a productive and effective planning effort. This competence may be reflected both in academic training and in prior professional experience. The chief administrator should be closely involved in the planning process.

A direct relationship between planning personnel and the chief administrator enhances the ability for the planning personnel to collect data and make recommendations, and the chief administrator's ability to make informed decisions.

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

Agency Evidence of Compliance:
The City of Farmington PRCA planning function is led by the Director, Landscape Architect and consultants. The Director and Landscape Architect responsibilities can be reviewed in the job descriptions. Consultants for planning are determined using the “Request for Proposals” purchasing process. Job descriptions and RFP for Master Plan are available on site.

2.1.a PRCA Director Job Description
2.1.b Landscape Architect Job Description and Resume
2.1.c RFP for Professional Services from Green Play LLC

Agency Self Review: ☒ Met  ☐ Not 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.

**Commentary:** Agency personnel shall be involved with the community planning process through participation on local planning committees.

**Suggested Evidence of Compliance:** Define the role, personnel and documentation of involvement (i.e., minutes, agenda, cooperative agreements, etc.).

**Agency Evidence of Compliance:**
The Parks, Recreation, and Cultural Affairs Department is actively involved with the various city departments and city agencies in their projects, policies, and procedures that may impact the City’s parks and recreation services. This reduces the possibility of errors in the coordination of PRCA projects with other department’s activities.

The department is active with several local planning agencies such as: Convention and Visitors Bureau (CVB), Metropolitan Redevelopment Authority (MRA), Farmington Municipal Schools (FMS), and San Juan College (SJC). See matrix for roles and responsibilities.

- 2.2.a Matrix of Roles and Responsibilities
- 2.2.b Parks Commission sample meeting minutes & agenda
- 2.2.c Convention and Visitors Bureau agenda and minutes
- 2.2.d MRA sample meeting minutes & agenda
- 2.2.e Planning and Zoning Commission sample meeting minutes & agenda
- 2.2.f Farmington School District Memorandum of Understanding for Ball Fields Use and Maintenance for Mesa View, Piedra Vista, and Regents

**Agency Self Review:** Met □ Not 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.

**Commentary:** The agency should be engaged with regional, state, federal and non-governmental groups to ensure the coordination of planning efforts that affect the delivery of parks and recreation services within the jurisdiction. Involvement in these efforts should highlight the complementary nature of the services and minimize duplication.

**Suggested Evidence of Compliance:** Define the role of agency personnel and documentation of involvement (minutes, agendas, cooperative agreements) in state federal and non-governmental agencies planning.
Agency Evidence of Compliance:  
The Parks, Recreation, and Cultural Affairs Department works cooperatively with various regional, state, federal, and non-profit organizations to, plan, coordinate, and carry out efforts that directly affect services within the Farmington (and surrounding) area, i.e. Metropolitan Planning Organization (MPO), San Juan County, Keep New Mexico Beautiful (KNB), the Bureau of Land Management (BLM), and San Juan Regional Medical Center (SJRMC). See matrix for roles and responsibilities.

2.3.a Matrix of Roles and Responsibilities
2.3.b MPO’S sample agenda & minutes
2.3.c River Reach Foundation sample agenda and meeting minutes
2.3.d Contract with San Juan County and San Juan Soil and Water Conservation District for Russian Olive and Salt Cedar Initiative

Agency Self Review: ☒ Met  ☐ Not 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.

Commentary: The Agency shall have a multiyear plan, which includes: goals and operational objectives, anticipated workload and population trends, anticipated personnel levels, and anticipated capital improvements and equipment needs. The planning process and its "end product" are essential to effective agency management. The agency shall have a clear written articulation of goals and objectives and a plan for achieving them. The plan shall cover successive years beyond the current budget year and shall contain provisions for updating regularly.

The plan shall reflect transportation patterns, population profiles, demand projections, private facilities, and socioeconomic factors, aligned and impacted agencies, organizations, and groups, and many other variables.

Suggested Evidence of Compliance: Provide the current plan, with date of official approval; describe linkage to the agency's capital improvement budget and a phased development.

Agency Evidence of Compliance:  
The PRCA has followed the Parks and Recreation Chapter of the 2001 Comprehensive Plan for the past 13 years. In December of 2012, the Director of 31 years retired and the new Director, hired in March of 2013 was given the task of updating the Comprehensive Plan, creating a more specific path for the department. As a result, the PRCA Director worked with GreenPLay to develop a new Master Plan that will be an amendment to the COF Comprehensive. This plan is under review with an expected approval date of July 2014. The plan was developed with community participation through focus groups, community meetings, surveys, statistical valid surveys, on-line conversations, and past plans that impacted PRCA. Demographics, competition, partnerships, needs assessment, future considerations, and other variables were analyzed to develop recommendations for the next 5-7 years.
The plan is used to guide and direct operations and planning for the department for several years.

2.4.a Chapter 9 Parks and Recreation 2001 Comprehensive Plan
2.4.b 2014 Master Plan
2.4.c Resolution by Council for adoption

**Agency Self Review:** ☑ Met ☐ Not Met

### 2.4.1 Trends Analysis

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

**Commentary:** It is essential that park and recreation agencies keep abreast of local, regional, state, national, and world societal trends to keep dynamic in serving their constituencies. The analysis of trends over time may include impact of demographic changes, lifestyle and employment practices, complimentary recreation providers, medical advancements, etc., to inform the strategic thinking processes for the agencies’ comprehensive plan.

**Suggested Evidence of Compliance:** Provide the trends analysis documentation.

**Agency Evidence of Compliance:**
The PRCA department uses a variety of means to keep abreast of trends in the industry. PRCA aligns closely with partner agencies as demonstrated in 1.5 Agency Relationships. As part of the Comprehensive Plan process trends for population, socio economic, size of household, age and ethnicity are reviewed. In addition, staff reads periodicals such as Parks and Rec business magazine, NRPA, and Trendscan to keep well-informed.

Changes that have been made due to trend analysis are reaching out to the special needs community, increasing teen programming, and taking a greater role in developing community events such as the Turkey Trot, Boo Palooza, and the Reindeer Romp.

2.4.1.a Parks, Recreation and Cultural Affairs Survey 2014
2.4.1.b Copies of Trendscan
2.4.1.c Gateways Program Guide highlighting additions based on trend analysis

**Agency Self Review:** ☑ Met ☐ Not 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.

**Commentary:** A community assessment is a description of a community and its people. The purpose is to identify the needs of a community in order to provide services appropriate to those needs. Data collection should identify needs and priorities in support of planning decisions. It should take into account the cultural, economic and physical conditions that make up the community.

**Suggested Evidence of Compliance:** Provide the latest community assessment and an indication of its use in park and recreation agency planning.
Agency Evidence of Compliance:
The Farmington PRCA contracted with Green Play LLC as part of the comprehensive plan development in late 2013 and 2014 to provide a community assessment. The survey is statistically valid with a 4.8% margin of error with a high confidence level.

The community feedback came through focus groups, community meetings, mail out surveys, on-line surveys, and web conversations. The report was completed in April of 2014. The results were summarized and presented in the Report of Findings, which was presented to community members on several occasions.

Information from this feedback is used to develop the Comprehensive Plan recommendations.

Key elements were to continue to develop the river trail, connect trails, and update current maintenance and infrastructure.

2.4.2.a Farmington Parks, Recreation and Cultural Affairs Survey 2014
2.4.2.b Report of Findings (PDF)

Agency Self Review: ☑ Met □ Not Met

2.4.3 Community Inventory

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

Commentary: The inventory should include programs, services, parcel locators, park names, facilities and specific components (ball fields, playgrounds, pools, centers, etc.) of the system-wide parks and recreation infrastructure and land holdings for all properties and facilities owned and/or managed by the agency. This inventory should also include alternative providers such as schools, other governmental agencies, for-profit and not-for-profit providers, as it is critical for the park and recreation agency to understand where there are overlapping areas, facilities, programs and services or gaps in such. The inventory may be complimented by the use of GIS.

Suggested Evidence of Compliance: Provide an inventory of programs and services and the physical resources of the community, demonstrating how the agency utilizes this information in the planning process.

Agency Evidence of Compliance:
During the PRCA Master Plan process a detailed inventory of PRCA facilities and programs was compiled; a list of local competitors was included. The park inventory and competition comparison provide guidance to the department by reducing duplicate efforts in the community for recreation and leisure services. In addition, a comprehensive look at level of service was compiled during the master plan process which indicates service levels in the community.

This information was used to develop and prioritize the recommendations in the PRCA Master Plan.

2.4.3.a PRCA Inventory
2.4.3.b Competitor Analysis
2.4.3.c Level of service
2.4.3.d 2014 Master Plan
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.

Commentary: A needs index often is considered a survey of citizen attitudes and opinions on what recreational activities they desire; however, it really is much more and involves consideration of the basic needs of the people of the community, where such are not being fulfilled, and how parks and recreation can contribute toward human development.

Suggested Evidence of Compliance: Provide the needs index within the comprehensive plan.

Agency Evidence of Compliance:
As part of the Farmington Parks, Recreation and Cultural Affairs Survey 2014, the community was asked what needs were being met and what opportunities should the COF pursue for leisure activities. Needs were presented on pages 22, 24, 26, 28-43 along with future considerations to the COF.

These needs were considered in the development of the Master Plan recommendations.

2.4.4.a Farmington Parks, Recreation and Cultural Affairs Survey 2014 (Tab pages noted above)

Agency Self Review: Met  □ Not Met

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

Commentary: Feasibility studies should also include market analysis, cost benefit analysis, site analysis, and external impact analysis.

Suggested Evidence of Compliance: Provide examples of recent feasibility studies.

Agency Evidence of Compliance:
Feasibility studies conducted by the PRCA Department include market analysis, cost benefit analysis, site analysis, and external impact analysis. Examples include the maintenance takeover of Greenwood Cemetery, moving Piñon Hills Golf course from an enterprise account to the general fund, and the moving of the Animal Control Officer/Ranger positions over from the animal shelter to the Police Department.

The PRCA Department’s Landscape Architect has prepared designs and cost studies options for a community garden at the Farmington Boys and Girls Club and an outdoor nature explore classroom in association with E3 Children’s Museum to determine the feasibility of the proposed designs for the site.

2.5.a Cost Study for PRCA to take over maintenance of Greenwood Cemetery.
2.5.b City Council resolution for Piñon Hills Golf Course transfer to General Fund
2.5.c City Council resolution for movement of Animal Control Officers/Rangers over to the Police Department
2.5.d Farmington Boys and Girls Club community garden plan and estimate
2.5.e E3 Children’s Museum outdoor nature explore classroom plan and estimate

Agency Self Review: ☒ Met ☐ Not 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.

**Commentary:** Strategic planning is vital to high performing organizations and involves large scale input (organizational and community) to identify and come to agreement on vision, mission, and values that support and guide the systems, structures, and strategies as a framework for organizational progress to achieve results. Strategic plans are devised using trends analysis, needs assessment, and organizational and community input. The goals and objects of the plan shall be measurable to demonstrate progress and results. The strategic plan shall support the priorities and initiatives of the whole organization.

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

Agency Evidence of Compliance:
As outlined in the director's job description as an essential duty to "provide leadership and direction in the development of short and long range plans;..." a short term strategic plan was developed as a bridge until the Master Plan can be updated and completed. The elements of the current strategic plan reach back to the Jan 23, 2009 Strategic Plan which is aligned to Chapter 9 Parks and Recreation of the COF comprehensive plan adopted 2001. Also elements of the plan were derived as a change management tool for the organization. The updated PRCA Master Plan will be the driving force for future strategic plans.

2.6.a Chapter 9 Parks and Recreation Annex of the 2001 Comprehensive Plan
2.6.b Strategic Planning Session (Plan) 2009
2.6.c PRCA Director job description
2.6.d Strategic Plan 2013-14

Agency Self Review: ☒ Met ☐ Not 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.

**Commentary:** The site plans should relate to a specific park site or special use area, delineating areas of activity, circulation patterns, building locations, parking areas and other components of overall development. The plan may include cost estimates for long-range operations. Site plans are not necessarily required for all areas or land holdings within the agency’s
jurisdiction, but should be developed for those areas being actively maintained (or managed) by the agency or being planned for utilization.

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

### Agency Evidence of Compliance:
The Planning Division of the PRCA Department manages the plans for existing and future park projects and facilities. Master plans for plans for parks and park facilities are also managed by the Planning Division. These plans may be represented as preliminary or working drawing documents. Architectural working drawings prepared by outside architectural consultants are also housed within the Planning Division office.

2.7.a Bluff Shadow Lake Park  
2.7.b Sycamore Park Community Center and Park  
2.7.c Milagro Park  
2.7.d Stillwater Park  
2.7.e Farmington Museum at Gateway Park Expansion  
2.7.f Farmington Regional Animal Shelter

**Agency Self Review:** ☑ Met ☐ Not 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.

**Commentary:** The historical, cultural and natural resource management plan(s) should be an integral part of the planning process. This should include an inventory of historical, cultural and natural resources and recommendations for how these will be managed. These resources may be addressed as part of the agency’s comprehensive plan.

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

**Agency Evidence of Compliance:**
The historical, cultural, and natural resource management plan should be an integral part of the planning process. This should include an inventory of historical, cultural, and natural resources and recommendations for how these will be managed. These resources may be addressed as part of the agency’s comprehensive plan.

2.8.a Farmington’s Historical, Cultural and Natural Resources Management Plan

**Agency Self Review:** ☑ Met ☐ Not Met
2.9 Community Involvement

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

Commentary: Agencies should develop a systematic process to include the entire community in the planning process. It is critical that the diversity of individuals comprising the community (i.e., all cultures, ages, and abilities) are provided opportunities for input.

Suggested Evidence of Compliance: Describe how the interests (community organizations and individuals) representing the diversity of the community were involved.

Agency Evidence of Compliance:
As part of the Master Plan process the PRCA used focus groups, individual meetings, mail out surveys, on-line surveys, web based communications, and daily interactions to gather data.

Ongoing involvement includes regular updates to various community groups such as Riverreach, Anasazi, FABC, FCAT and monthly interaction with formal groups like the Animal Advisory Commission and the Parks and Recreation Advisory Commission.

2.9.a Public Input Summary and sign in sheets
2.9.b Schedule for GreenPlay focus groups and public forums with sign in sheets
2.9.c Mind Mixer Results and minutes
2.9.d On line survey

Agency Self Review: ☒ Met   ☐ Not Met
FARMINGTON, NEW MEXICO
Parks, Recreation, & Cultural Affairs

ORGANIZATION
AND ADMINISTRATION
SECTION III
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.

**Commentary:** An agency's structure shall reflect its purpose, its methods of operation in relation to its resources, and its relationship to the community. The organizational structure shall be established so that the alignment of responsibility and delegation of authority is clearly understood to enable an agency to carry out its goals.

**Suggested Evidence of Compliance:** Provide the agency’s organizational structure (i.e., organizational chart) showing interrelationships.

**Agency Evidence of Compliance:**

City of Farmington’s Department of Parks, Recreation, and Cultural Affairs departmental relationships are reflected in an official City of Farmington Organization Chart. Moreover, to meet the needs of the citizens of Farmington and the surrounding areas, the Department is divided into eleven (11) Divisions.

The 3 divisions and 4 individuals that report directly to the PRCA Director are the Animal Shelter, the Golf Courses, the Civic Center, the Landscape Architect, the Public Relations Specialist, and two (2) Superintendents. The Parks Superintendent oversees Parks Operations, including 10 districts, each supervised by a Parks Foreman. The Recreation Superintendent oversees four (4) Recreation Divisions, including Aquatics, Recreation Center/Sports Complex, Bonnie Dallas Senior Center, and two (2) Community Centers. The Museum Director oversees the entire Museum System and the Farmington Indian Center.

3.1.a City of Farmington and PRCA Organizational Chart (Website, File)

**Agency Self Review:** Met [ ] Not 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.

**Commentary:** In support of the agency’s mission, each organizational component should be guided by the purpose. The purpose statement should guide the work of agency staff with responsibility in the respective component.

**Suggested Evidence of Compliance:** Provide the purpose statements and indicate how they are made available to personnel.
Agency Evidence of Compliance:
Individual responsibilities are aligned by Division; each Division with a purpose statement. The purpose of each organizational component is described in the FY14 Program Budget.

3.1.1.a Purpose Statements for each COFPRCA Facility from the Final Program Budget FY14

Agency Self Review: ☒ Met ☐ Not Met

3.2 Administrative Policies and Procedures ★
Standard: There shall be policies and procedures, encompassing administrative aspects of the organization.

Commentary: These policies may be included in the agency policy manual. Whether a component of the policy manual or managed separately, the material shall be organized in manner allowing personnel easy access. This may be accomplished through the development of an administrative manual, comprising the policies and procedures, covering various topical components such as personnel, maintenance and operations, risk management, human resources, and financial procedures. Each employee shall have access to the section(s) applicable to their position responsibility. The policies and procedures shall be reviewed on an annual basis and revised as needed.

Suggested Evidence of Compliance: Provide the administrative policies and procedures and demonstrate how this information is made available to personnel.

Agency Evidence of Compliance:
The City of Farmington’s Parks, Recreation, and Cultural Affairs Department follows policies and procedures determined by the City of Farmington for Human Resources, Personnel, Payroll, Insurance and Benefits, and Safety. These policies and procedures can be found by all Agency Employees on the City of Farmington Intranet under Human Resources. The Agency also follows the City of Farmington’s policies and procedures for Finance, Purchasing, and the Warehouse. These policies and procedures can be found by all Agency Employees on the City of Farmington Intranet under Admin Services.

The Division specific policies and procedures Manuals for Aquatics, Pinon Hills Golf Courses, Sycamore Park Community Center, Bonnie Dallas Senior Center, and Maintenance Operations can be found at each related Division facility.


3.2.a COF Intranet > Human Resources for Personnel, Payroll, Insurance and Benefits, and Safety; COF Intranet > Admin Services for Finance, Purchasing, and the Warehouse
3.2.b Policy and procedures manuals for Aquatics, Pinon Hills Golf Courses, Sycamore Park Community Center, Bonnie Dallas Senior Center, and Maintenance Operations.
3.2.c Policy and Operations Manual for Risk Management can be found in Chapter 9.1.2.

Agency Self Review: ☒ Met ☐ Not Met
3.2.1 Administrative Offices

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

**Commentary:** The administrative offices should be accessible to the public. There should be functional meeting rooms for use by both professional staff and volunteers. There should be adequate office space for personnel with functional workspace, storage facilities, and filing cabinets. There should be an accessible resource library for staff use and research. In smaller agencies, particularly, these administrative office functions might be in conjunction with other departments of the governing body.

**Suggested Evidence of Compliance:** Provide documentation that describes the types of office space and administrative equipment used by the agency.

**Agency Evidence of Compliance:**
City of Farmington’s Parks, Recreation, and Cultural Affairs has one administrative office facility at 901 Fairgrounds Rd. The building is approximately 2,640 square feet. This facility is open to the public Monday – Friday, from 7:00 a.m. – 5:00 p.m.

The administrative office facility has 7 office spaces, including one conference room available for meetings, trainings, and planning sessions. The facility has storage, filing, and reception space. There is a small space in the Parks Maintenance building that is utilized as an overflow storage area that contains alternative equipment and supplies.

Each desk and workspace has a computer with storage, filing area, telephone and shelving units. The Landscape Architect office contains a 36 inch color plotter and an architect desk with drawing area. The Marketing/Public Relations office contains a 44 inch-high resolution photo printer, 33 inch laminator, and industrial size cutter. The Administrative offices contain a letter/legal sized high resolution color printer for all office personnel access, fax machine, radio system for parks personnel communication. The space just outside of the Administrative offices contains a large combination color copy/scanner/collator machine.

3.2.1.a Agency floor plan

**Agency Self Review:** ☑ Met   ☐ Not Met

3.2.2 Support Services

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

**Commentary:** Sufficient and appropriately skilled clerical and administrative staff should be provided. Adequate support services, equipment, and materials, such as computers and copiers, resource literature, and AV equipment, should be provided. Current technology, where appropriate and feasible, should be utilized to effectively perform functions.

**Suggested Evidence of Compliance:** Provide a listing of support staff and services.
Agency Evidence of Compliance:
The City of Farmington’s Parks, Recreation, and Cultural Affairs Department (COFPRCA) utilizes the City of Farmington’s Administrative Services Department, which provides support services from the divisions of Finance, Purchasing, and the Warehouse; the Human Resources Department; the Legal Department; and the Information Technology Department. Point of contact personnel is listed under each intranet department posting, and on each department web page.

Department of Parks, Recreation, and Cultural Affairs Administration Staff
The Agency provides for three (3) administrative aide positions. Duties include clerical, secretarial, and administrative support for execution of Department policies and procedures, including the coordination tasks of a Clean and Beautiful Specialist.

