



Spartanburg County Parks Department Procedures Manual

Mission: Spartanburg County provides a foundation for a superior quality of life for residents, unlimited opportunities for business, and an exceptional environment for education through purposeful planning, investments, and use of resources.

Vision: To be a preferred destination for individuals, families and business to live, learn, play and invest.

Receipt for Manual

(Return This Receipt to Team Manager)

I hereby acknowledge—by signing and returning a copy of this receipt—that I have received the **Spartanburg County Parks Department Procedures Manual** and that I have received a general orientation on the contents of the Manual, which includes the following chapters:

1. Introduction
2. Organization and Management
3. Human Resources
4. Safety, Risk Management and Security
5. Planning, Budgeting and Evaluation
6. Finance and Administration
7. Park Development and Maintenance
8. Park and Recreation Programming

Further, within one week following my Employee Orientation, I understand that I must read Chapters 1-4. In addition:

1. If I supervise other employees, I must also read and understand Chapters 5 and 6.
2. In addition, if I am employed in the Park Maintenance Team, I am required to read and understand Chapter 7.
3. In addition, if I am employed in the Recreation Team or Park Operations Team, I am required to read and understand Chapter 8.
4. If I am a member of the Spartanburg County Parks Department Leadership Team, I am required to read and understand the entire manual.

I understand that I should ask questions about any part of the Manual that I do not understand. I understand that my on-the-job actions are governed by this Procedures Manual, the Spartanburg County Employee Handbook and Spartanburg County policies and procedures that are referenced in this Manual. I understand that the procedures described in this Manual are “specific personnel or department rules and regulations,” as described in the Spartanburg County Employee Handbook and that my failure to follow these procedures may result in disciplinary action, up to and including termination.

Employee Signature: _____
Employee Name (Printed): _____
Employee Job Title: _____
Date Manual Received: _____

ABOUT THE SPARTANBURG COUNTY PARKS DEPARTMENT PROCEDURES MANUAL

The Spartanburg County Parks Department (hereinafter called SCPD or the SCPD) Procedures Manual was developed to define the approved methods and practices for the delivery of park and recreation services in Spartanburg County. It is intended to provide a basis for training and the continuous improvement of services. The Manual includes the following chapters:

1. Introduction
2. Organization and Management
3. Human Resources
4. Safety, Risk Management and Security
5. Planning, Budgeting and Evaluation
6. Finance and Administration
7. Park Development and Maintenance
8. Park and Recreation Programming

Employees are encouraged to read all sections of the Manual. However, within one week following Employee Orientation, all employees must carefully read and understand Chapters 1-4. In addition, employees are required to carefully read and understand, as soon as possible:

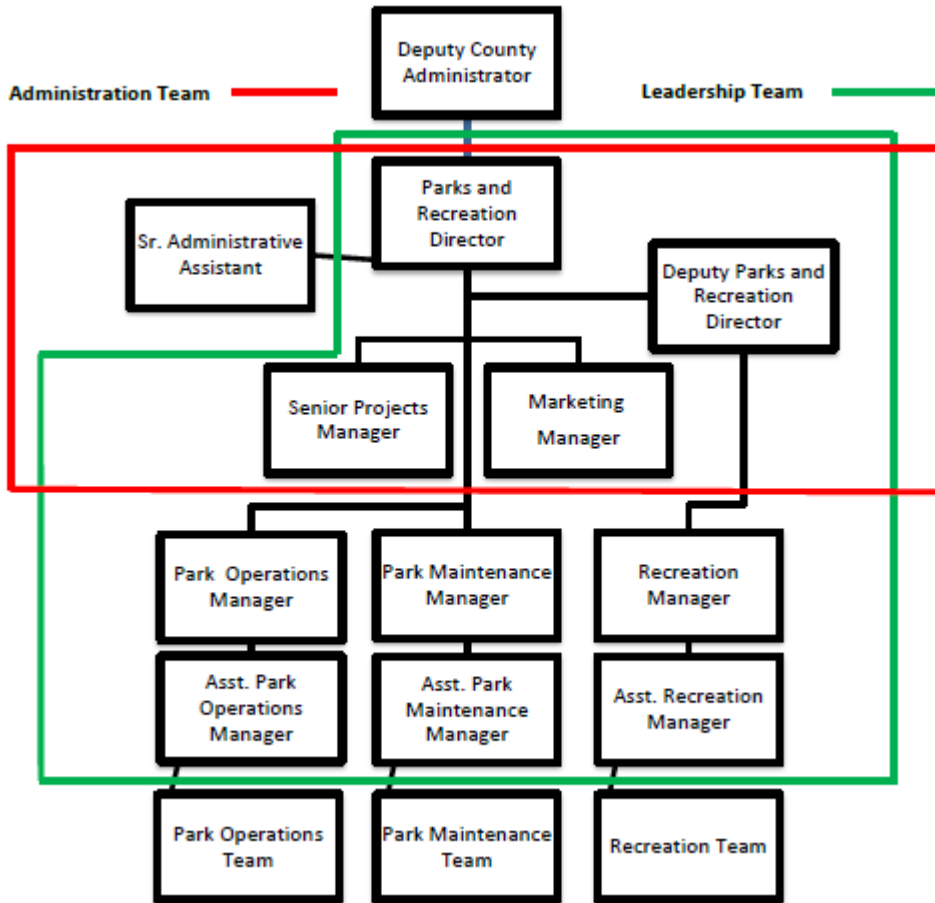
- Chapters 5 and 6, if an employee supervises other employees.
- Chapter 7, if an employee works in the Park Maintenance Team.
- Chapter 8, if an employee works in the Recreation Team or Park Operations Team.
- The entire Procedures Manual, if an employee is a member of the Spartanburg County Parks Department Leadership Team.

Employees should ask their supervisor, Team Manager or the Parks and Recreation Director questions about any part of the Manual that the employee does not understand. Employees are cautioned that their on-the-job actions are governed by this Procedures Manual as well as the Spartanburg County Employee Handbook. Employees are instructed that the procedures described in this Manual are “specific personnel or department rules and regulations,” as described in the Spartanburg County Employee Handbook and that failure to follow these procedures may result in disciplinary action, up to and including termination.

For those SCPD employees who do not have access to the SCPD Intranet, printed copies of the Procedures Manual may be requested from Team Managers.

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CHAPTER 1: INTRODUCTION

PURPOSE

1. The purpose of this manual is to outline the procedures that govern the SCPD. The majority of the contents of the manual are the rules and processes that concern the day-to-day operations of the SCPD. The development of the SCPD procedures manual was influenced by the Standards of the Commission for Accreditation of Park and Recreation Agencies (CAPRA) (6th Edition, published in 2019) and national best practice from other local government agencies.
2. Procedures are generally developed by the SCPD Leadership Team, reviewed by appropriate personnel and/or department heads, as needed, and approved by the Parks and Recreation Director or County Administrator before they are incorporated into the SCPD Procedures Manual.
3. The manual also includes, by reference, County-wide policies adopted by the Spartanburg County Council and the administrative procedures and guidance issued, from time to time, by the Operations Support Departments of Spartanburg County Government, which include:
 - a. Budget Management
 - b. County Attorney
 - c. Facilities Maintenance
 - d. Finance
 - e. Fleet Services
 - f. GIS
 - g. Human Resources
 - h. Information Technology
 - i. Planning and Development
 - j. Purchasing
 - k. Records Management
4. The SCPD will strive to comply with Spartanburg County ordinances, regulations, and directions from County Administration as well as applicable laws and regulations of higher government.
5. In summary, the SCPD Procedures Manual fits within the following hierarchy:

- a. Applicable federal law and regulations
 - b. Applicable state law and regulations
 - c. Applicable County Code of Laws
 - d. Applicable County policies
 - e. Applicable administrative procedures issued by Operations Support Offices
 - f. SCPD Procedures Manual
6. The SCPD Procedures Manual will be supplemented, as needed, from time-to-time, with Program and/or Facility Guidelines, Forms and Checklists, issued by the Parks and Recreation Director, Deputy Parks and Recreation Director, or Team Managers. Such supplements must not conflict with or contradict the SCPD Procedures Manual or Spartanburg County ordinances, applicable laws, or regulations of higher government.
 7. The County Code of Laws may be accessed via the MuniCode library website, https://www.municode.com/library/sc/spartanburg_county/codes/code_of_ordinances
 8. [The Spartanburg County Employee Handbook](#). Applicable County policies and administrative procedures, which are referenced in this manual, may be found on the County website or intranet.
 9. The Parks and Recreation Director and the SCPD Leadership Team will strive to review the Procedures Manual on an annual basis, to incorporate or recommend necessary updates.
 10. From time to time, the SCPD Leadership Team may review the policies and procedures of other departments and will make recommendations, as necessary.

STRATEGIC & MASTER PLAN

1. In 2018, the SCPD developed a [Strategic & Master Plan](#) that was adopted by Spartanburg County Council, to guide the SCPD as it provides recommendations to Spartanburg County Council for the provision of parks and recreation services.
2. The plans outline the SCPD's goals and objectives and states the following:
 - a. Spartanburg County's vision is to be a preferred destination for individuals, families, and businesses to live, learn, play, work, and invest.
 - b. Spartanburg County's mission is to provide a foundation for a superior quality of life for residents, unlimited opportunities for business, and an exceptional learning environment for education through purposeful planning, investment, and use of resources.
 - c. The SCPD strives to advance this mission and vision by serving as a partner in community wellness initiatives and facilities. It is the department's vision that its

facilities and programs will be fun, safe, legally compliant, and family friendly - offering both active and passive recreation opportunities to promote an active, healthy lifestyle for people of all ages and abilities.

COMMUNITY DEMOGRAPHICS (US CENSUS BUREAU, 2016 AMERICAN COMMUNITY SURVEY)

1. Predominant form(s) of government in the tax jurisdiction (i.e., manager, mayoral, commission): Council/Administrator
2. Population of tax jurisdiction: 332,410
3. Population of department service area: 332,410
4. Age profile of tax jurisdiction:
 - a. Median age is 39.5
 - b. 5 and under: 6%
 - c. 6-17: 23%
 - d. 18-64: 55%
 - e. 65 and over: 16%
5. Income profile of tax jurisdiction:
 - a. Median household income is \$54,724
 - b. Per capita income is \$24,786
 - c. Persons in poverty is 13.7%
6. Racial diversity of the tax jurisdiction:
 - a. White: 71%
 - b. African-American: 19%
 - c. Latino: 7%
 - d. Asian: 2%
 - e. Some Other Race: 1%

DEPARTMENT CHARACTERISTICS

1. Operating budget: \$8,116,000 (FY 2021)

2. Capital budget: \$1,195,000 (FY 2021)
3. Full-time employees: 71
4. Part-time/seasonal employees: 75-130, depending on season
5. Parkland acreage: 1,210
6. Significant agency awards and/or recognitions:
 - a. National Softball Association's "Outstanding Park for 2012" for Tyger River Park
 - b. National Softball Association's "Outstanding Park for 2012" for North Spartanburg Park
 - c. James Farrell 2013 "Award of Excellence" by the Amateur Softball Association
 - d. Spartanburg Area Chamber of Commerce 2013 "Tourism Ambassador Award" (co-winner with City of Spartanburg Special Events Office)
 - e. South Carolina Recreation and Parks Association 2013 "Park of Excellence" for Tyger River Park
 - f. "Outstanding Sports Tourism Award," 2014, with Spartanburg Convention and Visitors Bureau
 - g. ASA/USA "2015 Complex of the Year," for Tyger River Park
 - h. James Ferrell 2015 "Award of Excellence, " by Amateur Softball Association
 - i. SC Association of Counties 2015 Barrett Lawrimore Regional Cooperation Award, for VSP 50+Wellness Program
 - j. South Carolina Recreation and Parks Association 2015 "Programming Excellence Award" for VSP 50+ Wellness Program
 - k. South Carolina Recreation and Parks Association 2016 "Park Excellence Award" for Cleveland Park
 - l. NSA "2016 Complex of the Year," for 295 Park and North Spartanburg Park
 - m. South Carolina Recreation and Parks Association 2017 "Park Excellence Award" for Holston Creek Park
 - n. Recreational Trails Program Achievement Award 2017 for the Woodruff Greenway Trail
 - o. James Farrell 2018 "Award of Excellence" for hosting USA Softball 12U National Championships by the Amateur Softball Association
 - p. CAPRA Agency Accreditation 2018

PHYSICAL CHARACTERISTICS

1. Geographic size of tax jurisdiction (square miles): 808
2. Significant rivers, lakes, mountain ranges that influence the community:
 - a. **Topography:** Spartanburg County’s topography places few constraints on the development of parks and recreation facilities. According to the most recent Spartanburg County Comprehensive Plan: "Spartanburg County is located in the northwestern part of the state, in what has come to be known as the 'Piedmont Crescent.'” The County lies just southeast of the Blue Ridge Mountains in the piedmont plateau, which is characterized by subdued topographic features and moderate relief. The land surface is inclined to elevations exceeding 1,000 feet in the northwest section of the County to less than 600 feet in the southeast. Hills have a well-rounded appearance with no conspicuously prominent ridges or peaks. Valley floors are generally about 100 feet deep with well-developed water courses. There are few swamp-like areas. The general slope of the County is southeastward, which is the general direction of the main drainage ways. The land ranges from nearly level to steep, but most areas are gently sloping to moderately steep. The highest point in the County, about 1,480 feet, is on Bird Mountain in the northwestern part. In the central part, the elevation ranges from 750 to 900 feet. In the northern part of the County, a series of hills rises about 200 feet above the surrounding land and does not conform to the general pattern of relief. The lowest elevation is on the Enoree River in the extreme southeastern part of the county near the Union County line.
 - b. **Lakes:** Spartanburg County has numerous lakes, most of which are public water reservoirs that double as outdoor recreation assets. Lakes include:
 - i. Berry Shoals Pond – 30 acres
 - ii. Lake Bowen – 1,534 acres
 - iii. Lake Blalock – 1,105 acres
 - i. Lake Cooley – 300 acres
 - ii. Lake Tom Craig – 150 acres
 - iii. Lyman Lake – 550 acres
 - iv. Silver Lake – 80 acres
 - c. **Rivers:** Spartanburg rivers have great potential for outdoor recreation and nature-based tourism. The SCPD is working with public and private organizations to develop river access points for outdoor recreation. Rivers include:
 - i. **Tyger River.** The Tyger River has a North and South branch that come together north of Spartanburg. Some Class I and II rapids on

the upper section provide recreation for whitewater paddlers. During heavy rain periods the rapids can be more challenging.

- ii. **Pacolet River.** The Pacolet River flows just east of Spartanburg. Two branches join 10 miles north of town, and the river flows through Lake Blalock and eventually joins the Broad River. The Pacolet has a steady current and a variety of wildlife.
- iii. **Enoree River.** The Enoree River begins in Upstate South Carolina flows through pine and hardwood forest. It forms a portion of the boundary between Greenville and Spartanburg counties. The river is generally narrow and shallow. It is mostly flat water, but there are some significant rapids near the Greenville/Spartanburg area. South of Spartanburg, the Enoree River flows through Sumter National Forest.

CULTURAL CHARACTERISTICS - A BRIEF HISTORY OF SPARTANBURG

(Reprinted from the Convention and Visitor's Bureau website, www.visitspartanburgsc.com.)

A treaty with the Cherokee Indian nation in 1753 opened up the area for settlers. The county formed in 1785 and got its name from the Spartan Regiment, a local militia unit that fought in the Revolutionary War. The county has grown from a frontier trading post and later a major textile center to an important and diversified manufacturing center with more than 500 manufacturing firms. Spartanburg County is an international business center with a high per capita foreign investment and more than 110 international firms, including BMW Manufacturing Company.

During the Revolutionary War the Spartanburg area witnessed an impressive number of engagements, in fact more battle sites than almost any other location in the U. S. Two of these battles changed the course of the war and, therefore, the history of our country.

Once the war ended, settlements sprang up in and around the area, and the new district began to take shape by forming its own government. Following the construction of a new courthouse, the town was named Spartanburg. In 1831 the town incorporated and a couple of decades later it became known as the "Hub City" due to the wheel hub shape formed by the many railroad lines that came in to the area.

Between the late 19th century and early 20th century, Spartanburg was defined by the textile industry. Nearly 40 textile mills were built during this time and they provided the economic and social structure of the area.

During World War I, Camp Wadsworth, now the site of Westgate Mall, became a second home to over 100,000 men as they trained for service. Then, during World War II, over 200,000 men trained at Camp Croft located south of the city. This area is now Croft State Park, a site for hiking, fishing, biking and horse riding.

At the conclusion of WWII, mill life began to decline as wages rose and the automobile industry boomed during the 1950s. At the end of the decade, mill society faded, though a new international industry began to grow in the 1970s and has continued ever since.

Today, visit The Zentrum, BMW's unique visitor's center and museum, located here at the automaker's only North American manufacturing plant. Walk through the arboretum of Milliken & Co., one of the largest privately held textile and chemical companies in the world which has its worldwide headquarters in Spartanburg. Visit The Chapman Cultural Center, an 86,000 square foot facility that is home to the cultural community for visual and performing arts, science and history. It is the home to the Spartanburg County Museum of Art, the Regional History Museum, Ballet Spartanburg, and the Spartanburg Science Center among others.

Rooted in the country's early history while reaching boldly into the 21st century, Spartanburg County is one of the most culturally-diverse areas in South Carolina.

CHAPTER 2: ORGANIZATION AND MANAGEMENT

PURPOSE

The purpose of this chapter is to describe the organizational structure of Spartanburg County, the relationship of the SCPD to that structure. Relationships to other organizations are covered, as is the structure, function, and management of the SCPD.

SPARTANBURG COUNTY ORGANIZATION AND GOVERNANCE

1. Spartanburg County is a political subdivision of the State of South Carolina. Counties derive their powers from the laws and regulations of the State government. According to S.C. Code of Laws *Title Four, Chapter 9, Article I, Section 4-9-25, Powers of counties*:

"All counties of the State, in addition to the powers conferred to their specific form of government, have authority to enact regulations, resolutions, and ordinances, not inconsistent with the Constitution and general law of this State, including the exercise of these powers in relation to health and order in counties or respecting any subject as appears to them necessary and proper for the security, general welfare, and convenience of counties or for preserving health, peace, order, and good government in them..."
2. Spartanburg County was founded in 1785 and incorporated in 1976 under the South Carolina *Home Rule Act*. Policymaking and legislative authority are vested in the County Council, which consists of a Council Chairman elected at large and six (6) District Council Members elected to four-year staggered terms. The County Council is responsible for passing ordinances, adopting the budget, appointing committees, hiring the County Administrator and Clerk to Council.
3. To more effectively provide leadership to county government, the Spartanburg County Council has divided itself into a number of committees. SCPD is assigned to the Livability Committee. Most proposed policies that concern SCPD must originate within and be recommended by the Livability Committee before they are considered by the full Council. The SCPD provides regular reports to County Council through the Livability Committee.
4. A copy of the County organization chart appears below, as an example. The SCPD is highlighted. The organization may be revised, from time to time. The most current organization chart may be found in the latest Adopted Operating Budget, which may be found on the [Budget Management page](#) of the County website.

COUNTY ADMINISTRATOR

1. Spartanburg County has operated under the council-administrator form of government since 1976. The County Administrator is the chief administrative officer of Spartanburg County and is responsible for management oversight of the SCPD, as well as other County departments that are not headed by elected or appointed officials.
2. The Administrator, with the assistance of the Deputy Administrator, County Attorney and the several Operations Support offices, is responsible for carrying out the policies and ordinances of the County Council, for managing the day-to-day operations of the County, and for hiring all non-elected and non-appointed County department heads, including the Parks and Recreation Director. The specific duties of the County Administrator are enumerated in the *S.C. Code of Laws, Title Four, Chapter 9, Article I, Section 4-9-620, Employment and qualifications of administrator*.
3. The County Administrator or his/her designee is responsible for signing all contracts which bind Spartanburg County as approved or otherwise authorized by County Council.

DEPUTY COUNTY ADMINISTRATOR

1. The County Administrator has delegated to the Deputy County Administrator responsibility for supervision of the Parks and Recreation Director as well as the provision of routine management oversight, guidance and any required decision-making.
2. However, the County Administrator remains involved with SCPD plans, projects, and programs, particularly with respect to funding, as well as Council oversight and approval of SCPD plans, projects and programs.

PARKS AND RECREATION DIRECTOR

The Parks and Recreation Director is the department head for SCPD. According to the position job description, essential functions and tasks for the Director include:

1. Create a culture of public service and continuous improvement by emphasizing outcome measurement, statistical analysis, efficiency, development of standard operating procedures and ongoing staff training/professional development.
2. Establish work teams to develop and/or implement adopted policies, plans, budgets and projects.
3. Recommend parks and recreation policies for consideration of the County Council.
4. Develop strategic plans, operating and capital budgets for parks and recreation in order to provide quality facilities and services to the public.
5. Provide oversight to the implementation of the department's operating and capital budgets.
6. Maintain awareness of important events and information that may impact the department, communicating important information to department personnel, as needed.

7. Work with other organizations and partners to help improve Spartanburg County's quality of life and economic development potential.
8. Meet with SCPD partners to build cooperative working relationships; listen to and evaluate divergent ideas in order to suggest ways to develop unified action to address community needs. (Partner groups include school districts, towns, cities, conservation organizations, neighborhood associations, youth sports associations and other recreation providers.)
9. Identify opportunities for alternative funding, including the provision of cash, in-kind services and volunteer involvement by parks partners.
10. Enhance the image of the department within the community, seeking to position the department as a trustworthy partner in community improvement.
11. Review and approve vouchers, procurement documents, payment requests, and personnel action forms to ensure compliance with County policies and procedures.
12. Assist in development of RFPs and management of parks and recreation facility improvement projects, as needed.
13. Monitor the status of department projects as well as revenue and expense accounts; take corrective action, as necessary.
14. Supervise Deputy Parks and Recreation Director, Park Operations Manager, Park Maintenance Manager, Marketing Manager, Senior Administrative Assistant and Senior Project Manager.
15. Plan and coordinate on-going training for department team personnel.
16. Attend all meetings of County Council.
17. Provide ongoing status and other reports to County Administration and County Council, as needed or requested.
18. Manage special projects upon request by County Administrator or Deputy County Administrator.
19. Perform related tasks and additional duties, as required or as directed.

OPERATIONAL SUPPORT OFFICES/ADMINISTRATIVE PROCEDURES

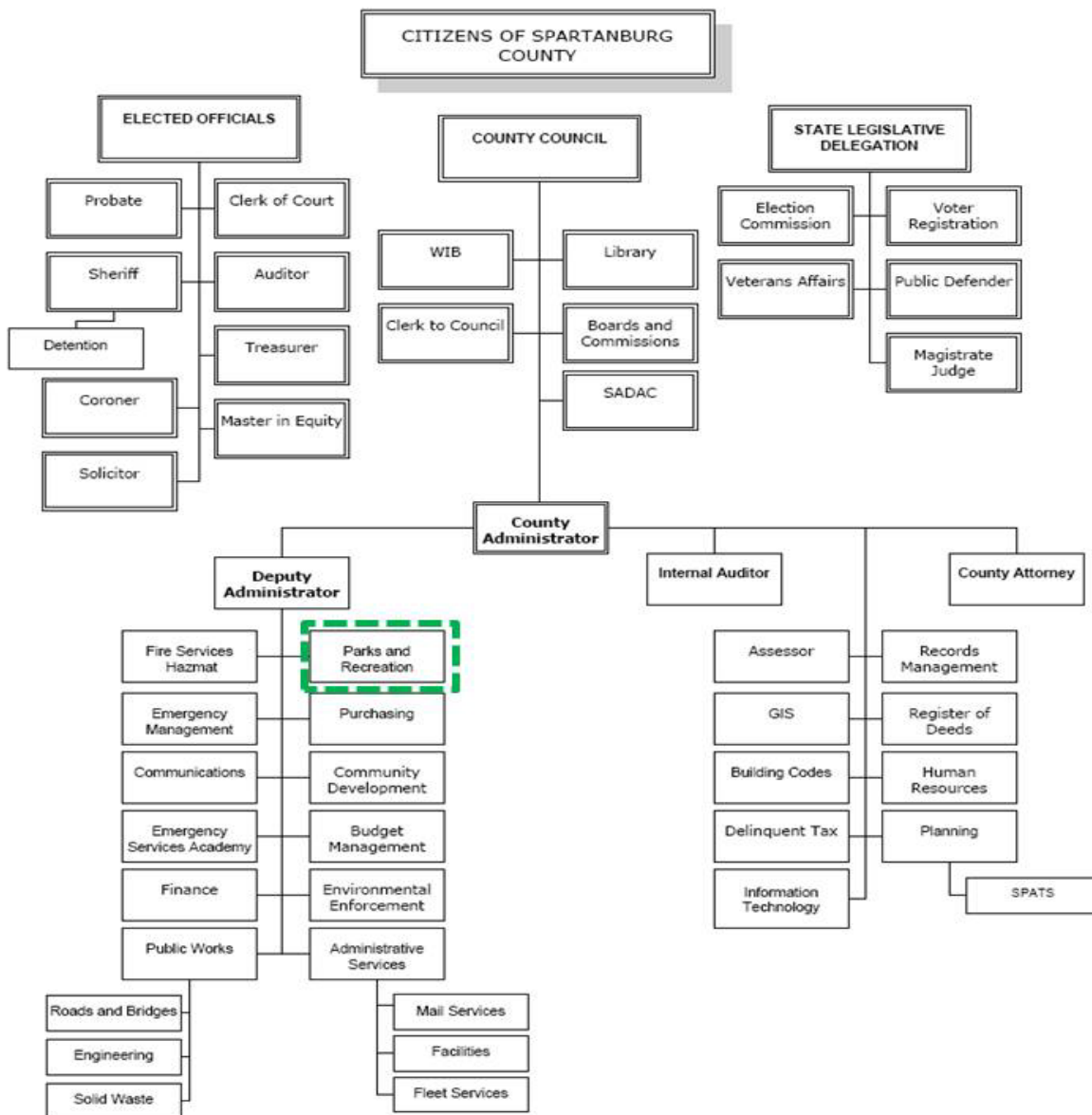
Spartanburg County maintains a number of offices to provide support to operating departments, such as SCPD. From time to time, as needed, these Operational Support Offices develop and promulgate administrative procedures. The procedures apply to all departments within the County. The Spartanburg County Operating Budget provides the following descriptions of the various Operational Support Offices. The relationship of these offices to the SCPD is described in the chapters, which follow.

