



Evaluation Plan

EVALUATION PLAN

1.0 General Statement

The City of Asheville Parks, Recreation & Cultural Arts Department will provide a comprehensive program of wholesome recreation opportunities for the residents of and visitors to the community. Providing quality programs and facilities cannot be accomplished without a comprehensive evaluation system to analyze the efficiency and effectiveness of daily operations, achievement of goals and objectives, fiscal management, personnel, and risk management. This plan for providing evaluations, reviews, statistical analysis, inventories, determinations and data management will be an operative function of the Department.

2.0 Annual Evaluation of Goals and Objectives

Goals and objectives will be set and reviewed by each division within the Department twice annually as part of the budget proposal for the coming fiscal year, a set of goals and objectives will be set. At the end of each fiscal year, Department and Division goals will be reviewed to determine status of completion. Divisions shall use data retrieval devices such as surveys, cost analysis, RecTrac & WebTrac program registrations, athletic rosters, Standard Operations Plans, monthly program highlights, Quality Tour reports, Park Maintenance facility records, or other recognized means to obtain needed statistical, operational, and benefit values. Performance measures are used to evaluate goals and outcomes within operations.

3.0 Annual Review of Policies

All policies, governing or operational, of the Department will be reviewed annually to ascertain their validity, to be kept up-to-date, and to evaluate effectiveness. All policies will be completely and systematically reviewed by the administration, at least every five years, with periodic changes made as needed. Training of policy amendments will be given to Division Superintendents who will be responsible for assuring policy amendments are received by the employees in their divisions and that training of employees is conducted.

4.0 Trends Analysis

It is important for staff members to be in touch with the latest trends that may affect the level of service provided to the community. Trends will be researched through recreational journals, annual conferences, and professional communications. These trends will be reviewed prior to beginning the budget planning process, and will be included in developing annual department goals and objectives. Analysis will include local, regional, and national trends, with focus on social, market, political, and economic trends.

5.0 Data Gathering for Planning

An integral part of the evaluation process is the study of the data gathered. The Department will use the following instruments to obtain input from participants, personnel and volunteers of the Department and its programs: registration software – RecTrac and WebTrac, monthly participation and program highlights, team and class rosters, evaluation forms - programs, volunteers, events, cost analysis studies, surveys - citizen and participant, staff evaluations, standard operations plans, maintenance and

quality tour reports. Data will be gathered on departmentally approved instruments and in a fashion as to easily and quantitatively measure responses to assure accuracy of measurement. Division Superintendents shall be responsible for the approval of all evaluation instruments and methods.

6.0 Community Inventory and Need Index

To provide for long-range and short-range planning, the Department will conduct a Citizens' Survey every five years. The purpose of the survey is to:

- Determine the community attitude regarding parks and recreation services.
- Determine the community awareness of currently provided parks and recreation programs, services and facilities.
- Determine the community usage of the current parks and recreation programs, resources and facilities. To further define the usage by group and by frequency.
- Determine the current service priorities as recommended by the community residents.
- Determine the future service priorities as recommended by community residents.
- Determine the community residents' attitude regarding the current and future funding of parks and recreation services.
- Determine the demographic make-up of the community residents participating in the survey.

The review of the results of the citizens' survey will help assess the following: usage of facilities, levels of facility usage, participation in programs, levels of participation, obstacles to participation and usage, programs desired/inactive, facilities desired/inadequate, duplicate or overlapping services, funding conceptualization, demographic analysis

Results from the citizens' survey will be compiled and used to analyze the effectiveness and efficiency of programs, operations and facilities, and planning, both short-range and long-range, and will be incorporated in the Master Plan. Based on the results, summaries of findings of citizens' survey will be a tool in establishing priorities for development of services, capital improvement projects, and Master Plan updates.

7.0 Management Information System

Information acquired through the operative reports, accumulated from software data, forms, rosters, studies or surveys will be tabulated, reviewed, and summarized for practical application within the Department's operations. Division Superintendents will be responsible for obtaining all appropriate statistical information required from programs or facilities under their jurisdiction. The Superintendent of Administration will be responsible for obtaining all appropriate statistical information from the City of Asheville administration, and for compiling the annual report. Data and statistical summary reporting will be done at the discretion of the Director to those sources the Director feels applicable. Employees shall complete reports in accord with the appropriate departmental policy, City policy or governmental statute.

8.0 Records Management

All reporting forms, software data, rosters, studies or surveys will be kept on file in the Administrative Office of the Parks and Recreation Department in accord with North Carolina General Statutes. Reports shall be filed according to relevance for easy retrieval. Preference will be given to storage of reports by electronic means through computer files, archives, or on the

Intranet. Hardcopy files will be kept in the central office of the Administrative Office for one year. At the end of each fiscal year the hardcopy files will be transferred to the storage room of the Administrative Office. Appropriate personnel, financial and legal files will be maintained in secured files, with access limited by discretion of the Director.

9.0 Service Statistics

The evaluation of programs shall be done to assure participation satisfaction, cost efficiency, adherence to departmental goals and objectives, continuity with overall programming of the Department and Risk Management. Service statistics will be obtained by the following methods: RecTrac and WebTrac, program evaluation form, daily cash report, Recreation Program Standards & Program Guideline, quarterly quality tours check list.

Results from these reporting tools will be used by divisional employees to make program assessments. Critical analysis will be done on programs and events to ensure programs are conducted to community satisfaction, professional standards and fiscal responsibility, and incorporated into standard operations plans. Summaries of these reports will be used in determining goals and objectives of the Division and Department and will aid in conducting long-range planning.