Department of Administrative Services:
- **Finance** provides services including accounting and financial reporting, accounts payable, accounts receivable, banking services, budget compliance, cash receipts, debt management, funds management, grant administration, investment management, lodgers tax, management of fixed assets, special assessments, & utility accounting.
- **Purchasing** functions as the Central buying agency for the City of Farmington.
- **Warehouse** provides and stocks high demand material and supply inventories, maintains the city’s fuel stations, and administers the city’s surplus and online auction.

Department of Human Resources
The Human Resources Department is comprised of the Insurance/Benefits, Payroll, Personnel, and Safety Divisions. This Department also serves to assist in resolving employee grievances.

Legal Department
The City Attorney’s Office handles a broad range of legal matters including prosecution of misdemeanor offenses, representation of the City of Farmington in civil lawsuits, providing legal opinions and/or legal research to City administrators or elected officials, contract review, and processes liability claims against, and on behalf of, the City of Farmington.

Information Technology
The Information Technology Department provides a helpdesk for COFPRCA employees to get technical and application support in order to expedite their job responsibilities. Other support services include radio and telecommunications, city wide network maintenance, internal City of Farmington Intranet, desktop PC installation, GIS, and data security systems.

3.2.2.a Finance, Purchasing, and Warehouse support items and support contact phone numbers are available to all City of Farmington Employees by way of the COF Intranet. [http://intranet/intra_admservices.html](http://intranet/intra_admservices.html).
3.2.2.b All Human Resource services, point of contact support contact information, and job descriptions are available at COF Intranet. [http://intranet/intra_humanresources.html](http://intranet/intra_humanresources.html)
3.2.2.c Information Technology training classes are accessible and available for registration by any City of Farmington Employees at [http://192.168.8.52/](http://192.168.8.52/) (City Intranet).
3.2.2.d Included is a list of all computers and software utilized by the Agency. It can be requested by any City of Farmington Employees by emailing helpdesk@fmtn.org.

Agency Self Review: ☑ Met ☐ Not Met
3.3 Communication System★

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

*Commentary:* An internal communications component within the agency includes “upward” and “downward” communication. This would include unit newsletters and other briefs and how they are disseminated.

An external communications component includes formal communications to higher levels of government, counterpart agencies, news media, and members of the public. Timely communications with external departments of government and outside agencies are crucial to success in cooperative efforts in meeting the needs of the community. Good communications with the appropriate news media are essential.

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

**Agency Evidence of Compliance:**
The City of Farmington’s Parks, Recreation, and Cultural Affairs (COFPRCA) Department Marketing Specialist has the responsibility of conveying information upward and downward on a regular basis. The Marketing Specialist understands the importance of providing internal and external notification and information about the services, programs, facilities, and activities of the Department.

Various systems and processes are used within COFPRCA for different levels of communication. A matrix displaying the general marketing reach for external and internal information has been created. All actual printed materials and email notices are available on the City of Farmington Server.

3.3.a External/Internal Marketing Communication Matrix

**Agency Self Review:** ☑ Met ☐ Not 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.

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

The person or persons responsible for the public information, community relations and marketing functions shall periodically submit a report to the agency’s chief administrator. The report shall include, at a minimum, the following elements: a description of current opportunities/problems/needs voiced by the community that have a bearing on park and recreation activities within the community; and a statement of recommended actions. The process shall be evaluated annually, at a minimum, for effectiveness.
Suggested Evidence of Compliance: Provide the established process and examples of implementation.

Agency Evidence of Compliance:
Through a mix of public information, community relations, and marketing, a connected and stronger community is built through communication. Our goal is to share information, build relationships, and increase public awareness for our activities, programs, and safe facilities. A PIPP (Public Information Process Policy) Guide, which includes Community Relations and Marketing ideas, has been put into place as a model to improve on what works the best.

3.4.a PIPP (Public Information Process Policy) Guide
3.4.b Secret shopper program files
3.4.c Community Survey with 2013 results
3.4.d Master Plan Community Survey 2014 with results

Agency Self Review: ☒ Met ☐ Not 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.

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

The agency's written statement should address how the agency will handle potential situations in which the news media is interested in Agency operations, as well as situations where the Agency wishes to generate media interest.

Suggested Evidence of Compliance: Provide the written statement.

Agency Evidence of Compliance:
The City of Farmington follows the American Freedom of Information Act (FOIA) and as parent agency to Parks, Recreation, and Cultural Affairs is committed to and actively pursues the federal freedom of information law that allows for the full or partial disclosure of previously unreleased information and documents controlled by the United States government. The Act defines agency records subject to disclosure, outlines mandatory disclosure procedures and grants nine exemptions to the statute.

The goal and objective of the Marketing Division is to increase visibility and establish consistent branding of department services, classes, events, attendance, generate revenue, and form partnerships beneficial to the Agency. It is the responsibility of the Marketing Division to communicate and market all available programming in order for the citizens of Farmington, NM to fully access and utilize the programs, and leisure facilities that are currently available.

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The agency’s Marketing Specialist works closely with all members of the COFPRCA Department to implement and maintain a regular and active flow of information to the community. Unscheduled media inquiries are routed through the COFPRCA Marketing Specialist as the first point of contact with responsibility for coordination and handling all inquiries. The final point of contact for information flow concerning the agency will be routed to Farmington’s Park Recreation, and Cultural Affairs Director.

Inquiries involving the City of Farmington Agency Departments, besides COFPRCA, will be routed to City of Farmington’s Government Relations Director/Downtown Coordinator.

Request for Public Information to inspect public records may be submitted orally or in writing during a regular business hours to the City Clerk, as the custodian of City records.

**Agency Self Review:** □ Met □ Not 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.

**Commentary:** The agency should have a point of control for information dissemination to the community and the media. In large jurisdictions where media contacts are frequent a full-time public information officer may be needed to coordinate activities; however, where the community served is small and media contacts infrequent, the assignment of the function to an individual as a part-time responsibility may suffice. While it is recognized that each employee has the responsibility for promoting community relations, the intent of the standard is to establish the authority and responsibility for developing and coordinating the agency's community relations function in an identifiable position. The person in the position should either be or have direct access to the chief administrator.

**Suggested Evidence of Compliance:** Provide the position description that reflects responsibilities for such functions.

**Agency Evidence of Compliance:**
City of Farmington’s Parks, Recreation, and Cultural Affairs (COFPRCA) administrative staff includes a Public Relations and Marketing Specialist. The Public Relations and Marketing Specialist disseminates public information to internal/external audiences and takes on the responsibility of Community Relations. The Public Relations and Marketing Specialist also has responsibility of general marketing and advertising.

This administrative position reports directly to the COFPRCA Director. The Public Relations and Marketing Specialist manages all public information and media relations and, working in conjunction with staff at all levels of the organization, supports the community relations and marketing efforts of the organization. The Public Relations and Marketing Specialist writes, manages, and sends all Media Releases to ensure timely media public notifications and gain news coverage with the goal of improving community awareness and involvement. Through these efforts and responsibility for the facilitation of Department special events, the Public Relations and Marketing Specialist supports the multi-layered efforts of the organization in the areas of community relations and marketing.
Public Relations and Marketing Specialist oversees the preparation and production of all Department print materials, including flyers, posters, brochures, advertising the tri-annual Gateways Program Guide.

3.4.1.1.a Public Relations and Marketing Specialist job description in the file, or can be made available by contacting the City of Farmington’s Human Resources Department.

Agency Self Review: ☒ Met  ☐ Not Met

### 3.4.2 Community Relations Plan

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

**Commentary:** The community relations plan focuses on identifying and addressing community needs of all segments of its service population. An agency should make use of the many community organizations that exist in its jurisdiction and establish relationships with them. The park and recreation agency should play an active role in organizing community groups where they do not exist. By establishing such links with the community, the park and recreation agency learns of issues, needs, and opportunities and responds to them before they become problems.

A well-organized community relations effort can act as an effective means of eliciting public support and can serve to identify problems in the making.

The community relations plan usually provides for the following: establishing contact with formal community organizations and other community groups; developing community relations policies for the agency; identifying training needs through interviews with community representatives; and establishing community groups.

**Suggested Evidence of Compliance:** Provide the community relations plan.

**Agency Evidence of Compliance:**

The City of Farmington’s Parks, Recreation, and Cultural Affairs (COFPRCA) encourages involvements and places value on building relationships with the community by serving on formal community organizations and other community groups.

A community relations plan has been developed to define relations policies, goals, strategies, and defines an action plan over a five year period, to be reviewed and updated every year.

In order to identify and satisfy training needs for the community, COFPRCA has established COFPRCA Master Plan with the assistance of GreenPlay LLC. Survey results have been compiled and the data will be reviewed and acted upon.

While there is established community group involvement, the Community Relations Plan will define, recommend, and establish new avenues of communication with the community. New emerging technologies will be explored, and an action plan will be put in place.

3.4.2.a Community Public Relations Plan for COFPRCA
3.4.2.b First draft of Key Issues Matrix with supporting COFPRCA Master Plan Findings Presentation
3.4.2.c External/Internal Marketing Communication Matrix
3.4.3 Marketing Plan

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

Commentary: Effective market research, planning, product development, strategies and objectives for delivering demand-driven, high quality programs and services contribute to successful park and recreation operations. Marketing is a process for accomplishing agency mission and objectives by developing, pricing, making accessible, and providing accurate and timely information about recreational opportunities that satisfy the wants/desires of target markets. Larger park and recreation agencies should designate a person or staff unit with the primary responsibility for development, implementation and evaluation of marketing strategies and tactics. In addition, the complexities of marketing and related research functions require that all agency staff be appropriately educated about marketing and its application across functions.

All park and recreation agencies perform certain marketing functions; the scope of their work however, depends on their size and mandate. Among the functions are user inquiry, development of an agency marketing philosophy and marketing plan, and development of operational procedures and policy guidelines to implement that philosophy.

The marketing plan should be based on marketing research. An agency should perform market research (i.e., needs assessment, trends analysis, etc.) to determine community program needs/demands, develop user-profiles and identify potential target markets for the agency. Analytical reports should be provided to appropriate organizational units.

An annual evaluation of the marketing functions should include the following items: type of activity, location, time, date, objectives achieved, and actual costs. The position accountable for the marketing of the agency should perform evaluations comparing the plans and the results of activities and meet regularly with operating units of the agency, neighborhood associations and other business/community groups to assess program needs and evaluate current programs. Marketing strategies should be evaluated against marketing objectives.

Suggested Evidence of Compliance: Provide the plan and latest evaluation.

Agency Evidence of Compliance:
A Marketing Plan has been created and serves as a dynamic guideline of strategies and objectives for the City of Farmington’s Parks, Recreation, and Cultural Affairs Department (COFPRCA). This strategic document outlines the trend analysis, user profiles, and market analysis needed in order to communicate and market all available programming in for the citizens of Farmington, NM to fully access and utilize the programs and leisure facilities that are available.

The development of a written Marketing Plan represents the completion of strategy, tactics, and target expectations, including a 5 year projection plan matrix, for tracking market analysis. The Marketing Plan and matrix is designed as a tool that allows anyone in the Marketing Division to successfully define objectives, actions, and establish a timeline for accomplishment.
The Marketing Plan includes reference to marketing research targeting appropriate user profiles from COFPRCA Master Plan development, data collected from PatronMail, CivicPlus hosted website, Facebook social media marketing analytics, and Farmington, NM Census 2010 Demographics/Statistics/Facts for the development of targeting the appropriate audiences for the Marketing Division for COFPRCA.

3.4.3.a 2014 Marketing Plan
3.4.3.b 2014 Annual Evaluation Matrix for Market Analysis

Agency Self Review:☒ Met ☐ Not Met

3.4.3.1 Marketing Position Responsibility

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

**Commentary:** If possible, marketing functions should be the responsibility of a permanent position of the agency. This person works closely with all agency units in developing, coordinating, and implementing the agency marketing plan. In smaller agencies, this may be one of several responsibilities of a single position.

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

Agency Evidence of Compliance:
The duties and responsibilities of Farmington’s Parks, Recreation, and Cultural Affairs (COFPRCA) Public and Marketing Specialist position includes supporting “planning, developing, and implementing marketing strategies. Additionally, responsibilities include supporting public information and media relations.

The expectations of the COFPRCA Public Relations and Marketing Specialist are prioritized, and include various responsibilities and allocated for planning, developing, and implementing public information, media relations, publication, printed materials, special events, and marketing strategies.

COFPRCA Public Relations and Marketing Specialist provides valuable marketing input and interfaces with various staff members, specifically Division Heads within COFPRCA department for:
- Department wide efforts with various formal marketing committees at the center or district level
- External based marketing efforts for specific programs/activities
- Department community wide special events
- Regional events for facilities including groundbreakings, ribbon cuttings, and dedications

3.4.3.1.a Included is the Marketing Specialist Job Description and is also accessible from the Human Resources Department

Agency Self Review:☒ Met ☐ Not 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.

Commentary: The management information system shall provide reliable information to be used in management decision-making. This is important in predicting workload, determining manpower and other resource needs, and in preparing budgets. Examples of data sources are program attendance, equipment and material inventories, work orders, budget administration records.

The administrative reporting system shall provide management information on the activities of the agency. Properly designed administrative reports will reflect comparative data and trends on activities. An administrative reporting system is effective in ensuring communications throughout the chain of command. An appropriate information system shall include at least financial, personnel, and program records; property inventories; legal documents; and accident report.

A monthly report shall provide heads of organizational components an opportunity to account for the activities in their units. Administrative matters may be discussed in the report, and comparative data on activities of the previous month, same month in the previous year, and year-to-date are valuable sources of management information. The monthly report may also permit the heads of organizational units to identify the objectives of their units for the next month.

The annual report may be a summary of the monthly reports. The report, which may be in a digital format, shall provide comparative data and statistics and account for the activities of the agency.

Suggested Evidence of Compliance: Describe and provide examples of use of the management information system, such as recent statistical and data summaries.

Agency Evidence of Compliance:
The City of Farmington Parks, Recreation, and Cultural Affairs (COFPRCA) Department uses the AS400 and Sungard/Naviline systems for budgeting and resource allocation. These systems run parallel with one another throughout the City of Farmington; the AS400 system allows a database look/approach whereas the Sungard/Naviline system provides an overlapping windows look/approach.

- Both of these systems run parallel and can generate statistical reports on a daily, monthly, annual, or year-to-date basis for department review. Data is collected by the Administrative Services Department, Finance Division, then submitted to City Hall for review.
- AS400/Sungard systems track revenues collected, expenses incurred, and allows for monitoring the department's annual budget. AS400 will generate financial reports by individual line item or account numbers, and the Sungard system will generate departmental data.
- Invoices are entered into the AS400/Sungard system, where they are submitted to the Administrative Services Department’s Finance Division. Data gets processed and passed to the Accounting Division, where payment is generated.
- Orders placed at the City of Farmington’s Administrative Services Department, Warehouse Division, must be entered through the AS400 System only. Those orders are tracked via account number, and can be tracked for budget and report purposes.
Vermont Systems application, RecTrac, is the class registration and facility reservations system used by COFPRCA Department. Easy access for the public is achieved by posting a “registration” link on each webpage. Facebook pages, emails, and electronic publications also have a direct link to RecTrac. Printed materials display a web page “redirect” to each division webpage that prominently displays the “registration” link. Statistical reports, such as general ledger, rosters, and credit card or cash reports, can be generated on a daily, monthly or annual basis for department review.

Evidence of Compliance
3.5.a Sample Report of Activity Items from RecTrac
3.5.b Sample AS400 detail YTD budget report for Account number 3550
3.5.c Sample Sunguard/Naviline YTD budget report for COFPRCA Department

Agency Self Review: ☒ Met ☐ Not Met

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

Commentary: With increasing availability of technology systems providing a myriad of functions an agency should be researching and applying such resources as it deems appropriate. Examples could include but are not limited to office systems, records management and sharing systems, lighting and irrigation systems, work orders and work assignment applications, financial systems, course programming software, etc.

Suggested Evidence of Compliance: Provide a list of systems currently in use by the agency and any evidence of research regarding future systems uses.

Agency Evidence of Compliance:
The City of Farmington’s Parks, Recreation, and Cultural Affairs uses several application systems to afford the department an efficient operation.

1. Microsoft Office 7.0 packages include Word, Excel, & PowerPoint.
2. Adobe Creative Suite 5.0 for graphics is installed on the two Marketing Division computer systems which include InDesign, Illustrator, Photoshop, Adobe Acrobat Reader, Adobe Acrobat Pro. COFPRCA is exploring the advantages of accessing these applications directly from the “cloud” off the web.
3. Google Chrome is the 3rd party web application used throughout the City of Farmington for email and file share.
4. Vermont Systems, RecTrac is used for program class registration, attendance and statistical reports
5. Patron Technologies, PatronMail web service for email delivery
6. AS400 is used to track revenues, expenses incurred, budget monitoring, and work order management (general finance information)
7. Sunguard/Naviline is a parallel system to the AS400 which utilizes a windows look and provides a more graphic interface, offering the same capability as AS400
8. Executime is used for payroll processing and employee time keeping (Agency is exploring advantages of thumb reader application for use with this application).
9. Ozmac is used to program park watering and lighting schedule, (Agency is exploring the advantages of updating this application to a web based program)
10. **Smart cell phones** are offered to select staff, such as COFPRCA Division Heads, that enable text, email, and web access.
11. **Hand held radios** are used for special event communication

**Agency Self Review:** ☒ Met ☐ Not Met

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### 3.6 Records Management Policy and Procedure

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

**Commentary:** The records management function is important to the effective delivery of park and recreation services and may be available in a centralized location. Those records that are basic to meeting the management, operational, and information needs of the agency should be included. Records management should be consistent with legal requirements.

**Suggested Evidence of Compliance:** Provide the records management policy and procedures.

**Agency Evidence of Compliance:**
In accordance with Section 2-3-98 of the Farmington City Code, the City Clerk is designated as the custodian of all City records and routinely assists City departments in the archival, retention, and destruction of City records. These records are kept and maintained in accordance with the rules and regulations outlined in the New Mexico Administrative Code (NMAC) (as published by the State Archives Division) and City Administrative Regulation No. A-87-4. NMAC provides the policy for determining the length of time that each record must be retained.

Through the use of a computer program in the AS400 system, City departments send records to Archives for storage. Once per year (in July), the Archivist initiates a destruction cycle to destroy those records that have been retained in accordance with NMAC. No record is destroyed with proper review and approval by the City Clerk and the respective Department Head.

Pursuant to Administrative Regulation No. A-87-4, the Parks, Recreation, and Cultural Affairs Department has designated an administrative staff member as their Records Officer. This position is responsible for ensuring that the records in the Parks, Recreation and Cultural Affairs Division are properly retained.

3.6.a City of Farmington’s (COF) Administrative Regulation Governing Retention and Destruction of City Records regulation, A-87-4
3.6.b NMAC Policy and Procedures, Chapter 19. The file is also accessible to all COF employees on the COF Intranet, under City Clerk, State Retention Schedule.
3.6.c COF document of instructions for the archival process. This document lives in the COFPRCA Employee Handbook and is available to all COFPRCA department members.

**Agency Self Review:** ☒ Met ☐ Not Met
3.6.1 Records Disaster Mitigation and Recovery

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

Commentary: Agencies may potentially incur disasters such as office floods, fires, and major weather disasters. In addition, many records are filed electronically, which open them up to electrical and erasure disasters. An agency should have a plan and procedures for protecting its records, storing them and recovering critical information after a disaster, no matter the level.

Suggested Evidence of Compliance: Provide the Records Disaster Mitigation and Recovery plan and procedures.

Agency Evidence of Compliance:
The City of Farmington’s Information Technology Department (COFIT) denotes each area of City of Farmington (COF) files, forms, documents, and where each section will get filed, stored, and archived. Their manual reflects policies and procedures for control, maintenance, and retention of records. This includes local and remote storage for all data, procedure for disaster recovery files, and facility emergency evacuation files.

This function is executed by the COF Information Technology Department.

3.6.1.a Records Disaster Recovery and Mitigation from COFIT Department Policy plan and Procedures

Agency Self Review: ❌ Met   ☐ Not Met
4.0 HUMAN RESOURCES

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


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

Commentary: The personnel practices shall include procedures for selection, hiring, and dismissal; retirement, hospitalization, leaves, vacation, other benefits, and increment policy; salary schedule; incentive system; and staff development program. The personnel policies and procedures manual shall be available to each employee, as appropriate to the position held.

Suggested Evidence of Compliance: Provide the personnel policies and procedures manual and the date of latest review.

Agency Evidence of Compliance:
All full time employees hired for the Parks, Recreation, and Cultural Department are given a copy of the Employee Handbook during orientation. The City of Farmington’s Employee Handbook is reviewed by the Human Resource Director and staff annually to make sure it is current and all current regulations are being met.

4.1.a City of Farmington Employee Handbook
4.1.b Letter of review from HR Director

Agency Self Review: ☑ Met ☐ Not Met

4.1.1 Code of Ethics ★

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

Commentary: Professional integrity is the cornerstone of credibility. Personnel shall have a clear understanding of ethical responsibility involving issues as related to the park and recreation system, business dealings with other entities, interrelationships with other organizations and agencies, and interactions with participants.