1. **Budget Management.** The Department of Budget Management prepares and manages the County's annual operating and capital budgets. The department provides fiscal oversight of agency and department revenues and expenditures assesses fiscal trends and advises the County Administration regarding fiscal matters. The Department manages the registration, collection and enforcement of the Hospitality Tax and False Alarm.
2. **County Attorney.** The County Attorney's Office provides professional legal representation to County Council, the County as an entity, elected and appointed County officials and the County Departments in litigation either brought against the County or initiated by the County. The office also assists with prosecution of code violations, provides representation of the County before administrative and regulatory agencies, and provides legal advice and review for economic development and public finance matters. The County Attorney's Office also drafts, reviews and approves as to form legal documents including, contracts, deeds, leases, easements, pleadings, proclamations, resolutions, ordinances and policies and procedures for use by the County.
3. **Facilities Maintenance.** The Facilities Maintenance Department maintains and manages the buildings owned or leased by Spartanburg County. The management includes implementation and execution of major renovations and major Capital Projects to improve the buildings.
4. **Finance.** The Finance Department monitors all County financial operations to ensure that all County monies are spent in accordance with the budget adopted by County Council. The department pays all County legal obligations and payroll, as well as administers grants, maintains all financial records, and prepares the County's comprehensive Annual Financial Report in conformity with generally accepted accounting principles (GAAP) and audited in accordance with generally auditing standards by a firm of licensed certified public accountants in compliance with state law S.C. Code Ann. sec. 4-9-150.
5. **Fleet Services.** The Fleet Services Department maintains County cars, trucks, and equipment and provides several fuel dispensing stations throughout the County. Fleet Services maintains the County's parts inventory and vehicle history records. Fuel and repair costs are charged to the various County departments and funds based on actual usage.
6. **GIS.** The Geographic Information System (GIS) Department provides support to multiple departments in the creation, maintenance and display of information. GIS maintains digital parcels, road centerlines and other information to assist County staff members in performing their jobs with accuracy and efficiency. GIS works directly with the public to assign addresses and provide products such as maps, digital information and website capabilities. GIS assigns structure addresses to plats and subdivisions as part of the land development process and to facilitate issuance of building permits. GIS maintains and updates addresses/streets and acts as the interface with INTRADO to keep the Spartanburg County 911 database current and accurate.
7. **Human Resources.** The Human Resources Department is an internal support department that oversees the administration of policies and benefits; ensures that all

departments comply with state and federal regulations related to employment; and provides employment information and application for jobs within Spartanburg County Government for both employees and the general public.

8. **Information Technology.** The Information Technologies (IT) Department assists County departments to improve their business processes by proposing and deploying IT solutions. The staff provides daily support for the existing computer systems, maintains data integrity, and plans the architecture and builds the infrastructure necessary for information to be efficiently and effectively shared between employees and with the citizens of Spartanburg County.
9. **Planning and Development.** This department administers and facilitates the processes of development review and land use planning in order to protect the health, safety and welfare of the citizens of Spartanburg County. The department maintains a planning program which utilizes all tools available to minimize land use conflicts and traffic congestion, to coordinate the provision of utilities and roads, and to optimize the quality of life for all County residents.
10. **Purchasing.** The Purchasing Department proactively directs the County's procurement operations and activities. It also develops, coordinates and evaluates procurement and contract administration policies and programs; performs contract administration oversight; provides guidance and support to departments and agencies in administering contracts; develops purchasing requests; performs cost-price analyses and analyzes cost-price indices.
11. **Records Management.** This department provides storage for County Records that are all permanent and inactive for the duration of their perspective retention period as approved by the South Carolina Department of State Archives. This department also is responsible for records management storage/disposal, records delivery and document shredding for confidential files.

SPARTANBURG COUNTY ORGANIZATION



SCPD RELATIONSHIPS

PROFESSIONAL RELATIONSHIPS

1. The SCPD maintains an agency membership with the National Recreation and Parks Association to take advantage of the information and professional development opportunities provided through that organization.
2. The SCPD utilizes the National Association of County Parks and Recreation Officials as a way to stay current on national trends, networking opportunities and professional development.
3. The SCPD seeks to improve the professional knowledge of its employees through regular attendance at meetings and training sessions organized through the SC Recreation and Parks Association.
4. The SCPD strives to maintain an ongoing relationship with Clemson University's Parks, Recreation and Tourism Management Degree Program, participating in research programs and hosting interns from that program.
5. The SCPD cooperates with colleges and universities and school districts located within Spartanburg County to further the provision of parks and recreation opportunities.
6. The SCPD strives to maintain formal and informal working relationships with parks and recreation agencies as well as recreation and conservation organizations to pursue joint projects and programs, share ideas and avoid duplication of services. Professional working relationships include agencies such as:
 - a. City of Spartanburg Parks and Recreation Department
 - b. City of Greer Parks and Recreation Department
 - c. Partners for Active Living
 - d. Tyger River Foundation
 - e. Spartanburg Area Conservancy
 - f. Upstate Forever
 - g. Greenville County Parks and Recreation Department
 - h. One Spartanburg Inc.
 - i. One Spartanburg Inc.'s Tourism Development Office
 - j. Mary Black Foundation
 - k. Spartanburg Regional Foundation

- l. VSP Foundation
- m. Spartanburg County Foundation

RELATIONSHIPS WITH PARKS PARTNERS

The SCPD seeks to develop partnerships with agencies and organizations that work with the SCPD to promote, develop or provide recreation facilities or services. For example, SCPD utilizes some facilities owned by Spartanburg County School Districts or municipalities to deliver services. These partnerships are normally documented through contracts and memoranda of understanding approved by the County Administrator or Deputy County Administrator.

RELATIONSHIPS WITH VOLUNTEER ATHLETIC ASSOCIATIONS

The SCPD works with volunteer athletic associations to coordinate facility utilization and to encourage cooperation among the associations. These are most prevalent in youth sports, where volunteer athletic associations sign permits to utilize SCPD-managed facilities for practices and athletic competition in sports such as baseball, softball, football and soccer.

RELATIONSHIPS WITH TOURNAMENT ORGANIZERS

The SCPD promotes the use of parks and recreation facilities owned or managed by the SCPD for athletic tournaments to generate economic impact for Spartanburg County. Working closely with One Spartanburg Inc.'s Tourism Development Office, the SCPD recruits and provides tournament support services. The services provided and the responsibilities of the tournament organizer and the SCPD are documented through contracts approved by the County Administrator or Deputy County Administrator.

RELATIONSHIPS WITH RECREATION CONTRACTORS

The SCPD utilizes contractors who provide public services within SCPD-managed facilities. Services provided and the responsibilities of the contractor and SCPD are documented through contracts approved by the County Administrator or Deputy County Administrator.

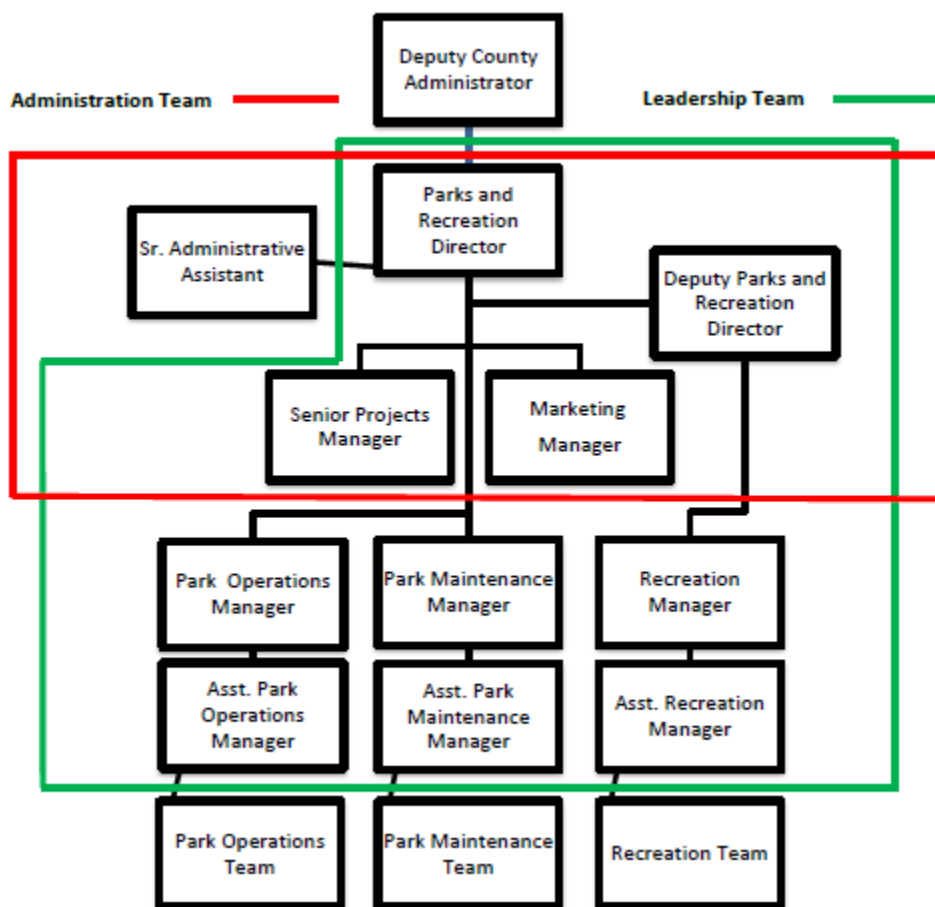
DEPARTMENT ORGANIZATION AND SERVICES

The department is divided into four teams, depicted in an organization chart below:

1. **Administration Team.** Services include planning, budgeting, finance, personnel, public relations/marketing, partnership development, grants writing, risk management, fundraising and capital projects management. The Administration Team provides oversight to all of the other teams in the department.
2. **Park Maintenance Team.** Services include grounds maintenance, building maintenance, park and playground safety, and management of department vehicles and equipment.

3. **Recreation Team.** Services include youth development programs, outdoor recreation programs, 50+ wellness programs, therapeutic recreation assistance, special events, recreation center management and recreation center programming.
4. **Park Operations Team.** Services include tournament recruitment and support, liaison to and support of volunteer recreation groups and scheduling of park sports fields and rentable facilities.

DEPARTMENT ORGANIZATION CHART



CROSS-DEPARTMENT LEADERSHIP ASSIGNMENTS

Several positions, in addition to serving their basic functions, have additional leadership assignments that cross departmental lines, including:

1. **Americans With Disabilities Act (ADA) Coordinator:** Parks and Recreation Director
2. **Building Services Liaison:** Park Maintenance Manager

3. **Fixed Assets Reporting:** Deputy Parks and Recreation Director
4. **Human Resources Department Liaison:** Senior Administrative Assistant
5. **Park Security and Facility Access Control:** Assistant Park Maintenance Manager
6. **Planning and Budgeting:** Parks and Recreation Director
7. **Safety and Risk Management:** Deputy Parks and Recreation Director
8. **Special Events Management:** Recreation Manager and Park Operations Manager
9. **Special Projects:** Marketing Manager
10. **Vehicle Management and Fleet Services Liaison:** Park Maintenance Manager
11. **Volunteer and "Friends of Parks" Coordination:** Marketing Manager

COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT

1. In accordance with the requirements of title II of the Americans with Disabilities Act of 1990 (“ADA”), the Spartanburg County Parks Department (SCPD) will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.
2. **Effective Communication:** The SCPD, as needed, or upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the SCPD’s programs, services, and activities.
3. **Modifications to Policies and Procedures:** The SCPD will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. The ADA does not require the SCPD to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden. The SCPD will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.
4. Complaints that a program, service, or activity of the SCPD is not accessible to persons with disabilities should be directed to the Parks and Recreation Director, Spartanburg County Parks Department, 9039 Fairforest Road, Spartanburg, SC 29301.
5. **Grievance Procedure.** The SCPD has established a Grievance Procedure to meet the requirements of the Americans with Disabilities Act of 1990 (“ADA”). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the SCPD. (The Spartanburg

County Employee Handbook governs employment-related complaints of disability discrimination.)

- a. Any ADA-related complaint must be provided to the SCPD ADA Coordinator in writing and must contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem.
- b. Alternative means of filing complaints - such as personal interviews or a tape recording of the complaint - will be made available for persons with disabilities upon request.
- c. The complaint must be submitted by the grievant and/or his/her designee as soon as possible but no later than 60 calendar days after the alleged violation to the ADA Coordinator.
- d. Within 15 calendar days after receipt of the complaint, the ADA Coordinator or his designee will meet with the complainant to discuss the complaint and the possible resolutions. Within 15 calendar days of the meeting, the ADA Coordinator or his designee will respond in writing, and where appropriate, in a format accessible to the complainant. The response will explain the position of the SCPD and offer options for substantive resolution of the complaint.
- e. If the response by the ADA Coordinator or his designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the County Administrator or his designee. Within 15 calendar days after receipt of the appeal, the County Administrator or his/her designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the County Administrator or his/her designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.
- f. All written complaints received by the ADA Coordinator or his/her designee, appeals to the County Administrator or his/her designee, and responses from these two offices will be retained by the SCPD for at least three years.

SCPD ADMINISTRATIVE OFFICES

1. To enhance efficiency and customer service within a large county, SCPD offers multiple staffed office locations to serve the public. Customers can register for programs, rent facilities, and make payments at all of these offices. Customers can also complete these functions online at www.spartanburgparks.org
 - a. The SCPD Administrative Office is located within the Spartanburg County Community Services Building at 9039 Fairforest Road, Spartanburg, SC 29301. This building houses the Parks and Recreation Director, Deputy Parks and Recreation Director, Recreation Manager, Assistant Recreation Manager, Park

Maintenance Manager, Assistant Park Maintenance Manager, Senior Project Manager, Project Manager, Marketing Manager, 50+ Wellness staff, and the Senior Administrative Assistant. This office is staffed Monday-Friday from 8am-5pm.

- b. The Tyger River Park Office is located at 179 Dillard Road, Duncan, SC 29388. This office houses the Park Operations Manager, Assistant Park Operations Manager, a Recreation Coordinator, two Athletic Coordinators, one Site Coordinator, and multiple part-time Park Assistants. This office is staffed Monday-Friday from 8:30am-5:30pm.
 - c. The Cleveland Park Office is located at 141 N. Cleveland Park Drive, Spartanburg, SC 29303. This office houses a Recreation Coordinator, two Senior Site Coordinators, and multiple part-time Recreation Assistants. This office is staffed Monday-Friday from 9am-6pm.
2. SCPD manages office space at four schools and nine community centers. These locations offer site specific assistance and are not considered full-service administrative offices. These offices are open based on program schedules and are often staffed by part-time employees.
 3. SCPD manages four maintenance shops in separate quadrants of the county. The Northside shop is adjacent to North Spartanburg Park and houses a Maintenance Supervisor and eleven Maintenance Technicians. The Southside shop is adjacent to Old Canaan Road Park and houses a Maintenance Supervisor and ten Maintenance Technicians. The Westside shop is adjacent to Tyger River Park and houses a Maintenance Supervisor and ten Maintenance Technicians. The Midtown Shop is adjacent to Cleveland Park and houses two Maintenance Technicians. While each shop covers a defined area, the Park Maintenance Manager, at his discretion, may augment a given shop with employees from another shop to address seasonal needs or special event requirements.

COMMUNICATIONS

INTRA-DEPARTMENT COMMUNICATIONS

1. The **Leadership Team** for the department is comprised of the Parks and Recreation Director, Deputy Parks and Recreation Director, Park Maintenance Manager, Assistant Park Maintenance Manager, Recreation Manager, Assistant Recreation Manager, Park Operations Manager, Assistant Park Operations Manager, Senior Project Manager and Marketing Manager.
2. The Leadership Team meets every other Friday to share information among the different teams on plans and accomplishments.

3. The SCPD Safety Meeting, held every other month, involves the Leadership Team and its key subordinates and is chaired by the Deputy Parks and Recreation Director, who also is a member of the County Risk Management Committee. At this meeting, updates are provided on pending actions regarding SCPD accidents and injuries. Safety, security and risk management issues, operational improvements and training opportunities also are discussed. The County Risk Manager may attend the meetings periodically, at his discretion or upon invitation.
4. The Parks and Recreation Director may organize department-wide meetings to review progress, celebrate achievements and announce plans for the future. All employees are encouraged to attend.
5. The Parks and Recreation Director and/or Deputy Parks and Recreation Director attend meetings of the Spartanburg County Council, the County Administrator's Monthly Staff Meetings and the Deputy County Administrator's Public Services Functional Meeting. The Parks and Recreation Director distributes information gathered at these meetings to the Leadership Team, as needed.
6. Team managers may schedule meetings on a weekly, monthly or as needed to schedule work, dispense information or solve problems.

PUBLIC COMMUNICATIONS, MARKETING AND RESOURCE DEVELOPMENT

1. As a public service organization, the SCPD realizes that community support is needed if SCPD is to accomplish its mission. The SCPD promotes an ongoing program of public information, marketing, community relations and resource development, under the leadership of the Marketing Manager. The program includes:
 - a. Maintenance and promotion of a departmental website, spartanburgparks.org, which provides information on all parks in Spartanburg County.
 - b. Cooperation with One Spartanburg Inc.'s Tourism Development Office to promote Spartanburg County as a place to host youth sports tournaments, which is accomplished through websites, social media and tournament solicitation visits.
 - c. Local advertising of recreation programs and special events, through flyers (delivered through community centers, schools, libraries and by direct mail), as well as social media involvement and purchased advertising in general-interest and special publications.
 - d. Routine news releases and flyers to announce recreation programs and special events, delivered to the news media.
 - e. Involvement of SCPD personnel in worthwhile community projects and programs, including support for activities of One Spartanburg Inc., Special Olympics, community festivals, Carolina Miracle League, South Carolina School for the Deaf and Blind and others.

- f. Routine involvement with outreach to community leaders, community improvement organizations and local foundations.
 - g. Upon approval of County Council, seeking grant funding of programs and projects of the SCPD.
2. Unless instructed to do so by the County Administrator or Deputy County Administrator, the SCPD will not initiate news media contacts. If permission is granted, only the Parks and Recreation Director, Deputy Parks and Recreation Director, Marketing Manager, or those authorized by the Parks and Recreation Director are authorized to speak on behalf of the SCPD.
3. Other than the above-described individuals, SCPD staff members are not allowed to make contact with the news media or answer news media questions, even if they believe that they can provide the requested information. This is to prevent the dissemination of inaccurate, incomplete or conflicting information. SCPD staffers will refer all media contacts to the Marketing Manager.
4. Any SCPD staff contacted by members of the news media will email the Marketing Manager as well as the Parks and Recreation Director to inform them of the name of the reporter; media outlet; time, day and location of the contact and nature of the questions asked. Any SCPD staff member who notices media vehicles operating on SCPD property will notify, via email, the Marketing Manager as well as the Parks and Recreation Director.
5. SCPD staff will also notify the Parks and Recreation Director and Marketing Manager of any incidents involving evacuations, bomb threats, system failures affecting the public, or any other type of incident, involving SCPD, that could reasonably be expected to prompt a media inquiry or require a media response.
6. The Marketing Manager will make use of social media for facility and program promotion as well as other public information. As approved by the Parks and Recreation Director, other Parks Department employees may be given permission to utilize social media on behalf of the department. The Parks and Recreation Director and Marketing Manager will periodically monitor all department social media vehicles. If content is found that is contrary to County and department policies or which has potential to embarrass Spartanburg County, the team manager of the offending employee will be notified and corrective action will be taken.

VOLUNTEERS IN PARKS (VIP) PROGRAM

1. Team managers are encouraged to incorporate volunteer utilization into their operations whenever possible in order to maximize staff capacity, keep operating costs low, offer new recreation opportunities and to offer opportunities for citizens to become engaged.
2. Some types of volunteer jobs include:

- a. Citizen Advisory Committees
 - b. Recreation program volunteers (assisting in recreation programs, such as staffing special events, providing services in youth development programs, teaching classes in senior recreation programs, etc.)
 - c. Maintenance volunteers (assisting in the maintenance of parks as members of “Friends of...” organizations), volunteers assisting in the maintenance of trails and river access points and volunteers who participate in park beautification projects
 - d. Park Watch volunteers (frequent park visitors who agree to watch for and report unsafe conditions or illegal activity)
3. All volunteers are covered by Spartanburg County with tort liability insurance upon completion of a VIP application packet.
 4. Volunteers can make a vital contribution to the overall operation of the SCPD and volunteering can provide great personal satisfaction and meaning to volunteers.
 5. Volunteer opportunities will be advertised on www.spartanburgparks.org and in other vehicles, as determined by the team manager, in consultation with the Marketing Manager. Volunteers will be encouraged to apply for service online, using a standard form.

PROCEDURES FOR UTILIZING VOLUNTEERS

1. Because of their importance and because of the work in which they may be involved, volunteers must meet the same standards as employees for safety and appearance.
2. The normal age for volunteers is 18 years of age or older. However, team managers may accept younger volunteers, provided that the volunteers work in an environment where they receive close supervision by an SCPD employee. In order to use volunteers, team managers and/or designated staff members will:
 - a. Develop a list of volunteer job responsibilities, outlining the expected duties, physical demands, time of operation, etc.
 - b. Ask each prospective volunteer to fill out a volunteer application which lists the name, type of job preferred, experience, time availability and contact information.
 - c. For those volunteer jobs which will require direct interaction with children, request a background check of the prospective volunteer, in accordance with procedures covered in this chapter.
 - d. Provide an orientation, introductory training and ongoing training to help the volunteer to do his or her job successfully. At a minimum, the training should consist of:

- i. A review of the volunteer job responsibilities
 - ii. A review of safety procedures
 - iii. A review of the Spartanburg County Code of Ethics
 - iv. A review of the Volunteer Liability form
 - v. Obtaining signatures on the Volunteer Liability and on the form acknowledging the training has been received.
- e. Provide supervision, as needed, to the volunteer. Assure that sound guidance and direction are available to volunteers by experienced and understanding SCPD personnel.
 - f. Record the volunteer hours contributed and report the hours on the monthly SCPD statistical report.
 - g. Monitor the performance of the volunteer and release the volunteer from service if the volunteer is negatively impacting the program for which he or she volunteered.
 - h. Ensure the volunteers are treated with respect. Encourage volunteers to make suggestions and share ideas. Make them feel they are part of the team.
 - i. Thank the volunteer for his/her service and mail a certificate of recognition to the individual volunteer or organizing group.

CONSULTANTS AND CONTRACT SERVICE PROVIDERS

1. All consultants will be employed through the procurement process, described in the Spartanburg County Procurement Ordinance.
2. The SCPD does not employ contract employees. However, the department does enter into agreements with contract service providers. These agreements are between Spartanburg County and providers of specific recreation or support services. These agreements utilize standard contract templates and are typically limited in term.
3. Before the contractor begins work, the team utilizing the contractor must obtain, from the contractor, a Certificate of Insurance, in a form promulgated by the Purchasing Department, naming Spartanburg County as an additional insured, unless the contractor is an independent contractor with three or less employees. In that case, a Statement of Independent Contractor must be attached.
4. All recreation contractor agreements must be signed by the County Administrator or Deputy County Administrator.

CHAPTER 3: HUMAN RESOURCES

PURPOSE

1. The people who work for the SCPD are the department's most important resource, as they are the means through which services are delivered to the public. SCPD strives to hire the most qualified people available, treat them fairly, support them in their work and aid in their professional development. The purpose of this chapter is to outline policies, regulations and procedures to guide the management of human resources.
2. As a Spartanburg County Department, the SCPD is generally governed by County policies, including the [Spartanburg County Employee Handbook](#), which among other subjects, includes Human Resources and Risk Management policies and procedures.
3. This section addresses those Human Resources procedures that are unique to SCPD or are not covered in other County government documents, including:
 - a. Recruiting and Position Control
 - b. Background Checks
 - c. Time Control and Approval
 - d. Inclement Weather
 - e. Orientation
 - f. Expectations of SCPD Employees
 - g. Disciplinary Actions When SCPD Employees Fail to Meet Expectations
 - h. Training
 - i. Professional Development

RECRUITING AND POSITION CONTROL

1. The number of authorized full-time positions is set with the adoption by County Council of the Annual Operating Budget.
2. When the SCPD desires to fill an open position, a personnel requisition is completed by the hiring manager with assistance from the Senior Administrative Assistant, the requisition is then submitted through Munis.
3. The Human Resources Department checks the requisition against the authorized positions and, if a vacant position is available, the Human Resources Department:

- a. Reviews the job description for accuracy
 - b. Advertises the position through Munis
 - c. Munis transfers applications and resumes received to the hiring manager
4. Once a selection decision is made and a background check and drug screen are completed, if all hiring requirements are met, the hiring supervisor or his/her designee, completes a Personnel Action Entry to hire the individual via Munis.