10.0 Performance Evaluation of Personnel

In an effort to recruit and retain qualified employees, the Department will conduct performance evaluations of all personnel. These evaluations will be based on an evaluation of performance using objectives established with the employee. An initial work plan will be established within 30 days of hiring date for new employees, and evaluated after ninety days. Goals and performance measures will be established within one month of completion of annual evaluations for current employees. All employees will receive formal, documented evaluations at least once a year by their supervisor. Review dates will be set by the employee's anniversary date. Evaluation results shall be placed in the employee's personnel file and will be subject to articles of North Carolina General Statute Section 160A-168. The Department human resources liaisons the Human Resources Department shall be responsible for the proper maintenance, confidentiality, and administration of centralized employee personnel files.

11.0 Fiscal Management – Unit Cost Determination

Since operations of the Department are funded by tax revenues of the general fund of the City, it shall be the prudent role of the Department to be fiscally efficient in the management of these funds. The annual budget shall be an evaluative instrument to assess the efficiency of prior years' allocations and include results from other data management to formulate the current budget.

Each division within the Department is responsible for formulation of a divisional budget. This budget shall be based on divisional quantitative measurements, unit cost determinations, fees and charge studies, cost analysis, and other qualitative assessments.

The Department budget will be determined by collection of the divisional budgets and by use of the same basis of formulation as the division. The Director shall formulate the Department budget proposal in preparation to present to the Finance Department and the City Manager.

The Department's annual budget shall be evaluated as to the efficiency of expenditure and proper depositing of funds received by an annual audit conducted by the Finance Department. The Department will conduct an annual internal audit of its revenue production and procedures. Programs, classes and facilities will be responsible for conducting cost analysis studies for the efficient and practical use of funds or fees for their operation. Such evaluations will be quantitative and be conducted at the beginning and the end of the program or class. Findings will be used for budget proposal and setting fees and charges.

12.0 Inventory Control

In order to maintain proper inventory control, the Department will follow the City's fixed asset system as managed via the Finance Department. Each item acquired by the Department by donation, purchase or construction that has a useful life of one or more years and an initial cost of \$5,000 or more will be defined as a fixed asset. Upon receipt of the asset, it must be reported to the Property Control Officer with the following information using the appropriate Fixed Asset Forms:

- Location
- Date acquired or installed
- Serial number
- Any changes in the asset must be reported to the Property Control Officer.

13.0 Recreation Services Management – Program Needs and Effectiveness

The conceptual foundations of play, recreation and leisure that enhance positive leisure lifestyles will continue to be built by evaluation of the programs and services that the Department offers.

The needs of the citizens of the City of Asheville will be evaluated by two methods.

- The Citizens' Survey will be conducted every five years to assess the long-term needs of the constituents. Trends will be tracked to take an active role in meeting the desires and needs of the community and providing opportunities in those areas. The opportunities for the citizens of the community will be evaluated by the Citizens' Survey to develop a long-range plan for the City of Asheville. This survey tool will distinguish trend from fad by evaluating on-going programs against citizen input.
- Program and class evaluations, along with targeted program surveys, will qualitatively measure the success of the service offered and the practicality of the opportunity in meeting the immediate needs of the community. Evaluations and surveys will be conducted in the scope of the Department's information management system, and will be overseen by the Division Superintendents.

Achievements of the Department in meeting the needs of the citizens and community by meeting their own prescribed goals and performance measures will be done by bi-annual review. As part of the budget proposal for the coming fiscal year, a set of goals and performance measures will be set. These goals will be based on a review of the completion of the previous year's goal. Each Division Superintendent will set a series of goals and objectives as part of their work plan. These goals will be based on a review of the prior year's statistical data from their respective operation. To measure the acceptance of services and their desirability by the clientele they are designed to serve, each program or class will conduct targeted program surveys and to measure the community's interests and participation satisfaction.

14. Program Evaluation

Each recreation division will establish annual program goals to guide the plans for leisure opportunities provided to the public. Programs offered by the Department will be evaluated periodically to determine their success and effectiveness, with results used to assist in planning for future program goals. Tools used for evaluating programs will include program evaluation form, individual dialogue with participants and program staff, center operations plan process, quality tour process, and feedback from advisory boards.

15. Cost Effectiveness of Certain Equipment – Capital Improvement Plan

The Department, in an effort to meet the need of replacement of buildings, facilities, vehicles or equipment, will institute a capital improvement plan, a fleet management plan and a replacement schedule. To prepare for long-term needs, the Department will participate in the City's Capital Improvement Plan, listing outlays for six years. These outlays may be for equipment, land, buildings or construction projects.

Division superintendents and facility managers will make requests based on:

- Current or planned use of equipment or facility.
- Sharing or cross-use options
- Age and physical condition
- Alternative acquisition options
- Cost-per-mile/hour to operate
- Visual inspection of equipment in facility

The Department's vehicles will be reviewed by Fleet Management as a part of its Fleet Management Plan. The Parks & Public Facilities Division will devise replacement schedules for equipment based on the same criteria as for assets. Should the equipment meet the criteria for an asset, it will be included in the Capital Improvement Plan. Should it not meet the criteria, it will be a part of the request in the Department's budget proposal.

16.0 Risk Management

The Risk Management Plan of the Department will function as the guideline for fiscal and physical loss of the Department, while the City's Risk Management Plan will govern overall operations. The Risk Management Plan calls for the evaluation of the Department's operation, training procedures, fiscal operations, maintenance and security. Inspection may be done on a daily, weekly, monthly, seasonally or annual schedule. The proper reporting form shall be used for the evaluation. Training of employees shall be the main initiative of Risk Management to ensure the efficiency and effectiveness of daily operations. The Risk Management Plan itself shall be reviewed annually to correct or update any practices prescribed therein.