Suggested Evidence of Compliance: Provide the Code of Ethics.

Agency Evidence of Compliance:
As team members of the Department of Parks, Recreation, and Cultural Affairs, we will make daily professional decisions which support the mission and vision of our Department and of our Division. In doing so we are guided by the PRCA Code of Ethics, which is displayed on our website, in each PRCA facility, and in all marketing endeavors.
4.1.1.a PRCA Code of Ethics

Agency Self Review: ✓ Met  ☐ Not Met

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4.1.2 Recruitment Process

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

**Commentary:** A written statement should initiate the formal recruitment process. Administration of the process should be the responsibility of one identifiable position. The recruitment process should be based upon an established recruitment plan with specific goals and measurable objectives that are evaluated annually.

Recruitment activities will be enhanced by cooperative arrangement with a personnel agency, if any and with community organizations and key leaders. Recruiters should be sent on-site to educational institutions and community service organizations. An extension of recruitment is establishing a park and recreation student intern recruitment process.

It is understood that in certain cases an agency is required to handle its personnel through a state or local civil service merit system, and is, therefore, linked to that system in the recruitment of its park and recreation personnel. Agencies are obligated to comply with all applicable statutes and policy statements.

**Suggested Evidence of Compliance:** Provide the recruitment procedures.

**Agency Evidence of Compliance:**
The Department of Parks, Recreation, and Cultural Affairs adheres to the recruitment process as stipulated in the City of Farmington’s Employee Handbook.

4.1.2.a Section 21-5-1 of City of Farmington Employee Handbook, Recruitment and Application Process

Agency Self Review: ✓ Met  ☐ Not Met

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4.1.3 Equal Opportunity Employment and Workforce Diversity ★

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

**Commentary:** The policy shall assure equal opportunities for employment, promotion, and equity in employment working conditions. The agency shall have an established diversity program that creates and sustains a respectful and culturally responsive workforce. The agency must comply with the American Disabilities Act.

**Suggested Evidence of Compliance:** Provide the equal opportunity and workforce diversity policy and show evidence of implementation of the policy.
Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following equal employment opportunity and work force diversity policy as stipulated in the City of Farmington’s Employee Handbook.

4.1.3.a Section 21-1-7 of City of Farmington Employee Handbook, Equal Employment Opportunity and Affirmative Action
4.1.3.b Copies of Harassment Trainings (discriminatory trainings) and a memo from HR describing the areas of advertisement when a position is posted regionally

Agency Self Review: ☑ Met ☐ Not Met

4.1.4 Selection Process
Standard: There should be comprehensive procedures for the process of hiring personnel.

Commentary: Comprehensive procedures are essential for the proper administration, use, and defensibility of the selection process. The procedures describe the order of events in the selection process. The procedures may deal solely with the selection process or may be incorporated in a larger personnel management or general policy and procedure manual. The procedures should include, at the least, information about the purpose, development, validity, utility, fairness, adverse impact, administration, scoring, and interpretation of all elements used in the selection process. The park and recreation agency may rely upon a state or local civil service commission, employment agency, or other public or private external organization to administer or provide one or more elements of the selection process.

Where a centralized personnel agency exists, the responsibilities retained by the park and recreation agency shall be specified. The park and recreation agency should retain specific prerogatives concerning the selection process that will allow the agency to obtain qualified candidates for its positions. Identification of the specific needs of the Agency, determination of skills and the personal attributes required for positions and the selection of personnel on these bases are examples of responsibilities that should be retained by the park and recreation chief administrator. The agency also should have a role in the development of the measurement instruments that are used in determining the skills and attributes of applicants for positions.

Suggested Evidence of Compliance: Provide selection process procedures and evidence that procedures are being followed.

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following selection process as stipulated in the City of Farmington’s Employee Handbook.

4.1.4.a Administrative Regulation 94.2
4.1.4.b Examples of a full-time and temporary employee selection and hiring process.

Agency Self Review: ☑ Met ☐ Not 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.

Commentary: The background investigation is a very useful and relevant component of the selection process. Investigators must use all data available on the candidate to assess his or her suitability for employment. It is more reliable to conduct the inquiry in person, though telephone and mail inquiries are appropriate in cases of criminal history and driving records. Background investigations are generally listed among the final stages in the selection process only to suggest that this is when they should be completed; they are likely to have commenced much earlier. There is a need for special sensitivity to any possible child-abuse record. Background investigation procedures should be in the personnel manual.

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

Agency Evidence of Compliance:
The City of Farmington’s Human Resource department works closely with the department of Parks, Recreation, and Cultural Affairs to hire individuals who meet the minimum qualifications of the posted job description. One area that is extensively review is the background investigation conducted on candidates that receive a conditional offer from the department. The background check includes, but it not limited to: work history, DWI charges, drug abuse, child abuse, domestic violence charges, sex offender, social security number verification, and driving records.

4.1.5.a City of Farmington Background Investigation Procedures

Agency Self Review: ☒ Met ☐ Not Met

4.1.6 Employee Benefits

Standard: There should be an established employee benefits plan.

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

Suggested Evidence of Compliance: Provide the employee benefits plan.

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs honors Employee Benefits pursuant to Article 8 in the City of Farmington’s Employee Handbook, as well as, Administrative Regulations 10-1 and 05-3. These benefits are administered through the Human Resources department. Upon receiving a confirmed offer of employment from the City of Farmington’s Human Resource department, new hires are required to attend a two-day orientation. During this orientation employee
benefits are fully discussed. Additionally, all City of Farmington employees receive annual updates on health insurance. All other related benefits are updated as necessary.

4.1.6.a Employee 1 page Summary of COF Benefit Package  
4.1.6.b Article 8 Leaves and Benefits  
4.1.6.c Administrative Regulation 05-3  
4.1.6.d Administrative Regulation 10-1  
4.1.6.e Employee Coverage Cost  
4.1.6.f Summary of Benefits  
4.1.6.g Benefit Summary: Dental  
4.1.6.h Benefit Summary: Vision

**Agency Self Review:** ☑ Met  ☐ Not Met

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**4.1.7 Supervision**

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

**Commentary:** Supervision should be an on-going and systematic process and not just available when a problem occurs. Effort should be made toward establishing the supervisory process as one of helpfulness for the well-being of the individual and agency, and not just overseeing. Supervision can be one of the most important self-development programs available to the employees.

**Suggested Evidence of Compliance:** Provide a narrative of the systematic process for supervising personnel.

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**Agency Evidence of Compliance:**

In an effort to have an on-going, systematic process for supervising, the Parks, Recreation, and Cultural Affairs Department assures full participation in Supervisory Training offered by the City of Farmington’s Human Resource Department. All front line supervisors have the opportunity to attend the LEAD training. Additionally, supervisory skills are discussed in annual performance reviews and are documented in the employee’s personnel file.

Furthermore, to ensure adequate supervision of all staff members, a chain of command approach is used. The department is divided into two (2) sections: Parks Operations and Recreation. Each Section is managed by a Superintendent who supervises departmental middle management/supervisory positions. These Superintendents report directly to the Director of the department. Employees who hold clerical, technical, labor, and skilled positions are supervised by middle management/supervisory positions.

In conclusion, to further provide a systematic and ongoing training of the department, the PRCA Director holds weekly meetings (on Tuesdays) with the department’s Superintendents and his direct reports to ensure that confidential matters can be discussed, that departmental planning takes place, and that communication is open. Moreover, the Director holds monthly meetings (on Thursdays) with the department’s Superintendents and Division Heads (middle management/supervisory positions) to update everyone on departmental policies, activities, special events and programs, budgetary information, supervisory policies and procedures or rules and regulations etc.
Superintendent’s also hold monthly meetings with their sections regarding personnel, special events, safety, etc. Finally, the director holds monthly all staff meetings for all PRCA Full-Time Employees and all Full-Time Temporary staff members.

4.1.7.a LEAD Flyer and staff attendance

Agency Self Review: ☑ Met  ☐ Not 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.

Commentary: The compensation plan should include entry-level compensation for the agency; compensation differential within position; compensation differential between positions; compensation levels for those with special skills, if any; salary augmentation; compensatory time policy; and overtime policy. The compensation plan for an agency should take into account agency employment standards, agency skill needs, and compensation levels offered by other local employers. The compensation plan should be based on the agency's position classifications and provide for differentiation between positions, uniform percentage increases between classes and positions, and room within the ranges for recognition of superior performance.

Suggested Evidence of Compliance: Provide the compensation plan and evidence of its annual review.

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following Pay Regulations established in the City of Farmington Employee Handbook, and honors the Pay Plan established and set forth by the governing entity.

4.1.8.a Section 21-2-1 through Section 21-4-4 of City of Farmington Employee Handbook
4.1.8.b City of Farmington Pay Plan, with memo from HR Director stating implementation date and review

Agency Self Review: ☑ Met  ☐ Not Met

4.1.9 Performance Evaluation

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

Commentary: Such personnel evaluation should be utilized for the development and improved quality of the individual's performance on the job, as well as a basis for promotion, monetary increments, and dismissal. Evaluation should be a continuing process of, which the annual review is a summary. Evaluation should involve a face-to-face analysis of performance, dealing objectively with facts and job-related personality factors. Evaluation instruments should be utilized in addition to evaluation interviews and general comments. Although evaluation is a day-by-day process, there should be periodic specific reviews with the
employee, including at the end of the probationary period, at the end of a specific assignment, and annually. An employee's record should include a written annual evaluation.

Tasks of the position, as set forth in the job description, form the basis for the description of what work is to be performed and thus evaluated. Criteria used to define the quality of work should be descriptive, measurable, and allow a characterization regarding how the work is performed. The supervisor of employees is the person most familiar with their performance and able, therefore, to evaluate performance most accurately. This responsibility should not be delegated. In cases where an employee is supervised by more than one supervisor during a reporting period, the current supervisor should confer with the other supervisor(s).

A performance evaluation system should include the participation of the employee in the process. This should contribute to the fairness and objectivity of the system. As a full participant in the evaluation process, it is important that the employee be given a copy of the performance evaluation report, as well as, a copy be place in the employee's personnel file.

Each evaluation report of an employee's performance should be read and understood by the employee. The signature should indicate only that the employee has read the report and should not imply agreement or disagreement with the content. If the employee refuses to sign, the supervisor should so note and record the reason or reasons, if given.

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

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following Performance Evaluation Criteria as stipulated in the City of Farmington’s Employee Handbook.

4.1.9.a Administrative Regulation 90-4
4.1.9.b Section 21-5-6 of the City of Farmington Employee Handbook, Performance Evaluations
4.1.9.c Examples of Performance Evaluations
4.1.9.d Training on Employee Evaluations and Goal Setting

Agency Self Review: ☑ Met ☐ Not 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.

Commentary: The park and recreation agency may rely upon a state or local civil service commission, or other public or private external organization to administer one or more elements of the process in accordance with legal, professional, and administrative requirements. Where a centralized personnel agency exists, the statement should govern the responsibilities retained by the park and recreation agency's chief administrator for the promotion of personnel. The agency should have a role in the development of the measurement instruments that are used in determining the skills, knowledge, and abilities of employees for positions.
The statement should describe all elements used in the promotional process and may be incorporated within a comprehensive personnel management or general policy and procedures manual.

Suggested Evidence of Compliance: Provide the statement, and indicate how it has been communicated to employees.

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following Promotional Criteria as stipulation in the City of Farmington’s Employee Handbook, Section 21-6-1. All full-time City of Farmington Employees sign stating they’ve received and read a copy of the Employee Handbook.

4.1.10.a Section 21-6-1 of the City of Farmington Employee Handbook, Promotions

Agency Self Review: ☒ Met  ☐ Not Met

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

Commentary: The system should specify the conduct expected of employees, and particularly identify prohibited employee behavior. This system should include, but not be limited to: (1) compliance with agency statements; (2) unbecoming conduct; (3) appropriate appearance; (4) use of alcohol and drugs; (5) acceptance of gratuities, bribes, or rewards; (6) abuse of authority; and (7) proper care and maintenance of equipment. Prohibitions should be specific, whereas approved behavior may be stated in general terms (e.g., courtesy, punctuality). In addition to providing a copy of the code of conduct and performance to each employee, this should be a topic included in all levels of training and repeated at intervals to emphasize its importance.

The components of the disciplinary system should identify the methods to be applied to individual conduct in the interest of discipline. The system should be based on fairness to the employee, the agency and the community for which it serves. Disciplinary action steps may be defined in collective bargaining agreements, if applicable.

Suggested Evidence of Compliance: Provide the code of conduct and performance and the policies and procedures that guide the disciplinary system, and how this information is communicated and made accessible to employees. Copies of the disciplinary action steps should be included in collective bargaining agreements, if applicable.

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following Disciplinary system set forth by the City of Farmington’s Employee Handbook.

4.1.11.a Section 21-7-1 through Section 21-7-12 of the City of Farmington Employee Handbook, Discipline

Agency Self Review: ☒ Met  ☐ Not Met
4.1.12 Grievance Procedures

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

Commentary: The procedures shall identify matters that are grievable; establish time limitations for filing or presenting the grievance; establish procedural steps and time limitations at each step in the grievance procedure; and establish criteria for employee representation. Formal grievance procedures should be written in clear, concise terms. If grievance procedures are part of a collective bargaining agreement, such agreement must be used.

A grievance usually contains the following information: a written statement of the grievance and the facts upon, which it is based; a written allegation of the specific wrongful act and harm done; and a written statement of the remedy or adjustment sought. These three principal elements of a grievance may be included in one written statement. A form may be designed for this purpose to include spaces for noting significant times, dates, and actions taken relative to the grievance. Grievance procedures are outlined in most collective bargaining agreements.

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

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following Grievance Procedures set forth by the City of Farmington’s Employee Handbook.

4.1.12.a Section 21-10-1 through Section 21-10-5 of the City of Farmington Employee Handbook, Grievance Procedures

Agency Self Review: ☑ Met ☐ Not Met

4.1.13 Termination and End of Employment

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

Commentary: Agencies should be prepared for instances of termination and end of employment with policies and procedures outlining the process.

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

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs adheres to the following system established for termination and end of employment set forth by the City of Farmington’s Employee Handbook, as well as, Administrative Regulation 99-10.

4.1.13.a Section 21-7-7 of the City of Farmington Employee Handbook, Termination and End of Employment Procedures
4.1.13.b Administrative Regulation 99-10
4.1.13.c HR Process for Resignation and Retirement

Agency Self Review: ☑ Met  ☐ Not Met

4.2 Staff Qualifications ★
Standard: The agency shall employ professional staff qualified to develop and operate programs and services.

Commentary: Competent professional staff shall be employed to carry out the program in accord with the goals and objectives. Type of staff needed to carry out specific program elements and services shall be concisely identified in the budgeting process. Each individual employed shall be delegated authority commensurate with the assigned tasks. Staff shall be qualified for the positions as provided in the job descriptions. Professional park and recreation personnel shall have certification and/or educational training appropriate to the position. Staff in certain positions should carry the appropriate certifications.

Suggested Evidence of Compliance: List professional staff with the responsibilities and qualifications to carry out such duties.

Agency Evidence of Compliance:
The Department of Parks, Recreation, and Cultural Affairs employs professional staff to carry out and operate programs and services offered to the public. A list of those qualifications and necessary certifications are present in the job descriptions.

4.2.a Staff Job Descriptions
4.2.b Staff Resumes

Agency Self Review: ☑ Met  ☐ Not 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.

Commentary: A variety of valid and useful methods are available for conducting a job analysis and establishing job descriptions. A job description should include both the position description (title, line of authority, scope and range of authority; duties, functions, responsibilities; and amount and kind of supervision exercised and received) and job qualifications (education, certification or registration, experience, competencies, special skills, etc.). Some agencies within civil service systems are obligated to use the job analysis and job descriptions established by that system.
Suggested Evidence of Compliance: Provide a job description for a full-time, part-time, temporary and internship position, if applicable, and an example of a job analysis.

Agency Evidence of Compliance:
The City of Farmington’s Human Resource Department currently classifies all job descriptions using a job analysis system. All job descriptions indicate essential duties of the position, non-essential duties of the position, qualifications for the position, tools and equipment used in the position, physical demands of the position, and pertinent information regarding the work environment.

4.3.a Example of City of Farmington Full-Time Regular Employee Job Description
4.3.b Example of City of Farmington Part-Time Employee Job Description
4.3.c Example of City of Farmington Seasonal Employee Job Description
4.3.d Example of Job Analysis, with Completed Job Description

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: The administrative or executive function is accomplished by the chief administrator employed by the approving authority to be responsible for the operation of the agency. The chief administrator shall be employed full-time, year-round, and be qualified by experience and education in park, recreation, or related disciplines.

Evidence of "professionally qualified" include holding the Certified Park and Recreation Professional (CPRP) certification, having a degree in parks and recreation or related field, or five years professional experience in parks and recreation commensurate with the position qualifications and involvement in professional park and recreation organizations. All criteria are highly desirable.

The chief administrator shall help the approving authority to become familiar not only with the individual responsibilities of the approving authority members, but also with general operation of the agency. The chief administrator shall keep the approving authority, staff, and community informed of public policy issues that affects the community.

A system shall be established to ensure that leadership is available when the agency's chief administrator is incapacitated, off duty, out of town, or otherwise unable to act.

Suggested Evidence of Compliance: Provide the chief administrator position description and the name and professional qualifications of the current agency chief administrator.

Agency Evidence of Compliance:
The department of Parks, Recreation and Cultural Affairs is directed by Cory Styron. Cory holds a Masters in Business Administration (MBA) as well as being credentialed as a Certified Park and Recreation Professional (CPRP) and is responsible for management, direction, and control of the
operations and administration of the Parks and Recreation Department. Cory has over 20 years of experience in the Parks and Recreation Field and has held the position of Director since March of 2013.

4.4.a Job Description for the PRCA Director
4.4.b Resume for PRCA Director

Agency Self Review: ☒ Met ☐ Not Met

4.5 Physical Examination

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

Commentary: Certain positions may, because of the physical job requirements, involve a pre-employment physical as a condition of appointment. Some agencies within civil service systems are obligated to follow the physical examination policy established by that system.

Suggested Evidence of Compliance: Provide the physical examination policy and evidence of compliance.

Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs Department adheres to the following Physical Examination policy outlined in the City of Farmington’s Employee Handbook.

4.5.a Section 21-5-8 of the City of Farmington’s Employee Handbook, Physical Examination
4.5.b Copy of completed redacted medical exam

Agency Self Review: ☒ Met ☐ Not Met

4.5.1 Workforce Health and Wellness

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

Commentary: Park and recreation agencies are often the model for healthy and active lifestyles. As such, park and recreation agencies should provide opportunities that improve the health and wellness of its employees. Such opportunities do not necessarily have to be conducted by the agency, but may utilize community resources.

Suggested Evidence of Compliance: Provide evidence of the agency’s health and wellness program and employee participation.

Agency Evidence of Compliance:
The department of Parks, Recreation, and Cultural Affairs believes in employee health and wellness. Several opportunities are presented throughout the year for employees to participate and learn about a healthy and active lifestyle. Some of the programs offered are:
   “Step out and Get Fit,” a program geared to bring people to the parks and walk for fitness.
   “Employee Health Fair,” a program that provides free flu shots, health screenings, health information, and health demonstrations to the employees.
The “Full Engagement Training (FET),” offered by San Juan Regional Medical Center. This program focuses people on being health physically, emotionally, mentally, and being able to lead a healthy lifestyle.

In January 2012, the City of Farmington announced that 2012 would be the year of Wellness for all COF Employees. Since 2012, the City of Farmington has established a Health and Wellness program for the employees, the PRCA department takes advantage of all Wellness activities offered.

4.5.1.a Step out and Get fit program
4.5.1.b Employee Health Fair Literature
4.5.1.c Full Engagement Training Literature
4.5.1.d Wellness Information

Agency Self Review: ☑ Met  ☐ Not Met

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**4.6 Orientation Program**

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

**Commentary:** An orientation program of the agency should include (1) philosophy, goals, and objectives; (2) the history and development of the agency; and (3) pertinent sociological and environmental factors of the community and specific neighborhood in which the individual is to serve. Full-time staff may be provided a more in-depth orientation than part-time staff.

**Suggested Evidence of Compliance:** Provide outline of orientation program.

**Agency Evidence of Compliance:**

Each staff member hired into the department of Parks, Recreation, and Cultural Affairs participates in a New Employee Orientation that is schedule and presented by the City of Farmington’s Human Resource Department. Additionally, all new employees spend a minimum of two (2) days being oriented to the specific divisions’ policy and procedure handbook. All full-time employees, their Supervisor, the Employee Benefits Orientation Leader, and the HR Business Partner sign off on the orientation checklist.

4.6.a City of Farmington’s New Employee Orientation Itinerary

Agency Self Review: ☑ Met  ☐ Not Met

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**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.

**Commentary:** The nature of the training function will be based on the size of the agency, with larger agencies having a specific training component and smaller agencies relying on training provided by other agencies as required.

The training component should facilitate the development of agency training programs; notifying personnel of available and/or required training; maintaining training records;
assuring that required training programs are attended; implementing and coordinating training programs; selecting instructors; and evaluating training programs.