BACKGROUND CHECKS

1. Because SCPD employees work with vulnerable populations, handle county funds and operate County-owned vehicles, it is important to do a full background check of proposed hires.
2. The SCPD normally uses the firm Background Investigation Bureau (BIB) to provide the background checks. The department may also use other background check procedures for child care-related positions, as mandated by State Law.
3. Because background checks are impacted by the Fair Credit Reporting Act, the SCPD follows the guidelines recommended by BIB in conducting background checks to provide for informed consent for the background check (on the part of prospective employee) as well as providing an opportunity to dispute negative information that may surface through the background check.
4. As approved, employees are authorized to perform background checks for the SCPD via the BIB service. The primary operator is the Senior Administrative Assistant. In the absence of this person, the Parks and Recreation Director is also authorized to utilize the BIB service. Other employees may be provided access, if approved by the Parks and Recreation Director.
5. All background checks are handled in a confidential manner in accordance with the guidelines recommended by BIB, which reflect the requirements of the Fair Credit Reporting Act.
6. Background checks which surface issues that are potentially concerning for employment, such as persons with a criminal conviction or repeated traffic violations, will be brought to the attention of the Parks and Recreation Director, who will determine whether the person may be hired.

TIME CONTROL AND APPROVAL

1. All employees are responsible for submitting accurate time sheets by the stated deadline.
2. All team managers are responsible for reviewing employee time sheets for accuracy.

3. Team managers or assistant team managers are authorized to approve time sheets.
4. The Parks and Recreation Director or designee approves time sheets for team managers and personnel in the Administration Team.
5. All approved time sheets are submitted via MUNIS based on the defined procedure for MUNIS, by the established deadline, according to the deadlines established by the Finance Department.

INCLEMENT WEATHER

1. In the event that Spartanburg County announces closure of County offices due to inclement weather, the Parks and Recreation Director or his/her designee will decide whether the weather conditions permit opening park gates.
2. Closure announcements will be made via Code Red telephone system as well as notifications to area television and radio stations.
3. If Spartanburg County offices open on a delayed schedule, SCPD team managers are permitted to use judgment in deciding how a delay is implemented, depending on the typical start times for their employees or the operational needs of their team.
4. On weekends following a closure, the Parks and Recreation Director or his/her designee will decide whether weather conditions permit opening park gates.
5. Because SCPD provides recreation programming seven days per week, in the event of inclement weather, SCPD team managers are authorized to decide whether to cancel a recreation program, event or tournament, even if Spartanburg County has announced closure or a delay in opening of County offices.

ORIENTATION

1. Before starting work, each employee must complete an orientation program coordinated by his/her team manager. In the case of the Administration Team, orientations are conducted by the Parks and Recreation Director or the Deputy Parks and Recreation Director.
2. In addition to the department orientation outlined below, all full-time employees are required to attend the Human Resources Department orientation program. Part-time employees will attend the Human Resources Department orientation program whenever it is practical to do so.
3. Components of the SCPD orientation include:
 - a. Welcome and Introduction

- b. Reporting process, supervision and problem-solving
- c. Tour of work location; review of other SCPD facilities
- d. Review of a typical day
- e. Review and issuance of the Spartanburg County Employee Handbook
- f. Issuance of SCPD Procedures Manual
- g. Obtain Receipt for Procedures Manual
- h. Review of the Procedures Manual, as appropriate to the employee(s)
 - i. Chapter 1: Introduction
 - ii. Chapter 2: Organization and Management
 - iii. Chapter 3: Human Resources
 - iv. Chapter 4: Security, Safety and Risk Management\
 - v. Chapter 5: Planning, Budgeting and Evaluation
 - vi. Chapter 6: Finance and Administration
 - vii. Chapter 7: Park Development and Maintenance
 - viii. Chapter 8: Recreation Programming
- i. Review of the SCPD's strategic/master plan
- j. First aid locations
- k. Right to know locations
- l. Accident/incident reporting
- m. Required training/certifications
- n. Required personal protective equipment (PPE)
- o. Keys
- p. Spartanburg County ID
- q. Team-specific training
- r. If applicable, computer-based training and testing on topics selected by team manager based on the requirements for the position.
- s. Phone list

- t. Employee expectations
 - i. Conduct
 - ii. Customer service
 - iii. Work schedule
 - iv. Inclement weather procedures
 - v. Time sheets
 - vi. Uniforms, workwear and appearance

EXPECTATIONS OF SCPD EMPLOYEES

PERFORMANCE

Employees are expected to:

1. Report to work at the assigned time, ready for work.
2. Be flexible in adapting to revisions in work schedules, as requested or as required.
3. Apply their best efforts to assigned duties, to take initiative in completing tasks and, if requested, to volunteer to assist other employees.
4. Contact their supervisor as soon as possible if they are unable to report to work or to report to work on time.
5. Accurately complete, submit and approve (if a supervisor) timesheets to their supervisor by the stated deadline.
6. Become proficient at operating the equipment and computer hardware/software that their supervisors define as being necessary for the employee's job.
7. Gain knowledge of County ordinances, Spartanburg County Employee Handbook and SCPD procedures that apply to their job.
8. Report activity that is not in compliance with ordinances and procedures and take initiative to respectfully educate customers if they are in violation of ordinances and procedures.
9. Report inappropriate conduct between staff and participants to their supervisor.
10. Report inappropriate conduct between staff members to their supervisor.
11. Check equipment and supplies for safety before and after use. Clean and properly store equipment and supplies at the end of their shift.

12. Avoid internet or social media activity that provides commentary on or opinions of Parks Department policies, procedures, programs and facilities. Avoid internet activity that is unprofessional or that reflects poorly on SCPD or Spartanburg County.
13. Employees are not allowed to wear SCPD-provided uniforms, including hats and t-shirts, while not working on SCPD projects, programs or tasks
14. The following acts are prohibited while on duty:
 - a. Profanity
 - b. Insubordination
 - c. Sleeping
 - d. Tobacco use in County-owned or leased buildings and vehicles
 - e. Consumption of, possession of, under the influence of or smelling of alcohol
 - f. Consumption of, possession of, under the influence of or smelling of illegal substances
 - g. Excessive personal use of County-provided computers, desk phones and cell phones
 - h. Providing personal information of one customer to another customer

SAFETY

Employees are expected to:

1. Operate county vehicles in a safe and responsible manner.
2. Complete inspections as assigned.
3. Memorize the location of fire extinguishers, first aid kits and Emergency Action Plans; check them regularly to make sure that they are up to date.
4. Report perceived unsafe conditions or actions within SCPD parks and facilities to their supervisor.
5. Complete accident/incident reports and submit them to their supervisor in a timely manner.
6. Wear protective safety equipment as required. (PPE will be determined through OSHA Hazard Assessment.)

CUSTOMER SERVICE

Employees are expected to be excellent representatives of the SCPD, to treat SCPD customers with respect and to display a friendly, welcoming attitude. Since they are working in a public service position, SCPD employees are frequently in public view and must be aware of how their words and actions are perceived by others.

1. Personal matters must never be discussed within hearing of the public. Work-related issues or operating problems must be discussed in a non-public setting.
2. Team managers are expected to educate their team members on customer service guidelines and monitor compliance with customer service standards and guidelines, which include:
 - a. Attitude. Employees must be aware of how their attitude is being perceived and must present a positive image at all times. The SCPD places a high priority on creating a safe and enjoyable atmosphere for SCPD customers.
 - b. Body language. An employee's posture, gestures, facial expression, manner, and general attitude combine to amplify the positive warm and friendly nonverbal communication required. SCPD employees must be attentive to customers to communicate that they are interested in helping the customer. Employees must be patient and willing to listen to any problem from customers. SCPD employees should never ignore customers by turning their back to them or by talking with fellow employees while ignoring the customer.
 - c. Verbal communication. Verbal communication includes not only what employees say, but also how they say it. Employees must choose words and tone of voice carefully and use polite phrases to promote courtesy.
 - d. Delivery. The way a message is delivered can help create a positive interaction between SCPD employees and their customers. SCPD employees must acknowledge and welcome customers when they enter the facility. Speak in a manner that puts the customer at ease. Always end conversations on a positive note (i.e., "Thank you for coming" or "See you next time.")
 - e. Answering questions. Regardless of where employees work, SCPD employees will be asked a variety of questions each day, some of them more than once and some of them that have nothing to do with their particular job or facility. Employees must acknowledge a question as soon as possible. When answering, employees must be positive in manner, tone, and volume. Employees must always give the correct information. If SCPD employees don't know the answer to a customer question, they must make an effort to find out or refer the requestor to an appropriate source or location.
 - f. Phone courtesy. Phone courtesy is essential to SCPD's image as a public service organization. When answering the phone, SCPD employees should always be polite, with a greeting such as: "Spartanburg County Parks Department, may I help you?" or "Hello, (Insert Facility Name), this is (Insert First Name), may I

help you?" When transferring calls, let the callers know that they are being transferred and the number to which they are being transferred.

- g. Written communications. Clearly written, grammatically correct communications help position the SCPD, in the reader's mind, as a professional organization. Text message-style abbreviations, slang or jargon should be avoided, whether the communication vehicle is a publication, letter, website content or email.
- h. Customer complaints. On those occasions when the SCPD fails to meet the customer's expectations, patience and empathy are important. SCPD employees should handle all complaints with care. SCPD employees must take corrective action if possible, summon a supervisor, or forward the information on to another source. SCPD employees must be sympathetic towards the customer but must not make promises that cannot be met. SCPD employees must never agree with a customer to the point where a coworker, program or facility is being criticized. SCPD employees must avoid engaging in a heated discussion with a verbally abusive customer. Instead, employees should call a supervisor for assistance. SCPD employees must always inform their supervisor about potentially negative situations so that the supervisor will be aware of what is going on if anything else results from the situation.

UNIFORMS, WORKWEAR AND APPEARANCE

- 1. Employees are responsible for presenting themselves to our citizens and community in a manner that supports acceptable standards of good professional grooming and etiquette. While the SCPD recognizes the need and desire of employees for individual expression, it also recognizes the varying cultures, ages, health and tastes of our community. For this reason, anything that could be considered a safety hazard, offensive, distracting or otherwise diminish the confidence of our citizens in our ability to deliver quality services will not be permitted.
- 2. Uniforms are provided for the use of SCPD employees whose job duties warrant them. In general:
 - a. Full uniform sets will be provided for employees of the Park Maintenance Team. An allowance will be provided to assist with the purchase of safety shoes, for those positions that require them.
 - b. At the option of the team manager, uniform shirts (t-shirts and/or golf shirts with appropriate logos) will be provided to employees of the Park Operations Team and Recreation Team. At the option of the team manager, these employees may wear jeans, khaki pants/shorts or similar clothing that is appropriate for active recreation and/or outdoor work.
 - c. Employees who work primarily in offices will be provided with golf shirts with appropriate logos to identify them when they are engaged in activities within parks and recreation facilities. Office employees are expected to wear "business casual" clothing.

- d. Part time/temporary employees are issued t-shirts to identify them as working for the SCPD.
3. Employees are responsible for the routine care and maintenance of uniforms and must never report to work in a dirty or torn uniform. The SCPD will replace uniforms that are damaged while the employee is on duty. Uniform items issued to employees are not intended for purchase or distribution as gifts or given to family members.
4. SCPD employees should not appear at work in attire that is inappropriate. Attire that is not proper for work includes: beach clothing, short shorts, spandex, flips flops, and halter tops. Any exceptionally revealing, distracting or provocative attire will be considered a violation of this policy.
5. For all employees, some special occasions, such as meetings with community leaders or presentations at professional meetings, require proper business attire.
6. Employees are expected to report to work well-groomed, neat, and clean.
7. Clothing, including hats or pins, that promotes political affiliations, social activism, alcohol, tobacco or other drug advertisements, obscene or inappropriate words or designs, or objectionable displays is not allowed in the workplace.
8. Jewelry, body piercing, and tattoos are never appropriate if they pose a conflict with the job or work environment which includes, but is not limited to: 1) safety of self or others; 2) productivity or performance of tasks; and 3) customer complaints. When wearing jewelry to work, employees should elect jewelry that projects a professional image. Tattoos must not be offensive. Tattoos should not contain nudity or obscenities nor promote any racial, ethnic slurs or criminal behavior. Tattoos of this nature must be covered at all times with clothing or bandages during work hours.
9. SCPD-provided uniforms, t-shirts or hats must not be worn outside the workplace.

DISCIPLINARY ACTIONS WHEN EMPLOYEES FAIL TO MEET EXPECTATIONS

1. All SCPD employees are expected to obey applicable laws, County policies and procedures, SCPD procedures and the lawful directions of their supervisors. SCPD team managers and supervisors will use their best efforts to educate employees on these expectations.
2. In the event that an employee does not comply with applicable laws, County policies and procedures or SCPD procedures, the Parks and Recreation Director, Deputy Parks and Recreation Director, team managers or assistant team managers may administer disciplinary actions, which may include:
 - a. **Verbal warnings** (which must be documented, in writing, and placed in the employee's personnel file).

- b. **Written reprimands** (which must be documented, in writing, provided to the employee and placed in the employee's personnel file).
 - c. **Administrative Leave** (if the violation requires investigation and/or consultation with others as to the appropriate disciplinary action). Employees placed on Administrative Leave may continue to receive pay until a decision is made in their case. The reason for the employee being placed on Administrative Leave must be documented, in writing, and provided to the employee. The documentation should not be placed into the employee file until the investigation concludes and a decision is made on the situation which resulted in employee being placed on Administrative Leave.
 - d. **Suspension without pay**, for a period of one to five days. This decision must be documented, in writing, provided to the employee and placed in the employee's personnel file
 - e. **Termination from employment**. This decision must be documented on the Human Resources Department Personnel Action Form.
3. Disciplinary actions are intended to correct negative or inappropriate behavior; disciplinary actions should be progressive. However, with good cause shown, and with appropriate approval(s), any level of discipline may be administered at any time.
 4. Team managers and assistant team managers must consult with the Parks and Recreation Director before administering any disciplinary actions.
 5. Written reprimands, administrative leave, suspensions and terminations must be documented and approved by the Human Resources Director before such actions are administered.
 6. If administrative leave, suspensions or terminations occur, team managers and/or assistant team managers are responsible for retrieving any Spartanburg County property that may be in the possession of the employees who are affected by the disciplinary action.

TRAINING

1. After hiring a new employee or during annual performance evaluations, team managers will review training and certification needs against the SCPD Training Requirements by Job Title.
2. If training is required and the resources exist to do the training in-house, the team manager will arrange for and document the training participation. If external training is required to update a certification, funds for the training will be requested during the budget process.

3. Appropriate SCPD personnel will participate in training scheduled by other County administrative departments, including Purchasing, Human Resources, Risk Management and others.
4. Team managers will be alert to training opportunities from technical schools or associations that can benefit the efficiency and effectiveness of their operations. Funds for such opportunities will be requested through the budget process.
5. Cross-training within teams is encouraged to allow for greater operational flexibility and professional development.

PROFESSIONAL DEVELOPMENT

1. Managers and those who aspire to be promoted to management or professional positions must take responsibility for their professional development by:
 - a. Consulting with their supervisor
 - b. Identifying advanced training in their field and requesting funding for such training
 - c. Identifying certification programs within their professional discipline and attaining the certification. If funding is required to attain the certification, requesting funding for the certification process.
 - d. Identifying programs and courses to broaden their working knowledge of local government
 - e. Volunteering to take on special projects or to assist in the activities of another team in order to broaden their professional knowledge
 - f. Involving themselves in community improvement activities and organizations
 - g. Participating in and attending meetings of professional organizations
2. The SCPD will maintain an agency membership with the National Recreation and Park Association and the SC Recreation and Parks Association to facilitate professional development.
3. As a means of professional development, SCPD personnel will be afforded opportunities to participate in County initiatives and committees as well as volunteering for community service activities.

CHAPTER 4: SAFETY, SECURITY & RISK MANAGEMENT

This chapter is intended to serve as a supplement to Spartanburg County's Employee Handbook, Chapter IX, "Workplace Safety and Security Guidelines" which can be viewed at the link below.

<http://www.spartanburgcounty.org/571/Employee-Handbook>

PURPOSE

The SCPD will make reasonable efforts to ensure that all parks, recreation facilities owned or managed by SCPD and all recreation programs offered by or through SCPD are safe and legally compliant. In this context:

1. **Safe** means that dangerous conditions and practices have been removed or mitigated, to the extent possible, according to applicable professional standards and the viewpoint of the reasonable person. **Safe** does not mean that all hazards inherent in active recreation facilities and programs have been removed. Some recreation activities are inherently more dangerous than others and the impact of people having unknown abilities and intentions interacting with the built environment cannot be comprehensively forecast. **Safe** means that the SCPD has employed and documented its best efforts, as those efforts are described in this procedure, to address unsafe conditions and activity.
2. **Legally compliant** means that those responsible for SCPD facilities and programs have made reasonable efforts to educate themselves on the applicable laws and regulations governing the design and use of parks and recreation facilities as well as programs, and may take reasonable steps to ensure that the applicable laws and regulations are followed.
3. The purpose of this chapter is to outline procedures to guide SCPD personnel in the management of the risks associated with operating a parks and recreation department.
4. As a Spartanburg County Department, SCPD is generally governed by County policies, including the sections of the [Code of Laws of Spartanburg County](#) as well as the regulations, forms and training materials provided by Spartanburg County departments.
5. While referencing the roles of other departments for safety, security and risk management, this chapter primarily addresses procedures that are unique to SCPD, including assignment of responsibility for:
 - a. Safety and risk management program coordination
 - b. Facility planning
 - c. Facility inspections and repair
 - d. Facility operations and security
 - e. Liaison to local law enforcement and other first responder agencies, when needed

- f. Procedures to promote public safety, employee safety and security of public parks and recreation assets owned and/operated by the SCPD
- g. Contacts, in the event of a safety or risk management issue

RESPONSIBILITY

1. **Risk Management:** Spartanburg County employs a Risk Manager who reports to the Human Resources Director. The Risk Manager is responsible for oversight, coordination and monitoring of safety and risk management programs and practices in all County departments, but each department is expected to support and work with the Risk Manager to ensure efficient and safe programs, operations and facilities for Spartanburg County customers and employees. The Spartanburg County Risk Manager has reviewed and approved this procedure.
2. **Emergency Management:** Spartanburg County employs an Emergency Management Coordinator whose office coordinates the local, state and federal resources to protect the citizens from the effects of disasters, both natural and manmade. The local Office of Emergency Management works to identify and analyze the hazards that may face Spartanburg County and develop contingency plans for each hazard. The plans are regularly tested and refined. The Emergency Management Coordinator has reviewed and approved this procedure.
3. **Law Enforcement and other Public Safety Agencies:** Ordinances in the Code of Laws of Spartanburg County apply to SCPD facilities and services. Specific laws governing parks and recreation services are contained in [Chapter 58 of the Spartanburg County Code of Ordinances](#). Other Code sections may also apply. Some parks and recreation facilities operated by the SCPD are located within municipalities, in which case the ordinances of that jurisdiction are applicable to SCPD facilities and operations located within the municipality.
 - a. The Spartanburg County Sheriff's Department is authorized to enforce State laws and County ordinances within the unincorporated area of Spartanburg County. Municipal police departments are authorized to enforce State laws and their municipal ordinances. The SCPD will work with law enforcement agencies to provide the safest possible park and recreation facilities.
4. **Coordination:** While the Parks and Recreation Director is responsible for promotion, coordination and cooperation with other departments and jurisdictions, the Parks and Recreation Director has delegated day-to-day responsibility for coordination with law enforcement and public safety services.
 - a. The Park Operations Manager will serve as the principal liaison to law enforcement, fire departments and other public safety agencies in those parks where athletic competitions and tournaments are held.

- b. The Recreation Manager will serve as the principal liaison to law enforcement, fire departments and other public safety agencies in community centers, recreation centers and other locations where recreation programs are provided.
 - c. As needed, SCPD will coordinate with the appropriate law enforcement and public safety officials to notify them of events and plan for addressing issues such as parking, emergency medical services, crowd control and traffic control.
5. **Contract Public Safety Services:** The SCPD may, from time to time, contract with commissioned law enforcement officers and emergency medical service personnel, directly or through a third party, to provide heightened security for events where alcohol is served and/or where there are a large number of participants.
 - a. The degree of security provided at each park and recreation center is dependent on the judgment of the Parks and Recreation Director, Deputy Parks and Recreation Director, Park Operations Manager or Recreation Manager (or their designees, as appropriate.) Factors considered in making judgments include the location of the facility, the number of people involved, the type of activity and other factors.
 - b. Contract security personnel may not begin work until a Workers Compensation Waiver is completed. SCPD is not permitted to contract directly with employees of the Spartanburg County Sheriff's Department. SCPD may also utilize Sheriff's Department employees, but must pay overtime rates for Sheriff's Department employees.
6. **Insurance Certification:** Where required by County policy, team managers or their designees are responsible for obtaining Certificates of Insurance for their activities and programs from customers using parks and recreation facilities or contractors that are performing work on County properties. Coverage limits required are detailed in the County Insurance Requirements Matrix, promulgated by the Purchasing Department. Exceptions to the coverage limits described in the matrix may be sought from the County Risk Manager, with the concurrence of County Administration.

SPARTANBURG COUNTY PARKS DEPARTMENT SAFETY AND RISK MANAGEMENT TEAM

The SCPD operates a cross-functional Safety and Risk Management Team. Members are appointed by the Deputy Parks and Recreation Director. This team coordinates safety and risk management activities in the department, in consultation with the County Risk Manager. The County Risk Manager and the Deputy County Administrator may attend any meeting of the Safety and Risk Management Team, by invitation or at their discretion. Personnel from other departments may also be invited to attend, as needed. The purpose of the Safety and Risk Management Team is to:

1. Provide a forum for dissemination of information, review of the department safety record and discussion/resolution of risk management and safety issues

2. Announce training opportunities or plan training that may be needed to enhance employee and public safety
3. Develop, implement and continuously refine the procedures outlined in this chapter
4. Review planned projects and programs that may pose safety or risks to employees or the public
5. Review employee accidents to determine whether disciplinary action is warranted
6. The department's Senior Administrative Assistant will attend and record minutes of all meetings. Meeting minutes will be emailed to all department staff following the meeting.

Members of the team include:

1. The **Deputy Parks and Recreation Director**, whose duties include:
 - a. Serving as chairperson of the Safety and Risk Management Team
 - b. Serving on the Spartanburg County CLAIMS Committee
 - c. Remaining aware - through review of professional literature and attendance at training classes and professional development programs - of best practices related to parks and recreation facilities, such as licenses, sanitary regulations, fire laws, safety measures and research findings. The Deputy Parks and Recreation Director will communicate information gathered to the Safety and Risk Management Team and/or other department members
 - d. Working with the Park Maintenance Manager, County Facilities Maintenance Department or private contractors to make repairs to buildings, as needed
 - e. Acquiring and ensuring utilization of safety equipment, including personal protective equipment, fire extinguishers, training materials, weather alert radios, first aid kits, safety notification stations and other equipment, materials and supplies as needed. From time to time, inspect for the use of personal protective equipment and the currency of fire extinguishers. Employees who repeatedly avoid using provided personal protective equipment will be subject to discipline, with possible consequences up to and including termination.
 - f. Coordinating the acquisition of Safety Data Sheets and making them available for the review of all employees
 - g. Reviewing and establishing—with the assistance of the Senior Project Manager, Park Maintenance Manager and County Risk Manager—insurance liability coverage limits for SCPD facilities, equipment and programs
 - h. Coordinating with other team managers and the Finance Department to update, on an annual basis, the Fixed Assets Inventory

- i. Documenting all activities in a manner acceptable to the Parks and Recreation Director and retaining all documentation according to the adopted Records Retention Schedule
2. The **Recreation Manager**, whose duties include:
 - a. SCPD contracts with other public and private entities to provide services. If the facility or playground that has been inspected and found to be problematic is not owned by the SCPD, then the building or program officer of the owning agency will be made aware of the problem(s). If the problem(s) are not corrected in a timely manner, the Parks and Recreation Director will be made aware of the issue and will contact the chief executive officer of the owning organization to determine if corrective action can be made, and if not, whether the SCPD needs to suspend operations at the facility.
 - b. Developing procedures and enforcing safety procedures for recreation programs (other than tournaments and athletic programs) as well as plans for those special events that are managed by the Recreation Team
 - c. Analyzing risks associated with programs, events and program participant transportation. Working with the Deputy Parks and Recreation Director and County Risk Manager to acquire insurance coverage, as needed
 - d. Selecting, training and supervising full-time employees, part-time employees, contract employees and volunteers who provide recreation programs. Documenting attendance at training programs
 - e. Retaining all documentation according to the adopted Records Retention Schedule
 3. The **Park Maintenance Manager**, whose duties include:
 - a. Selecting, training and supervising full-time employees and volunteers who provide park maintenance service. Documenting attendance for all training programs.
 - b. Acquiring and ensuring utilization of safety equipment, including personal protective equipment, fire extinguishers, etc. Inspect for the use of personal protective equipment and the currency of fire extinguishers. Employees who repeatedly avoid using provided personal protective equipment will be subject to discipline, with possible consequences up to and including termination.
 - c. Providing standardized, routine safety inspections of all parks owned or managed by the SCPD. This includes playgrounds, playing fields, public grounds, park buildings and all features/amenities contained within the park borders.
 - d. Documenting problems found and assigning them to the appropriate park maintenance shop for resolution. Working with the County Facilities Maintenance Department or private contractors to make repairs to buildings, as needed.

Repairs and remediation of safety and risk management issues found during inspections also will be documented.

- e. If the park that has been inspected and found to be problematic is not owned by SCPD, then the building or program officer of the owning agency will be made aware of the problem(s). If the problem(s) are not corrected in a timely manner, the Parks and Recreation Director will be made aware of the issue and will contact the chief executive officer of the owning organization to determine if corrective action can be made, and if not, whether the SCPD needs to suspend operations at the facility.
 - f. Maintaining a file on all parks (including fixed equipment and amenities in each park, such as benches, picnic tables, picnic shelters, buildings, playing fields, shade structures, lighting, etc.) and playground equipment, containing pertinent documents, such as playground specifications, inspection reports and reports of completed repairs
 - g. Maintaining an inventory of all parks and ground maintenance equipment to include licensed rolling stock and administrative vehicles. The Park Maintenance Manager also works with the County Fleet Services Manager to oversee the timely maintenance and replacement of vehicles/equipment.
 - h. Maintaining a master inventory of all keys for all parks and recreation facilities; maintaining a record of what keys have been issued to individual employees
 - i. Retaining all documentation according to the adopted Records Retention Schedule
4. The **Park Operations Manager**, whose duties include:
- a. Selecting, training and supervising full-time and part-time employees as well as volunteers who provide support to athletic competitions and tournaments held in parks owned or managed by the SCPD. Documenting attendance at training programs
 - b. Developing safety procedures and enforcing them for sports tournaments, athletic programs and written plans for those special events that are within the purview of the Park Operations Team
 - c. Acquiring and ensuring utilization of safety equipment, including personal protective equipment, fire extinguishers, etc. Inspect for the use of personal protective equipment and the currency of fire extinguishers. Employees who repeatedly avoid using provided personal protective equipment will be subject to discipline, with possible consequences up to and including termination.
 - d. Maintaining liaison with the Spartanburg County Sheriff's Department, municipal fire departments, area fire departments and other public safety personnel to coordinate procedures for response to emergencies

- e. Retaining all documentation according to the adopted Records Retention Schedule.
5. The **Senior Project Manager**, whose duties include:
- a. Ensuring that the design and construction of any new parks and recreation, as well the design and construction of any parks and recreation facility renovations, are compliant with applicable Federal, State and local laws and regulations
 - b. Working with department personnel, contractors and project administrators to minimize conflicts between construction activity and parks and recreation programs
 - c. Briefing the Safety and Risk Management Committee of planned projects and the status of those projects, once they commence
 - d. Ensuring that department maintenance and operations personnel are consulted when parks and recreation facilities are designed or renovated
 - e. Ensuring that all parks have the appropriate entrance, safety and regulatory signage needed to inform park visitors of regulations and hazards
 - f. Maintaining project files for all capital projects, until those projects are complete, when the project file will be handed over the Park Maintenance Manager to become a part of the park file. During design and construction, project files for capital projects, should include:
 - i. Design and Construction RFPs
 - ii. Contracts
 - iii. Purchase Orders
 - iv. Pay Applications and Approvals
 - v. Formal Communications
 - vi. As-Built Drawings
 - vii. Signage Plans
 - viii. Project Closeout Checklist
6. The **Marketing Manager**, whose responsibilities include:
- a. Supporting other committee members by promoting participant safety through regular communications with the public
 - b. Serving as the spokesperson in the event of accidents and injuries which attract media attention in coordination with the Parks and Recreation Director and with the permission of County Administration

7. **The Parks and Recreation Director**, whose responsibilities include:
 - a. Ensuring that the provisions of this chapter are applied department-wide, auditing training in and compliance with this procedure and taking corrective action when non-compliance is found. Auditing may be done personally, with the assistance of the County Risk Manager, or by utilizing a contractor hired for this purpose. Auditing is an important key to improved safety performance. Audits should be both announced and unannounced. The purpose of the audits is to:
 - i. Maintain standards by ensuring that employees follow established guidelines, methods and procedures
 - ii. Identify where methods or procedures are insufficient
 - iii. Measure the effectiveness of, or need for, safety education
 - iv. Reveal weaknesses in the safety and risk management program
 - v. Motivate employees by showing the results of their safety efforts
 - vi. Increase safety and risk management awareness
 - vii. Ensure that previously recommended corrective action was addressed, initiated or completed
 - b. Providing periodic reports to County Administration
 - c. Audits of policy compliance and all other elements of the safety program may also be performed by the County Risk Manager upon his/her own initiative. Copies of said audits will be provided to the Parks and Recreation Director as well as County Administration.
8. Members of the Safety and Risk Management Committee may invite their team members to attend the committee meetings at any time.

PARK AND RECREATION FACILITY SECURITY

To protect public safety and the public's investment in parks and recreation facilities, the SCPD employs many strategies, within the context of a general security plan, including:

1. Taking crime prevention into account when designing facilities
2. Installing gated access, security alarm systems, video cameras, fencing, lighting, electronic access systems and utilizing off duty-security personnel where applicable
3. Monitored security alarms / systems /cameras will be used as needed and are currently installed at the following locations:
 - a. Location - 295 Park

Cameras - Swann Smart Security System 2K Series

- b. Location - Berry Field restrooms

System Type - Priority One Security

System Components - Automatic door locks

Access Control - Timers are managed by the Recreation Team

- c. Location - Chesnee Community Center

System Type - Priority One Security

System Components - 24-hour key fob access system and video cameras for fitness center

Access Control - Key fobs are issued to paying members and all Chesnee Community Center staff

- d. Location - Chesnee Park Restrooms

System Type - Priority One Security

System Components - Automatic door locks

Access Control - Timers are managed by Park Operations Team

- e. Location - Cleveland Park Event Center

System Type - ProTec Security, a division of Laurens Electric

System Components - Audible alarm with motion/door sensors and video cameras

Access Control - Employee specific codes are issued to all Cleveland Park staff

- f. Location - Lake Cooley Outdoor Education Center

System Type - Priority One Security

System Components - Audible alarm with motion/door sensors and video cameras

Access Control – The code is issued to all Lake Cooley Park staff

- g. Location - North Spartanburg Park

Cameras - Swann Smart Security System 2K Series

- h. Location - Old Canaan Road Park

Cameras – Swann Smart Security System 2K Series

- i. Location - Timken Community Center

System Type - Priority One Security

System Components - Audible alarm with 24-hour key fob access system and video cameras for fitness center

Access Control - Key fobs are issued to paying members and all Timken Community Center staff

- j. Location - Tyger River Park Clubhouse/Pods/Stadium/Maintenance

System Type - MSI system with Honeywell components

System Components - Audible alarm with door sensors and motion detectors

Access Control - Employee specific codes are issued to all Tyger River Park staff

Cameras – Swann Smart Security System 2K Series

- k. Location - Va-Du-Mar McMillan Park

Cameras - Swann Smart Security System 2K Series

- l. Location - Woodruff Leisure Center

System Type - Priority One Security

System Components - Audible alarm with 24-hour key fob access system and video cameras for fitness center

Access Control - Key fobs are issued to all paying members and Timken Community Center staff

- 4. Lightning detection and warning systems are installed at sports venues that attract large crowds.
- 5. Some high-value facilities are equipped with video camera systems installed as a preventative measure and to assist police departments in prosecution.
- 6. Establishing standard opening and closing hours of all parks and recreation facilities and placing signage to notify SCPD customers of those hours. In the event that opening and closing hours are changed due to weather, special events, etc., the SCPD will do it's best to notify SCPD customers.
- 7. Recreation, Park Operations and Park Maintenance personnel lock SCPD vehicles, park buildings and access gates as part of normal closing procedures to deter and prevent access into areas after closing hours.

8. For those facilities owned or managed by the SCPD, the Park Maintenance Manager has designated the Assistant Park Maintenance Manager to serve as the key coordinator. This person will provide for control, issuance of and documentation of all keys issued to SCPD personnel.
 - a. SCPD team managers may request, from the key coordinator, the issuance of keys to personnel on their team. Keys will be issued to individuals only for those areas where a need for access can be demonstrated.
 - b. Only the key coordinator is authorized to duplicate keys.
 - c. Keys issued are the responsibility of the individual to whom the key is issued. SCPD employees must not loan keys to unauthorized persons.
 - d. Keys must not be left unattended. Any key found in the possession of an unauthorized person will be confiscated immediately.
 - e. SCPD employees who lose keys must notify their supervisor immediately. Persons who lose keys may be required to pay the replacement cost of the key and may also face disciplinary action.
 - f. Personal locks are prohibited on all doors and will be removed if found.
 - g. Upon termination or resignation, keys must be turned into the SCPD's employee's team manager or to the key coordinator.
9. Because SCPD parks and recreation centers are widely dispersed, the SCPD recruits Park Watch volunteers who frequent certain parks and recreation centers. The volunteers are encouraged to report suspicious or illegal activity and/or unsafe conditions to the designated SCPD staff member. If required, the Park Watch volunteers are asked to call 911 for response by law enforcement personnel. Park Watch volunteers are discouraged from intervening to stop suspicious or illegal activity.

SCPD EMPLOYEE RESPONSIBILITIES FOR SAFETY AND RISK MANAGEMENT

RESPONSIBILITY FOR PUBLIC EDUCATION ON ORDINANCES AND REGULATIONS

1. The SCPD will take steps to educate park customers on laws and regulations pertaining the SCPD facilities and operations. These steps include, but are not limited to:
 - a. Chapter 58 of the Spartanburg County Code will be posted on the SCPD website.
 - b. Summaries of ordinances and regulations pertaining to the use of SCPD facilities will be prominently posted on signage throughout parks and recreation facilities.
 - c. Signage also will list phone numbers to call for reports of illegal activity or unsafe conditions.

2. Department regulations and procedures will be explained in contracts signed with tournament organizers and permits granted to persons who utilize SCPD facilities, such as persons renting facilities and volunteer athletic associations who utilize parks for sports league play.

PROMOTING CITIZEN REPORTS OF SAFETY AND RISK MANAGEMENT PROBLEMS

1. Citizens who report safety issues in SCPD parks and recreation facilities are an important part of promoting safety and managing risks. SCPD will facilitate citizen reporting by:
 - a. Providing a problem reporting link on the SCPD website
 - b. Establishing a problem report line voice mail box to which citizens can report safety problems, 24 hours per day
 - c. Publicizing the reporting link and report line via the website, signage and on forms/publications
2. The problem reporting link and problem report line will be coordinated by the Park Maintenance Manager, who will receive, inspect and document the reported problems.
3. If the Park Maintenance Manager deems the report to be accurate, then the Park Maintenance Manager will prioritize the problem and assign repairs to the appropriate maintenance shop to document the problem and the repair.
4. The Park Maintenance Manager also will contact all persons who leave their email address and/or phone number to advise them that the problem has been investigated and if/when the problem will be resolved.

SCPD EMPLOYEE RESPONSIBILITIES FOR SAFETY AND RISK MANAGEMENT

1. Risk management, safety awareness and emergency response ability are fundamental parts of the job of every SCPD employee. Typical causes associated with accidents and injuries include:
 - a. Rushing to meet a schedule
 - b. Fatigue
 - c. Lack of attention
 - d. Lack of supervision
 - e. Lack of intervention when an unsafe condition or action is perceived
 - f. Lack of communication
 - g. Traveling in a vehicle; distracted driving

- h. Traveling in wet areas or through moving water
 - i. Poor judgment
 - j. Improper lifting techniques
 - k. Unrealistic planning
 - l. Unrealistic expectations of oneself, other employees or customers
 - m. Use of equipment that is inappropriate for the task or using equipment of poor design or condition
 - n. Inadequate employee training
 - o. Improper preparation of participants appropriate to their levels of thinking, judgment or coordination
2. While on duty, SCPD employees must be alert to potential hazards from equipment, activities and human behavior, and must respond quickly to problems whenever they may arise. Each employee plays a key role in protecting the safety of the departments' patrons, staff, and facilities. Every employee of the SCPD is responsible for helping promote safety and management of risks by:
- a. Participating in safety training and applying the lessons learned
 - b. Abiding by safety regulations, procedures and checklists
 - c. Inspecting vehicles and equipment for safety and operations problems
 - d. Practicing defensive driving
 - e. Contributing ideas to promote public safety and workplace safety
 - f. Asking questions of their supervisor if he or she does not understand how to safely perform an assigned task
 - g. Reporting unsafe conditions and unsafe acts by others
 - h. Preventing or eliminating the cause of unsafe acts of others
 - i. Providing accurate and timely reports of incidents, accidents and injuries that can be analyzed to continuously improve safety
 - j. Maintaining the certifications required by the individual's job and/or informing the team manager if the certification will soon lapse, so that recertification actions may occur. Coordinators of parks and facilities are expected to perform daily informal inspections whenever the park or facility is being used for an activity that is sponsored or facilitated by SCPD.

- k. If possible, correcting problems noticed immediately. If it is not possible to correct the problem immediately, employees must take temporary action to protect the public (such as preventing access to an unsafe area) and the person who discovers the problem will refer it, via phone call and email, to the appropriate team for documentation and later corrective action.
 - l. Work crew supervisors and Recreation Coordinators have a heightened responsibility for safety and risk management. Routine facility and equipment inspections, as well as pre-operational reviews of plans and safety procedures, provide an opportunity to emphasize the importance of safety and risk avoidance. Before beginning operations or at the start of an event or program, crew supervisors and Recreation Coordinators should discuss work plans, including hazard assessment of job tasks to be performed, potential site hazards and other information for that day, including the location of service providers in the area.
3. SCPD employees will follow the opening and closing procedures as listed below (additional procedures may apply):
- a. Opening a Facility
 1. Unlock park gates (if applicable)
 2. Turn off security system (if applicable)
 3. Unlock doors
 4. Turn lights on (only use lights when/where needed to conserve power)
 5. Adjust heat/air conditioning as needed
 6. Check messages and return
 7. Check restrooms (toilet paper, paper towels, soap, etc.)
 8. Check all trash receptacles
 9. Inspect facility for problems or damages
 10. Check rental and program schedule
 - b. Closing a Facility
 1. Check restrooms (toilet paper, paper towels, soap)
 2. Check and remove trash as needed
 3. Inspect facility for problems or damages

4. Adjust heat/air conditioning as needed
5. Set surveillance cameras (if applicable)
6. Turn off all lights
7. Turn on security system (if applicable)
8. Check and lock all doors

SAFETY, RISK MANAGEMENT AND PUBLIC RELATIONS

1. Recreational activities, particularly competitive sports, sometimes result in inappropriate behavior on the part of participants and spectators. The Parks Operations Manager will offer training opportunities, as needed, to aid employees in topics such as techniques for handling disruptive behavior, crowd control, emergency response and handling evidentiary items.
2. Whenever practical or appropriate, SCPD employees will educate the public on laws and regulations when employees observe violations. SCPD employees do not have the power to arrest or issue a summons for violations. SCPD employees may request that a violator cease the illegal behavior and may request that the violator depart from a parks and recreation facility. If the violator does not cease the illegal behavior and/or refuses to leave a facility, employees should notify the law enforcement agency with jurisdiction over the park or recreation facility.
3. When handling evidentiary items, the Spartanburg County Sheriff's Office is the primary responding agency. SCPD employees are to protect evidence, without altering its original state, until a Sheriff's Deputy arrives.
4. In dealing with disruptive behavior, the following strategies will be employed by SCPD personnel.
 - a. Calmly approach the customer while observing personal distances in order to appear non-confrontational.
 - b. Greet the customer and advise of regulations in a flat, calm tone of voice without making accusations.
 - c. Inform customer of safety reasons for SCPD regulations and ask that the patron stop the behavior.
 - d. If needed and if possible, assist patrons with their needs in order to gain compliance through a customer service approach.
 - e. If unleashed dogs are involved, make no sudden moves or use a loud voice as this may cause the dog to react with an unwanted behavior.

- f. Once compliance to regulations is gained, thank the patron for his or her cooperation and understanding.
- g. If the disruptive behavior continues, then the law enforcement agency having authority should be called to handle and resolve the behavior. SCPD personnel must be cognizant of customer behaviors and determine safety risks for customers and staff which may require notification of law enforcement personnel immediately, without making an attempt to approach the disruptive person.
- h. SCPD personnel will document all incidents involving criminal activity or disruptive behavior and forward the report to the Park Operations Manager or Recreation Manager, and copy the Deputy Parks and Recreation Director as appropriate.

RESPONSE TO PROBLEMS AND EMERGENCIES

Staff members of the SCPD must have the ability and/or training to appropriately respond to emergencies that may occur. Following is a general list of guidelines. This list is not all-inclusive, but is indicative of the types of emergency situations that most employees may face. Before emergencies occur, employees must familiarize themselves with alternative exits from all areas of the building or facility.

EMERGENCY EVACUATION PLANS AND RE-ENTRY

Spartanburg County's general emergency evacuation plans and re-entry can be found in the Employee Handbook 9.14 (p.40) available at the link below:

<https://www.spartanburgcounty.org/DocumentCenter/View/3597>

Facility specific evacuation plans are available at each site. These plans include the quickest route to emergency exits and the location of fire extinguishers/fire alarms.

INCLEMENT WEATHER

1. In the event that Spartanburg County announces closure of County offices due to inclement weather, all public parks may also be considered closed. SCPD personnel may be assigned to specific facilities during inclement weather to address safety concerns.
2. Closure announcements will be made via Code Red telephone system as well as notifications to area television and radio stations.
3. If Spartanburg County offices open on a delayed schedule, SCPD team managers are permitted to use judgment in deciding how a delay is implemented, depending on the typical start times for their employees or the operational needs of their team.
4. On weekends, following a closure, the Parks and Recreation Director or Deputy Parks and Recreation Director will decide whether weather conditions permit opening facilities.

5. Because the SCPD provides recreation programming seven days per week, in the event of inclement weather, SCPD team managers are authorized to decide whether to cancel a recreation program, event or tournament, even if Spartanburg County has announced closure or a delay in opening of County offices.

PLAYGROUND EQUIPMENT PROBLEMS

1. Upon discovering a problem, clear park visitors from the defective/damaged equipment, wrap the equipment with red “Danger/Do Not Enter” tape, and post a warning sign at every entrance to the equipment, notifying the public that the equipment is closed for repairs.
2. Notify appropriate personnel, via email, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager.

PLUMBING PROBLEMS

1. For minor leaks, turn off water flow to the leaking line, post the faucet or attached device as “Out of Order”; mop up the spill; post “Wet Floor” signs where necessary.
2. For major leaks, turn off the main valve; mop up spill; post “Wet Floor” signs where necessary. Notify appropriate personnel, via email, including: your supervisor and/or team manager, the Park Maintenance Manager, the Deputy Parks and Recreation Director and the County Risk Manager.

MECHANICAL PROBLEMS

Notify appropriate personnel, via email, including: your supervisor and/or team manager, the Park Maintenance Manager, the Deputy Parks and Recreation Director and the County Risk Manager.

HAZARDOUS MATERIAL SPILLS (CHLORINE, ACID, GASOLINE, ETC.)

1. Evacuate the area.
2. Call 911.
3. Notify appropriate personnel, via email, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager
4. Keep the area clear, wait for further instructions.
5. Complete all required reports and refer to the corresponding safety data sheet located in your facility’s OSHA compliance center. Send copies to your supervisor and/or team manager, the Deputy Parks and Recreation Director and County Risk Manager.

FIRE EMERGENCIES

1. Evacuate the area.
2. Call 911.
3. If there is no danger to the employee, close all doors and windows.
4. Another SCPD employee should meet the Fire Department when it arrives so information can be given.
5. Notify appropriate personnel, via phone call, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager.
6. When using a fire extinguisher, please do so in a safe manner and do not put yourself or others in an unsafe situation.
7. Complete all required reports. Send copies to your supervisor and/or team manager, the Deputy Parks and Recreation Director and County Risk Manager.

SEVERE THUNDERSTORM OR OTHER SEVERE WEATHER EMERGENCY

1. If the activity is outside, immediately stop the activity and request an orderly evacuation. If an evacuation is not possible, find the best available shelter to protect citizens and staff.
2. If quick evacuation is not possible, shelter at the facility. Move to the center of a building in an area with no windows.
3. Staff members must take first-aid/disaster kit, radio and flashlights with them.
4. Notify appropriate personnel, via phone call, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager.
5. Listen to the local radio station or access other information sources for updated storm information.
6. After the weather emergency passes, immediately review the facility. Be prepared to handle first aid situations, watch for fallen power lines, and stay out of damaged areas. Watch for fires and/or gas leaks. Document damage with photographs.
7. Keep a log of the event to help you in completing reports.
8. Do not leave the facility until it is secure and all emergency situations have been addressed, or you have been given permission to leave.
9. Complete required reports as soon as possible and forward copies to your supervisor and/or team manager, the Deputy Parks and Recreation Director and County Risk Manager.

TORNADO

1. If you become aware of a tornado via CodeRed alert, weather forecast, etc., take action. Do not wait until you see the tornado.
2. Secure your phone and/or radio to ensure you have a way to communicate.
3. Seek immediate shelter inside one of the designated areas in the park, recreation center or community center.
4. If non-staff members are in a building, then SCPD staff will escort them to shelter as well.
5. Once the scene is believed to be all clear, SCPD staff will obtain a head count, assess any injuries or damage and coordinate with the proper emergency services.
6. Things to consider if you are caught outdoors without shelter:
 - a. Immediately get into a vehicle, buckle your seat belt and try to drive to the closest sturdy shelter.
 - b. If flying debris occurs while you are driving, pull over and park. Stay in the car with the seat belt on. Put your head down below the windows, covering with your hands and a blanket if possible.
 - c. If you can safely get noticeably lower than the level of the roadway, exit your car and lie in that area, covering your head with your hands.
 - d. Use your best judgement, based on the specific circumstances, when making decisions.

THEFT

1. Determine the approximate value of the stolen property. Contact the Sheriff's Department if the value of the stolen property is perceived to be more than \$50.
2. No matter what the amount missing, notify appropriate personnel, via email, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager.
3. When completing a report to document the event, gather as much information as possible concerning the theft. Include specifics, such as: location of the theft, a description and value of all stolen articles, and addresses and phone numbers of all parties involved. Forward a copy of the report to your supervisor and/or team manager, the Deputy Parks and Recreation Director and County Risk Manager.

ARMED ROBBERY

1. In the event of an armed robbery, property protection is not important. **Do not attempt to intervene!** The priority is to protect citizens and staff, observe in order to be a good witness and take charge once the incident has ended.
2. Lock the doors.
3. Call 911.
4. Provide aid to any injured individuals.
5. Notify appropriate personnel, via email, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager.
6. Protect any evidence that may be valuable and direct another staff member to meet the Sheriff's Deputy when they arrive.

BOMB THREAT

Bomb threats may be received by phone, mail, person-to-person, e-mail, etc. In most cases, however, the threat will be made by phone. All bomb threats must be treated as if they are serious. In the event of a bomb threat, staff members must:

1. Evacuate the facility in an orderly fashion, if a specific facility is targeted.
2. Assemble evacuees in a pre-designated location so that a head count can be conducted to assure that all personnel are accounted for.
3. Staff must check for people with disabilities, children or anyone appearing to need assistance to find out if they need help leaving the building. Assign a staff person or capable volunteer to accompany such individuals until emergency personnel arrive, or transportation is provided for them.
4. The person receiving the call should note the time, line on which received, sex of the caller, and emotional state of the caller (calm, jovial, distraught, angry, etc.)
5. Call 911. Report that a bomb threat has been received and that the building is being evacuated.
6. Notify appropriate personnel, via phone call, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager.
7. Stay with people outside the building until emergency personnel arrive. Be aware of and attend to physical needs of patrons and staff. Do not let anyone other than emergency personnel enter the facility.
8. Confirm with people outside the building that all individuals who were in the facility are accounted for. Do not let anyone leave without notification; make sure that minors are released to responsible guardians. Staff must be able to account for all individuals who were in the facility.

9. When emergency personnel arrive, indicate that you are the staff person in charge, and follow their instructions.
10. The facility will re-open when emergency personnel announce that it is safe.
11. At the end of the incident, when emergency personnel have given approval, patrons and staff may be allowed to re-enter the facility. Your supervisor's approval must be received to resume activities for the day. Staff may not leave the work location unless directed to do so by their supervisor and/or team manager.

PUBLIC HEALTH EMERGENCY

During the period prior to the arrival of an epidemic, or other health emergencies, the Department will work with the County Administration to monitor and prepare for the situation.

1. Work with the County's Office of Emergency Management and Risk Manager to develop facility, programmatic and operational procedures that would need to be implemented during an epidemic to promote public safety and ensure compliance with all local, state and federal guidelines.
2. Obtain supplies, as needed, to reduce the likelihood of staff becoming infected and train staff on preventive measures to reduce the spread of infections.
3. Implement the directives of local, state, federal and public health officials.
4. Develop a process for notifying staff and the public of facility closures and the cancellation of programs.
5. Establish protocols for reopening.

MEDIA QUESTIONS FOLLOWING AN EMERGENCY SITUATION

1. SCPD employees are not authorized to speak to the news media concerning an incident or accident that occurs at a SCPD-owned or-managed facility. All inquiries must be directed to the Parks and Recreation Director.
2. The Parks and Recreation Director, Deputy Parks and Recreation Director, or Marketing Manager may provide information to the news media, upon receiving permission to do so from the County Administrator.
3. SCPD employees are not authorized to comment on an incident or accident at a SCPD-owned or managed facility using social media vehicles.

EMERGENCY OPERATIONS

1. SCPD has developed, under the direction of the Emergency Management Coordinator, a Continuity of Operations Plan (COOP).

2. The COOP details alternatives for relocation of key SCPD operations in the event of a natural or man-made disaster.
3. The COOP also outlines the role that SCPD will play, in support to other Spartanburg County departments, in the event of a natural or man-made disaster.

RESPONSE TO ACCIDENTS AND INJURIES

MINOR ACCIDENTS AND INJURIES

1. Minor injuries include minor cuts, scratches, sprains, etc.
2. Gloves must be worn at all times.
3. Perform any first aid needed. (Provide first aid only if you have been trained in proper first aid procedures. If you have not been trained, call on someone who has been trained.) Stabilize the victim or injury. Do not move the victim unless the victim is in immediate danger (fire, drowning, etc.)
4. Do not attempt to diagnose any medical conditions.
5. Notify appropriate personnel, via phone call and/or email, including your supervisor and/or team manager. Complete required reports as soon as possible and forward copies to the Deputy Parks and Recreation Director and County Risk Manager, via email, on the next business day.
6. Do not give out information regarding any accident report except to the Parks and Recreation Director, Deputy Parks and Recreation Director, County Risk Manager, law enforcement officers or emergency medical personnel.