*Suggested Evidence of Compliance*: Provide evidence of the in-service training function and an outline of the training programs offered.

**Agency Evidence of Compliance:**
Due to the diversity and complexity of the department, each division of the Parks, Recreation, and Cultural Affairs Department is responsible for conducting in-service trainings that are pertinent to the operations of the facility. These in-services are conducted at the convenience of the division head and their staff, and are documented in employee files. The Department head reviews the trainings as needed.

In addition to divisional in-service trainings, the PRCA department meets monthly to discuss departmental updates. A component of these meetings is a 15-20 minute in-service training on policies and procedures of the department, as well as the City.

Finally the City of Farmington’s Safety division requires yearly safety trainings in areas such as Global Harmonization, Person Protective Equipment (PPE), Hearing Conservation, Trip/Fall Hazards, Incident Reporting, Confined Space Training, etc. Employees register for these classes via the City of Farmington Intranet. Attendance is taken at all classes and records are maintained through the Safety Division.

4.6.1.a Examples of Divisional In-Service Training Agenda and Attendance
4.6.1.b Departmental In-Service Training Agenda and Attendance
4.6.1.c COF Safety Training Course Completion

**Agency Self Review:** ☑ Met ☐ Not 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.

**Commentary:** Employee development is a structured process that is utilized by an agency to provide opportunities for individual growth and development at all levels. The employee development program should foster the improvement of personal skills, knowledge, and abilities of personnel in order to successfully meet agency tasks and employee advancement requirements. The program ensures all employees equal access to training and development opportunities. The aim of employee development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. The agency may utilize the career development program to further the professional growth and capabilities of the employee's present and/or future job role within the agency. Leadership development programs should support current leaders and provide an avenue for growth of new leaders to address future organizational needs. The employee development program should include availability of periodicals, books, and other resource materials; attendance at conferences and workshops; staff seminars and study groups; in-service education program of a specific sequence and content; encouragement of correspondence courses and academic
work; visitation to other programs; relevant certifications; and/or utilize a mentorship program.

**Suggested Evidence of Compliance:** Provide examples of how the agency supports employee development.

**Agency Evidence of Compliance:**
The Department of Parks, Recreation, and Cultural Affairs works to provide opportunities for individual growth and development at all levels of the organization. Each member of the department has the opportunity to participate in programs that foster the improvement of interpersonal skills, career development, and leadership skills. Programs such as NRPA, NMRPA, Executive Development School, Revenue and Management School, Customer Service Programs, Skill Path Seminars, and Fred Prior Seminars are all promoted and attendance is encouraged. Additionally, the City of Farmington offers a tuition reimbursement program for employees with a desire for continuing their college education. Finally, the department budgets for the purchasing of a variety of educational periodicals, books, and resource materials. The department also budgets for members of the PRCA to maintain and continue certifications, even when they are not a job requirement but just serve as a justification to the status of the elite programs the department provides the community.

4.6.2.a Examples of staff training
4.6.2.b City of Farmington’s Tuition Reimbursement Policy
4.6.2.c City of Farmington’s Travel Policy and Guidelines
4.6.2.d Example Periodicals, Pamphlets, and Training Materials

**Agency Self Review:** ☑ Met ☐ Not 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.

**Commentary:** Every organization has a unique population of employees that often reflects the age and life cycle of the organization. Over time, employees reach retirement age and vacate positions. Often, the retiring employees are in leadership positions or possess institutional knowledge critical to organizational sustainability. Organizations should be aware of the age demographics of their employee workforce and plan for their inevitable departure. Planning should involve employee development, leadership training, knowledge transfer and possible reorganization to ensure continuity of services.

**Suggested Evidence of Compliance:** Provide the agency’s succession plan.

**Agency Evidence of Compliance:**
As longevity has ruled the department of Parks, Recreation, and Cultural Affairs, succession planning became increasingly more important. The Director of the department takes every opportunity to review the structure and stability of each division. Since the department utilizes seasonal work labor, job positions can be reviewed annually and positions may be created, changed, or removed based on productivity. To support the idea of succession planning, members are
encourage to be cross trained and familiar with other job duties, making transitions seamless for the department in the event of a lost staff member.

4.6.3.a PRCA Succession Planning Process
4.6.3.b PRCA Critical Positions Analysis

Agency Self Review: ☒ Met  ☐ Not Met

### 4.6.4 Professional Organization Membership

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

*Commentary:* "Active" means more than holding membership. It includes attendance at meetings, presentations, committee work, elected and appointed positions, participation in educational opportunities, etc.

*Suggested Evidence of Compliance:* Provide a list of professional personnel and the professional organization(s) in which they are a member; indicate nature of participation.

#### Agency Evidence of Compliance:

All individuals of the department of the Parks, Recreation, and Cultural Affairs department are encouraged to be active members of the professional organizations of which they hold memberships. The department covers the costs for memberships as they apply to job duties and specialized job classifications. As the budget allows, staff members are sent to conferences and educational trainings, and are encouraged to hold elected and/or appointed positions.

4.6.4.a PRCA Staff Memberships

Agency Self Review: ☒ Met  ☐ Not Met

### 4.7 Volunteer Management

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

*Commentary:* Park and recreation agencies rely heavily on the contribution of volunteers. As such, the agency should have a comprehensive Volunteer Management Manual that includes policies and procedures related to the management of volunteers.


#### Agency Evidence of Compliance:

It is the policy of the City of Farmington’s Department of Parks, Recreation, and Cultural Affairs to consider candidates for volunteer service based on qualifications for specific volunteer jobs within the divisions of the department without regard to race, color, religion, sex, national origin, age, disability, or any other legally protected status.

Completion of the Parks, Recreation, and Cultural Affairs Volunteer Candidate Information and background check form is required before applicants can be considered for volunteer service.
Candidates who are authorized for volunteer service through the background check process will be photographed and issued a photo identification badge.

The first contact with the Parks, Recreation, and Cultural Affairs Department is through the Administration staff members who collect volunteer applications for PRCA divisions based on volunteers choice and division needs. Applications can also be submitted to divisions. The volunteer applications are submitted to Human Resources for background checks. Divisions should also screen applications and give careful consideration to experience, skill, aptitude, reliability, and character of applicants. Those who coordinate volunteers at each division make the final decision regarding volunteer assignments after the background check is cleared by Human Resources.

4.7.a PRCA Volunteer Manual

Agency Self Review: ✗ Met   □ Not Met

4.7.1 Utilization of Volunteers

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

Commentary: Agency volunteers should be used for functions such as program leadership, fundraising and fiscal management, public relations and promotion, clerical services, advisory councils, program/service support, etc. Volunteer positions carrying higher levels of responsibility should be supported by the agency volunteer position descriptions.

Suggested Evidence of Compliance: Provide list of functions in which agency volunteers are utilized, the extent of such utilization, and examples of volunteer position descriptions.

Agency Evidence of Compliance:
Volunteers are recruited through marketing for specific agency needs. Volunteers receive a written position description and volunteer management manual outlining the policies and procedures of the Parks, Recreation, and Cultural Affairs Department. The position description includes a description of the qualifications and responsibilities of the position, a designated support person, and work site. Every effort is made to place volunteers in an assignment matching their abilities and interests.

COF PRCA Volunteers are used for functions such as boards, commissions, and committees which help promote citizen involvement fostering quality of life. The PRCA Divisions have over 107 volunteer positions available and will develop a position if needed when someone applies with a talent or skill that needs a new job description developed.

4.7.1.a Example PRCA Volunteer Opportunities, Job Descriptions, and Job Requirements
4.7.1.b Example PRCA Volunteer Service Descriptions

Agency Self Review: ✗ Met   □ Not 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.

Commentary: As part of the selection process, background investigations are highly desired for all volunteers who work routinely with vulnerable populations, especially youth, senior adults, and persons with disabilities.

In certain circumstances, training specific to the volunteer’s area of responsibility is strongly recommended, especially for volunteers who work routinely with vulnerable populations, such as youth, senior adults, and persons with disabilities (i.e., youth coaches, senior center volunteers, and rehabilitation center volunteers).

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

Agency Evidence of Compliance:

COF PRCA Volunteers are recruited via the COF website, division newsletters, media releases, kiosk at the mall, Facebook, San Juan College Volunteer Program and by word of mouth from other satisfied volunteers. We also have a program guide for PRCA (Gateways) which encourages volunteerism.

Volunteers are screened by the PRCA Department Volunteer Coordinator and processed through Human Resources with a background check that matches the position and responsibility in that job description. The volunteer will receive a badge and report to the Coordinator at the division or divisions where they will work and given a complete orientation pertaining to policies and procedures. Then they are scheduled for training for that position and will work along with another staff person until they are comfortable with the responsibilities that position holds. Each volunteer will receive their first evaluation 90 days from their start date. Volunteers can ask to be removed from one position and try another if there is an opening.

The Division Coordinator strives to find the right fit for the person, therefore enabling the department to have an excellent retention program. All Volunteers who move or leave the program are asked to participate in an exit interview to provide feedback on the program and their position.

4.7.2.a Copy of Website (Volunteer Recruitment)
4.7.2.b Copy of Gateways (Program Guide)
4.7.2.c Application Process
4.7.2.d Volunteer Applications
4.7.2.e Volunteer Program Manual

Agency Self Review: ☑ Met ☐ Not Met
4.7.3 Supervision and Evaluation

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

Commentary: Supervision and evaluation of volunteers is important to ensure adequate training is provided and to verify satisfactory conduct and performance. The degree to which the agency supervises and evaluates volunteers may vary depending on the role of the volunteers (i.e., one-time volunteer assisting with a park cleanup vs. a repeat volunteer assisting with a rehabilitation program).

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

Agency Evidence of Compliance:

COF PRCA Volunteers are supervised primarily by the Division Coordinator. If a volunteer works at more than one location they will report to the Volunteer Coordinator at that facility. Volunteers who have concerns can also work directly with the Department Volunteer Coordinator or Human Resources.

The Coordinator at the division or divisions where the volunteers will work is responsible for all training, monitoring, and evaluations. Volunteers are required to read the PRCA Volunteer Manual before their Orientation and Training session.

Each volunteer will receive their first evaluation 90 days from their start date. These evaluations are used to assess the volunteers’ progress and satisfaction. Also to identify any further training needed. These progress reports are communicated to the Department Volunteer Coordinator. Volunteers can ask to be removed from one position and try another if there is an opening. The Division Coordinator strives to find the right fit for the person and therefore we have excellent retention.

4.7.3.a Sample of a Volunteer 90 day Evaluation
4.7.3.b Sample of a Volunteer Record Checklist

Agency Self Review: Met □ Not Met

4.7.4 Recognition

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

Commentary: Volunteers provide their time and energy to assist an agency without expectation of monetary benefit. Thus, officially recognizing the agency’s appreciation for volunteers is meaningful and appreciated by volunteers. Recognition may take many forms, depending on the nature of the volunteer roles, from a simple thank-you letter posted on the agency website to an individual certificate of appreciation, to personal recognition at a banquet, etc.

Suggested Evidence of Compliance: Provide description of the nature of recognitions given, including any awards and public recognition.
Agency Evidence of Compliance:
COF PRCA Volunteer Recognition events are conducted by both divisions, and San Juan College Volunteer Center. The college recognizes Volunteers of the Year and also groups. Some divisions do one large annual award ceremony and then one small appreciation event in the summer months. Beginning in 2015 the City of Farmington will host a city wide event under the Mayors’ directive. Volunteers receive certificates of service as well as pins which note hours and years served by some divisions.

4.7.4.a Museum and San Juan College Main Event Recognition
4.7.4.b PRCA Divisional Recognition Process
4.7.4.c Volunteer Manual (file)
4.7.4.d Volunteer Data base for PRCA and short report of hours

Agency Self Review: ☒ Met ☐ Not Met

4.7.5 Liability Coverage
Standard: Agency volunteers should be covered for negligence liability by the agency.

Commentary: Individuals representing the agency in any official capacity, such as volunteers, should be provided appropriate negligence liability insurance.

Suggested Evidence of Compliance: Provide documentation indicating coverage.

Agency Evidence of Compliance:
The City of Farmington operates under a self-insurance for General Liability. Volunteers are covered if they are in their scope of duties for negligence

4.7.5.a Certificate of Liability

Agency Self Review: ☒ Met ☐ Not Met

4.8 Consultants and Contract Employees
Standard: The agency should have policies and procedures regarding the use of consultants and contract employees.

Commentary: Consultants and contract employees may be utilized by the agency for specialized functions. These may be officially contracted for a fee or their services may not involve a fee. This may include consultants on human development, management, finance, landscape design, facility construction, etc.

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

Agency Evidence of Compliance:
From time to time the PRCA department needs experience that is outside of the scope of employee skills. In these cases, the department seeks outside consulting or contract employees.

4.8.a PRCA Policy and Procedure Regarding the Use of Consultants and Contract Employees
4.8.b Procurement Statutes for a Request for Proposal (RFP)

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: Policy of an agency must comply with the higher authority of the parent organization and be based on appropriate enabling legislation. General and enterprise/self-sustaining fund revenues include revenues from property taxes, sales taxes, income taxes, licenses and permits, fees and charges. Policy decisions regarding revenues from other than general funds may include millage, grants, gifts and bequests, special taxes and assessments. Policies may include pay-as-you-go or pay-as-you-use. This shall include policies that low-income portions of the population will be accommodated.

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

Agency Evidence of Compliance:
The department of Parks, Recreation, and Cultural Affairs (PRCA) adheres to the City of Farmington Municipal Code which comprises the New Mexico State Statues. In regards to fiscal policies such as revenues, expenditures, and investment of funds, the PRCA follows the City of Farmington Investment Policy.

5.1.a Municipal Code
5.1.b New Mexico Statues Annotated
5.1.c City of Farmington Investment Policy

Agency Self Review: ☑ Met ☐ Not 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.

Commentary: Recognition shall be given to the function of income-producing and subsidized activities as well as "break-even" activities. Often a local agency will establish a policy to subsidize children's activities, but not adults, or establish differential fees for residents and non-residents. Such policies shall be regularly evaluated.

Suggested Evidence of Compliance: Provide the policy on fees and charges and the current fee schedules.

Agency Evidence of Compliance:
The Divisions within the Parks, Recreation, and Cultural Affairs Department, on a periodic basis will perform a fee/rate analysis on all charges for services. If a Division Head wishes to make changes to
the facility fees, they submit a written request to the Department Head. The Department Head takes
the written request to the Parks, Recreation, and Cultural Affairs Commission for approval and
recommendation to Mayor and Council for adoption.

5.1.1.a Financial Management Policies “Fees and Rates”
5.1.1.b Animal Shelter Fees Schedule
5.1.1.c Aquatic Center Fees Schedule
5.1.1.d Farmington Civic Center Fees Schedule
5.1.1.e Farmington Museum Fees Schedule
5.1.1.f Pinion Hills Golf Course Fees Schedule
5.1.1.g Civitan Golf Course Fees Schedule
5.1.1.h Farmington Recreation Center Fees Schedule
5.1.1.i Sycamore Community Center Fees Schedule
5.1.1.j Farmington Indian Center Fees Schedule
5.1.1.k Bonnie Dallas Senior Center Fees Schedule

Agency Self Review: ☒ Met ☐ Not Met

5.1.2 Acceptance of Gifts and Donations
Standard: The agency should have an established policy for the acceptance of gifts and donations.

Commentary: "Reverter Clauses" are sometimes used to assure that the properties given for recreational
use continue for that purpose or revert to the owners or heirs. Where a gift is real property,
funds to build a facility, or funds to purchase acreage, there must be a provision for
adequately maintaining the property after acquisition.

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

Agency Evidence of Compliance:
Due to the fact that the City of Farmington is a statutory municipality versus a Home-Rule form of
government, state statues apply with respect to the acceptance of gifts and donations. The Parks,
Recreation, and Cultural Affairs department follow the New Mexico State Statutes section 5-4-6 and
Municipal Code section 20-1-2 in regards to an established policy for the acceptance of gifts and
donations:

5.1.2.a New Mexico State Statutes 5-4-6
5.1.2.b Farmington Municipal Code 20-1-2

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: Governmental grants can provide significant funding for programs, services, land
acquisition and development. Grants from other governmental agencies leverage agency
resources to enhance services, expand programs, acquire land and develop facilities. Typically, grants are awarded on a competitive basis through regional, state and federal programs. Grants may require local matching funds or in-kind services and generally include special conditions or restrictions to ensure that the grant funds are utilized in accordance with the program intent.

Prior to grant procurement, agencies should evaluate how the grant application process, approval, implementation and management will be coordinated.

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

Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs Department becomes aware of grant resources through notices received from various, county, state and federal agencies. Notification is typically based on grants PRCA has received in past years from these agencies. An outside consultant, Resources Associates, has been retained by the city to seek out grants that may have possible grant applications to the PRCA Department.

The grant process is outlined by the Accounting Division. PRCA staff, depending on their area of responsibility, applies for and manages the awarded grant, under the supervision of the PRCA Director.

5.1.3.a City of Farmington’s Accounting Division Compilation of Government Grants received by the PRCA
5.1.3.b City of Farmington Grant Procedures (Accounting Division)

Agency Self Review: ☒ Met ☐ Not 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 a established procedure to research, coordinate and implement alternative funding.

Commentary: Such support can provide significant contribution for capital improvements, and enhanced agency programs and services. Financial and in-kind support from individuals, corporations and foundations can provide opportunities to address mutual goals of the agency and the grantor. This financial support may involve recognition of sponsorship ranging from public acknowledgement to facility-naming rights.

Prior to acceptance of support, agencies should evaluate the terms of acceptance and how the implementation and management process will be coordinated.

Suggested Evidence of Compliance: Provide a procedure along with a summary of private, corporate and non-profit support received by the agency for the past five years including identification of the following: project descriptions, grantor/sponsor, date awarded, value of the contribution and applicable recognition.
Agency Evidence of Compliance:
The Farmington community is very generous in contributing to our parks and recreational facilities and programs. Support has come in the form of financial offerings as well as volunteer labor. Individual citizens, service clubs, and local corporations have all participated in the development and support of the Parks, Recreation, and Cultural Affairs Department.

The grant process is outlined by the Accounting Division and the process of for accepting private donations or sponsorships is outlined in the PRCA Departmental Process. PRCA staff, depending on their area of responsibility, applies for and manages the awarded grant or private donation/sponsorship under the supervision of the PRCA Director.

5.1.4.a City of Farmington Grant Procedures (Accounting Division) and PRCA Process for Acceptance of Private Donations or Sponsorships
5.1.4.b PRCA Divisional 5 Year Grant Matrix

Agency Self Review: ☒ Met ☐ Not Met

5.2 Fiscal Management Procedures ★
Standard: There shall be established procedures for the fiscal management of the agency.

Commentary: Procedures for the fiscal management function within the agency include, at a minimum, annual budget development, supervision of internal expenditures and revenues and related controls, and maintenance of liaison with the government's fiscal officers.

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

Agency Evidence of Compliance:
In regards to the procedures for the fiscal management of the agency, the department of Parks, Recreation, and Cultural Affairs adheres to the regulations set forth by the City of Farmington’s Finance Department. These include, but are not limited to:

City of Farmington Financial Management Policy
Administrative Regulation (AR-04-1)
City of Farmington’s Finance Regulation (FR-03-01)
City of Farmington’s Purchasing Card Program (FR-03-4) (File)
City of Farmington’s Budget Preparation Procedures

5.2.a City of Farmington’s Financial Management Policy
5.2.b Administrative Regulation 04-1
5.2.c City of Farmington’s Finance Regulation 03-01
5.2.d City of Farmington’s Purchasing Card Program 03-4
5.2.e City of Farmington’s Budget Preparation Procedures
5.2.f PRCA Divisional Fee Schedules

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: Although an agency's chief administrator is ultimately responsible for all fiscal matters of the agency, the size and complexity of the agency may dictate the need to delegate responsibility for fiscal management functions to an identifiable person or component within the agency.

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

Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs department’s chief administrator is designated as having the authority and responsibility for the fiscal management of the department.

5.2.1.a Director of Parks, Recreation, and Cultural Affairs Job Description
5.2.1.b PRCA Superintendent’s Job Description
5.2.1.c Authorities and approval levels for purchase orders, requisitions, and procurement cards procedures and access

Agency Self Review: ☑ Met  ☐ Not Met

5.2.2 Purchasing Procedures

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

Commentary: There shall be formal procedures for controlling the requisition and purchase of agency supplies, equipment and services such as; specifications for items requiring standardized purchases, bidding procedures, criteria for the selection of vendors and bidders, and petty cash and procurement cards.

Purchasing procedures may be controlled by the governing entity.

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

Agency Evidence of Compliance:
The department of Parks, Recreation, and Cultural Affairs follows the City of Farmington’s Purchasing Manual in regards to the procedures for the requisition and purchase of departmental equipment, supplies, and services. The City of Farmington has also implemented a Purchasing Card Program (P-Card) and the PRCA Department adheres to the policy and procedures of said program. In addition, New Mexico Statues 13-1-127 addresses Emergency procurements, and department via the City’s guidelines would abide by these regulation.