MAJOR ACCIDENTS AND INJURIES

1. Gloves must be worn at all times.
2. Perform any first aid needed. (Provide first aid only if you have been trained in proper first aid procedures. If you have not been trained, call on someone who has been trained.) Stabilize the victim or injury. Do not move the victim unless the victim is in immediate danger (fire, drowning, etc.).
3. Call 911.
4. Keep crowds away from the accident area and victim.
5. Do not leave the victim unattended. Call on assistance of any citizen, if necessary.
6. If a staff member is alone with the victim, leave the victim only long enough to call 911.

7. Notify appropriate personnel, via phone call, including: your supervisor and/or team manager, the Deputy Parks and Recreation Director and the County Risk Manager.
8. Complete required reports as soon as possible and forward a copy to the Deputy Parks and Recreation Director and County Risk Manager, via email.
9. Do not give out information regarding any accident report except to the Parks and Recreation Director, Deputy Parks and Recreation Director, County Risk Manager, law enforcement officers, emergency medical personnel, or your supervisor.

REFUSAL OF ASSISTANCE

If at any time an adult refuses first aid, paramedic or other medical assistance, when you believe it is necessary, complete a report stating the nature of the situation and that assistance was refused. Make sure to have the person sign the form. Employees can call 911 in an emergency situation and leave the decision to the medically trained responders and patron. Patrons can decline transport once the paramedics arrive.

HANDLING CLOTHING OR TOWELS SOILED WITH POTENTIALLY INFECTIOUS FLUIDS

Follow safety procedures outlined in Bloodborne Pathogen training, provided through the County Risk Manager, or an approved, equivalent source, including:

1. Gloves must be worn at all times.
2. Put potentially infectious material into a Red Bio Bag, if available, or a plastic bag. This bag must be disposed of separately from other trash.
3. Clean any areas where the material was lying with an appropriate disinfectant.
4. Contact maintenance personnel if carpet is soiled.
5. Dispose of used gloves in the same plastic bag as above.

CONTACT INFORMATION FOR EMERGENCIES

Parks and Recreation Director: Kevin Stiens
Cell: 864-529-2794
Email: kstiens@spartanburgcounty.org

Deputy Parks and Recreation Director: Jon Woodsby
Cell: 864-804-0275
Email: jwoodsby@spartanburgcounty.org

Marketing Manager: Kristen Guilfoos

Office: 864-804-5554
Cell: 864-494-1801
Email: kguilfoos@spartanburgcounty.org

Senior Project Manager: Mike Nation
Cell: 864-384-3568
Email: mnation@spartanburgcounty.org

Recreation Manager: Kristie Oliver
Cell: 864-346-4931
Email: koliver@spartanburgcounty.org

Park Maintenance Manager: Sean Veilleux
Office: 864-599-7428
Cell: 864-384-3435
Email: sveilluex@spartanburgcounty.org

Park Operations Manager: Trey Glover
Office: 864-804-5818
Cell: 864-804-0756
Email: tglover@spartanburgcounty.org

County Risk Manager: Terry Booker
Office: 864-596-3542
Cell: 864-316-8078
Email: tbooker@spartanburgcounty.org

County Emergency Management Coordinator: Doug Bryson
Office: 864-595-5366
Cell: 864-384-0826
Email: dbryson@spartanburgcounty.org

CHAPTER 5: PLANNING, BUDGETING AND EVALUATION

PURPOSE

The purpose of this chapter is to discuss the techniques used for service and facility planning, development of Operating Budgets and Capital Improvement Programs, and methods of evaluating program effectiveness for the purposes of continuous improvement in parks and recreation facilities and programs. As this chapter describes policies and procedures promulgated by the Budget Management Office, the Director of Budget and Finance has reviewed and approved this chapter.

RESPONSIBILITY

The Parks and Recreation Director is responsible for Planning, Budgeting and Evaluation. The Director is assisted by the SCPD Leadership Team, composed of the following positions:

1. Deputy Parks and Recreation Director
2. Park Operations Manager
3. Assistant Park Operations Manager
4. Park Maintenance Manager
5. Recreation Manager
6. Senior Project Manager
7. Marketing Manager

The SCPD's planning vehicle for this process is the Parks Department Operations and Financial Plan, the development of which is discussed below.

SERVICE AREA

1. The service area of the SCPD is defined by the limits of the Spartanburg County Parks and Recreation Special Tax District, which is the primary funding source for the SCPD. This special tax district was established by the Spartanburg County Council in 2006, under the provisions *S.C. Code of Laws Section 4-9-30(5)(iii)(1976)*, as amended.
2. In general, the service area of the SCPD includes all unincorporated areas within the County as well as those municipalities within the County borders that have chosen to join the Spartanburg County Parks and Recreation Special Tax District.

- a. Municipal governing bodies can choose whether or not to be included within the District. The District currently includes the municipalities of Chesnee, Cowpens, Duncan, Lyman, Pacolet, Central Pacolet, Inman, Reidville, Wellford and Woodruff.
 - b. The municipalities of Campobello, Greer, Landrum and Spartanburg are not included within the Spartanburg County Parks and Recreation Special Tax District.
3. A dedicated property tax millage, established annually by the Spartanburg County Council through adoption of the County Operating Budget, is applied to properties within the District.
 4. Revenue from the taxes collected within the District is deposited into the District Fund. Monies from the District Fund are appropriated annually by County Council, primarily to fund the maintenance and operations expenses of the SPCD. Some funds for this revenue source are also allocated to capital improvements.

OPERATING ENVIRONMENT

The operating environment for South Carolina local governments has a strong influence on County Council policies with regard to parks and recreation, as well as the SCPD's response to those policies and community needs.

SPARTANBURG COUNTY MISSION, VISION AND VALUES

To provide focus to the daily operations and to guide the future actions of Spartanburg County government—of which the SCPD is a component—the Spartanburg County Council has adopted the following Mission, Vision and Values.

1. **Vision:** Spartanburg County's vision is to be a preferred destination for individuals, families and business to live, learn, play and invest.
2. **Mission:** Spartanburg County provides a foundation for a superior quality of life for residents, unlimited opportunities for business, and an exceptional environment for education through purposeful planning, investments, and use of resources.
3. **Values:**
 - a. *Inclusion:* We will embrace the diversity of people, places, resources and perspectives throughout the County by seeking and considering the input and interests of our stakeholders in our decision-making. This culture of inclusion will increase trust with stakeholders, strengthen relationships and improve our decision-making.

- b. *Accountability:* We are accountable to the citizens of Spartanburg County. As stewards of the public's resources, we acknowledge the public is counting on us. We must set and exceed expectations that ensure our intentions, words and deeds are beyond reproach. We answer to each other, we answer to the citizens, and we answer to every person that lives, works, visits and plays in Spartanburg County.
- c. *Collaboration:* In today's complex environment, no one sector or entity can work without the support of others. We will seek, establish and leverage cross-sector partnerships with community-based organizations, educational institutions, businesses and other governmental entities to collectively build a better Spartanburg County.
- d. *Communication:* We will strive to effectively communicate in a purposeful and concise fashion. We will share information in an appropriate and timely manner with our stakeholders.
- e. *Servant Leadership:* We seek first to serve. As servant leaders we will foster an environment that places the best interest of the public first, as demonstrated by our mission-driven decision-making. Servant leadership demands that we set aside personal indifferences and focus on what's best for those we serve.
- f. *Continuous Improvement:* Continuous improvement means that we will align our decisions, services and policies with the vision, mission and values of this plan. This is a path that we walk together toward a common goal. Opinions may differ, approaches may vary and we may not always agree, but we have a collective commitment, even in difficult times, to remain true to the mission, keep our eyes on the vision and make values-based decisions to meet the goals and objectives in this plan.

SCPD OPERATIONS AND FINANCIAL PLAN

1. The SCPD was re-established by the Spartanburg County Council in FY 2011, following a four-year period during which the parks and recreation service was overseen by an appointed citizen commission. Following the dissolution of the commission, the SCPD was structured as a County Department reporting to the County Administrator. The department's practices received an in-depth review, resulting in the following findings:
 - a. SCPD's established recreation services have potential to grow.
 - b. Spartanburg citizens have a poor understanding of all the parks and recreation assets available within the County.
 - c. Spartanburg County faces a number of community health and wellness challenges, including high rates of obesity and a growing population of aging baby boomers, some of whom have chosen Spartanburg as a place to retire.

- d. Spartanburg County has great natural resources, which provide a framework upon which nature-based tourism can be developed.
 - e. Youth sports tourism, in the form of hosting tournaments, brings significant economic impact to the Spartanburg community.
 - f. There are many community organizations and agencies that are willing to work in partnership with the SCPD to improve Spartanburg County's quality of life. SCPD is in a position to assist in the development and expansion of facilities and programs of other agencies and organizations by providing monetary support, professional advice, programming space and manpower to assist in programs and events that benefit the community.
 - g. Citizen interests and needs are paramount in designing recreation programs and facilities. Citizen interests are determined from informal and formal communications. Citizen needs are determined through review of studies and professional literature, as well as through informal and formal citizen communications.
2. As a way to focus on continuous improvement and ensure programs and services are in alignment with County Council's priorities and the needs of public are met, the SCPD developed the 2018 – 2023 Strategic & Master Plan. The Strategic & Master Plan, along with Financial Projections for Hospitality Tax Fund and Spartanburg County Parks and Recreation Special Tax District Fund, make up the SCPD's Operations and Financial Plan.
 3. The plan is updated or revised, as conditions change or as opportunities emerge. It also is the basis for evaluation.
 4. The SCPD Operations and Financial Plan is used as a starting point for development of proposals for the Spartanburg County Capital Improvement Program (CIP) and Operating Budget. The Operations and Financial Plan is designed to surface opportunities or to address the policy directions contained in County Council-adopted ordinances and plans.
 5. The Operations and Financial Plan feeds into proposed policies that must be adopted by Council before they are implemented by the SCPD. Examples of Council policy documents include:
 - a. Some documents provide guidance to the SCPD, such as:
 - i. SCPD's Strategic & Master Plan
 - ii. Parks Enhancement Plan
 - iii. Trails and Greenways Master Plan
 - iv. Parks Signage Manual
 - v. Senior Wellness Initiative Report and Recommendations

- b. Other Council policy documents provide funding and authority. Chief among these are:
 - i. Spartanburg County Capital Improvement Program(s)
 - ii. Spartanburg County Operating Budget(s)

OPERATIONS AND FINANCIAL PLAN UPDATES

In the process of refining, updating or adding to the Operations and Financial Plan, the Leadership Team will, from time to time, obtain and analyze information from:

1. Leaders of towns that are members of the Parks and Recreation Special Tax District, superintendents of school districts that provide school facilities for public recreation, conservation groups and active living promotional agencies
2. Reports from consulting firms employed to assist the SCPD with specific projects or programs
3. Research by SCPD, developed to support strategic recommendations
4. Tournament organizers that hold events in parks owned or managed by the SCPD
5. Regional and State agencies that can influence the provision of parks and recreation
6. Employees, particularly those who have direct interaction with customers
7. Monthly reports to the Spartanburg County Council, in order to identify important events and trends that evidence themselves in statistical reporting
8. Facility and program evaluation surveys
9. Review of applicable Federal, State and local law and regulations
10. Studies from other organizations documenting changing social and economic conditions that may have implications for parks and recreation facilities and programs
11. Economic development and infrastructure projects that may impact parks and recreation facilities
12. Reports and publications from the SC Recreation and Parks Association as well as the National Recreation and Park Association in order to identify trends, emerging issues and best practices
13. Comparison of SCPD parks and recreation facilities to other communities using NRPA's Park Metrics application
14. Citizen advisory committees and task forces formed to provide input on or communications about specific recreation programs or facilities

CITIZEN ADVISORY COMMITTEES

1. Generally speaking, good customer service requires establishing realistic expectations among customers and then meeting or exceeding those expectations. In general the SCPD's customers include park visitors, recreation program customers and tournament organizers.
2. SCPD utilizes Citizen Advisory Committees to ascertain the needs and desires of some customer groups and to communicate important information, such as the past achievements, planned initiatives and new or revised regulations.
3. Maintaining an ongoing dialogue between the department and its customers helps develop a sense of ownership among the customers and is important in establishing realistic expectations.
4. The following citizen advisory committees are utilized, on a regular basis, or as needed:
 1. Sports Committee (co-sponsored with the One Spartanburg Inc.'s Tourism Development Office and dedicated to attracting youth sports tournaments to Spartanburg County)
 2. VSP or Senior Program Advisory Committees (one at each community center designated as a VSP or Senior Program Site)
 3. Eat Smart, Move More Advisory Committee
 4. Special Olympics Area 12 Steering Committee
 5. Trails Collaborative
 6. Area Councils of One Spartanburg Inc.
 7. Blueways Coalition (organizations seeking to develop a plan for locating, funding, constructing, maintaining and promoting river access points along the Tyger and Pacolet Rivers)
5. Each citizen advisory committee has an assigned SCPD employee liaison who can serve as a conduit for information to and from the Parks and Recreation Director, particularly for planning purposes.

CAPITAL IMPROVEMENT PROGRAM AND OPERATING BUDGET DEVELOPMENT

1. Responsibility for development of the draft Capital Improvement Plan (CIP) and Operating Budget is the responsibility of the Parks and Recreation Director, with the assistance of other members of the Leadership Team.

2. The Parks and Recreation Director will work with the County Budget Management Office to ascertain likely revenues from the Parks and Recreation Special Tax District operating revenues and revenue from the Hospitality Tax funds.
3. The Parks and Recreation Director, with the assistance of the Leadership Team, projects fees and charges from various sources. The SCPD seeks to offset the cost of providing recreation services with fees and charges, where feasible and appropriate. SCPD personnel must take care to keep fees and charges affordable in order to attract more people to recreation facilities and programs.
4. The schedule of fees and charges is included in the overall schedule of fees and charges for Spartanburg County, which is adopted by the County Council in the annual Operating Budget.
5. The Budget Management Office informs the Parks and Recreation Director of any ongoing expenses, such as payments on existing debt and County internal service charges, as well as any anticipated policy changes that will impact the resources available to the SCPD for services and projects.
6. Members of the Leadership Team draft budgets for capital improvements and operations and maintenance expenses in their area of responsibility, involving their employees, when appropriate, in development of the operating and maintenance budgets. Objectives and measurement standards for operations and maintenance are developed at this time as well. The Marketing Manager forecasts expenses for marketing and advertising. The Senior Project Manager forecasts the expenses associated with any existing capital projects, to include project contingencies.
7. The Parks and Recreation Director reviews the forecast for the CIP, as well as the draft operating and maintenance budgets for each division, and then incorporates the information into the SCPD's baseline budget for the CIP and for operations and maintenance.
8. If any projected resources remain after backing out debt payments, internal service charges, operations and maintenance expenses plus projected capital project costs, or if projected revenues are inadequate to meet projected baseline expenditures, then the Parks and Recreation Director and Leadership Team will consider opportunities that could modify the baseline budget. Opportunities could include:
 - a. Operating cost reductions
 - b. Changes in program fees
 - c. Expanded or new programs
 - d. Partnerships to facilitate expanded services
 - e. Improvements to existing parks and recreation facilities
 - f. New parks and recreation facilities

9. The Parks and Recreation Director, with the assistance of the Leadership Team, will decide which opportunities appear to be the most promising and will assign personnel to evaluate the feasibility of the opportunity, in terms of funding and organizational capacity.
10. If the opportunities selected appear to be financially and operationally feasible, the opportunities will be formed into proposals for programs and projects. The information will be formatted according to the guidelines specified by County Budget Management Office.
11. The Parks and Recreation Director crafts the proposed CIP and Operating Budget into a final proposed department Operating Budget and CIP.
12. Objectives and Success Indicators will be added for all project and program components. The objectives and measurement standards will correspond to the appropriate Goals, Objectives and Tasks.
13. The proposed SCPD Capital Improvement Program will be submitted to the Budget Management Office, according to the guidelines of that Office. At a later date, the proposed SCPD Operating Budget and will be submitted with the Spartanburg County Office of Budget Management, according to the guidelines of that Office.
14. The Budget Management Office reviews and evaluates the proposed SCPD Operating and Capital Budget, meets with the Parks and Recreation Director to obtain answers to questions, and prepares a consolidated recommendation for review of County Administration.
15. To review and evaluate proposed capital projects, the Budget Management Office involves a multi-disciplinary Capital Projects Review Committee, made up of department directors, elected officials (or their representatives), project managers and the Deputy County Administrator.
16. The Budget Management Office schedules a meeting involving the Parks and Recreation Director, the Budget Management Office and County Administration. County Administration obtains answers to any questions from the Parks and Recreation Director and then issues decisions about the proposed budget to the Budget Management Office. As needed, further meetings may be scheduled to re-evaluate revenue projections, adjust fees or reduce expenditures in order to achieve a balanced budget. Both the Spartanburg County Parks and Recreation Fund and the Hospitality Tax Fund (from which revenues are transferred to the Parks and Recreation Fund) must be balanced, as required by law.
17. The Budget Management Office incorporates these decisions into a final draft Operating Budget and Capital Improvement Plan, which are submitted—along with the proposals from other departments—to the County Council, as the County Administrator’s Proposed Operating Budget and Proposed Capital Improvement Program.
18. Adoption of the Operating Budget and Capital Improvement plan requires three readings, or votes, by the County Council. The Council’s review process includes a public hearing and summary of the proposed budget in a newspaper of mass circulation. The process

generally takes place over three months, beginning with the first reading in April, followed by a budget workshop in April or May, followed by a second reading (at which time public comment on the budget is received). Additional budget workshops may be scheduled, as necessary. The process concludes with the third reading of the budget in June.

19. After the Operating Budget and Capital Improvement Plan are approved on third reading, County departments are authorized to begin expending the appropriated funds on July 1, the beginning of the new fiscal year.
20. Adjustments to the Operating Budget and Capital Improvement Plan and the associated Budget Ordinances may be made during the fiscal year to respond to emergencies or unforeseen opportunities through Budget Transfers and Budget Adjustment Resolutions. Procedures for development and approval of such adjustments are promulgated by the Office of Budget Management.

BUDGET MONITORING, CONTROL AND MODIFICATION

1. The Parks and Recreation Director and team managers are responsible for reviewing these financial reports, via Munis, weekly to identify discrepancies, mis-postings and negative trends. In each case, when a problem is found, the team manager will notify the Parks and Recreation Director so that corrective actions may be identified and taken.
2. Routine budget adjustments to correct mis-postings, address funding for small emergencies or to pursue unforeseen opportunities may be proposed by team managers. Using a form provided by the Budget Management Department, requested adjustments are prepared by the Parks and Recreation Director and approved by the Spartanburg County Budget Management Director.
3. Significant budget changes, to move funds between accounts, request new positions and appropriations between budget cycles or to recognize new revenue, require County Council approval, through a Budget Adjustment Resolution (BAR). Information needed for the BARs is provided by team managers, capital project managers, or the Parks and Recreation Director. The information is provided to the County Budget Management Department, who drafts the BAR and submits it to the County Administrator for review and approval. Assuming approval is granted, the County Administrator submits the BAR to the County Council for adoption.

EVALUATION

1. In addition to traditional input measurements, such as the department budget, SCPD will use output and outcome measures to gauge parks and recreation facility and service utilization as well as citizen satisfaction with parks and recreation facilities and services. In following this philosophy, SCPD will develop valuable information concerning outputs (the degree of use of park facilities and services) and outcomes (what value was provided to citizens), both of which measures will assist in planning and reporting. The

purpose of this section is to outline procedures to guide SCPD evaluations of its facilities and programs.

2. Seeking evaluations of programs and facilities is critical to revising existing programs and facilities or creating new ones. Evaluation also helps define the worth of parks and recreation facilities and services, in the minds of citizens. Reporting evaluations to County Administration and County Council helps quantify the impact of expenditures on parks and recreation facilities and services.
3. The Parks and Recreation Director is responsible for ensuring that SCPD personnel are trained in outcome measurement and for overseeing the integrity of the evaluation process. Success Indicators are based on the SCPD Operations and Financial Plan.
4. The managers of the Parks Operations and Recreation Teams are responsible for seeking customer evaluations of parks and recreation facilities and services. These are noted as Success Indicators in the Operations and Financial Plan.
5. These evaluations will be conducted at the conclusion of a tournament, sports league season, facility rental conclusion or recreation program conclusion, using a standard form.
6. After the program evaluations are completed, the tabulated results will be provided to Marketing Manager, who is responsible for development of the Annual Performance Report.

REPORTING AND CONTINUOUS IMPROVEMENT

1. SCPD records statistics on recreation program participation, facility usage and customer satisfaction for evaluation, reporting and analysis for continuous improvement. These statistics, along with information on SCPD programs, projects and achievements, are shared, in summary form, with County Administration and the County Council in regular reports. The reports also are posted on the department website for employee and public review.
2. SCPD produces an Annual Report reporting statistics on program participation and evaluations, progress achieved, plans for the upcoming fiscal year and information on actual revenues/expenditures for the previous fiscal year, as well as budgeted revenues/expenditures for the current fiscal year.
3. Highlights from the Annual Report may be presented to the County Council in a Livability Committee meeting.
4. The Annual Report is posted on the SCPD website for public review. Flyers announcing publication of the report may also be sent, via email and regular mail, to the news media, Parks Partners, volunteer associations, SCPD volunteers and community opinion leaders such as neighborhood association presidents and community agency board members.

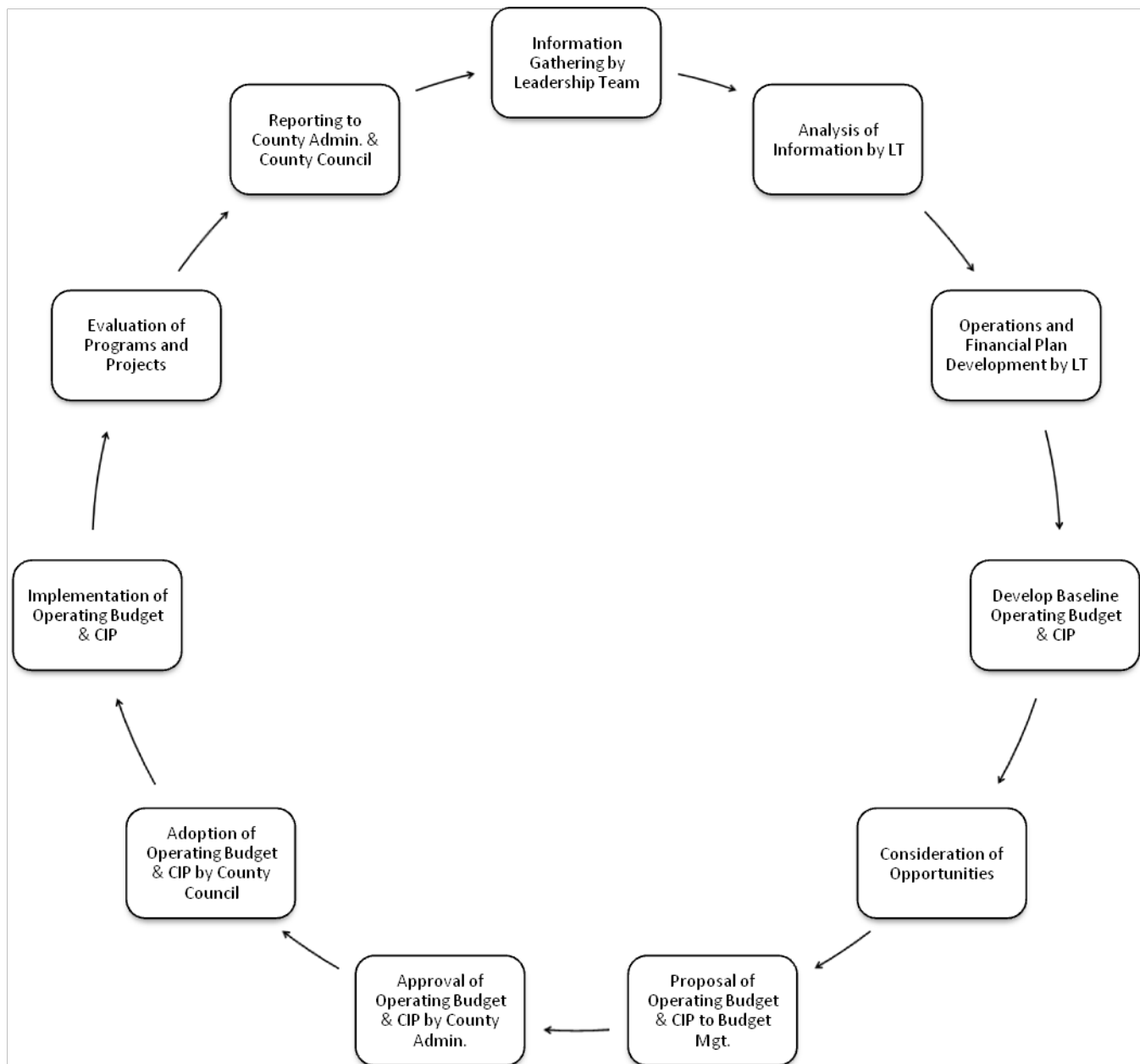
5. The compiled information for a given year will be used to refine the Operations and Financial Plan for the succeeding year, which drives development of the SCPD's proposed Operating Budget and Capital Improvement Program. A chart showing the Planning and Budgeting process is shown below.