5.2.2.a City of Farmington’s Purchasing Manual
5.2.2.b City of Farmington’s Purchasing Card Program Policy and Procedures

Agency Self Review: ☑ Met  ☐ Not Met
5.2.2.1 Emergency Purchase Procedures

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

Commentary: Established procedures are necessary to the agency in making emergency purchases to secure equipment or services in a swift and efficient manner.

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

Agency Evidence of Compliance:
New Mexico Statues 13-1-127 addresses Emergency procurements, and the department via the City’s guidelines would abide by these regulations. The department of Parks, Recreation, and Cultural Affairs follows the City of Farmington’s Purchasing Manual in regards to the procedures for the requisition and purchase of departmental equipment, supplies, and services. The City of Farmington has also implemented a Purchasing Card Program (P-Card) and the PRCA Department adheres to the policy and procedures of said program.

5.2.2.1.a New Mexico Statues 13-1-127. Emergency Procurements-2013

Agency Self Review: [ ] Met [ ] Not Met

5.3 Accounting System

Standard: The agency shall have a comprehensive accounting system.

Commentary: The accounting system shall be compatible with, or may be a part of, the central accounting system of the governing jurisdiction with the availability of regular status reports. It is essential that an agency establish such a system to ensure an orderly, accurate, and complete documentation of the flow of funds. The accounting system shall facilitate rapid retrieval of information on the status of appropriations, expenditures and revenue any time the information is required.

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

Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs Department follow the City of Farmington’s Accounting System.

The City of Farmington (City) employs fund accounting to account for inflows and outflows of resources. Using the Sungard GMBA accounting software, all transactions are recorded and flow into the general and subsidiary ledgers. Segregation of accounting duties allows for effective internal control for all receipts and disbursements. The City also uses Sungard software for receivables, cash receipts, capital assets, fleet, payroll, and purchasing, all which flow into the general ledger. The City’s financial statements are prepared on the modified accrual basis for its governmental funds and the accrual basis for the proprietary funds. An outside CPA firm is contracted each year to audit the financial statements and test the internal controls of the financial systems. The New Mexico State Auditor oversees the annual audit contract and reviews the financial statements and outside auditor’s
work. The City performs cash and fixed assets audits internally on a regular basis. The City has been awarded the GFOA national Award of Financial Reporting Achievement for the past 19 years.

5.3.a City of Farmington Accounting System Summary

Agency Self Review: ☒ Met   ☐ Not Met

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5.3.1 Financial Status Reports

Standard: The agency should utilize monthly financial status reports.

Commentary: Monthly financial status reports should include, at a minimum:

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

Each appropriation and expenditure should be classified, at a minimum, according to function, organizational component, activity, object, and program.

Suggested Evidence of Compliance: Provide the previous three months’ financial status reports.

Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs Department utilizes monthly detailed budget reports that provide allotments for each line item in a department/division’s budget, balances for both year-to-date and monthly spending, expenditures for both year-to-date and monthly spending, and the status of both expenditures and revenues for year-to-date and monthly accruals.

5.3.1.a Parks, Recreation, and Cultural Affairs Department’s detailed budget reports

Agency Self Review: ☒ Met   ☐ Not Met

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5.3.2 Position Authorization

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

Commentary: The intent of the standard is to establish controls on the number and type of agency positions filled and vacant at any time to ensure that persons on the payroll are legally employed and that positions are in accordance with budget authorizations.

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

Agency Evidence of Compliance:
All Parks, Recreation, and Cultural Affairs personnel should following the following process for obtaining position authorization and generating recruitment for job postings:
1. A Division Head must fill out a Personnel Request Form, indicating the position to be replaced, the funds available, and selecting his/her method of posting (local, inter-City, intra division, etc).

2. A memo should accompany the request, outlining where the job posting should be advertised, the rate of pay for advertisement, and how long the position should be posted for.

3. The Personnel Request Form must be signed by the Division Head, the PRCA Director, the Budget Officer, the City Manager, and the HR Business Partner.

4. Once signed by all appropriate parties, the job posting will be posting on the City of Farmington’s website, and advertised in the requested areas.

5.3.2.a PRCA Process for Position Authorization and Generating Recruitment

5.3.2.b Personnel Request

Agency Self Review: ☒ Met □ Not Met

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5.3.3 Fiscal Control and Monitoring

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

Commentary: The fiscal control and monitoring procedures should include, at a minimum:

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

Formal fiscal control and monitoring procedures enable an agency to establish accountability, to comply with funding authorizations and restrictions, to ensure that disbursements are for designated and approved recipients and, to alert agency management to possible problems. The procedures should enhance security and accountability of all monies received by the agency, and should include designation of persons permitted to receive money, receipt procedures, accountability, security, and audits. Employees handling money should be bonded.

Suggested Evidence of Compliance: Provide the fiscal control and monitoring procedures.

Agency Evidence of Compliance:
In regards to procedures for collecting, safeguarding, and disbursing funds, the department of Parks, Recreation, and Cultural Affairs is trained in, and implements, both the City of Farmington’s Cash Handling Policy and Procedures as well as the City’s accepted Purchasing procedures. The PRCA department is subjected to internal financial audits implemented by the City’s Central Purchasing Department. These components set the standard for the following:

- Preparation of financial records
- Financial record keeping
- Authorization of individuals to accept and disburse funds
- Financial accountability
- Actual cash handling procedures
- Security of all transactions

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5.3.4 Independent Audit ★

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

Commentary: As a basis for determining the financial integrity of an agency's fiscal control procedures, an independent audit shall be conducted at least annually or at a time stipulated by applicable statute or regulation. The audit may be performed by the government's internal audit staff (external to the agency being audited) or by an outside certified public accounting firm.

Suggested Evidence of Compliance: Provide the most recent independent audit and management letter, if provided. Provide the response to the audit recommendations.

Agency Evidence of Compliance:
The department of Parks, Recreation, and Cultural Affairs, under the strict regulations of the City of Farmington’s Finance department is included in any independent financial audit that may occur. The City’s latest audit for year ending June 30, 2013 was performed by Moss-Adams, Certified Public Accountants, dated January 13, 2014.

5.3.4.a Independent Audit Results, dated January 13, 2014

Agency Self Review: ☒ Met  ☐ Not Met

5.4 Annual Budget ★

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

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

Suggested Evidence of Compliance: Provide the current and approved annual operating and capital improvements budgets.
Agency Evidence of Compliance:
The Parks, Recreation, and Cultural Affairs Department has an annual operation and capital improvement budget, including both revenues and expenditures. It is located within the City of Farmington’s final program budget document.

5.4.a City of Farmington, New Mexico Final Program Budget FY’14
5.4.b Resolution No. 2013-1470: Signed by Mayor Roberts, June 4, 2013

Agency Self Review: □ Met  □ Not 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.

Commentary: An agency's budget should be developed in cooperation with all major organizational components within the agency. To increase the value of the input and to enhance coordination in the budget process, guidelines should be established to inform the heads of components of the essential tasks and procedures relating to the budget preparation process. The guidelines should include instructions for preparing budget request documents and for providing adequate justification for major continuing expenditures or changes in continuing expenditures of budget items. Information should be included regarding operating impact.

Suggested Evidence of Compliance: Provide evidence of such participation by major organizational components in the budget preparation process.

Agency Evidence of Compliance:
All Superintendents and Division Heads within the department of Parks, Recreation, and Cultural Affairs participate in planning, preparing, and justifying the department’s budget. This year all Division Heads were involved in the following budget exercises: (1) 101 General fund line item worksheets; (2) Temporary – Part time Employee budget worksheets; (3) Adjustments to Base; (4) New Programs Request; (5) Capital Improvement Requests.

5.4.1.a Parks, Recreation, and Cultural Affairs Budget Narratives and Program Descriptions (Binder)
5.4.1.b Parks, Recreation, and Cultural Affairs Divisional Budget Worksheets (Binder)

Agency Self Review: □ Met  □ Not 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.

Commentary: In particular, recommendations concerning personnel resources are logical and necessary outcomes of analytic and programmatic activities. In addition to an assessment of future personnel needs, the analysis should include an assessment of presently assigned positions to ensure that positions allocated to agency functions are appropriate.
Unit costs per program element should be computed and line items established for the operational procedures determined to insure adequate support funding for all personnel authorized. Adequate financial records and service statistics should be maintained to assist in this process.

_Suggested Evidence of Compliance:_ Provide examples of agency component recommendations and evidence of their consideration in the budgeting process.

_Agency Evidence of Compliance:_
All Division Head within the department of Parks, Recreation, and Cultural Affairs participate in planning, preparing, and justifying the department’s budget. Each Division Head turns in a one-year budget request to the Department Head. These requests include an itemized summary of each line item in their general budgets; adjustment to base worksheets; new program requests; capital improvement requests; and temporary-part time employee budgets.

5.4.2.a Parks, Recreation, and Cultural Affairs Budget Narratives and Program Descriptions (Binder)
5.4.2.b Parks, Recreation, and Cultural Affairs Divisional Budget Worksheets (Binder)

_Agency Self Review:_ ☑ Met □ Not Met

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**5.5 Budget Control**

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

_Commentary:_ Agencies should utilize appropriate accounting methodologies and systems to ensure proper budget control.

_Suggested Evidence of Compliance:_ Provide the procedures for budget control within the agency.

_Agency Evidence of Compliance:_
The department of Parks, Recreation, and Cultural Affairs, in an effort ensure proper budget control, adheres to the basis of budgeting set forth by the City of Farmington’s Finance Department. These procedures are also outlined in the budget preparation procedures.

5.5.a Process for Review of Revenues and Expenditures

_Agency Self Review:_ ☑ Met □ Not Met

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**5.5.1 Supplemental/Emergency Appropriations**

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

_Commentary:_ Provisions should be available within the agency's budget system to meet circumstances that cannot be anticipated by prior fiscal planning efforts (e.g., additional funds to compensate for overtime expended during a civil disturbance or funds needed to purchase needed material not authorized in the operating budget). Mechanisms of adjustment may
include transferring funds from one account to another and/or requesting that additional funds be granted for agency needs.

**Suggested Evidence of Compliance:** Provide the supplemental/emergency appropriations procedures.

**Agency Evidence of Compliance:**
When a situation beyond the control of the department of Parks, Recreation, and Cultural Affairs occurs and additional funds are needed to purchase items or materials not authorized in the current budget, the department follows all rules and regulations set forth by the City of Farmington’s Finance and Purchasing Departments. In the event that a small emergency should occur, the department can request permission to make a small purchase order utilizing the Purchase Card procedures. Other larger or unexpected emergency procurements would require Council approval and New Mexico Statute 13-1-127, as well as the Process for Obtaining Supplemental/Emergency Appropriations would need to be adhered to. City purchasing policies are always to be followed, even in the event of an emergency.

5.5.1.a New Mexico Statutes 13-1-127. Emergency Procurements
5.5.1.b Process for Obtaining Supplemental/Emergency Appropriations

**Agency Self Review:** ☑ Met □ Not Met

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### 5.5.2 Inventory and Fixed Assets Control

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

**Commentary:** Inventory controls are intended to prevent losses and unauthorized use, and to avoid both inventory excesses and shortages. There should be a complete and current listing of agency assets.

**Suggested Evidence of Compliance:** Provide procedures for inventory and fixed asset control.

**Agency Evidence of Compliance:**
The department of Parks, Recreation, and Cultural Affairs adheres to the City of Farmington’s Capitalization Policy in regards to control of the departments property, equipment, and other various assets. Each year, the department head, along with division heads, review the complete list of the department’s current assets, property, and equipment.

5.5.2.a Capitalization Policy
5.5.2.b Current List of the PRCA Department Assets
5.5.2.c Current Park Operations Asset List

**Agency Self Review:** ☑ Met □ Not 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.

Commentary: The recreation programming plan includes all elements and services of the public park and recreation agency’s programming functions, including activity selection, type and scope of programs, outreach initiatives, etc. Program elements are aspects such as community centers and playgrounds; programs for senior adults, persons with disabilities and other groups; and specialized program fields such as cultural arts and athletics. Program services are aspects such as program consultation, provision of equipment and facilities, and literature. While related to a master or comprehensive plan, the recreation programming plan shall be an outgrowth of other strategic and program forecasting tools. Program service determinants and participant involvement shall be included in this plan. Agencies with limited recreation program services need to have a plan that defines the scope of services provided by the agency within its service area.

Suggested Evidence of Compliance: Provide a Recreation Programming Plan including both long-range and current-year plans.

Agency Evidence of Compliance:
Recreational Programming occurs in nearly all areas of the Parks, Recreation, and Cultural Affairs Department. This Recreation Programming Plan was created to reflect the goals from the PRCA Master Plan. The strategies within this plan are a combination of long-term and short-term tactics and were defined with the input of the community through surveys and focus groups. The Recreation Programming Plan was adopted in March 2014.

6.1.a PRCA Recreation Program Plan

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: A systematic and studied approach should be taken in determining what programs and services should be provided by the agency. Other opportunities in the community, needs of the targeted constituencies, and the agency's own goals must be specifically a part of the consideration for programs and services selected.
**Suggested Evidence of Compliance:** Provide documentation and examples demonstrating that the five determinants are used in determining programs and services.

**Agency Evidence of Compliance:**
The PRCA department creates, implements, and evaluates programs and services focusing on the five determinants. Evidence of programming and service initiatives are located within PRCA Recreation Program Plan and the Program and Service Determinants Matrix.

6.1.1.a PRCA Program Delivery Matrix  
6.1.1.b Program and Service Determinants Matrix

**Agency Self Review:** ☑ Met  ☐ Not Met

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### 6.1.2 Participant Involvement

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

**Commentary:** Participants should have involvement in (a) planning, through such means as club officers, senior adult and teen councils, and ad hoc committees; (b) conducting activities, such as serving as volunteer leaders on playgrounds, recreation aides for special group services, judges for contests; (c) sponsors, such as playground advisory councils, program and/or team sponsors, special project patrons; and, (d) policy recommendation through citizen advisory committees and study groups at both the neighborhood and community-wide levels.

**Suggested Evidence of Compliance:** Describe the process and provide examples of how the agency obtains and utilizes participants’ input.

**Agency Evidence of Compliance:**
The PRCA department offers surveys after all events to gain participant feedback and input. All Divisions of PRCA have an open door policy in which community members and participants are able to provide input and suggest new programming ideas. In addition the department evaluates all programs through after action processes and forms.

The PRCA department values input through the advisory boards and commissions which include the Regional Animal and Pet Shelter Foundation Board, Animal Services Advisory Commission, PRCA Commission, and Civic Center Foundation for Performing Arts. Another tool that is used to gain community feedback is the Master Plan.

PRCA representatives attend public meetings encouraging partnerships collaborating with similar entities and maintain continuous contact and communication.

6.1.2.a Public Information Process and Policy (PIPP)  
6.1.2.b PRCA Commission Meeting Agenda and Minutes  
6.1.2.c PRCA Animal Services Advisory Commission Agenda and Minutes other Farmington Regional Animal Shelter statistics and documents  
6.1.2.d GreenPlay Master Plan Focus Groups-Agenda’s and sign-in  
6.1.2.e Event Survey Example  
6.1.2.f Completed After Action Forms

**Agency Self Review:** ☑ Met  ☐ Not Met
6.1.3 Self-Directed Programs and Services
Standard: The agency should offer self-directed recreation opportunities.

Commentary: Self-directed programs and services provide for recreation opportunities where there is only general supervision, including picnic facilities, tennis courts, roadways in scenic areas, bridle trails, self-guiding nature trails, and open playgrounds. These self-directed areas, facilities, and equipment should be provided to give an opportunity for individuals and groups to participate without leadership, under only general supervision.

Suggested Evidence of Compliance: Provide examples of how the agency provides self-directed recreation opportunities, including a list of such opportunities.

Agency Evidence of Compliance:
There are numerous self-directed programs and services that are available to the public. The programs are listed in the Department Guide that is distributed to community members. Self-directed programs and services are noted in the PRCA Comprehensive Program Matrix.

6.1.3.a PRCA Program Delivery Matrix
6.1.3.b PRCA Gateways Program Guide

Agency Self Review: ✗ Met   □ Not Met

6.1.4 Leader-Directed Programs and Services
Standard: The agency should offer leader-directed recreation opportunities.

Commentary: Leader-directed programs and services provide recreation opportunities where participant involvement is directed by a leader, including skills instruction classes, such as tennis, crafts, dance; synchronized swimming performance; creative dramatics for children.

Suggested Evidence of Compliance: Provide examples of how the agency provides leader-directed recreation opportunities, including a list of such opportunities.

Agency Evidence of Compliance:
There are numerous leader-directed programs and services that are available to the public. The programs are listed in the Department Guide that is distributed to community members. Leader-directed programs and services are noted in the PRCA Comprehensive Program Matrix.

6.1.4.a PRCA Program Delivery Matrix
6.1.4.b PRCA Gateways Program Guide

Agency Self Review: ✗ Met   □ Not Met
6.1.5  Facilitated Programs and Services
Standard: The agency should offer facilitated recreation opportunities.

Commentary: Facilitated programs and services provided recreation opportunities where individuals and groups of individuals are encouraged and assisted to operate independently of the agency. An example of facilitated programs and services would be an individual or group that wishes to start a community theater organization; the city may help initially by providing a meeting place, some administrative help in publicity, and "seed money" if needed; eventually the organization may become self-sustaining. Demonstration projects may be utilized for this purpose.

Suggested Evidence of Compliance: Provide examples of how the agency provides facilitated recreation opportunities, including a list of such opportunities.

Agency Evidence of Compliance:
The PRCA Department has worked with local organizations, partners, sponsors, businesses, and individuals to provide quality leisure opportunities. These groups add valuable recreational and leisure activities to our facilities. Facilitated programs by qualified instructors, volunteers, and division heads, along with services are noted in the PRCA Gateways Program Guide. The Program Delivery Model and services are noted in the PRCA Comprehensive Program Matrix.

6.1.5.a PRCA Program Delivery Matrix
6.1.5.b PRCA Gateways Program Guide

Agency Self Review: ☑ Met  ☐ Not Met

6.1.6  Fee-Based Programs and Services
Standard: The agency should offer programs and services for a fee.

Commentary: Not all programs and services can be offered without charge. To offer some programs and services for a fee can greatly augment the recreational opportunities. Services for a fee may include the rental of picnic pavilions, ice skates and skis, boats, videos, safety equipment. Programs for a fee may include instruction, trips, and theater productions.

Suggested Evidence of Compliance: Provide a listing of the fee-based programs and services within the agency.

Agency Evidence of Compliance:
PRCA offers classes, programs, rentals, and special events that are fee based. Fees are established through Mayor and Council directive and are part of the City Code. Any fee changes are taken to the PRCA Commission for approval before being brought to City Council. Fee based programs and services are noted in the PRCA Comprehensive Program Matrix.

6.1.6.a PRCA Gateways Program Guide
6.1.6.b PRCA Program Delivery Matrix

Agency Self Review: ☑ Met  ☐ Not Met
6.1.7  Cooperative Programming  
Standard: There should be cooperative programming among the public, commercial, and nonprofit entities.

Commentary: The public park and recreation program should be coordinated with related programs of other organizations in the community, such as the schools, voluntary agencies, and churches, to provide maximum coverage with a minimum of duplication, as well as to reduce inter-agency competition for the time of an individual. Programs under joint auspices with other community organizations should be established wherever feasible. In program development, marketing and community action groups should be involved. It is important to insure groups are well-balanced to truly represent the majority, as well as the minority, of community desires.

The desirability of total community programming is in order to avoid unnecessary waste of effort and finances. Frequently several agencies are found to be programming the same type of activity for the same people at the same time -- while some activities and people are neglected altogether.

Suggested Evidence of Compliance: Provide description of cooperative programming, with examples of Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), partnering, or outsourcing.

Agency Evidence of Compliance:
Public schools and organizations use our facilities by way of Memorandum of Understanding’s (MOU’s). These agreements are reviewed and updated on a routine basis. The Civic Center and Sycamore Park Community Center provide space and assistance to allow for non-profit organizations to hold meetings. Cooperative programs and services are noted in the PRCA Comprehensive Program Matrix.

6.1.7.a Memorandum of Understanding (MOU) Examples  
6.1.7.b PRCA Program Delivery Matrix

Agency Self Review: [ ] Met  [ ] Not Met

6.2  Objectives ★  
Standard: There shall be specific objectives established for programs or services.

Commentary: Objectives shall be written in terms of what the program or service is supposed to do for the participants. Frequently such objectives are written as general values to the individual, such as "develop desirable personality traits" or "improve the mental and/or physical health." While there is a place for this type of generalization, for objectives to be meaningful, they should be more specific as to the actual outcome or impact desired by the program or service. Only in so stating can objectives be used for evaluation purposes. The agency shall define the program areas by the objectives. These can be defined by the program areas; such as; nature, dance, music, sports, fitness, special events etc. These can also be defined further into levels such as beginner, intermediate and advanced.

Suggested Evidence of Compliance: Provide objectives for programs or services.
Agency Evidence of Compliance:
Objectives for each program or service are established and communicated in a number of methods. First, the PRCA Comprehensive Program Matrix lists all programs and categorizes them based on age group, scope of opportunity, participation level, type of involvement, delivery model, season, fee, cost recovery goal, program goal and five year goal. The Program Guides detail program contents, objectives, skill levels and fees. Each recreation program has established core goals and objectives, developed by the Division Heads.

A program’s success is defined by participation levels, after action processes, and a measurement of goals and objectives. Upon program completion, recreation program surveys are completed by participants, compiled and evaluated for program planning. The purpose of the survey is to gauge individual satisfaction with elements such as instructor and staff aptitude, registration convenience, marketing techniques, and the value of the program.

6.2.a PRCA Program Delivery Matrix
6.2.b PRCA Recreation Program Plan

Agency Self Review: ☑ Met   ☐ Not Met

6.3 Program Evaluation
Standard: Programs shall be evaluated regularly and systematically based on stated program objectives.

Commentary: Program evaluations should be an integral part of the program planning process and should clearly document the extent to which objectives are met. The agency should consider an analysis of data collected from program evaluations in planning for programs.

Suggested Evidence of Compliance: Provide examples of completed program evaluations with analyses.

Agency Evidence of Compliance:
Participant surveys and evaluations are conducted on a regular basis. This is done to gain critical feedback to ensure program outcomes remain consistent with program goals, objectives, and the overall mission of the department.

6.3.a Department Survey Examples
6.3.b Completed After Action Forms and some survey examples

Agency Self Review: ☑ Met   ☐ Not 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.

Commentary: Parks and recreation programs and services shall be available to all residents regardless of income, cultural background, geographic location, age or ability level. To encourage
participation in parks and recreation programs and services, agencies shall identify and address barriers that may limit access by special populations in the community. For instance, financial barriers may be addressed through reduced fees and scholarships. Geographic barriers may be addressed through provision of transportation services or replication of programs at more convenient locations throughout the community. Language and cultural barriers may be addressed by use of interpreters or employment of staff that reflect the cultural diversity of the community. Agencies may offer inclusion support services to ensure access to programs and services for people of all abilities.

_Suggested Evidence of Compliance:_ Identify underserved populations (provide methodology and data used for this analysis), describe specific barriers within the community that limit participation and provide examples of outreach programs and services offered by the agency to meet the needs of this population.

**Agency Evidence of Compliance:**
The City of Farmington’s Parks, Recreation, and Cultural Affairs (PRCA) Department is dedicated to providing the opportunity for citizens to play, to laugh, to grow, to learn, and to engage in enriching their quality of life. We value the practices of:

- Consistency and Fairness
- Services and Integrity
- Loyalty and Respect

Throughout all of our department facilities: Aquatic Facilities, Recreation and Community Centers, Golf Courses, Senior Campus, Indian Center, Civic Center, Museums, Regional Animal Shelter, and Parks facilities, we strive to accommodate all citizens regardless of age, gender, socio-economic level, racial and ethnic background, or ability. During the process of developing the PRCA Master Plan, and with the aide of the 2010 Census, the department has identified the following underserved populations:

<table>
<thead>
<tr>
<th>Underserved Populations</th>
<th>Barriers</th>
<th>Programming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American</td>
<td>Language, Socio-economic, Cultural Traditions and Beliefs, Transportation</td>
<td>Farmington Indian Center, Totah, Indian Markets, Traditional games and dances</td>
</tr>
<tr>
<td>Hispanic</td>
<td>Language, Socio-economic, Cultural</td>
<td>Sycamore Park Community Center, after-school homework help, CDBG swimming lessons, translators</td>
</tr>
<tr>
<td>Teens</td>
<td>Transportation, Sports, School, lack of Awareness, no consensus of needed activities</td>
<td>Development of teen programming, CATE presentation in Farmington Municipal Schools</td>
</tr>
<tr>
<td>50+</td>
<td>Work, Senior Center, Lunch Lines, Lack of &quot;Trending&quot; Programming</td>
<td>Purchasing of round tables, &quot;pastry hour,&quot; Programs focused on &quot;Boomer Interests&quot;</td>
</tr>
<tr>
<td>Therapeutic Recreation</td>
<td>Lack of formal certification and training for staff, facilities, lack of involvement by local caregivers</td>
<td>Working on creating ADA Transition Plan, working to establishing autistic swimming lessons, create guidelines for staff training and certifications.</td>
</tr>
</tbody>
</table>

Our new department publication, *Gateways*, lists all of our programs, parks, and services in the community. This guide is mailed out to all residents in Farmington and the surrounding communities in an effort to reach all populations. This department guide is also accessible on-line.

Farmington is located in the Four Corners area which is rich in American Indian culture and traditions.

According to the 2010 U.S. Census Bureau, the City of Farmington has 22% of the population identified as American Indian. The PRCA department reaches out to this community through the Indian Center which offers a variety of social services and special programs specifically designed for this culture including Totah Festival and Rug Auction, Indian Market, Miss Indian Farmington Pageant, and other events that showcase and preserve their cultural traditions. In an effort to communicate our full department offerings to this demographic, the PRCA uses the local Navajo radio station and distributes event information to the Navajo chapter houses throughout the reservation.

Many PRCA divisions provide Spanish interpretation services in an effort to communicate clearly with this large demographic represented in the Four Corners area at 22.4% based on the 2010 U.S. Census Bureau. Sycamore Park Community Center is located in a Hispanic neighborhood in order to serve this population with communication and connection to other resources and opportunities in the community. Many of the services provided by the Community Center are offered for free or at a nominal fee to accommodate the low socio-economic population identified by studies from the San Juan Safe Communities Initiative. The Center not only provides information about outside social services, but also transportation for field trips out in the community including grant funded swimming lessons.

The Farmington Aquatic Center for several years has received the Make A Splash grant through the USA Swimming Foundation, as well as, a Community Development Block Grant (CDBG). The Aquatics Division initially applied for these grants based on the Centers for Disease Control (CDC) information that drowning is the second leading cause of unintentional injury death for children ages 1 to 14 years, and the fifth leading cause for people of all ages. More specifically, among Hispanics, drowning rates increase substantially at 15 to 19 years, and peak between the ages of 20 and 24 years. When the grants were awarded, the Aquatics Division was able to offer free swimming lessons to low income families to allow children to learn to swim and be safe in, on, and around the water. The numbers below show participation statistics obtained through the use of the CDBG grant. With $1500, the Aquatic Center was able to provide 47 swimming lessons for free (valued at $35) to the following Cities:

- Aztec: 6 Participants
- Farmington: 36 Participants
La Plata: 3 Participants  
Newcomb: 2 Participants  

Of those participants, 25 were female, 20 were male, and 2 were unrecorded. The following is a breakdown of the household incomes:

<$51,790 = 4 Participants  
<$32,369 = 23 Participants  
<$19,421 = 18 Participants

The PRCA Senior Campus offers multi-dimensional programming for 29% of our population which are senior citizens ages 50+. The programs offered keep them engaged and independent while making new friends and finding the support and direction that will improve their quality of life. Offerings include a nutrition program, art classes, dance and music classes, exercise classes, educational and social services, day trips, and special events. One of the most important programs offered through the senior center is Meals on Wheels. This program reaches out to those in the community that are home bound by delivering approximately 600 meals a week.

Within our Golf Division, the City of Farmington PRCA offers the San Juan County First Tee Program. The First Tee Program is an international organization with a mission to impact the lives of young people by providing educational programs that build character, instill life-enhancing values, and promote healthy choices through the game of golf. The City of Farmington decided to implement this program to help break down barriers to the game of golf created by ethnic backgrounds and socio-economic status in this area.

The City of Farmington PRCA not only values the people in the community, but also recognizes the value of our furry friends. In 2012, with a euthanasia rate of nearly 87% and an overflowing facility, the City of Farmington set out on a mission to educate the community on the values of owning a pet. Since 2012, the City has built a new Regional Animal Shelter and has transformed from a “pound” operation to an animal welfare facility. A foster family program has been developed and implemented, the volunteer base has increased, and transfers to rescue facilities have doubled. As a result of these initiatives, the live release rate of animals has increased to 77% and the euthanasia rate has decreased to an all-time low of 23%. To further support our efforts, the Animal Welfare Division implemented a low cost spay and neuter program in the community. Using the American Families study, the Division identified that 50% of the community has a median income of approximately $50,000. To overcome this income barrier, the low cost spay and neuter program is offered to members of our community based on a sliding income scale to encourage responsible pet ownership and reduce pet over-population.

All of the PRCA facilities and parks strive to be ADA compliant and welcoming to all citizens regardless of their abilities. Residents throughout the city of Farmington have a park area located within one mile of their home.

The PRCA department continues to evaluate programs and services ensuring that we are reaching out to all populations present in our community.

6.4.a PRCA Gateways Program Guide  
6.4.b PRCA 2014 Special Events  
6.4.c Community Presentation at the CATE Center

Agency Self Review: ☒ Met  ☐ Not 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.

Commentary: The agency should take into consideration the total community offerings. Some opportunities may be offered by other community agencies, both private and public. Also, opportunities do not have to be available all at the same time, as there may be a multiyear rotational plan and seasonal considerations. Opportunities for levels of proficiency may be made by offering skills instruction, clubs, leagues, tournaments, theater groups, etc., for different levels of ability. In offering opportunities from each of the program fields, there should be special consideration given to those, which emphasize appreciation, understanding, and development of skills.

Suggested Evidence of Compliance: Provide a matrix or listing of programs by fields, demonstrating clearly how the agency provides for opportunities for various proficiency levels, socio-economic levels, racial and ethnic backgrounds, ages, and genders.

Agency Evidence of Compliance:
The PRCA Department provides a recreation system that offers high quality facilities, programs, and services for all ages and abilities. A broad spectrum of parks, recreation, cultural affairs, and special events for a culturally and socio-economically diverse community are offered.

6.5.a PRCA Program Delivery Matrix
6.5.b PRCA Gateways Program Guide

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: There should be a system of progression for activities based upon the abilities of the participants. Program content should provide for individual differences of interests, abilities (mental, social, physical), background experiences, etc. Activities selected should be suited to and contribute toward fulfillment of the basic physical, emotional, social, and intellectual requirements of individuals. Unique characteristics of different populations within the community should be identified and related to the selection of activities. In selecting activities, local resources and cultural characteristics should be capitalized upon. Program content should be related directly to stated objectives of the specific program.

Suggested Evidence of Compliance: Provide a list of program activities and describe how individual and cultural interests were considered.

Agency Evidence of Compliance:
The PRCA department solicits input from partners, citizen advisory boards and committees, participants, staff, and volunteers to provide quality assurance of our programming. The information received is reviewed and used to provide input on the changing nature of our community. Programs,
events and services are added, removed, or modified to reflect interests and abilities of our customers. The PRCA’s Comprehensive Program Matrix and the Program Guide summarize programs and services currently offered.

6.6.a PRCA Program Delivery Matrix
6.6.b PRCA Gateways Program Guide
6.6.c PRCA 2014 Special Events

**Agency Self Review:** ☑ Met ☐ Not Met

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### 6.7 Community Education for Leisure

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

**Commentary:** Education of leisure should be continuous and operational in nature. It should directly educate the residents about the benefits, value, and impacts of the leisure services provided by the agency, and the positive impacts that parks and recreation can have on society.

As practitioners, a program should be developed that educates the public about the sometimes subtle and intrinsic benefits that leisure time, and participation in recreation activities provide.

Examples may include:
- Working with local schools to develop a class, or create a class within the agency’s program regarding the benefits.
- Developing community presentations regarding the benefits and present at community functions.
- Creating a “benefits” video to air on the agency’s cable TV channel.
- Organizing and categorizing agency publications according to the benefits associated with the programs.
- Including benefit statements in the program description so that the consumer would see how he or she would gain from participating in the program.
- Including the question of “How have you benefited from this program” in participant evaluations, causing the participant to reflect up on the benefits of the program.
- Including the benefits of the departments’ programs and services in press releases and public service announcements that are broadcast to the public through various media channels.
- Conducting benefits-based program studies or demonstration projects.

Education of leisure services should occur in the practice of parks and recreation services. Measurement of the efficacy of education efforts may be difficult, but a program should be in place to supply this educational information to the public.

**Suggested Evidence of Compliance:** Provide examples of the methods utilized by the agency to educate the community on the value, benefits, and impact of leisure services.

**Agency Evidence of Compliance:**

PRCA Department offers a multitude of programs ranging from passive to active for all ages. The programs are facilitated by recreation professionals that emphasize the benefits of the specific
activity. Aquatic facilities provide programming to teach water safety, the benefit of aquatic exercise, and the importance of basic water rescue skills. The Keep it Clean Program educates the public on the importance of keeping our parks and lands free of unwanted debris. Through multiple programs we educate the public on regular exercise through senior fitness classes, walk the parks program, 5K, 10K and 2 mile walks, and programs that are designed specifically for youth.

The Department markets education for leisure through various mediums. These can be found on our department marketing slide shows that are shown on monitors in each facility, public service announcements on Play, articles in San Juan County Kids, KOB community features, and routine radio shows.

As a whole the department actively engage in the community at various career fairs, public meetings, and special events. Examples include presentations to parents groups at local schools, career fairs at high schools and at San Juan College, elementary health fairs, and speaking engagements including Rotary Club, and Kiwanis.

6.7.a PRCA Press Release Example, Template, and Explorer Advertisements
6.7.b Activity Lifestyles advertising monitor slide
6.7.c PRCA Department Website

Agency Self Review: ☒ Met  ☐ Not 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.

**Commentary:** Statistical data should be collected that is useful to the agency, such as proportion of constituents receiving services, number of participants registered and attending, number of groups and sessions; demographics of the participants such as the age, sex, cultural background, marital status, parental status, educational level, occupation, and length of time in community.

*Suggested Evidence of Compliance:* Provide examples of statistics collected and how the agency utilizes the data.

**Agency Evidence of Compliance:**

The City of Farmington’s Parks, Recreation, and Cultural Affairs (PRCA) Department is dedicated to providing the opportunity for citizens to play, to laugh, to grow, to learn, and to engage in enriching their quality of life. We value the practices of:

- Consistency and Fairness
- Services and Integrity
- Loyalty and Respect

Throughout all of our department facilities: Aquatic Facilities, Recreation and Community Centers, Golf Courses, Senior Campus, Indian Center, Civic Center, Museums, Regional Animal Shelter, and Parks facilities, we strive to accommodate all citizens regardless of age, gender, socio-economic
level, racial and ethnic background, or ability. During the process of developing the PRCA Master Plan, and with the aide of the 2010 Census, the department has identified the following statistical information to assist in developing or growing current and future programming:

- 29% of the Farmington residents indicated that they needed better advertising of the department’s programs and services. As a result, the PRCA published “Gateways,” a Departmental Recreation Program Guide. This Program Guide was mailed to 40,000 of our citizens, and is on the website for viewing.
- 62% of the Farmington residents indicated that they would like to see the department continue to expand the River Trails and 50% want to have more connectivity of the River Trails. As a result, the PRCA department continues to meet with River property owners and work closely with the River Reach Foundation to expand, develop, and connect trails along the River.
- 36% of the Farmington residents reported a desire to have the Farmington Museum at Gateway Park expanded. On February 26, 2014, the Farmington Museum at Gateway Park held a ribbon cutting ceremony at 3pm to welcome the community to the new 10,000 square foot addition. This new addition will house a world-class exhibit of energy in the San Juan Basin which will include the formation of oil, gas, and coal during the age of the dinosaurs to the geology, exploration, and extracting of the resources today.
- 22% of the Farmington residents stated that they would like to see the department incorporate a new Native American Cultural Museum. The PRCA Department has been recently donated a building in the downtown area by Bob Culpepper that was designated to be a Native American Cultural Museum. Also, this donation included several Navajo rugs and other items that will be in the exhibit.
- 18% of Farmington residents indicated that they would like to see the Aquatic facilities to be renovated, added on to, or repurposed. Due to this response from community members we have hired a pool consultant team to come and analyze the pool facilities and their operations. The team will be assessing all facilities to inform us on what areas need to be altered, repaired, and also a priority checklist in which we can use to make changes that are needed over time.
- The City of Farmington PRCA not only values the people in the community, but also recognizes the value of our furry friends. In 2012, with a euthanasia rate of nearly 87% and an overflowing facility, the City of Farmington set out on a mission to educate the community on the values of owning a pet. Since 2012, the City has built a new Regional Animal Shelter and has transformed from a “pound” operation to an animal welfare facility. A foster family program has been developed and implemented, the volunteer base has increased, and transfers to rescue facilities have doubled. As a result of these initiatives, the live release rate of animals has increased to 77% and the euthanasia rate has decreased to an all-time low of 23%. To further support our efforts, the Animal Welfare Division implemented a low cost spay and neuter program in the community. Using the American Families study, the Division identified that 50% of the community has a median income of approximately $50,000. To overcome this income barrier, the low cost spay and neuter
program is offered to members of our community based on a sliding income scale to encourage responsible pet ownership and reduce pet over-population. Finally, through information from the Master Plan survey, 13% of Farmington residents indicated that they have 3 or more pets in their household. To accommodate these numbers the PRCA Department developed two dog parks, one at the West end of town (Westland Park) and one at the East end of town (Saddleback Park).

Agency Self Review: ☒ Met ☐ Not Met
FARMINGTON, NEW MEXICO
Parks, Recreation, & Cultural Affairs

FACILITY AND LAND USE MANAGEMENT
SECTION VII
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.

Commentary: This authority usually originates in state enabling acts, is delegated to local governments and is implemented through local charters and ordinances. Lands may be acquired for park purposes through purchase, acceptance of gifts and bequests, and on occasion, through right of eminent domain. The utilization of lands may include joint use and cooperative agreements and lease agreements with other entities. Because land costs rise rapidly as areas are developed, planned acquisition is crucial. Acquisition of lands shall be for both current and projected needs of the community and based on policy and planning.

Suggested Evidence of Compliance: Provide policy and procedures for land acquisition and the citation of legal authority to acquire lands.

Agency Evidence of Compliance:
The City of Farmington is authorized under New Mexico State statutes to acquire land for parks and recreation activities under Section 3-18-18 Parks. This section provides the framework for municipalities may acquire property. As a statutory city the state statute provides the COF with the authority without additional requirements of local ordinance.

Policies and procedures for land acquisition are presented in the documents below.

7.1.a State Statute 3-18-18
7.1.b COF Policy and Procedures for Land Acquisition

Agency Self Review: ☒ Met  ☐ Not 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.

Commentary: The need and use of land and facilities in relation to the current program goals of the agency should be reviewed annually. The review should reflect a concern for optimum usage and coordination with the total area and facility resources of the community. Applicable open space and design standards should be considered.

Suggested Evidence of Compliance: Provide land development policies and procedures, with evidence of annual review.
Agency Evidence of Compliance:
The City of Farmington uses design and recreational policies and procedures that support current goals and objectives in our park system. Park Design and Recreational Facility Policies and Procedures are established to guide the development of our assets in construction or renovation.

7.2.a Park Design Policies and Procedures and Recreational Facility Development Standards

Agency Self Review: ☒ Met ☐ Not Met

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### 7.3 Defense Against Encroachment

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

**Commentary:** Proper planning often requires the acquisition of lands for park and recreation purposes well in advance of the community's need for full development of programs and facilities. During this interim period, particularly, there may be encroachment pressures for both public and private purposes. Vigilance and determination are needed to preserve and protect the long-term public interest in these areas. If areas held in reserve are used and publicized for "use as trails, primitive camping, wetlands, etc." the community will recognize them as recreation (i.e. natural resource areas, property boundaries) and help resist encroachment. The procedures should include progressive steps to address escalated encroachment issues.

**Suggested Evidence of Compliance:** Provide the procedures regarding defense against encroachment.

**Agency Evidence of Compliance:**
COF Ordinance Article 4 Encroachment on City Property provides the policy for unlawful activities, determines exemptions, applicable permit process, fees and revocation if necessary.

7.3.a Code of Ordinances Article 4- Encroachment of City Property

Agency Self Review: ☒ Met ☐ Not Met

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### 7.4 Disposal of Lands

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

**Commentary:** From time to time demographic shifts may change the need for recreation services in certain geographic districts. Need for greater public interests, such as interstate highways, may make it necessary to dispose of park lands in specific areas. In such cases negotiations should insure that the public recreational benefits are not diminished. In many communities the park and recreation departments receive cash and land to provide similar facilities in another location within the community service area. Such disposal should be in accord with the comprehensive plan. In many jurisdictions, law requires a referendum before the local government may sell park, cemetery, riverfront, or waterfront property. Such legislative requirements safeguard the community interests from short-term political decisions base on expediency while allowing negotiation of long-term benefits.
Suggested Evidence of Compliance: Provide the disposal of park and recreation land procedures.