DEVELOPMENT OF PROFESSIONAL KNOWLEDGE

1. If financially feasible, the SCPD will undertake at least one experimental or demonstration project each year, with the intention of:
 - a. Test-marketing new programs and services to citizens
 - b. Refining the delivery of existing programs and services
 - c. Expanding the professional capabilities of staff
2. Whenever possible, the SCPD will partner with an institution of higher learning to assist with the design and evaluation of the project, to ensure a high level of integrity in the project results.
3. The SCPD will report the results of its experimental and demonstration projects in the department annual report and via presentation to professional organizations, such as the SC Recreation and Parks Association.

PLANNING, BUDGETING AND EVALUATION CYCLE

The various steps involved in the cycle of planning, budgeting, implementation, evaluation and reporting are shown in the chart below.



CHAPTER 6: FINANCE AND ADMINISTRATION

PURPOSE

As a department of Spartanburg County government, the SCPD must comply with County Council policies as well as the administrative procedures and guidance issued by the Operational Support Departments of Spartanburg County, which include:

1. Budget Management
2. County Attorney
3. Facilities Maintenance
4. Finance
5. Fleet Services
6. GIS
7. Human Resources
8. Information Technology
9. Planning and Development
10. Purchasing
11. Records Management

The purpose of this chapter is to describe administrative procedures that are unique to the SCPD or are not covered in other County policies and procedures. Appropriate portions of this chapter have been reviewed and approved by the Director of Budget and Finance, Internal Auditor, Purchasing Director, Information Technology Director and Records Manager.

Specifically, this chapter includes guidance on SCPD procedures concerning:

1. Fiscal Management
2. Auditing and Reporting
3. Procurement
4. Information Technology
5. Records Management

RESPONSIBILITY

THE SPARTANBURG COUNTY PARKS DEPARTMENT PROCEDURES MANUAL IS NOT A CONTRACT, EXPRESSED OR IMPLIED. EMPLOYMENT IS AT-WILL.

This chapter applies to all teams of the Spartanburg County Parks Department. The Parks and Recreation Director or his / her designee may assign responsibilities for specific tasks described in this chapter to one or more individuals.

FISCAL MANAGEMENT

1. The purpose of this section is to outline policies, regulations and procedures that guide the financial management of SCPD.
2. Spartanburg County utilizes a business process management software program, Munis by Tyler Technologies, to manage many core functions, such as financials, procurement, HR, payroll, and revenues. All SCPD staff that have access to Munis have been trained on the appropriate workflow for all process they have access to.
3. As a Spartanburg County Department, the SCPD is governed by County fiscal policies, including:
 - a. Fiscal Policy: County Financial Policies are established by the Spartanburg County Council.
 - b. Spartanburg County Purchasing Ordinance: Purchasing procedures for all County departments are established in the Purchasing Ordinance.
 - c. Accounting System and Financial Reports: These are available via Munis.
 - d. Position Authorizations: Position authorizations are established in each County Annual Operating Budget. Position control is provided by the Human Resources Department, working from the staffing authorized in the Adopted Operating Budget.
 - e. Independent Audit: As a department of Spartanburg County, the expenditures of the SCPD and transfers to and from the funds associated with the SCPD are included within the annual Certified Annual Financial Report (CAFR). The CAFR is produced by the Spartanburg County Finance Department with the assistance of an external audit firm chosen by County Council.
 - f. Inventory and Fixed Assets Control: The Spartanburg County Finance Department is responsible for fixed assets control. On an annual basis, the Finance Department requests verification of the Department's fixed asset listing. The verification process is coordinated by the Deputy Parks and Recreation Director, with assistance from other employees, as needed.
 - g. Internal Audits: The SCPD, like other departments, is subject to internal audits, particularly for internal control. The SCPD structures its revenue handling procedures to comply with internal control principles specified by the County Internal Auditor.

4. This section addresses those financial management regulations and procedures that are unique to SCPD or are not addressed in other Spartanburg County policies and procedures, including:
 - a. Fiscal Management Authority and Responsibility
 - b. Finance Department Deadlines
 - c. Accounts Receivable
 - d. Internal Control Standards and Internal Auditing
 - e. Accounts Payable and Budget Compliance

FINANCIAL MANAGEMENT AUTHORITY AND RESPONSIBILITY

1. The Parks and Recreation Director is the principal authority for the fiscal management of the SCPD, working within the ordinances and procedures promulgated by County Council, County Administration and County Operational Support Offices.
2. Certain SCPD employees are issued purchasing cards for the efficient acquisition of materials and supplies. The Parks and Recreation Director, Deputy Parks and Recreation Director and Team Managers are responsible for electronically reviewing and approving all purchasing card transactions. Department members who are granted the use of purchasing cards must comply with regulations issued by the Finance Department and Purchasing Department. Purchasing cards may not be used to pay for services, and should only be used for purchasing supplies under \$1,000. Failure to comply with regulations may result in revocation of purchasing cards privileges. Willful disregard of the regulations may result in the loss of purchasing card privileges and/or disciplinary action.
3. The Deputy Parks and Recreation Director, team managers, assistant team managers, recreation coordinators, athletic coordinators and maintenance supervisors will seek quotations for goods and services, and prepare requisitions and payment requests for equipment, supplies and services that are budgeted in their operating accounts. Team managers review expenditures against the adopted budget to ensure that adequate funds are available to support the expenditure.
4. The Parks and Recreation Director has delegated approval authority for vouchers, purchase requisitions, payment approvals and travel expense reports, as follows:
 - a. For purchases from Account 500, Administration, the Parks and Recreation Director or Deputy Parks and Recreation Director.
 - b. For purchases from Account 501, Park Maintenance, the Park Maintenance Manager, Parks and Recreation Director or Deputy Parks and Recreation Director.
 - c. For purchases from Account 502, Park Operations, the Park Operations Manager, Parks and Recreation Director or Deputy Parks and Recreation Director.

- d. For purchases from Accounts 503, Senior Programs, 504, Recreation Centers, and 505, Recreation Programs, the Recreation Manager, Parks and Recreation Director or Deputy Parks and Recreation Director.
 - e. For purchases from Fund 300, Capital Projects, the Senior Project Manager, Parks and Recreation Director or Deputy Parks and Recreation Director.
 - f. The Parks and Recreation Director must sign all travel expense reports for personnel that report to the Director. Travel expense reports for the Parks and Recreation Director must be signed by the Deputy County Administrator.
5. Travel expense form will be prepared by the person who was involved in the travel.
 6. Invoices and purchase orders will be prepared by assigned clerical personnel. These must be submitted utilizing the proper workflow in Munis. Electronic copies of the documents will be retained and disposed of by the clerical personnel, in accordance with the approved Records Retention Schedules.
 7. Capital project managers prepare requests for bids, requests for qualifications and requests for proposals for capital projects, process department intent to award forms, purchase requisitions, change order requests and payment requests for their assigned projects. Project managers review expenditures against the adopted Capital Improvement Program to ensure that adequate funds are available to support the expenditure.
 8. Capital project forms, including RFPs, RFQs, Departmental Notice of Awards, Sole-Source Purchase Requests, Purchase Requisitions and Payment Applications are developed by SCPD Project Managers and must be signed/approved by the Parks and Recreation Director. Once signed/approved, the project manager will send documents to the Purchasing Department, enter appropriate information into Munis and will retain a copy of financial and other documentation in a permanent project file.
 9. The Finance Department accounts for all expenditures. All reports are available in Munis.
 10. All above-named SCPD positions are responsible for reviewing these reports to ensure that accounts payable transactions utilize the correct account numbers and that the accounts utilized have adequate funds to support the planned expenditures, so that the SCPD can comply with approved the approved Operating Budget and Capital Improvement Program. The above-named personnel that discover an apparent accounts payable problem will bring the problem to the attention of their supervisor, Team Manager or the Parks and Recreation Director.

FINANCE DEPARTMENT DEADLINES

In order to provide timely financial transaction processing and accurate financial records, the Finance Department has established the following deadlines:

1. Time entry batches are due to Finance by 5:00 p.m. on the Friday before pay day. Notifications are sent to departments for any changes due to holidays.

2. Employees that need to make changes to their W-4, direct deposit, or voluntary credit union deductions must make the change by 5:00 p.m. on the Friday prior to the next pay day. These changes are made in Spartanburg County's Employee Self-Serve (ESS).
3. Invoice entries are to be approved by 5:00 p.m. each Monday. Notifications are sent to departments for any changes due to holidays.
4. Accounts Payable checks cannot be picked up until after 1:00 p.m. each Friday, if arrangements have been made for pickup. Only travel advance checks will be held for pickup. All other checks will be mailed.
5. Travel expense reports are due to the Senior Accountant within seven days of the trip.
6. Travel advance transmittals must be submitted by 5 p.m. on Monday the week prior to traveling so that the check will be available the Friday before.
7. New vendors must register through the Vendor Self-Serve (VSS) in Munis prior to work being completed or payments can be entered.
8. When goods/services are received in good order; the appropriate employee will ensure it is received and process utilizing the specified workflow in Munis.
9. Purchasing card transactions should be signed off daily.
10. Copies of all Grant Agreements should be given to the Deputy Finance Director as soon as they are received by the Department.
11. Fixed Asset Listing should be reviewed, signed and returned to the Property Coordinator no later than April 15.
12. Construction Contract Reports are due by July 30.
13. Employees are responsible for making address changes in ESS.
14. The Finance Department will issue employee W-2 forms and 1099-MISC forms no later than January 31.

ACCOUNTS RECEIVABLE

1. The SCPD receives funds from a variety of sources, including program fee payments, facility rentals, grant payments/reimbursements, concessions commission payments and tournament organizer payments.
2. Accounts have been established to account for the revenue received. In general, SCPD personnel deposit funds to the bank branch assigned to them, enter the deposit in Munis and then forward a copy of the deposit slip and account summary report to the County Treasurer. SCPD personnel also may make deposits directly to the Treasurer's Office in limited circumstances.

3. SCPD team personnel who receive payments in cash, checks and debit/credit cards must account for them according to approved program procedures, which are developed to comply with the guidelines promulgated by the Internal Auditor, described below.
4. SCPD also utilizes an online payment system and encourages customers to make online electronic payments whenever possible. The online payment system provider accumulates payments and monthly issues a check to the SCPD. The account allocation for the payments represented by these checks is provided to the Treasurer's Office, which divides the funds into the correct revenue accounts.
5. The receipt of cash is discouraged. Whenever possible, in order to promote greater internal control and to alleviate temptation for wrongdoing, payments for SCPD programs and facility rentals will be received by checks or electronic payments.
6. On a regular basis, revenues received by or processed through the Treasurer's Office are posted to the General Ledger by the Finance Department. Reports of these postings are available in Munis.

PETTY CASH

1. The SCPD will utilize petty cash on an as needed basis.
2. When requesting petty cash, the SCPD will provide the following information to the Deputy Finance Director, in writing: name of event, amount of petty cash needed, date the check will be picked up, date deposit will be made and a copy of the cash handling procedures for that specific event. This needs to be done a minimum of two weeks prior to the event.
3. The Deputy Finance Director will enter this request into the County's financial system (Munis).
4. This request will be reviewed and approved by the Parks and Recreation Director or Deputy Parks and Recreation Director in Munis.
5. If approved, the Finance Department will notify the Parks Department when the check is available for pickup.
6. The check will be processed from the petty cash/change fund account related to the SCPD.
7. The deposit will be made on the date of the original request.

INTERNAL CONTROL AND INTERNAL AUDITS

1. The Spartanburg County Internal Auditor has developed internal control standards. The objectives of internal control are to ensure that:
 - a. All revenue due to the County is actually received.

- b. The proper entries have been made on the pertinent accounting records.
 - c. All receipts are appropriately deposited or otherwise adequately safeguarded on a timely basis.
 - d. Employees having funds in their custody will be constantly aware of the possibility of the loss of funds due to theft, robbery or error.
 - e. Safekeeping facilities will be maintained for County funds.
 - f. The amounts of monies retained on hand and subject to loss will be the minimum needed for the activity.
2. Team managers will ensure that reasonable precautions have been implemented to prevent losses and will cooperate with internal audits done to identify problems within and to improve upon internal control procedures.
 3. Strong internal controls are necessary to deter theft of County revenue. At the same time, they cover employees from being wrongly blamed when money goes missing.
 4. The control standards used by internal auditors during internal audits include:
 - a. Employees must follow documented procedures. Procedures pertinent to receiving and accounting for revenue are contained in the Chapter 8, Park and Recreation Programming. Employees will be trained and re-trained on Team Procedures. If employees have procedural questions, they should ask their supervisor or team manager.
 - b. Only authorized employees should receive payments.
 - c. In general, payments should be taken only in authorized areas where access is restricted (i.e., front offices). The exceptions to this rule are special events and SCPD-operated tournaments, where payments must be taken where the event occurs.
 - d. Customers should be given a receipt at the time of payment and should sign the receipt. Customers should be made aware of policies for giving receipts. Notices should be posted stating receipt procedures.
 - e. Checks should be stamped “for deposit only” with the stamp for each specific facility at the time of receipt.
 - f. To the extent possible, duties for collecting, depositing and accounting for payments should be assigned to separate individuals. No one employee should have responsibility for and access to the entire process of receiving and depositing cash, as this could give employees the opportunity to mishandle cash and cover their activities.
 - g. All payments should be deposited once a week, at a minimum. If actual cash on hand (currency) is significant, payments should be deposited more frequently.

- h. Whenever feasible, deposits should be prepared and made by an employee who is not responsible for the initial receipt of cash.
 - i. Copies of deposit slips/deposit records should be kept on hand for audit purposes, based on retention schedule approved through the Records Manager.
 - j. Cash receipt reports are due to the County Treasurer within one day of the deposit being made. The cash receipt reports can be emailed. The Treasurer's Office doesn't post revenue until it gets the cash receipt report to ensure that revenue received is posted according to the time in which the revenue is received. This should also be entered into Munis.
 - k. Cash/checks should be adequately safeguarded from the time that they come in the door until deposit.
 - l. Un-deposited cash must be kept in cash boxes/or safes.
 - m. Access to cash boxes, safe combinations, etc., should be limited to as few employees as possible.
 - n. Deposits should be prepared in an area that is hidden from customers/ unauthorized employees.
 - o. All payments should be recorded in the CivicRec and Munis systems at the time of receipt.
 - p. Attendance logs should be maintained that are accurate and up-to-date, preferably by an employee who is not responsible for receiving cash.
 - q. Accurate and up-to-date Parent Payment Forms should be maintained.
 - r. The form of payment (cash, check, credit card, etc.) should be accurately recorded for each transaction.
 - s. Voided transactions should be performed by an employee independent of the cash receipt/cash deposit process.
 - t. Team managers and assistant team managers should perform periodic surprise cash counts.
 - u. Cash receipt and deposit records, parent payment forms, attendance logs, Civic Rec reports, etc., should be reviewed frequently by team managers and assistant team managers.
5. An anonymous, third-party hotline for reporting abusive/potentially fraudulent behavior has been established, where trained interviewers will ask questions to seek needed information. Reports of all fraud hotline reposts are received by the Internal Auditor and County Administration. Reports of suspected fraud are actively investigated.

AUDITING AND REPORTING

1. As a department of Spartanburg County, the SCPD is included within Spartanburg County's Comprehensive Annual Financial Report (CAFR) for the fiscal year. This report is a complete set of financial statements presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with auditing standards generally accepted in the United States of America by a firm of licensed certified public accountants in compliance with State law S.C.4-9-150.
2. The report consists of management's representations concerning the finances of Spartanburg County. Spartanburg County's financial statements are audited by McAbee, Schwartz, Halliday & Co., a firm of licensed certified public accountants. The goal of the independent audit is to provide reasonable assurance that the financial statements of Spartanburg County are free of material misstatement. The independent audit involves examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation.
3. In the CAFR, capital assets, which include land, buildings, improvements, furniture and equipment, and infrastructure assets (e.g., roads, bridges, sidewalks and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the County as assets with an initial, individual cost of more than \$1,000 and an estimated useful life of more than one year. Such assets are recorded at historical cost or at estimated historical cost if actual historical cost is not available. Donated capital assets are recorded at estimated fair market value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized. Public domain (infrastructure) capital assets have been capitalized using actual and estimated historical costs of major general infrastructure assets that were acquired or significantly reconstructed, or that received significant improvements in fiscal years ending after June 30, 1980.
4. Capital assets are depreciated using the straight-line method over the following estimated useful lives:

	<u>Years</u>
a. Buildings	30
b. Office Equipment	10
c. Vehicles	5
d. Computers	4

OTHER REPORTS

1. Performance Reports, including program and service statistics, are submitted to County Administration and the County Council on a monthly basis, or as requested.

2. Annual Performance Reports, containing previous year achievements, current year plans, previous year statistics, previous year actual revenue and the current year budget, are presented to County Council soon after the Operating Budget and CIP are approved.

PROCUREMENT

As a Spartanburg County Department, the SCPD is generally governed by County policies, including the Spartanburg County Procurement Ordinance. The following procedures should be considered as supplementary to the Procurement Ordinance. They were reviewed and approved by the Purchasing Department.

ROUTINE PURCHASING PROCEDURES

1. Requisitions are formal requests outlining the purchase of goods/services.
 - a. Departments must complete a requisition, in Munis, with as much detail as possible to ensure that the correct item(s) are ordered. Important information for this form includes:
 - i. Quantity
 - ii. Price
 - iii. Taxes
 - iv. Freight
 - v. Shipping
 - vi. Where to deliver the order
 - vii. Contact information for the receiving SCPD employee
 - viii. Any special instructions
 - b. If purchasing from a S.C. State Contract, include contract number. This is used as verification from the S.C. Budget & Control Board. Documentation of specific contract information must be attached to the Requisition form. The Purchasing Department also will require a new or updated vendor information packet if the vendor's information is out of date or is not currently within the Purchasing vendor database.
 - c. Include a copy of all quotes received. Quotes are generally good for 30 days unless the prospective vendor specifies otherwise.
 - d. Inform the Purchasing Department if the vendor is being used to acquire the materials or supplies, only. If the selected vendor will be delivering the materials and supplies, or if the vendor will be providing labor to occur on County property,

the Purchasing Department will require SCPD personnel to obtain a Certificate of Insurance (COI) from the vendor if a COI is not already on file. The COI must be for an amount that is commensurate with the product or service that is being pursued, as defined by the Purchasing Department.

- e. Include the full account number and any associated project number. Make sure that there are adequate funds in the account to support the purchase.
- f. If the requisition is related to a purchase from a bid project, be sure to include Bid Number and title of project.
- g. If a Sole/Single Source purchase is being requested, complete and attach the justification form, along with required letter from the vendor.
- h. Have the Parks and Recreation Director or his/her designee approve the requisition.

2. Purchase Order Issuance

- a. Once the Purchasing Department has received the requisition and has verified that all information submitted is complete and correct, a purchase order will be issued.
- b. A purchase order is defined as a document issued by a buyer (County) to a seller (Vendor), indicating types, quantities and agreed prices for products or services that the seller will provide to the buyer.
- c. A purchase order must be issued by the Purchasing Department prior to material and supplies delivered or services being performed.

3. Purchase Order Process by Departments

- a. The Purchasing Department will send the department that issued the Requisition a “Department Copy” and “Receiving Copy” of the purchase order once it has been processed.
- b. The “Department Copy” must be kept by the department.
- c. The “Receiving Copy,” along with the Vendor’s invoice, will be approved by the department head or his/her designee and submitted to the Finance Department, via Munis, for payment processing after the work is completed, items received and service rendered.
 - i. Before the “Receiving Copy” is submitted, departments must inspect materials and supplies delivered.
 - ii. The department must verify that the goods received match the quality and quantity of the goods ordered.
 - iii. The unit costs and miscellaneous charges billed on the packing slip or invoice must agree with information contained on the original Purchase

Order. Any freight charges must be consistent with the terms on the Purchase Order.

- iv. The packing slip is accurate.
 - v. If there is a discrepancy, the department should contact the vendor immediately to correct the discrepancy.
- d. If the Purchase Order involved professional or technical services, departments must ensure:
- i. Services ordered were satisfactorily completed in accordance with the terms, conditions and technical requirements contained in the Contract, RFP and/or Purchase Order.
 - ii. The units, costs and miscellaneous charges billed on the invoice agree with those detailed on the Purchase Order.
 - iii. The invoice is clerically accurate.
- e. The “Receiving Copy” must be submitted to the Finance Department in a timely manner. Payment on undisputed invoice amounts is due upon receipt of the invoice by Spartanburg County and is past due thirty (30) days from the date the invoice is received.
- f. If progress payments are necessary on a large-dollar purchase order, a spreadsheet will be attached to the “Receiving Copy” sent to the Finance Department, via Munis. The spreadsheet will note the title, account number and project number. The spreadsheet will document the original purchase order date and amount, the date and amount of any approved change orders, and the date and amount of any previous progress payments, as well as the date and amount of the requested payment plus the balance left on the purchase order.

EMERGENCY PURCHASES

1. According to the Spartanburg County Purchasing Ordinance, only the County Administrator, Deputy County Administrator or Procurement Director can authorize an emergency purchase.
2. However, since the SCPD operates seven days per week and as many as 20 hours per day, it is possible that a situation could arise that requires an emergency purchase exceeding \$1,000 (the limit that can be authorized by a County department). Should a need for an emergency purchase arise, the team manager involved will make a request to the Parks and Recreation Director. Assuming the Parks and Recreation Director agrees that the situation requires an emergency purchase, the Director will contact the Procurement Director by email to make the request. If the Parks and Recreation Director cannot make contact with the Procurement Director, the Parks and Recreation Director will contact,

via email, the County Administrator or Deputy County Administrator to seek authorization.

3. All emergency purchases will be documented with a purchase requisition on the next business day.
4. In the long-term absence of the Parks and Recreation Director for illness, vacation, etc., the Parks and Recreation Director will delegate purchasing approval authority to the Deputy Parks and Recreation Director and will notify administrative department heads of the action.

VOUCHER PROCESSING

1. Purchase orders are Spartanburg County's preferred method of acquiring, tracking and paying for materials, supplies and services. Purchase orders are issued before a purchase is made. Vouchers are used after a purchase is made.
2. Some purchases require the utilization of vouchers for payment, such as recurring expenditures for which there is no vendor competition available (such as utility payments and software maintenance contracts), refunds of program fees and security deposits, payments to contract recreation service providers, and payments for subscriptions, among others. The use of vouchers assumes that the service or product has already been received and that a purchase order was not issued prior to receiving a product or service.
3. If an SCPD employee has questions as to whether a voucher is an appropriate method of payment, he or she should consult the Finance Department.
4. Vouchers are typically prepared or reviewed by the team manager. Team managers can approve vouchers for accounts in their division. The Parks and Recreation Director and Deputy Parks and Recreation Director can approve vouchers for all department accounts. All vouchers are submitted via Munis.

ABANDONED OR LOST PROPERTY

1. SCPD customers sometimes leave property in parks and recreation facilities. When found, team managers will store the property for a minimum of one month.
2. After a month has elapsed, the item(s) lost or abandoned will become the property of the SCPD. Team managers are authorized to make decisions as to whether the property may be placed into service, sold via GovDeals, donated to community organizations or disposed of at the County landfill.

INFORMATION TECHNOLOGY

1. As a Spartanburg County Department, the SCPD is generally governed by County policies, including the Spartanburg County Employee Handbook, which among other subjects, includes information technology policies and procedures.
2. SCPD receives network administration, PC break/fix and smart phone services through the Spartanburg County Information Technology Department. Problems with information systems must be reported through the Information Technology Help Desk, via SysAid, according to procedures promulgated by the Information Technology Director.
3. The Spartanburg Parks and Recreation Special Tax District provides the funding for one position in the IT Department and all parks and recreation hardware/software.
4. SCPD utilizes technology for intra-department and inter-agency communications, seeking to achieve efficiency. SCPD staff members are spread across Spartanburg County. Used effectively, technology allows information flow to occur without the need for excessive meetings.
5. The SCPD leverages technology to improve efficiency. Routine communications are accomplished by email, provided through a hosted application.
 - a. All Leadership Team members, supervisors and key staff members are equipped with internet-capable mobile devices. All Leadership Team members and selected staff members will share electronic calendars, to facilitate meeting coordination.
 - b. SCPD uses standard office automation software for most tasks and allows access to reports, forms and other information on the Spartanburg County intranet, via VPN connection, for selected individuals.
 - c. SCPD employs an internet-based program for registration and facility reservation software that allows the public to sign up for programs, reserve parks and recreation facilities and pay fees online.
 - d. SCPD programs a content-rich website for information on parks and recreation facilities throughout Spartanburg County, whether or not the facilities are owned or operated by Spartanburg County. The website also provides information on SCPD recreation programs and capital projects. The website is configured to provide access through computers and mobile devices, such as smart phones and tablet computers. The website is hosted by a third-party provider.
 - e. SCPD utilizes Spartanburg County's business process management software program, Munis, which includes an accounting system that provides revenue and expense reports.

RECORDS MANAGEMENT

1. The Spartanburg County Records Manager coordinates the development of records retention schedules for SCPD and other County departments, in compliance with regulations

promulgated through the S.C. Department of Archives and History. The Records Manager also arranges for approval of the retention schedules by the S.C. Department of Archives and History.