Agency Evidence of Compliance:
The PRCA Department follows policies and procedures set forth by the Farmington City Code, Chapter 3, Article 54. For any disposal of land appraisals must be purchases, public advertisement must be done, and the City must accept bids.

7.4.a Farmington City Code, Chapter 3, Article 54

Agency Self Review: ☒ Met  ☐ Not 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.

Commentary: Parks and portions of large parks shall be identified according to the intended use of the area, ranging from heavily used and highly developed areas to the large meadows and wooded vistas that act as buffer zones and provide some sense of solitude. Each of these areas shall be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality.

Suggested Evidence of Compliance: Provide the current maintenance and operations management plan.

Agency Evidence of Compliance:
The PRCA’s Parks Operations Division maintains its parks and recreation areas and has prepared an annual maintenance program which tracks frequency for tasks to be performed and the man hours required to complete that task. PRCA put together a master plan with Green Play LLC to prioritize maintenance issues in our park system. See Maintenance and Operations Management Plan.

7.5.a PRCA Maintenance and Operations Management Plan

Agency Self Review: ☒ Met  ☐ Not 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.

Commentary: Special attention should be given aquatic facilities, child care facilities, concessions, kitchens, and zoos.

Suggested Evidence of Compliance: Provide a list of facilities, including date of last review and inspection.
Agency Evidence of Compliance:
Farmington’s park facilities legal requirements are reviewed and administered by the PRCA staff and the city’s safety office. All lawfully required items have been inspected or tested, i.e. fire extinguishers. All permits lawfully required have been obtained from the appropriate agency, i.e. a food establishment permit from the New Mexico Environment Department (NMED).

See matrix for inspections and permits obtained by PRCA.

7.5.1.a Inspections and Permits Matrix
7.5.1.b Farmington Fire Equipment Fire Extinguisher inspection forms
7.5.1.c New Mexico Environmental Department (NMED) Food Establishment Permits
7.5.1.d Pool Operational Inspections Reports by NMED
7.5.1.e Fire Sprinkler Inspection Reports by Farmington Fire Equipment and Cy Cooper
7.5.1.f Fire Alarms Inspection Reports by Cy Cooper
7.5.1.g Sports Complex Water Well Testing Report

Agency Self Review: ☑ Met □ Not 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.

Commentary: Special attention should be given to playground equipment, aquatic facilities, pedestrian ways, etc.

Suggested Evidence of Compliance: Provide the preventative maintenance plan and examples of facility preventative maintenance programs with completed inspections and safety checks.

Agency Evidence of Compliance:
PRCA facilities and parks are cooperatively maintained by the Parks and Recreation, and Cultural Affairs Department and the City’s Building and Maintenance Division of the General Services Department. Building and maintenance conducts safety inspections, repairs and preventative maintenance related to permanent building structures, rest rooms, picnic shelters, recreation center, etc.

PRCA conducts monthly inspection of the playgrounds, park amenities, and recreation facilities. Playgrounds, park amenities, and recreation facilities identifies as needing repair are taken care of by Parks Operations staff through regular maintenance or work orders for more extensive projects. If a permanent structure needs repairs, a work order is completed and sent to Building and Maintenance who will schedule the repair.

The City’s Safety Officer and Building and Maintenance, in conjunction with the PRCA Department, conduct annual facility inspections that include employee and public safety issues, work environments and a review of work practices and safety programs. This inspection includes safety and security functions such as, automatic sprinklers, fire alarms, fire and security doors, electrical cabinets and panels, fire extinguishers, and flammable liquids and chemicals. Emergency Evacuation
plans and safety zones are established for each division including pools, the recreation center and senior center.

PRCA also has a maintenance program for vector control whereby each parks facility is treated once a month. Spraying for mosquitoes is done regularly through the months of May through October.

7.5.2.a PRCA Preventative Maintenance Plan

Agency Self Review: ☒ Met   ☐ Not 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.

Commentary: The recycling program should include all major products suitable for recycling in the given region with an emphasis on making the recycling process easy and convenient for park and recreation users. The program should also include an educational component for both users and employees.

Suggested Evidence of Compliance: Provide description of the recycling program for facilities and administrative offices.

Agency Evidence of Compliance:

Farmington PRCA Department promotes recycling at its parks and facilities. Recycling bins for plastic bottles and aluminum cans have been placed at the Soccer Complex, Ricketts Ball Park, Sports Complex, and at the Lions Wilderness Amphitheater. These bins are emptied as they fill by parks crews. Curbside recycling bins are also placed at PRCA facilities for cardboard, paper, plastic, and recyclable metals. The bins are picked up weekly by Waste Management. Recycling education to students and the general public is provided through monthly programs presented by the Farmington Clean & Beautiful program which is a division under the Farmington PRCA Department.

7.5.3.a Recycling Education - FY14 Farmington Clean & Beautiful Programs

Agency Self Review: ☒ Met   ☐ Not 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.

Commentary: The plan should include a current inventory of vehicles and other major equipment, regularly scheduled preventative maintenance, documented safety inspections of equipment, records of repair and maintenance of vehicles and equipment, and a replacement schedule of vehicles and other major equipment for the agency.

Suggested Evidence of Compliance: Provide fleet management plan.
Agency Evidence of Compliance:
The city’s Vehicle Maintenance Department is responsible for fleet management for all PRCA’s vehicles and other major equipment. Scheduled maintenance is conducted on all vehicles that have traveled 5,000 miles or it has been one year since its last maintenance review. An oil change and a series of safety checks are performed on the vehicle during the scheduled maintenance. If a problem is detected during the safety checks the appropriate repair is performed.

7.6.a Fleet Management Plan from Vehicle Maintenance

Agency Self Review: ☒ Met  ☐ Not Met

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7.7 Agency-Owned Equipment and Property

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

Commentary: Equipment and property policies and procedures should include the purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order. Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment, and personal wear items used by agency personnel, etc.

Suggested Evidence of Compliance: Provide policy and procedures regarding agency-owned equipment and property.

Agency Evidence of Compliance:
It is the policy of PRCA to keep an account of department owned equipment and to manage their proper storage, use and maintenance. PRCA owns and operates all of its lawn mowing equipment, i.e., hand mowers, rider mowers, and edger’s. Hand power tools, i.e., saws and drills and hand tools, i.e., shovel and rakes are also owned and operated by PRCA.

Lawn mowing equipment is stored in our machine shop and checked out as needed by the operations crews and serviced by our operations mechanic. Hand power tools are stored in the vehicles of the construction crew and parks foremen. Hand tools are stored in our warehouse and are signed out as needed.

Lawn mowing equipment and power tools are serviced on a regular basis. Parks operations staff are trained on the proper use of the equipment and are supervised by the parks foremen or the Parks Superintendent.

7.7.a PRCA Policies and Procedures Regarding Agency-Owned Equipment and Property

Agency Self Review: ☒ Met  ☐ Not Met
7.8 Natural Resource Management and Environmental Stewardship

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

*Commentary:* Policy and procedures are needed to address environmentally unique areas, wetlands, riverbanks, and woodlands valuable for erosion control, nature study, wildlife habitat, water supply reservoirs and water recharge areas. Critical elements include species selection for trees and shrubs, integrated pest management, knowledge of plant succession communities, and woodland ecology.

Even if the agency does not own or control the natural resource, there shall be procedures to ensure environmental stewardship. The agency should work with other agencies to meet and promote environmentally sound standards.

*Suggested Evidence of Compliance:* Provide the established policies and procedures.

**Agency Evidence of Compliance:**

It is the policy of PRCA to manage its natural resources and to practice environmental stewardship in the building of our parks and facilities.

7.8.a Natural Resource Management and Environmental Stewardship Policies and Procedures

**Agency Self Review:** ☑ Met ☐ Not 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.

*Commentary:* Parks and open spaces are essential green infrastructure providing carbon reducing landscapes that help clean our air and water, recharge aquifers and reduce storm water runoff. As stewards of these public spaces, parks and recreation agencies should set the example for environmental stewardship by employing best practices in environmental sustainability related to energy use, water management and consumption, product selection and facility design.

*Suggested Evidence of Compliance:* Provide the agency’s environmental sustainability policy and examples that demonstrate its implementation.

**Agency Evidence of Compliance:**

It is the policy of PRCA to manage its parks and facilities in accordance with the City of Farmington, NM Environmental Sustainability Plan 2014.

7.9.a City of Farmington, NM  Environmental Sustainability Plan 2014

**Agency Self Review:** ☑ Met ☐ Not 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.

**Commentary:** Effective maintenance of grounds and facilities requires the selection, training, and supervision of workers in a wide variety of tasks ranging from seasonal laborers to skilled trades. Supervisory staff must be able to focus on maintenance management, such as workload control, as well as supervise the technical details of maintenance work.

**Suggested Evidence of Compliance:** Provide examples of methods used by the agency to assign staff.

**Agency Evidence of Compliance:**
Foreman are assigned to specific districts to oversee the operations within their district. Support staff are assigned to each district based on their training and skill levels. Each foreman is responsible for following the maintenance standards and assigning tasks to staff based on their skill level. Specialized positions are assigned to Warehouse Management, Building Maintenance, Vector Control, Graffiti Removal, Tree Trimmer, and Small Engine Mechanic.

Qualified maintenance personnel are hired through an interview process and through an in-field, hands on skills test. First year employees are given quarterly review. Each full time employee’s performance is reviewed yearly. Their performance is evaluated based on their job description and their annual review.

During the interview process, the candidate may be asked to trouble shoot an in-field irrigation problem or demonstrate the proper use of equipment to be used on the job.

7.10.a Park Assignment Plan

**Agency Self Review:** ☒ Met ☐ Not 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.

**Commentary:** Capital assets including buildings, facilities, and equipment have predictable life cycles that should be recognized in schedules that identify the useful life of each element and the associated costs of replacement. Replacement costs may be reflected in annual depreciation or a lump sum at the end of the element’s useful life. Replacement schedules for buildings, site improvements and fixed equipment typically include a number of components, each having their own predictable life. Whereas, replacement schedules for mobile equipment (beyond routine preventive maintenance) and computer hardware generally anticipate replacement of the entire unit. Capital asset depreciation and replacement schedules, including projected costs of replacement, should be reflected in the agency’s financial plan.

**Suggested Evidence of Compliance:** Provide the capital asset depreciation and replacement schedule.
Agency Evidence of Compliance:
The City of Farmington’s Finance department maintains the capital asset depreciation schedule and is forwarded to Parks Operations each year for review. See Capital Fixed Asset Depreciation Report.

7.11.a Capital Fixed Asset Depreciation Report

Agency Self Review: ☒ Met   ☐ Not 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.

Commentary: These laws and ordinances provide the foundation for controlling activities and behavior within the jurisdiction of the agency. General municipal codes, laws and ordinances and state and federal laws are applicable to parks and recreation areas and facilities. However, these laws generally have broad application and lack specificity as they relate to the control and management of parks and recreation areas and facilities. Special laws and ordinances may be enacted to specifically address and guide public use and behavior and may delegate authority to issues and enforce permits, licenses, rules and regulations applicable to parks and recreation areas and facilities. Specific municipal codes, laws and ordinances shall be posted or readily available to park patrons.

Suggested Evidence of Compliance: Provide documentation of the prevailing laws, ordinances and codes that pertain specifically to areas and facilities under the jurisdiction of the agency including documentation of approval.

Agency Evidence of Compliance:
The City of Farmington Police Department has rules and ordinances that govern the City as a whole including the PRCA Department. Included are the Municipal Codes that patrons using the PRCA parks and facilities abide by. In cooperation with the Farmington Police Department our department has rules and regulations that enhance the Municipal Codes that are already in place.

8.1.a Municipal Codes showing City of Farmington definition of Public Parks, Recreation, and Cultural Affairs Department facilities. Municipal Codes providing documentation of codes that pertain to city parks.
8.1.b Pictures of posted rules and regulations in city parks.

Agency Self Review: ☒ Met   ☐ Not 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.

Commentary: Enforcement of laws and ordinances within parks and recreation areas and facilities is vested with law enforcement officers. These law enforcement officers may be employed by
the agency (such as park rangers or park police) or be provided by a local law enforcement agency. The authority to enforce laws and ordinances within parks and recreation areas and facilities must be established through assignment within the agency, by contract(s) with another agency or by policy of the general government policy board.

*Suggested Evidence of Compliance:* Provide documentation that establishes the authority of law enforcement officers to enforce laws and ordinances within the agency’s jurisdiction.

**Agency Evidence of Compliance:**
The Farmington Police Department is granted the authority to enforce laws and Municipal Codes in PRCA facilities and parks by graduating from the New Mexico Police Academy. All FPD Officers are commissioned officers for an accredited Police Department through the Commission on Accreditation for Law Enforcement (CALEA).

8.2.a Municipal Code printouts, Ordinance number 88, and New Mexico State Statute printout outlining the Powers of Local Authorities.

**Agency Self Review:** ☒ Met ☐ Not Met

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### 8.3 Law Enforcement Officer Training

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

**Commentary:** Law enforcement officers may or may not be employed by the agency, but someone needs to have the authority to enforce laws in parks, recreation areas and facilities. These law enforcement officers must participate in structured training programs to assure proper execution of their duties. Applicable training updates and refreshers are critical in maintaining quality law enforcement services.

In many instances, the park and recreation agency relies on the services of law enforcement officers from other jurisdictions or departments within the governmental subdivision. These law enforcement officers should through the requirements of their respective law enforcement agency receive proper training.

*Suggested Evidence of Compliance:* Provide examples that the current training program for law enforcement officers having jurisdiction within the parks and recreation agency includes the full scope of responsibility and provides for ongoing training updates.

**Agency Evidence of Compliance:**
All officers have to attend a pre-academy, academy training, post academy training, and field training (all together 1 year of training). Due to standards set by CALEA Police Officers are required to go through legal update training on a regular basis. All officers gain a certification of completion after each required training, which is filed with their accreditation manager.

8.3.a New Mexico State Statute printout outlining Qualifications for Certification.
8.3.b New Mexico Department of Public Safety Standards
8.3.c Farmington Police Department Basic Academy Training Schedule and Legal Update Training
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.

Commentary: Regardless of whether the agency employs law enforcement officers or contracts for law enforcement services, agency staff has a responsibility to educate patrons on the proper use of parks, recreation areas and facilities. Agency staff is the first line to redirect behavior in an effort to gain compliance with ordinances, rules and regulations. Agency staff must understand that when patrons fail to comply with laws and ordinances, enforcement of these laws and ordinances thereby becomes the responsibility of the sworn law enforcement officers.

Suggested Evidence of Compliance: Provide documentation that defines the role of agency staff in public safety and enforcement of laws, ordinances, rules and regulations.

Agency Evidence of Compliance:
In an effort to train and inform patrons the PRCA department works closely with Farmington Police Department to educate the community on rules and regulations. Through policy initiative we have trained all department staff on their roles and responsibilities. In addition we provide community presentations and regulations as well as staff in-service trainings.

8.4.a Policy on Role of Agency Staff
8.4.b Behavior Matrices
8.4.c In-service training agenda and sign in sheets March 27, 2014

Agency Self Review: ☒ Met  ☐ Not 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.

Commentary: Agencies having law enforcement officers on staff such as park police or park rangers generally have established roles based on the agency’s organizational structure and relationships defined through job descriptions and position assignments. For agencies relying on the services of law enforcement officers from other jurisdictions or departments within the governmental subdivision, it is essential that formalized liaison relationships be established between agency staff and the official law enforcement organization. Multiple staff within the agency may have assignments based on organizational roles and responsibilities. In any event, the liaison assignments should be clearly documented.
Suggested Evidence of Compliance: Provide current documentation formalizing the liaison assignment(s) to agency staff with the law enforcement authority responsible for enforcement of laws and ordinances within the parks and recreation areas and facilities.

Agency Evidence of Compliance:
The PRCA Director is the liaison to the Farmington Police Department. The PRCA Animal Welfare Director is the delegated liaison for any Animal Control issues

8.4.1.a Letter from Chief of Police designating the department liason

Agency Self Review: ☒ Met ☐ Not Met

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

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

Commentary: In-service training for agency staff on their role, responsibility and relationship to law enforcement officers is critical to assure appropriate response to public safety needs. In-service training should be extended to front line staff such as lifeguards and park attendants to assure that they are fully prepared to respond to law-enforcement incidents.

Suggested Evidence of Compliance: Provide current documentation of in-service training for agency staff, defining their role in public safety and law enforcement.

Agency Evidence of Compliance:
On an annual basis the Farmington Police Department provides in-service training for all employees. This training includes our role in public safety and law enforcement, handling evidentiary items, and handling unruly patrons.

8.4.2.a Outline and Sign in sheet for in-service trainings

Agency Self Review: ☒ Met ☐ Not Met

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8.4.3 Handling of Disruptive Behavior

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

Commentary: The agency should define the role of staff in response to disruptive behavior. Procedures should identify staff’s role in education of patrons, intervention when an incident occurs, documentation of behavior and delineation of law enforcement roles in handling behavioral issues.

Suggested Evidence of Compliance: Provide current procedures regarding handling of disruptive behavior.
Agency Evidence of Compliance:
All PRCA facilities have a behavior policy that is in place. The violations that the public can make are different at facilities but the consequences are the same throughout the whole department to ensure that all facilities are following the same guidelines when it comes to disruptive or dangerous behavior.

8.4.3.a Behavior Policies for all divisions in PRCA and In-service sign in sheets

Agency Self Review: ☒ Met  ☐ Not Met

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

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

**Commentary:** Large-scale events hosted by the agency or authorized by permit to a third party should address traffic control, parking and crowd control. Plans should specifically define the role of the event sponsor, agency staff, the law enforcement agency and traffic layouts of the venue, traffic routes and personnel assignments.

**Suggested Evidence of Compliance:** Provide evidence that illustrates the coordination of traffic control, parking plans and crowd control for activities and events hosted or facilitated by the agency.

Agency Evidence of Compliance:
The PRCA and FPD Departments work very closely on community special events. On an annual basis the PRCA department provides a memo communicating all special events that need law enforcement presence. The Traffic Engineering Division develops traffic control plans for these events. Traffic Engineering staff assists with placing necessary traffic control devices for these events.

8.4.4.a Connie Mack After Action Report
8.4.4.b 2013-2014 Special Events Memo
8.4.4.c Traffic Control Plans

Agency Self Review: ☒ Met  ☐ Not Met

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### 8.4.5 Handling of Evidentiary Items

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

**Commentary:** Agency staff, in carrying out their duties and responsibilities, may discover contraband or other evidentiary items that may be critical in law enforcement investigation and legal prosecution. Procedures should be established in coordination with the appropriate law
enforcement agencies to define staff roles in ensuring that evidentiary items are preserved until the proper law enforcement agency assumes command of the scene.

Suggested Evidence of Compliance: Provide the procedures defining the role and responsibility of agency staff in the discovery, preservation and handling of evidentiary items.

Agency Evidence of Compliance:
The PRCA Department has a policy that states the proper actions that need to be taken by all staff when handling evidentiary items in our parks and facilities before police arrive.

8.4.5.a Handling of Evidentiary Items and In-service training
8.4.5.b Farmington Police Department Crime Scene Evidence Collection and Processing Policy

Agency Self Review: ☑ Met □ Not 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.

Commentary: The general security plan may be a compilation of security plans from each major area, building or facility. Plans for each major area, building or facility should be available at each site. At a minimum, these plans should include locking key systems and associated assignments; alarm system and assignment of security codes; opening and closing procedures; fire alarm and fire suppression systems; emergency evacuation procedures; and critical incident response procedures. Hazardous or flammable materials storage areas are to be clearly identified in plans and at each specific site. Signage at each site should be installed in accordance with the unified signage system. To be effective, the security plan needs to be updated annually or when a new area, building or facility is added or security systems are modified or due to legislative changes.

Suggested Evidence of Compliance: Provide the agency’s general security plan with documentation illustrating that it is reviewed annually and updated to reflect current conditions.

Agency Evidence of Compliance:
Each division has appropriate emergency action plans that address their facilities needs and proper actions to be taken in an emergency. Security access codes are confidential and distributed with extreme caution and are deactivated upon employee departure from the city. The City of Farmington as a whole follows the San Juan County Emergency Operations Manual in all emergency situations. The Critical Incident Response gives employees protocols to follow until emergency medical services arrive on the scene. All divisions have specific opening and closing duties at their facilities to ensure that all security measures are taken.

8.5.a Letter of Approval
8.5.b Security Code Procedures
8.5.c Police Policies and Procedures Manual
8.5.d San Juan County Emergency Operations Manual
8.5.e PRCA Divisional Emergency Action Plans
8.5.f Critical Incident Response
8.5.g  Ordinance Number 2005-1161
8.5.h  Fire suppression – breakdown of facilities and fire alarm systems
8.5.i  Global Harmonization
8.5.j  Evacuation Procedures for all Divisions
8.5.k  Opening and Closing Procedures for all Divisions

Agency Self Review: ☑ Met  ☐ Not Met

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### 8.6  Emergency Management Plan

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

**Commentary:** Roles may vary depending on the scope of services provided by the agency and the location of its areas and facilities. For agencies near large metropolitan areas or identified by other means, being aware of the applicable operations plan may not be sufficient. In these cases, the agency’s specialized staff, buildings and equipment may be integral to the plan and may be deployed in the event of a large-scale emergency. The U. S. Office of Homeland Security provides guidance and support for the preparation and maintenance of emergency management plans.