2. The Records Manager also arranges the secure destruction of records, in accordance with approved retention schedules and also works with the SCPD to develop plans for records recovery in the event of a disaster that threatens vital records.
3. Only three categories of records generated by the SCPD have a permanent retention schedule: Plans/Directives/Policies that are adopted by County Council, project files for Completed Capital Projects and Safety Inspections. These records will be preserved in a permanent form, off-site, in a storage facility provided by the Records Manager. Scanned copies of these documents will be stored in electronic form, on a secure server that is routinely backed up and is password-protected, for reference by department personnel. Additionally, some of these documents are saved via Munis.
4. The Parks and Recreation Director will designate a responsible individual for each records series within the Parks Department Records Retention Schedules. A chart showing these schedules follows. The responsible individual will comply with the approved records retention schedule and may coordinate with the County Records Manager to develop new schedules, as needed. The approved retention schedules are minimum standards for records retention, and as such, must be followed, as they are considered “official Spartanburg County records,” subject to public disclosure.
5. Records that are not listed within the Records Retention Schedules are not considered official Spartanburg County records and may be kept or destroyed, as needed.
6. At the end of each calendar year, the designated responsible individuals will review records and will take any action appropriate to update documents such as contracts and to request permission to destroy records according to the approved retention schedules.
7. However, designated responsible individuals may also keep “convenience copies” of any official records for which there is an approved records retention schedule, but these copies cannot be kept longer than the period specified by the approved records retention schedules. Convenience copies may be destroyed at any time without approval from the County Records Manager.
8. All records, whether they are official records or convenience copies, must be securely stored in locked cabinets, so that the safety of sensitive personal information is not compromised.
9. Records which have wide application in the SCPD, such as contracts, will be stored in electronic form, on a secure server that is routinely backed up and is password-protected.

SCPD Approved Records Retention Schedules and Persons Responsible for Implementation					
<i>Note: These records detailed below are "Official Public Records," subject to public disclosure. Persons designated as the Responsible Party may keep "convenience copies" of official records, but convenience copies may not kept for a period longer than the period specified in this chart. The responsible party MUST comply with the Retention Schedule for official department records. Any materials that are not detailed in this chart are not considered official records and may be retained or destroyed, as needed. Positions named as "Responsible Parties" may delegate duties to subordinates.</i>					
Records Series Title	Record Description	Retention Schedule	Responsible Party	Record Group Number	Record Series Number
Purchase Requisitions	Department copies of the forms related to the purchase of goods or services for the Parks Department. Official record copies are submitted to and retained by the County's Purchasing Department. Information includes, number, department, delivery location, name, date, date required, item number, quantity, description, supplier name and authorizing signature.	1 year; then destroy. (Purchase requisitions related to capital projects are permanent retained in the Parks Capital Project file, series 16490.)	Departments 500, 501, 503, 504 and 505: Administrative Assistant and Sr. Administrative Assistant. Department 502: Recreation Coordinator. Capital Projects: Senior Project Manager.	42	16497
Vouchers	Office copies of forms filed in the county Finance Office for payment of goods and services. Information includes date, name, check number, amount and approval signatures.	1 year; then destroy.	Departments 500, 501, 503, 504 and 505: Administrative Assistant and Sr. Administrative Assistant. Department 502: Recreation Coordinator. Capital Projects: Senior Project Manager.	42	16506
Annual Reports to County Council	Annual reports of the status and statistics of the Parks Department that are submitted to County Council. Information includes written reports of activities and financial data for each year.	2 years; then destroy.	Marketing Manager	42	16478
Monthly Reports to County Council	Written reports submitted to Administration and County Council. Information includes monthly status reports and statistics	2 years; then destroy.	Marketing Manager	42	16488
Volunteer Application Forms	Forms completed by persons volunteering to work in Parks Department programs. Information includes name and address, health information, Waiver and Release of Liability form acknowledging that the county will not be responsible for injuries sustained during work.	3 years; then destroy.	Marketing Manager	42	16504

SCPD Approved Records Retention Schedules and Persons Responsible for Implementation					
Grounds Safety Inspections	Forms used to periodically inspect the conditions of county parks. Information includes Maintenance Inspection Form; name of park, conditions, problems noted, repairs recommended and action taken.	PERMANENT	Park Maintenance Manager	42	16484
Playground Safety Inspections	Records used to periodically inspect playground equipment to document problems and the repairs made. Information includes the site name and identification number, inspector name, date, start/finish times, repairer name, date and start/finish times, area inspected, equipment name, code, problem, action taken, supervisor signature and date.	PERMANENT	Park Maintenance Manager	42	16495
League Registration Forms	Forms signed by participants in sports leagues such as adult softball, basketball, kickball, etc. Information includes name and address of participant, type of league requested, signature and date	2 years; then destroy.	Park Operations Manager	42	16485
Tournament Agreements	Contractual agreements with other public entities or private organizations requesting to use the park facilities for the purpose of hosting tournaments. Information includes name of parties involved, terms of agreement, dates of agreement, and authorizing signatures.	3 years after expiration of agreement; then destroy.	Park Operations Manager	42	16502
Vendor Permit Forms	Forms completed by vendors requesting permission to provide services or sell products during tournaments and other events sponsored by the Parks Department. Information includes name of vendor, type of service/sales, date of event, associated fees and authorizing signature.	2 years; then destroy.	Park Operations Manager	42	16503
"Youth" or "Adult" Volunteer Athletic Association Permits	Forms signed by youth and adult volunteer athletic associations to permit league play in parks owned or managed by Spartanburg County Park Department.	2 years; then destroy.	Park Operations Manager	42	16505

SCPD Approved Records Retention Schedules and Persons Responsible for Implementation					
Routine Correspondence	Records of incoming and outgoing correspondence with Parks Department and county administration, senior appoint officials and/or elected officials. Information may include letters, memoranda and reports.	5 years; then destroy.	Parks and Recreation Director	42	16483
Memoranda of Understanding	Informal agreements used to outline a working relationship between the Parks Department and other public or private-sector organization.	3 years after expiration of agreement; then destroy	Parks and Recreation Director	42	16486
Parks Partner Contracts	Contractual agreements between the Parks Department and other public and/or private entities allowing the entity's facility to be used for public recreation services. Information includes date, type of contract, explanation of agreement and authorizing signatures.	3 years after expiration of agreement; then destroy	Parks and Recreation Director	42	16491
Other Contracts	Contracts for recreation program providers	3 years after expiration of agreement; then destroy	Recreation Manager	Request made to SCDAH	Request made to SCDAH
Plans/Directives Adopted by County Council	Records documenting improvement plans adopted by County Council. Information includes policies for the operation, maintenance and improvement of parks and recreation facilities.	PERMANENT	Parks and Recreation Director	42	16494
Procedures Manual	Department procedures manual as defined by Commission on Accreditation of Parks and Recreation Agencies. May include appendices and attachments, which are updated periodically.	Until superseded; then destroy.	Parks and Recreation Director	42	16496
Daily/weekly/monthly collections	Department copies of records documenting the financial transactions involved in program registration and facility rentals.	1 year; then destroy.	Parks Operation Manager; Recreation Manager	42	16480

SCPD Approved Records Retention Schedules and Persons Responsible for Implementation					
Facility Rental Forms	Agreements/permit forms completed by persons requesting to rent recreation centers owned or operated by the county. Information includes name and address of facility; customer/organization name and contact information; event name, date and location; start and end times; estimated number of guests; rental and security fees; amount of security deposit; conditions of agreement; name, signature and date of agreement/permit acceptance, name and address for return of security deposit.	3 years after agreement/ permit expires; then destroy.	Parks Operation Manager; Recreation Manager	42	16482
Park Reservation Forms	Forms used to reserve specific parks or sections of parks for practice, etc. Information includes the name of person or group reserving park and the time reserved.	2 years; then destroy.	Park Operations Manager; Recreation Manager	42	16489
Special Events Files	Documents special events promoted by the Parks Department. Information includes promotional brochures, participant registration forms and financial data, emergency plan, and safety checklist.	3 years; then destroy.	Parks Operation Manager; Recreation Manager	42	16500
Parent Payment Form	Forms used to track participant account balances. Information includes name, date, receipt number, check number, memos and balance.	5 Years; then destroy.	Recreation Manager	42	16053
Program Registration Forms	Forms completed by family members to register program participants. Information includes participant name, age, address, email, driver's license number, physician, health information and pickup permission release.	5 Years; then destroy.	Recreation Manager	42	16054
Building Safety Inspections	Records used to periodically inspect buildings or components of buildings to document problems and repairs. Information includes Safety Checklist Form: name of recreation center building, date, inspected by, checked (Y/N) passed, description of problems found, corrective action taken and comments.	PERMANENT	Deputy Parks and Recreation Director	42	16479

SCPD Approved Records Retention Schedules and Persons Responsible for Implementation					
Employee Accident Forms	Office copies of records used to document accidents involving employees of the Parks Department which are duplicated in the Risk Manager's Office. Information includes forms and other related records documenting the employee's injuries.	1 year; then destroy.	Deputy Parks and Recreation Director	42	16481
Participant Injury Forms	Office copies of records relating to injuries sustained by participants in recreational programs. Information includes forms and other related documentation required by the Risk Manager to document injuries	1 year; then destroy.	Deputy Parks and Recreation Director	42	16492
Recreation Contractor Agreements	Agreements between the Parks Department and persons contracting to provide specific services for the Department. Information includes name of contractor, federal identification number or social security number, name of business (if any), terms of agreement, signature and date.	3 years after expiration of agreement; then destroy.	Recreation Manager	42	16498
Recreation Program Files	Records concerning recreation programs promoted by the county. Information may include promotional brochures, participant registration forms, and financial data.	3 years; then destroy.	Recreation Manager	42	16499
Miscellaneous Personnel Files	Office copies of forms and materials related to department employees. Information is forwarded to County Human Resources Department. Information includes annual performance evaluation, disciplinary notices and letters of commendation.	1 year after records are filed in Human Resources; then destroy.	Administrative Assistant	42	16487
Personnel Action Forms	Department copies of forms and materials employed with the Parks and Recreation Department. Official record copies of these files are retained in the County's Human Resources Department. Information includes records related to an employee's hiring, discipline or termination.	1 year after records are filed in Human Resources; then destroy.	Administrative Assistant	42	16493
Time Sheets	Department copies of timesheets verifying the number of hours worked by employees. Information includes employee name, date and hours worked for each pay period.	1 year; then destroy.	Administrative Assistant	42	16501

SCPD Approved Records Retention Schedules and Persons Responsible for Implementation					
Parks Capital Projects	Records concerning park construction or park improvements, including contracts and purchase orders, preliminary plans, construction documents and as-built plans, financial records and other project related information	PERMANENT	Senior Project Manager	42	16490

CHAPTER 7: FACILITY DEVELOPMENT & MAINTENANCE

PURPOSE

The purpose of this chapter is to describe procedures for the development and maintenance of parks and recreation facilities.

RESPONSIBILITY

1. Construction and/or renovation of parks and recreation facilities are authorized when the Spartanburg County Council approves the Spartanburg County Capital Improvement Program (and the SCPD portion thereof.) SCPD proposals for capital projects are developed by the Senior Project Manager, in concert with the Parks and Recreation Director, Deputy Parks and Recreation Director, and Park Maintenance Manager.
2. Maintenance of parks and recreation facilities is authorized when the Spartanburg County's Annual Operating Budget (and the SCPD portion thereof) is approved by the Spartanburg County Council. Park Maintenance services are delivered by the Park Maintenance Manager, working in concert with the Facilities Maintenance Department and Fleet Maintenance Department.
3. The design of new parks and park renovations will emphasize legal and code compliance, a long usable life, low cost of maintenance and conservation of natural resources.
4. Parks and recreation facilities owned by Spartanburg County or operated by SCPD will be maintained to a high standard, emphasizing safety, functionality and attractiveness. Maintenance activities will be provided in an ecologically sound manner.
5. As a Spartanburg County Department, the SCPD is governed by County policies, including the plans, policies and ordinances adopted by County Council as well as the procedures and practices of County Operations Support departments.
6. As noted in Chapter 5, Planning, Budgeting and Evaluation, the SCPD Leadership Team routinely updates the SCPD Operations and Financial Plan. To the extent possible, these plans are integrated with the County Council Strategic Plan. The County Council Strategic Plan, together with the Park Operations and Financial Plan, provide the starting point for development of the SCPD's proposed Capital Improvement Program (CIP) and Operating Budget.

PARK AND RECREATION FACILITY INVESTMENT GUIDELINES

In March 2018, the Spartanburg County Council adopted the [Spartanburg County Parks Department Strategic & Master Plan 2018-2023](#). This plan was developed to guide the SCPD as it provides recommendations to Spartanburg County Council for the provision of parks and recreation services. The Strategic Plan outlines the goals and objectives of the SCPD and reflects how they are in alignment with Spartanburg County Council's strategic plan.

In October 2012, the Spartanburg County Council adopted the Park Enhancement Plan which, among other things, contained policies to guide the development or improvement of park and recreation facilities.

1. At a minimum, parks and recreation facilities owned/managed by Spartanburg County will be safe, attractive and family-friendly. Once recommended improvements are made, Spartanburg County should incrementally improve parks and recreation facilities.
2. Improving the community's quality of life, encouraging neighborhood redevelopment and tax base expansion are among the reasons that Spartanburg County should consider in making parks and recreation investments.
3. Access to Spartanburg County rivers and lakes should be enhanced for the purpose of improving the community's quality of life and encouraging regional tourism activity.
4. Spartanburg County should continue to invest in parks that promote development of youth sports tourism.
5. Spartanburg County should focus trail development on in-park walking / biking trails and connecting recreation assets to neighborhoods and centers of activity for the purpose of wellness, recreation and safe walking routes to parks.
6. The Spartanburg County park system will be designed and sized so that a high quality of maintenance can be provided within the available funding level. Parks that receive the highest use will receive the highest priority for maintenance.
7. Municipal participation in the Spartanburg County Parks and Recreation Special Tax District should be a pre-condition for Spartanburg County investment in parks improvements within those municipalities. (The exceptions to this rule are the cities of Spartanburg and Greer, both of which have departments that operate parks and recreation facilities/programs within the municipality.)
8. Spartanburg County should facilitate and support the efforts of private groups to develop parks and recreation assets.
9. Spartanburg County should partner with other public and private agencies, such as schools, towns, water districts and community organizations, to improve parks and recreation availability as well as public information about parks and recreation assets.
10. Parks and recreation facilities owned/managed by Spartanburg County will be multi-purpose, featuring both active and passive recreation.

PARK PLANNING, RENOVATION AND DEVELOPMENT

The purpose of this section is to describe the process of and responsibilities for park and recreation facility planning, renovation and development.

1. To serve citizens to the maximum extent possible and in keeping with Investment Guideline 10, above, SCPD will strive to incorporate into its parks and recreation facilities features and assets that are attractive to citizens of all ages and abilities.
2. The features and assets chosen will be driven by expressed citizen interests, balanced against appropriate space within the park and the availability of adequate funding to construct or install the feature or asset. While facilities for team sports will continue to be a feature of most parks, there is no reason these same parks cannot host facilities that appeal to a wide range of individuals, groups, ages and abilities. The notion of a multi-use, or multi-generation park is a mainstream idea, particularly in the case of community parks, which are typically smaller than 25 acres.
3. Multi-use/multi-generation parks might include multi-purpose fields, paved or natural-surface fitness trails, outdoor fitness equipment, disc golf courses, playgrounds, picnic shelters of varying sizes, benches, shade, community gardens, sports courts, parking lots, gates/other security equipment and easy-to-maintain restrooms, as well as natural areas.

SMALL-SCALE RENOVATION PROJECTS

1. On an annual basis, the SCPD requests funds for small renovation projects in its proposed Operating Budget. These funds are requested in one year and expended in the same year.
2. Small-scale renovation projects may be undertaken because of facility deterioration, revised laws and regulations or the need for general improvements.
3. Funds will be requested by the SCPD and appropriated by County Council, within the Operating Budget for such renovations.
4. Once the Operating Budget is adopted by County Council, the SCPD is empowered to proceed with small-scale park renovations. Small-scale park renovations typically include landscaping, painting, the purchase and installation of amenities, such as picnic tables, benches, etc., and improvements to various systems, including storm water control, irrigation, security, etc. These improvements are performed by the Park Maintenance Team or provided through contractors hired by the SCPD, under the procedures outlined by the Spartanburg County Purchasing Ordinance.

LARGE-SCALE RENOVATION PROJECTS

1. Large-scale park renovations, involving significant work by outside contractors, are funded in the CIP, normally in a two-step process. Ideally, the preliminary design, County Council approval of the preliminary design and development of construction documents are funded in a given fiscal year and are concluded prior to the development of the CIP

budget for the next fiscal year. After the construction documents are completed and an accurate cost estimate of the project is obtained, funds for the construction renovation can be requested in the year following completion of the construction documents. In this way, the construction appropriation request can be based on a more accurate estimate of the construction cost and there is time to make adjustments to the project scope (to reduce the cost) or to request adequate funds to support the project.

2. However, this two-step process is not always practical or desirable. In that case, the funding of design and construction may occur within the same fiscal year. In such cases, after funding is approved, the assigned SCPD project manager:
 - a. Obtains a survey of the property in question
 - b. Conducts one or more community meetings to gather ideas from citizens
 - c. Develops a preliminary plan for the project. Depending on the nature of the project, the preliminary plan may be developed by the project manager or the project manager may work with the Purchasing Department, to choose the least-costly bid from a qualified engineer to prepare a preliminary plan.
 - d. Conducts a community meeting to share the preliminary design with citizens and receive comments/suggestions. If feasible, suggestions received will be incorporated into the preliminary plan.
 - e. Requests County Council approval of the preliminary plan, if needed
 - f. Assuming County Council approves the preliminary plan, the project manager, working with the Purchasing Department, chooses the least-costly bid from a qualified engineering firm to prepare construction documents of sufficient detail so that the Purchasing Department can seek bids for construction of the renovation project.
 - g. Depending on the projected cost, it may be necessary to request more funds from County Council to build the project or to ask Council to reduce the scope of the project. Upon County Council approval of the requested change, the assigned SCPD project manager, working with the Purchasing Department, chooses the least-costly qualified construction company to complete the renovation.
 - h. Once a construction company is chosen and the contract signed, an initial Construction Meeting is held. (Subsequent construction meetings are held on a schedule determined by the project manager.) At the initial meeting and throughout the project, the SCPD project manager works with the contractor to identify improvements and value engineering that will reduce the cost of the project or provide more value for the available construction funds. Any revisions to the initial scope are documented in change orders initiated by the contractor and submitted to the Purchasing Department by the project manager. No work can proceed on the revised approach until the change order is approved.

- i. Once Substantial Completion has been reached, the project manager inspects the project to develop a punch list for the contractor. The contractor's final draw will not be paid until all punch list items have been resolved.
- j. Once the project is ready to open to the public, a dedication ceremony will be held to recognize Council members who were in office during the period between the funding of the project and its completion.

PLANNING OF NEW PARKS AND RECREATION FACILITIES

1. As a way to maximize county resources, collaborative efforts are a great way to expand parks and recreation facilities. In recent years, new developments have been motivated by partnerships between the SCPD and other organizations. In those instances, the Parks and Recreation Director begins the process by making a proposal and seeking approval, from the County Administrator, Deputy County Administrator or County Council, as appropriate, to pursue the opportunity.
2. If the opportunity involves a legal agreement, such as joint use of a facility owned by another public or private entity, the Parks and Recreation Director cooperates with the County Attorney's Office to draft the agreement. The County Administrator briefs the County Council on the proposed agreement and receives its approval to sign the agreement.
3. If the opportunity involves the development of a new facility, including the purchase of land, the process begins with a proposal, written by the Parks and Recreation Director, to seek approval to pursue development of the facility. Because of the cost implications, the County Council must approve such proposals. Assuming approval is given, the SCPD project manager assigned to the project will engage professional services to determine whether the purchase involves any risk for the County. The services sought may include a survey, title searches, appraisal, environmental testing, structural testing and preliminary cost estimating.
4. This information will be presented to County Council in a formal recommendation, normally within the context of discussions on the Capital Improvement Plan, so that decisions on funding for the project also can be made.
5. If the County Council approves the purchase and development of the property, the County Attorney's Office negotiates the purchase of property and prepares necessary legal documents for signature by the County Administrator.
6. Once funding for the project is approved in the CIP, an SCPD project manager will be assigned to the project and development of the project will proceed in the same manner as described in the section Large Scale Renovation Projects above.

DISPOSAL OF PARK FACILITIES

1. If the SCPD identifies a publicly owned property that is surplus to the community's needs or that cannot be properly maintained, the SCPD may recommend alternatives, including making agreements with private groups to maintain the property or to dispose of the property. The process begins with a proposal, written by the Parks and Recreation Director, to seek approval to pursue disposal of the facility. The County Council must approve such proposals.
2. If the opportunity involves a legal agreement, such as working with a private entity to maintain the property, the Parks and Recreation Director cooperates with the County Attorney's Office to draft the agreement. The County Administrator briefs the County Council on the proposed agreement and receives its approval to sign the agreement.
3. If the County Council approves the disposal of park property, the sale of the property is process is coordinated through the County Purchasing Department, in accordance with the County Purchasing Ordinance.

DEFENSE AGAINST ENCROACHMENT PROCEDURE

SCPD will consult with the Spartanburg County Attorney and the Spartanburg County Risk Manager prior to issuing notification of any major encroachment. Major encroachments include items that will take longer than 60 days to remediate. Major encroachments include those that may result in long-term damage or alteration to park property. Any encroachment that involves a dispute over property boundaries will be treated as a major encroachment.

Minor encroachments include items that are easily remediated within 60 days notice. Minor encroachments do not pose a long-term risk for damage or alteration to park property.

The procedures below outline steps to be taken for both minor and major encroachments. Examples of park land encroachments include, but are not limited to:

1. A neighbor extends their backyard landscaping onto adjoining park land
2. A neighbor uses adjoining park land to dump grass clippings and other garden waste
3. A Neighborhood youth build a tree house in a park land tree
4. A neighbor parks their RV or boat on adjoining park land
5. A neighbor uses adjoining park land for a trampoline and/or play equipment
6. A neighbor cuts a trail from their property into a park
7. A neighbor erects a storage building on adjoining park land
8. A neighbor removes vegetation from adjoining park land

To help protect against park land encroachment, SCPD will:

1. Identify boundary markers at or just inside the known property boundary.
2. Periodically review GIS records for parks that have land encroachment potential.
3. Conduct walking surveys of park boundaries with encroachment potential.
4. Conduct a walking survey of all reported encroachments.

Once an encroachment has been identified, SCPD will:

1. All encroachments will be digitally photographed and brought to the attention of Deputy Parks and Recreation Director. The Deputy Parks and Recreation Director will involve the Parks and Recreation Director on all major encroachments.
2. For minor encroachments, the Deputy Parks and Recreation Director will notify the property owner by mail, providing a 60 day notice to remove the encroachment. After the 60 day period, park staff will again survey the property and photograph the encroachment in question. If the encroachment has been remediated, the Deputy Parks and Recreation Director will thank the property owner for their cooperation. If no remediation has occurred, the procedure for major encroachments will be implemented.
3. For major encroachments, the issue will be referred to the Parks and Recreation Director. After consult with the Spartanburg County Attorney and Spartanburg County Risk Manager, the Parks and Recreation Director or his/her designee will meet with the property owner to explain the action needed to remediate the situation, and a deadline for corrective action (the deadline shall be determined by the nature of the encroachment). This meeting will be documented and a letter will be issued to the property owner. Immediately following the deadline, staff will survey the property and photograph the encroachment in question. If remediation occurs, the Parks and Recreation Director will thank the property owner for their cooperation. If remediation has not occurred, the Parks and Recreation Director will refer the encroachment to the County Attorney for advisement on further legal action.
4. All communications with property owners, along with staff survey notes and photographs, will be filed for future reference.

RESPONSIBILITIES OF PROJECT MANAGERS

The Parks and Recreation Director or Senior Project Manager will assign a project manager to every project. Responsibilities of the project manager include but are not limited to:

1. Meeting with citizen groups to gather information needed to prepare preliminary plans

2. Meeting with neighbors of planned parks or park improvements to discuss the planned projects with the intent of mitigating negative impacts on private property by the park and park customers while also avoiding encroachments of private uses onto park property
3. Developing preliminary plans or providing oversight to engineering firms hired to develop preliminary plans
4. Requesting approval of preliminary plans from County Council
5. Working with the Purchasing Department and/or County Attorney's Office to seek proposals for professional services and construction
6. Ensuring that the design of facilities meets applicable Federal, State and local laws, codes and regulations
7. Establishing a professional relationship with the representatives of contractors and developing clear understandings with respect to:
 - a. The rights, obligations and responsibilities of both parties
 - b. Communication channels between the SCPD and the contractor, designating specific personnel by name, title, responsibility, address and telephone/fax numbers, and email addresses
 - c. Major milestones
 - d. Administrative and technical requirements for reporting work progress
 - e. Administrative requirements for reporting expenses and procedures for progress payments or other financial arrangements
 - f. Applicable laws and regulations governing performance under the contract, required inspections by technical experts or enforcement personnel prior to acceptance of the contract deliverables
 - g. Administrative and technical procedures for inspecting and accepting contract deliverables
 - h. Administrative procedures for authorizing modifications to the contract
8. Directing the flow of information from the SCPD to the contractor
9. Establishing and monitoring compliance with cost controls; ensuring the timely submittal of all progress and cost status reports; reviewing all contractor requests for payment
10. Enforcing the terms of the contract
11. Alerting the Parks and Recreation Director of unresolved issues in contract performance
12. Ensuring that all quality control procedures (i.e., tests and inspections) are completed and documented soon after the receipt of each contract deliverable

13. Preparing progress reports for the Parks and Recreation Director for submittal to County Council
14. Managing the process of amending the contract or requesting a change order
15. Closing out or terminating contracts
16. Maintaining detailed project management files

PARK MAINTENANCE

The purpose of this section is to describe the process of and responsibilities for park maintenance.

The Recreation Manager is responsible for recreation center and community center maintenance and repair, working in cooperation with the Park Maintenance Manager and the County Facilities Manager.