**Suggested Evidence of Compliance:** Provide the applicable emergency management plan with the most recent date of approval. If, due to security concerns, the emergency management plan is not available for public review, acceptable evidence is the emergency management plan’s table of contents.

**Agency Evidence of Compliance:**
Each division has appropriate emergency action plans that address their facilities needs and proper actions to be taken in an emergency. The City of Farmington as a whole follows the San Juan County Emergency Operations Manual in all emergency situations. In an emergency the City facilities are primarily used for shelter of patrons and animals that have been displaced from their homes. The Farmington Civic Center is the designated location for medication distribution if needed in an emergency.

8.6.a  San Juan County Emergency Operations Manual
8.6.c  Administrative Office EAP
8.6.d  Museums EAP
8.6.e  Golf Courses EAP
8.6.f  Animal Shelter EAP
8.6.g  Indian Center EAP
8.6.h  Civic Center EAP
8.6.i  Lions Amphitheater EAP
8.6.j  Community Centers EAP
8.6.k  Recreation Center EAP
8.6.l  Senior Center EAP
8.6.m  Aquatics Division EAP

Agency Self Review: ☑ Met  ☐ Not 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.

Commentary: All staff have a role in security and emergency management. In-service training informs staff of their role and defines specific procedures for routine operations as well as response to critical incidents and emergencies.

Suggested Evidence of Compliance: Provide documentation of in-service training programs on general security and emergency management, including a dated outline of the presentation topics and a roster of participants.

Agency Evidence of Compliance:
On an annual basis the Farmington Police Department provides in-service training for all employees. This training includes our role in public safety and law enforcement, handling evidentiary items, and handling unruly patrons. In addition, on an annual basis, we provide an in-service training for all staff that covers emergency action plans and the employee’s role in an emergency situation and security.

8.6.1.a Departmental in-service meeting schedule
8.6.1.b In-service outline and sign in sheet February 27, 2014
8.6.1.c In-service outline and sign in sheet March 27, 2014

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: A comprehensive risk management plan is essential to minimize legal liabilities and personal injuries. A risk management plan analyzes the programs/services offered and facilities/areas managed for personal injury and financial loss potential and identifies approaches to handle such losses. It sets forth basic policies and procedures to manage the identified risks.

The agency shall implement approaches for identification and control of risks based on the specific needs of the agency. There is no prescriptive method for identification of all risks suitable for all entities; the method and tools used will vary. Risk management is an on-going process and its effectiveness must be systematically evaluated and adjustments made as appropriate. Responsibilities must be assigned and structure set in place to implement an effective plan.

The analysis shall include the direct costs (staffing, insurance, prevention) and indirect costs (time lost from work by injured employees, damage to equipment and facilities, failure to provide services and loss of income) of the agency’s risk management.

In some cases, the risk management plan and function may occur outside the park and recreation agency by a higher government authority.

Suggested Evidence of Compliance: Provide the current risk management plan with the most recent review date and approval by the proper authority.

Agency Evidence of Compliance:
The Risk Management Plan for the PRCA Department helps to ensure that all employees that work for the PRCA Department are given the same information when it comes to risk management and prevention. This plan helps to make employees aware of possible risks and what they can do to help mitigate risks and decrease the financial impact of injuries that are caused by these risks. The PRCA Department works with other City departments such as Safety and Police to ensure that all areas of risk management have been taken into consideration when evaluating this plan.

9.1.a Approval by EHST
9.1.b Risk Management Plan
9.1.c Control Approaches/ Procedures
9.1.d Financial Impact
9.1.e Letter of review
9.1.f Administrative Regulation Establishing a Safety Policy and Safety Manual
9.1.g Safety Regulations
9.1.h Memorandum Establishment of an Environmental, Health, & Safety Team
9.1.i List if EHST team members
9.1.j Environmental, Health, & Safety Team meeting agendas
9.1.k Annual Safety Inspection Guide
9.1.l OSHA Workers Rights
9.1.m Drug and Alcohol Free Workplace Program
9.1.n Training Available to all Employees
9.1.o Emergency Operations Plan – San Juan County
9.1.p Farmington Police Department Policy and Procedures
9.1.q Administrative Office EAP
9.1.r Animal Shelter EAP
9.1.s Recreation Center EAP
9.1.t Community Centers EAP
9.1.u Aquatics Division EAP
9.1.v Senior Center EAP
9.1.w Museums EAP
9.1.x Indian Center EAP
9.1.y Lions Amphitheater EAP
9.1.z Civic Center EAP
9.1.aa Golf Courses EAP

Agency Self Review: ☒ Met ☐ Not Met

9.1.1 Statement of Policy
Standard: The agency should have a policy for risk management that is approved by the proper authority.

Commentary: The policy entity for the agency must set the direction and give appropriate authority for implementing operational practices and procedures for the parks and recreation agency.

Suggested Evidence of Compliance: Provide the risk management policy including indication of approval by the proper authority.

Agency Evidence of Compliance:
The policy for Safety and Procedures Manual is in place to provide direction on health, safety, and environmental matters to all employees. This policy helps to ensure that the risk management plan is adhered to by all employees.

9.1.1.a Administrative Regulation and Policy Establishing a Safety Policy and Safety Manual

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: Specific implementation procedures are important element in a risk management plan. Guidelines for implementation of the procedures should be put together into a risk
management manual to provide an authoritative guide and immediately available reference for all levels of employees. Not all employees need a full copy of the manual, but it should be available, and pertinent aspects should be given to the employees in accord with their responsibilities.

Particular attention should be given to national, state and local emergency plans and procedures directed toward large-scale natural disasters, such as earthquakes, tornadoes, hurricanes, forest fires, and floods, and include evacuation procedures, inventory and location of equipment and materials, displacement plans for facility residents and activities, and psychological aid for staff affected by emergency, etc. Plans also should be prepared for civil disturbances, as well as emergency care both for special events with a large number of attendees and for on-going activity in the parks and recreational facilities. Special cooperative arrangements should be made with other public departments and agencies, private contractors, and community organizations.

Suggested Evidence of Compliance: Provide the risk management operations manual and demonstrate how employees of all levels are made aware of the aspects pertinent to their responsibilities.

Agency Evidence of Compliance:
The Risk Management Operations Manual helps to ensure that all employees at all levels are aware of their role in an emergency and that we have a set plan for emergencies. The City of Farmington as a whole follows the San Juan County Emergency Operations Manual in all emergency situations. Our main duty in this plan is to provide shelter for people and animals who have been displaced during an emergency. The Police Policies and Procedures Manual outline how civil disturbances are handled or emergency care for large special events. This manual is shared with all employees through in-service trainings at all staff meetings.

9.1.2.a Risk Management Plan
9.1.2.b Control Approaches/Procedures
9.1.2.c Administrative Regulation and Policy Establishing a Safety Policy and Safety Manual
9.1.2.d Letter of Review
9.1.2.e Safety Regulations
9.1.2.f Emergency Operations Manual - San Juan County
9.1.2.g Police Policies and Procedures Manual
9.1.2.h In-service Outline
9.1.2.i In-service Sign In Sheet

Agency Self Review: ☒ Met  ☐ Not 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.

Commentary: There should be an accident/incident report form, in addition to police, vehicle accident, or insurance reports, which includes identification information (who), specific location of accident (where), description of accident in terms of action of injured and sequence of activity (what), possible preventative measures the injured could have taken, procedures...
followed in rendering aid, and disposition. Data should be obtained in an appropriate manner to support planned and coordinated accident prevention programs within the agency.

Accident/report forms should be available to all employees at all times. Incident reports also must be made for such instances as disturbances, lost children, stolen items, vehicles break-ins, traffic accidents, etc.

Suggested Evidence of Compliance: Provide the accident/incident form(s) and the procedures for documenting and analyzing accidents and incidents.

Agency Evidence of Compliance:
All City employees use the same protocol when it comes to documenting and reporting incidents and accidents regarding vehicles, employee injuries, and occupational disease disablement. All PRCA divisions have accident and incident reports for the public that they use in their own facilities to keep track of incidents and accidents that involve the public. Safety Regulations are put into place for all City employees to ensure that all incidents and accidents are handled, documented, and analyzed in the same way.

9.1.2.1.a Interoffice Memorandum – Vehicle and Motorized Equipment Accident/Incident Department Policy
9.1.2.1.b Vehicle/Motorized Equipment Accident Form
9.1.2.1.c Vehicle/Motorized Equipment Incident (no fault) Form
9.1.2.1.d Supervisors Notice of Accident or Injury Form
9.1.2.1.e Notice of Accident or Occupational Disease Disablement Form
9.1.2.1.f 2011 Annual Injury and Illness, OSHA Recordable Injury, and Motor Vehicle Incident Reports
9.1.2.1.g 2012-2013 Annual Injury and Illness, OSHA Recordable Injury, and Motor Vehicle Incident Reports
9.1.2.1.h Safety Regulations on Accident and Incident Reporting
9.1.2.1.i Community Centers Accident and Incident Reports
9.1.2.1.j Aquatics Division Accident and Incident Reports
9.1.2.1.k Animal Shelter Accident and Incident Reports
9.1.2.1.l Senior Center Accident and Incident Reports
9.1.2.1.m Museum’s Accident and Incident Reports
9.1.2.1.n Civic Center and Lions Amphitheater Accident and Incident Reports
9.1.2.1.o Recreations Center Accident and Incident Reports
9.1.2.1.p Indian Center Accident and Incident Report
9.1.2.1.q Piñon Hills and Civitan Golf Courses Accident and Incident Reports

Agency Self Review: ☒ Met ☐ Not 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.

Commentary: Interaction is essential at all levels of the organization. The direct service employees have insights to risks that are critical to implementation of risk management procedures. The employees must be assured of their importance to ensure successful risk management.
Employees at all levels of the organization must be trained to understand the risk management operational procedure.

Suggested Evidences of Compliance: Demonstrate how personnel at all levels are included in the risk management function of the agency.

Agency Evidence of Compliance:
Trainings for the PRCA department are done through the Cities Safety Division. In-service trainings are conducted through the monthly all staff meetings. All trainings are available to employees at all levels.

9.1.3.a Safety Training Available to City Employees
9.1.3.b Email about mandatory OSHA trainings
9.1.3.c City of Farmington Safety Video Library
9.13.d Sign in Sheets to Safety Trainings

Agency Self Review: ✗ Met  □ Not 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.

Commentary: Agencies should be engaged in aggressive loss control management and monitoring. It is essential to assign responsibility for this vital role and ensure it receives the credibility and acceptance it warrants so as to not be perceived only as insurance purchase. Operationally, for most effective implementation, a risk manager will be designated. The risk manager must be given authority to carry out the policies established regarding risk management, both with the employees and the administration. The risk manager will work closely with the finance office of the agency in facilitating the financial approaches determined to be most appropriate and with the administrator/supervisors of the programs and services in obtaining essential employee performance as related to reduction of programmatic risks.

Suggested Evidence of Compliance: Demonstrate the assignment of risk management responsibility to an individual authorized to carry out the policies established for risk management.

Agency Evidence of Compliance:
The City of Farmington has a risk management team that oversees risk management operations for the PRCA department. All of the team members have specific risk management roles and work together to ensure that all areas of the risk management process are overseen and mitigated as needed. The lead Risk Management position is the Safety Officer. The Safety Officer (Ryan Briggs) handles all reports and the EHST (Environment Health and Safety Team) plays a vital role in preparing and scheduling important trainings and risk management elements that are important for the PRCA department.

9.2.a Risk Management Members Job Descriptions
9.2.b Establishment of Environmental, Health, and Safety Team (EHST) and list of members

Agency Self Review: ✗ Met  □ Not 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.

Commentary: Evaluatory practices occur throughout a park and recreation agency’s operations. The agency shall perform an analysis of the multitude of evaluatory functions within the agency, to assess the outcomes of programs and services provided by the agency.

The analysis includes identification of the qualitative and quantitative tools listed below, an analysis of the evaluation results and linked to the agency’s planning process.

The analysis may include data gathered from the following qualitative and quantitative tools:
- Annual evaluation of goals and objectives
- Trend analysis
- Data gathering for planning
- Community inventory and need index
- Service statistics
- Recreation services management – program needs and effectiveness
- Program evaluation
- Risk management determination of nature of, and extent of, risks
- Financial reports

Suggested Evidence of Compliance: Demonstrate that the comprehensive analysis has been considered by the agency in its annual planning process. Describe the process for evaluation and cite examples for how this data has been used by the agency.

Agency Evidence of Compliance:
In December 2013, the Parks, Recreation, and Cultural Affairs Department of the City of Farmington contracted with Greenplay, LLC, a nationally-known parks and recreation management firm, to help formulate a master plan for the future. Community input and feedback was sought through meetings with departmental staff, advisory groups, a series of public forums, focus groups, and mailed/on-line surveys. The analysis of this information is being used to shape the master plan of the Parks Department and will be presented to the Parks and Recreation Commission, Mayor and Council for approval and implementation. As an example, a high degree (62%) of participants expressed a desire to have more River access and conceptual plans are being developed based on this need from the survey. The plan calls for the development and implementation of Five Year Action Plans. After each five year period, a set of new objectives and action plans will be developed. Action plans for achieving prioritized objectives will be identified on an annual basis. Through the process we found out that people were not able to find out about programming so we developed “Gateways,” a publication listing and summarizing all the PRCA programming, that matches on-line listings through our RecTrac registration and payment point-of-sale system. Through internal audits, the staff determined that may Divisions were using RecTrac with a few
exceptions. We are in process of getting all Divisions on RecTrac, most recently the Bonnie Dallas Senior Center and the Civic Center.

10.1.a GreenPlay LLC Survey
10.1.b GreenPlay Master Plan Final Survey results for resulting Master Plan (soon to come)
10.1.c Community Input Session Results
10.1.d Division Head Input Session SWOT results, from April, 2014
10.1.e On-line MindMixer Survey with results
10.1.f Gateways Program Guide with reflecting RecTrac Login Page

Agency Self Review: ☑ Met ☐ Not Met

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### 10.1.1 Position Responsibility for Evaluation

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

**Commentary:** Specific assignment of responsibility for evaluation and research is critical for agency accountability of programs and operations. The technical expertise for evaluation may be provided through private consultant contracts or service contracts with an educational institution having the technical expertise to direct the evaluation program of the agency. Actual implementation of evaluation may be a shared responsibility involving planning, operational and program personnel.

**Suggested Evidence of Compliance:** Provide the job descriptions of the staff person(s) responsible for the comprehensive evaluation analysis and/or the consultant contracts or service agreements. The documentation should also include the resume(s) of experience and training of the incumbent staff or consultant(s) providing this service.

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**Agency Evidence of Compliance:**

The Director of Parks, Recreation and Cultural Affairs, the Recreation Superintendent, and the Museum Director are responsible for evaluation analysis. The Director and Recreation Superintendent hold MBA's and the Museum Director is trained in the scientific process. Other staff is being exposed to methods for collecting data and analysis at division head meetings.

In addition, it was necessary this year to engage Green Play LLC to assist with evaluation and analysis of data related to the community as part of the development of our Master Plan recommendations.

10.1.1.a Job description and resume for Director PRCA
10.1.1.b Job description and resume for Recreation Superintendent
10.1.1.c Job description and resume Museum Director
10.1.1.d Proposal of services Green Play LLC

Agency Self Review: ☑ Met ☐ Not 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.

Commentary: Departments are encouraged to undertake action research, exploratory investigations, operational studies and demonstration projects to develop better methods in conducting programs for all types of groups. These undertakings provide a means for the agency to test new or different approaches/techniques and systematically evaluate its effectiveness. Every agency, regardless of size, can undertake some type of study for the enhancement of its operations.

Since the community is the laboratory for recreation and park research and the public recreation and park agency is one prime channel thereto, when requested, collaborative efforts with individual researchers, private research organizations, graduate students, and educational institutions for appropriate research projects should be considered.

Suggested Evidence of Compliance: Provide a report on an experimental or demonstration project for the last year and list projects for the last 5 years.

Agency Evidence of Compliance:
The Farmington Museum, as a part of the Parks, Recreation, and Cultural Affairs Department of the City of Farmington, has become a founding member of a state-wide Informal Science Education network (ISE) promoting STEM (Science, Technology, Engineering, and Math) initiatives through the New Mexico EPSCoR program. As a part of this network, the Farmington Museum has access to current research being conducted in New Mexico on energy topics including: solar, bio algae, geothermal, osmotic, and nuclear (uranium). This research ties into the Farmington Museums plan to produce a 7,500 sq/ft exhibit on energy. All of these sources of energy, plus more conventional oil and gas, coal, and hydro will be included in the exhibit.

The Riverside Nature Center has a demonstration Xeriscape Garden that has become a showcase on low water usage. The garden project also comprises several different additional sections including: herb, heritage, cactus, turf, and ornamental demonstration areas. In 2013 the Garden was added onto with an official paver entranceway, sponsorship and garden signage. The Pavilion contains exhibits on Xeriscape topics as they relate to the ecosystems on the different sides of peoples’ homes.

The Parks Department is also exploring several other projects based on evaluation. Expanding racquetball hours at the Recreation Center due to the closure of the Royal Spa is one of them. The Spa was the only other facility in town with racquetball courts. We are currently evaluating opening the Recreation Center earlier to accommodate the needs of the racquetball players displaced by the closure. Usage results are currently being tabulated and evaluated.

Another project under evaluation is the installation and usage of a temporary pitching mound on the Roberto 1 ball field. If the mound works as planned, more temporary mounds will be installed on other fields to alleviate the need to construct permanent mounds. Evaluation is still being conducted on the success of this trial and the plan is to send surveys out to participants for their feedback.

10.2.a Farmington Museum partnership in statewide Informal Science Education Network as listed on NM EPSCoR website:
10.2.b New Mexico EPSCoR grant application outlining energy project
10.2.c Farmington Museum Energy Exhibit outline and conceptual plan
10.2.d Meeting agendas/documents for NM EPSCoR and ISE workshops and meetings
10.2.e Photos of Xeriscape Garden, Entranceway Dedication, and pavilion and architectural drawing.
10.2.f Tracking Log and email notes from Early Bird Racquetball hours trial.

Agency Self Review: ☑ Met ☐ Not 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.

Commentary: Effective implementation of the agency's evaluation and research functions requires that all personnel involved in evaluation be properly trained. The training should be provided in the context of the comprehensive evaluation analysis, address qualitative and quantitative measurements, identification of applicable evaluation tools, data analysis and application of findings.

Suggested Evidence of Compliance: Provide examples of evaluation and research training opportunities completed by agency personnel, including syllabus or curriculum outline, training dates and participant list.

Agency Evidence of Compliance:
PRCA is now providing educational opportunities for employees’ regarding development, including mandatory and optional workshops, classes, and sessions related to research and evaluation. The Department is following three basic steps for the analysis of programs and services:

1. “Nine Step Problem-solving Model” for analysis of programs and services
2. Waste Chasers introduction to tools for analysis
3. Practical application with the tenants of 5S

These three tools were presented and discussed at the Leadership Team meeting on April 15th and the PRCA All-staff meeting on April 24th.

10.3.a Leadership Team Meeting Agenda with sign-in sheets
10.3.b All Staff Agenda with sign-in sheets
10.3.c Waste Chasers Guide
10.3.d 5S Program

Agency Self Review: ☑ Met ☐ Not 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.

Commentary: Today's park and recreation users are increasingly discerning in terms of facility, program, and service quality. Failure to provide this quality will damage relationships with customers and stake-holders reduce potential revenues and increase long-term operating costs.
Park and recreation agencies must be sensitive to the issue of quality assurance and customer relations. Customer relations and hospitality training are important elements of quality assurance, but are not enough, by themselves, to guarantee quality recreation experiences. There must be total quality management. It takes consistency of effort and time to realize and continually improve quality. Quality assurance requires focused organizational decision-making, processes, and employee efforts toward meeting, and where possible exceeding, customer expectations.

The quality assurance function within the agency should include methods and standards for improving the quality of programs, services, areas and facilities. A quality assurance function within the agency should be the responsibility of the administrator or designated personnel.

_Suggested Evidence of Compliance:_ Provide examples for monitoring and evaluating quality assurance within the agency (examples: customer comment cards, secret/mystery shopper surveys, verbal surveys of users, program evaluations, focus groups).

_Agency Evidence of Compliance:_
PRCA utilizes a variety of surveys from our various facilities, programs, and service areas, as well as a secret shopper program. The Department will utilize evaluation tools from the three quality assurance programs: 9 Step, Waste Chasers, and 5S Program.

10.4.a Surveys from PRCA Divisions
10.4.b Secret Shopper Program files and results
10.4.c Focus Group Agendas and attendance sheets from October, 2013

_Agency Self Review:_ ☑ Met ☐ Not Met