1. The Park Maintenance Manager is responsible for the maintenance of all other park properties. Work is carried out by four Park Maintenance shops.
2. The Park Maintenance Team is assisted by the County Facilities Maintenance Division. The Spartanburg Parks and Recreation Special Tax District funds one Building Maintenance Technician to assist in the maintenance and improvement of SCPD buildings.
3. The Park Maintenance Manager also is responsible for the management of all SCPD vehicles and equipment, working in cooperation with the Fleet Maintenance Department. The Spartanburg County Fleet Management coordinates all vehicle and equipment preventative maintenance and repairs using an automated maintenance management system. SCPD makes some minor equipment repairs to keep ground maintenance equipment in service.
4. The SCPD budgets for vehicle and equipment replacement based on the predicted service life of a vehicle or equipment type as well as observed operating condition of the vehicle or equipment.

PARK MAINTENANCE DUTIES

1. Grounds maintenance for all parks owned or operated by the Parks Department, including:
 - a. Fertilizing, seeding, weed control
 - b. Mowing and weed-eating
 - c. Repair or coordination of repair for lighting, irrigation, small structures, fencing and playgrounds

- d. Refuse removal – per the Restroom / Trash Removal Responsibility Chart (Appendix A)
2. Purchasing all park maintenance supplies as well as all sports equipment and supplies needed to support athletic facilities
3. Park safety, including:
 - a. Safety inspections of all parks
 - b. Playground safety inspections
 - c. Barring access to damaged playground equipment
 - d. Repairing damaged playground equipment
 - e. Repairing damaged park amenities
 - f. Keeping detailed records of park safety inspections and repairs
 - g. Keeping a detailed inventory of all parks and recreation facility keys and the personnel to whom they are assigned
4. Maintenance of sports playing surfaces, including:
 - a. Working from operations plan and specifications provided by the Park Operations Team, providing field lining, installation of bases/goals, etc.
 - b. Field maintenance support to Park Operations, as planned or as needed, during weekend tournaments
5. Small-scale park renovation projects, including:
 - a. Beautification, including working with volunteer beautification crews
 - b. Construction or project management of small park amenities, such as disc golf courses, fitness trails, picnic shelters, outdoor volleyball courts, etc.
6. The Park Maintenance Team is divided into four regional maintenance shops, including:
 - a. Northside Crew, located adjacent to North Spartanburg Park
 - b. Southside Crew, located adjacent to Old Canaan Road Park
 - c. Midtown Crew, located adjacent to Cleveland Park
 - d. Westside Crew, located adjacent to Tyger River Park
7. The park responsibilities of each crew, and the level of service provided to each park for which they are responsible, are summarized in the chart below. Maintenance Levels are defined by time intervals.

Maintenance Shop	Park Name	Owner/Lessor	Maintenance Level
Midtown	Cleveland Park	Spartanburg County	High (Daily Maintenance)
Midtown	Glenn Greenway	Spartanburg County	Low (Maintenance Only When Needed)
Midtown	Berry Field	Spartanburg County	High (Daily Maintenance)
Midtown	Tygerberry Landing	Tyger River Foundation	Low (Maintenance Only When Needed)
Northside	Beech Springs Tennis Center	School District 5	Low (Maintenance Only When Needed)
Northside	Bryant Road	BSYAA	Medium (Maintenance on Multiple Week Days)
Northside	Cannons Ballfield	School District 3	Medium (Maintenance on Multiple Week Days)
Northside	Chesnee Park	Spartanburg County	Medium (Maintenance on Multiple Week Days)
Northside	Clifton Ballfield	School District 3	Low (Maintenance Only When Needed)
Northside	Cowpens Middle School Ballfield	School District 3	Low (Maintenance Only When Needed)
Northside	Cowpens Park	Town of Cowpens	Medium (Maintenance on Multiple Week Days)
Northside	Holston Creek Park	Spartanburg County	Medium (Maintenance on Multiple Week Days)
Northside	Inman Mills Park	City of Inman	Medium (Maintenance on Multiple Week Days)
Northside	Little Africa Park	Spartanburg County	Low (Maintenance Only When Needed)
Northside	Mathis Park	City of Inman	Medium (Maintenance on Multiple Week Days)
Northside	Mabry Park	School District 1	Medium (Maintenance on Multiple Week Days)
Northside	North Spartanburg Park	Spartanburg County	High (Daily Maintenance)
Northside	Sealy Park	City of Inman	Low (Maintenance Only When Needed)
Northside	Va-Du-Mar McMillan Park	Spartanburg County	High (Daily Maintenance)
Southside	295 Park	Spartanburg County	High (Daily Maintenance)
Southside	Arkwright Park	Spartanburg County	Medium (Maintenance on Multiple Week Days)

Maintenance Shop	Park Name	Owner/Lessor	Maintenance Level
Southside	Clifton Park and Beach	Spartanburg County	Medium (Maintenance on Multiple Week Days)
Southside	Hillbrook Park	Hillbrook Association	Medium (Maintenance on Multiple Week Days)
Southside	Lake Cooley Park	SJWD	Medium (Maintenance on Multiple Week Days)
Southside	Linville Hills Park	Spartanburg County	Medium (Maintenance on Multiple Week Days)
Southside	Old Canaan Road Park	Spartanburg County	High (Daily Maintenance)
Southside	Pacolet Community Center	Town of Pacolet	Medium (Maintenance on Multiple Week Days)
Southside	Pacolet Middle School Ballfield	School District 3	Low (Maintenance Only When Needed)
Southside	Pacolet Park	Spartanburg County	Medium (Maintenance on Multiple Week Days)
Southside	Southside Park	SCPRT	Low (Maintenance Only When Needed)
Southside	Woodruff Park & Leisure Center	City of Woodruff	Medium (Maintenance on Multiple Week Days)
Westside	Fairmont Larkin Park	Spartanburg County	Low (Maintenance Only When Needed)
Westside	Tyger River Park	Spartanburg County	High (Daily Maintenance)

8. Each of the Maintenance Shops is supervised by either a Park Technician II or Park Maintenance Supervisor. Duties of these personnel are as follows:
 - a. Maintaining Good Relationships with Park Neighbors
 - i. Schedule noise-producing maintenance activities at times when the activity does not unduly interfere with citizens' enjoyment of their homes and property.
 - ii. Inform park neighbors, in advance, of activities that may temporarily cause excessive noise, such as construction projects.
 - iii. Listening to, and forwarding - to the Park Maintenance Manager, Parks and Recreation Director, and/or Deputy Parks and Recreation Director - citizen reports of maintenance issues as well as ideas for park improvements.
 - b. Supervision
 - i. Provide clear consistent directives for all subordinate employees.

- ii. Treat every subordinate employee fairly.
 - iii. Provide supervision/training to all subordinate employees who need assistance in successfully performing any skill.
 - iv. Effectively communicate all County/Parks activities that are received through email or at team meetings. Post all job postings, volunteer opportunities, emails sent to all park employees, tournament/event schedules, etc.
 - v. Keep track of subordinate employee sick, vacation and compensatory time.
 - vi. Schedule weekend work for tournaments, special events, and routine maintenance when needed.
- c. Fiscal
- i. Follow the Spartanburg County Purchasing Ordinance. The Park Maintenance Manager is the only authorized employee in the Maintenance Division empowered to request a purchase order.
 - ii. Follow all Spartanburg County purchase card regulations.
 - iii. Park Maintenance Supervisors are issued a purchasing card to obtain materials and supplies. Park Maintenance Supervisors are expected to stay within the budget guidelines set forth by the Park Maintenance Manager.
- d. Communication/Record Keeping
- i. Effectively and professionally communicate with the Park Maintenance Manager, other divisions and peers regarding any issues, wants or needs that you or your staff may have.
 - ii. Document all daily work assignments, park improvements, safety-related issues, pesticide/fertilizer applications and weekend work assignments.
 - iii. Present all daily work assignments, park improvements, safety-related issues, pesticide/fertilizer applications and weekend work assignments at bi-weekly team meetings.
- e. Agronomic
- i. Grow and maintain a quality stand of athletic sports turf.
 - ii. Provide a year-long fertilization program to the Park Maintenance Manager, each fall, for approval. Include all ornamental plants and trees.

- iii. Provide a year-long cultural practice program to the Maintenance Manager each fall.
 - iv. Program and maintain all irrigation systems.
 - v. Record all pesticide and fertilizer applications.
 - vi. Communicate any issues before they become problems.
- f. Park Operations Support
- i. Provide a quality, safe and attractive playing surface on all skinned infields.
 - ii. Execute sound skinned infield maintenance practices that include dragging, nail dragging, watering, edging, washing out and blowing out edges, filling in low spots and using packing clay in pitching areas and batter's box areas.
 - iii. During the growing season, sod all sports field areas where grass has thinned or has died.
 - iv. Adhere to all athletic field scheduling provided by the Park Operations Team.
 - v. Provide tournament support to the Park Operations Team, as described in Chapter 8.
- g. Grounds Maintenance
- i. Mow, weed eat, edge and spray (with glyphosate) weeds on a weekly basis during the growing season.
 - ii. Prune all trees, grasses and shrubs at the appropriate time of year.
 - iii. Replace dead or dying trees, grasses and shrubs each spring and fall.
 - iv. Maintain, in good working order, all assigned park buildings, fences, gates, handrails, concrete, bleachers, benches, picnic tables, playgrounds and shelters.
 - v. Contact the Park Maintenance Manager for assistance, as needed.
 - vi. Mulch all beds and tree rings each year.
 - vii. Annually seed or sod any common area grounds that have thin or no grass.
 - viii. Strive to make all parks more aesthetically appealing by suggesting and implementing landscape improvements to the park.

- h. Equipment
 - i. Complete general preventative maintenance on all vehicles and equipment by checking fluids, belts and tire pressures.
 - ii. Track all vehicle and equipment hours/miles and ensure that all are serviced by Spartanburg County Fleet Services at the appropriate time.
- i. Safety/Inspections
 - i. Ensure that subordinate employees wear appropriate safety equipment.
 - ii. Complete weekly high-frequency playground inspections.
 - iii. Repair all safety-related problems noted on each monthly park inspection form. Document all items repaired.
 - iv. Inspect the perimeter of each park to ensure that private or illegal activities are not being allowed to encroach on public park property.
 - v. Promptly communicate all safety- and encroachment-related issues to the Assistant Maintenance Manager.

TRAIL MAINTENANCE

1. Proper maintenance of the Spartanburg Community Trail System facilities is essential to its longevity and maximized use. Proper maintenance assures the safe use of the trails for the long term, and minimizes expenses due to neglect. Proper maintenance assures pride and shared responsibility for the trails, and can be used to increase civic engagement through volunteerism and citizen response. Proper maintenance and record keeping reduces liability claims.
2. Development and maintenance of the trail system is a shared responsibility, coordinated through Partners for Active Living, working under contract to the City of Spartanburg and Spartanburg County. Partners for Active Living is responsible for planning trails, coordinating among partners to facilitate trail development, promoting trail utilization and organizing, where needed, volunteer involvement in trail maintenance.
3. Overall trail upkeep and maintenance for public trails or trails that cross multiple properties are the responsibility of the political subdivision in which the trail is located: The City of Spartanburg will be responsible for upkeep and maintenance of such trails within the city limits and the Spartanburg County Parks Department will be responsible for such trails in the unincorporated parts of the county, unless other arrangements are made.
4. For trails contained within the boundaries of a park, garden or residential/commercial subdivision, responsibility for trail upkeep and maintenance is the responsibility of the owning entity. For example, the Spartanburg Area Conservancy will continue to maintain

the Cottonwood Trail. The City of Spartanburg will maintain trails in city parks and the Spartanburg County Parks Department will maintain trails in parks owned or operated by Spartanburg County.

5. Volunteers will be important for trail maintenance. Regular litter sweeps, brush clearing and some other tasks can be performed by volunteer groups. Organizations such as the Trees Coalition, garden clubs, leadership programs or other civic organizations may take on projects as part of trail maintenance and beautification. Volunteer maintenance activities will be coordinated with Partners for Active Living so that records may be kept of maintenance activity.
6. Major tasks, such as removing fallen trees or repairing the trail surface, should be handled by paid staff that are qualified and have the equipment necessary to do the required tasks. For public trails and trails which cross multiple properties, the City and County staff also will inspect the trail surface, bridge surfaces and abutments, fencing associated with the construction of the trail and in the easement area, benches, garbage bins, bike racks and other items on a regular basis.
7. For public trails and trails which cross multiple properties, the City and County staff also will inspect the trail surface, bridge surfaces and abutments, fencing associated with the construction of the trail and in the easement area, benches, garbage bins, bike racks and other items on a regular basis.
8. As amenities such as benches, pocket parks, memorials, art and landscaping are added to the trail system, maintenance agreements will be developed with the group(s) or individual(s) installing the amenities. Partners for Active Living will coordinate such improvements. Installations should not create additional maintenance activity for the City or County. The City and County do not commit to maintaining all installations.
9. Partners for Active Living will collect, aggregate and make available to the public all data from trail counters. City and County will be responsible for any necessary maintenance of the hardware, such as counter boxes or mounting posts, or software, such as system updates.

TRAIL MAINTENANCE SCOPE OF WORK

1. The responsible party will maintain the following items:
 - a. Trail surface
 - b. Trailhead facilities, including benches, kiosks and other signage
 - c. Official trail signage, including any painted on trail surface
 - d. Trail fencing associated with easement and installed as part of construction
 - e. Trail barriers/bollards
 - f. Trash receptacles, dog waste receptacles and stations, including regular pick-up

- g. Benches, bike racks and other equipment installed as part of trail development
 - h. Trail easement area mowing, trimming
 - i. Tree removal in easement area
 - j. Trail drainage systems (ditches, gulleys, pipes)
2. The City/County will not be responsible for the following:
- a. Landscaped areas as part of subdivision entrance/property
 - b. Landscaped areas or other areas taken on as long-term volunteer projects
 - c. Any structures, landscaping or other areas outside the easement area

TRAIL MAINTENANCE STANDARDS

- 1. To ensure citizen safety and a long life, trails will be maintained to the highest standards possible. Special attention will be paid to trail surfaces, erosion, and maintenance. Structures such as bridges and retaining walls will be inspected and maintained to ensure safety and lengthen the life of such structures.
- 2. Maintenance Schedules

ACTIVITY	ESTIMATED FREQUENCY
Mowing	As needed
Trimming	As needed
Trash	As needed
Bush hog	As needed
Spraying	As needed
Pruning	As needed
Raking	As needed
Bridge surface, rails and abutment inspections	Monthly
Bridge structural inspection	Annually
Fence inspection/repair	Monthly
Ditch inspection/clearing	Monthly
Tree removal	As needed
Signage inspection (way finding)	Monthly
Signage inspection (regulatory)	Monthly
Trail surface inspection	Monthly
Vandalism	As needed
Trailhead kiosks/furniture/etc.	Monthly
Standing water	As needed

ACTIVITY	ESTIMATED FREQUENCY
Fire ants and other pests	As needed - 2X per year min.
Water fountains	Monthly
Social trails/cut-throughs	As needed
Inspection and citizen response	As needed
Special projects	As needed
Resurfacing	As needed

3. In the case of major maintenance projects, the responsible party will notify Partners for Active Living 48 hours ahead of work so that trail closures and warnings can be communicated to the public. Partners for Active Living will communicate closings through social media outlets.
4. Trails must be maintained in a manner that ensures that emergency vehicles have access to the trails.
5. To minimize liability, it is critical to adhere to established standards in trail design, signage and maintenance. Such measures will include the following:
 - a. Post trail regulations and promote enforcement.
 - b. Post warning signs for known hazards that are not easily identified.
 - c. Keep accurate routine maintenance records.
 - d. Inspect the trail regularly for hazards; evaluate and address hazards and maintenance problems reported by trail users with appropriate measures as soon as possible.
 - e. Ensure that there are adequate emergency access points to the trail along its entire corridor.

NATURAL RESOURCE MANAGEMENT, ENVIRONMENTAL STEWARDSHIP, RECYCLING AND ENVIRONMENTAL SUSTAINABILITY

The SCPD seeks to establish and implement practical and financially feasible standards to promote sound environmental practices, including source reduction, recycling, ecological maintenance and public education.

SOURCE REDUCTION

The SCPD will:

1. Recycle by purchasing items that can be reused or have minimal packaging.
2. Inventory all hazardous materials, including cleaners, paints, solvents, sealants, wood preservatives, pool chemicals and office products, and investigate environmentally sensitive alternatives.
3. Reduce indoor air pollutants such as fluorocarbons from spray cans and fumes from cleaning solutions, sealants and paints by using less harmful alternatives.
4. Reduce vehicle emissions through regular tune-ups and preventative vehicle maintenance program.
5. Improve efficiency of existing lighting by retrofitting outdoor and indoor lighting with energy-efficient bulbs and require all new lighting to be energy efficient.
6. Maintain vehicles to reduce fuel consumption and implement energy savings.
7. Where possible, purchase in bulk, minimize packaging, reduce use of paper and - when cost effective - purchase reusable and recyclable products.
8. Reduce paper use by making double-sided reports, reduce junk mail, use memo routing slips and keep mailing lists current.
9. Minimize indoor pesticide use by incorporating integrated pest management within all facilities.
10. Prohibit smoking within buildings and vehicles.
11. Conduct energy audits and retrofit buildings with resource-saving devices.
12. Properly maintain refrigerators and air conditioners for more energy-efficient cooling.
13. Insulate hot water heaters and pipes and reduce temperature settings.
14. Investigate ways to reuse materials that are often discarded.
15. Use soy-based ink and recycled paper for printing of marketing materials.

RECYCLING

The SCPD will:

1. Cooperate with the Spartanburg County recycling program to collect recyclables, when feasible, in offices, community centers and parks.
2. Select products with recycled content, as well as compatibility with available resources, whenever possible for use in recreation program, offices, parks, development projects and facilities.

ECOLOGICAL MAINTENANCE

1. The SCPD is a member of the Audubon Cooperative Sanctuary Program (ACSP), an education and certification program that assists organizations and businesses in taking stock of their environmental resources and any potential liabilities, and then develops a plan that fits its unique setting, staff, budget and time. Audubon International provides information to help personnel with five key environmental components:
 - a. Site Assessment and Environmental Planning
 - b. Wildlife and Habitat Management
 - c. Water
 - d. Resource Management
 - e. Outreach and Education
2. As noted in the Operations and Financial Plan, the SCPD has attained certification under the ACSP for the following parks:
 - a. Va-Du-Mar McMillan Park
 - b. North Spartanburg Park
 - c. Old Canaan Road Park
 - d. Cleveland Park
3. The SCPD also will seek to:
 - a. Develop plans for the re-establishment and/or restoration of native grasslands and woodland ecosystems.
 - b. Protect wetlands and other wildlife habitats.
 - c. Support community efforts to establish greenways.
 - d. Practice soil management and appropriate landscaping to prevent erosion.
 - e. Use drought-resistant and native species for landscaping.
 - f. Develop and maintain relationships with land trusts and preservation/conservation organizations to assist in open space and natural habitat preservation.
 - g. Eliminate or control exotic and invasive plant and animal species that inhibit ecological diversity and integrity.
 - h. Abide by existing laws to protect rare, threatened and endangered plant and animal species.
 - i. Work with volunteer tree planting and maintenance groups.

- j. Establish a comprehensive integrated pest management program for park grounds, including selection of plant species, preventative maintenance, early detection of problems, natural control methods and minimized use of pesticides.
- k. Incorporate environmental impact considerations in the design process of facilities and parks.
- l. Work closely with organizations that contract with commercial or private land owners to acquire or otherwise ensure the use of these lands for open space.
- m. Educate staff and residents of the community.
- n. Promote leisure activities that minimize environmental impact and energy use.
- o. Train staff on proper handling, use, storage and disposal of hazardous materials.
- p. Make use of electronic mail resources such as phone or computer message systems in place of paper memos.
- q. Encourage staff to recycle materials that are accepted by the Spartanburg County recycling program, to shut off lights and shut down computers at night.
- r. Interpret the natural resources specific to the community via programs, presentations, signage or brochures.
- s. Work with other interested community agencies and organizations to develop and enhance a strong environmental ethic.

CHAPTER 8: PARK AND RECREATION PROGRAMMING

PURPOSE

The purpose of this chapter is to describe procedures for delivery of recreation programs that are included within the SCPD Operations and Financial Plan, the purpose of which is explained in Chapter 5, Planning, Budgeting and Evaluation.

RESPONSIBILITY

Delivery of planned recreation programs is authorized when the Spartanburg County Council approves the SCPD Operating Budget as a component of Spartanburg County's Annual Operating Budget. Recreation programming is primarily delivered by two of the SCPD's teams: the Park Operations Team and the Recreation Team.

1. In general, the Park Operations Team is responsible for:
 - a. Scheduling/management of all parks, with exception of Cleveland Park and other community centers
 - b. Scheduling and renting picnic shelters and playing fields, as well as the meeting room in Tyger River Park
 - c. Refuse removal / restroom cleaning – per the per the Restroom / Trash Removal Responsibility Chart (Appendix A)
 - d. Opening/closing park gates at all parks except those which have a community center attached to the park (examples: T.W. Edwards Center and Chesnee Community Center). In those cases, personnel in the Recreation Team will be responsible for opening/closing park gates
 - e. Supporting the efficient operation of volunteer youth and adult athletic associations
 - f. Assisting One Spartanburg Inc.'s Tourism Development Office in recruiting youth sports tournaments to Spartanburg County
 - g. Providing support for operations and maintenance at youth sports tournaments
 - h. Managing some special events
 - i. Managing concessions and vendor contracts at Spartanburg County parks which host sports tournaments
2. In general, the Recreation Team is responsible for:

- a. Scheduling and managing all full-time community centers and part-time recreation centers (generally shared-use facilities located within schools)
 - b. Opening/closing park gates, if applicable, at those parks which have a community center attached to the park
 - c. Organizing, promoting, managing and evaluating recreation programs, organized within the following program groups:
 - i. Recreation Centers Group
 - ii. Youth Development Group
 - iii. Outdoor Recreation Group
 - iv. 50+ Wellness Group
 - v. On-Demand Group
 - vi. Special Events Group
 - vii. Therapeutic – Special Olympics
 - d. Providing transportation services, as needed, in support of programs within the above program groups.
3. SCPD staff members provide assistance to private groups dedicated to therapeutic recreation, including: Carolina Miracle League, South Carolina School for the Deaf and the Blind and McCarthy Tezler School.
 4. The Park Operations Manager and Recreation Manager also provide input into planning for park improvements that support self-directed recreation opportunities. These improvements are discussed further in Chapter 6, Park Development and Maintenance. Descriptions of recreation programs and/or recreation program groups, as well as associated procedures, are described below.

PARK OPERATIONS TEAM PROGRAMS AND PROCEDURES

PROGRAMS

The Park Operations Team is responsible for two primary recreation programs:

1. Providing support for volunteer youth associations and adult recreation programs, which includes:
 - a. Providing a staff member to serve as a single point of contact for interactions between the volunteer athletic association and the SCPD
 - b. Educating association leaders on SCPD rules and procedures

- c. Promoting cooperation among associations
 - d. Administering permits to use public fields and collection of permit fees
 - e. Scheduling the fields and obtaining specifications for field preparation
 - f. Resolving conflicts that may arise in field use
 - g. Providing the schedule and specifications for field preparation to the Park Maintenance Team
 - h. Monitoring of youth and adult volunteer association games to encourage rules compliance, or if behavior of customers becomes unruly, calling the Sheriff's Department
 - i. Responding to injuries, rendering first-aid or calling EMS
 - j. Providing refuse removal, picking up litter, and maintenance/restocking of restroom facilities – per the restroom/trash removal chart (Appendix A)
2. Assisting One Spartanburg Inc.'s Tourism Development Office in recruiting youth sports tournaments to Spartanburg County and supporting those tournaments that are secured, which includes:
- a. Attending athletic association meetings to promote Spartanburg as a location for tournaments
 - b. Preparing promotional materials
 - c. Providing information to tournament organizers and responding to athletic association requests for proposals
 - d. Scheduling tournaments
 - e. Facilitating the signature of tournament contracts by the tournament organizer and County Administrator
 - f. Collecting tournament fees
 - g. Providing customer service and maintenance support to tournament organizers during tournaments
 - h. Providing between-game field maintenance as well as refuse removal, adding drying material, light field grooming, picking up litter and maintenance/restocking of restroom facilities
 - i. Coordinating with the Park Maintenance Team on maintenance needs for large tournaments
 - j. Monitoring of tournament games to encourage rules compliance, or if behavior of customers becomes unruly, calling the Sheriff's Department

- k. Responding to injuries, rendering first-aid or calling EMS
3. Periodically, the Park Operations Team also organizes, manages and directs tournaments and special events. Examples of tournaments and special events include:
 - i. Diamond Dirt Classic
 - ii. Brunch with Santa
 - iii. Easter Egg Scramble
4. All Park Assistants will be responsible for reading and following the procedures as outlined in the Park Assistant Handbook.

PROCEDURES FOR YOUTH AND ADULT VOLUNTEER ATHLETIC ASSOCIATIONS

1. SCPD does not operate youth sports leagues, relying instead on volunteer athletic associations to provide team and league organization, coaching and scheduling for public recreation. SCPD's responsibility consists largely of setting standards for use of public facilities, maintaining the facilities and scheduling the facilities in order to minimize conflicts and maximize use of the available facilities.
2. The volunteer athletic associations concern themselves with providing wholesome competitive athletic programs for large numbers of citizens. This practice has been in place for nearly 20 years and has delivered recreation opportunities to thousands of Spartanburg citizens. The participation of volunteer recreation groups allows a lower cost of operations for the SCPD than would be possible if the SCPD organized and managed the leagues.
3. All volunteer athletic associations that desire to use athletic fields owned or managed by the SCPD must sign a permit stating that they will abide by certain standards of conduct and have responsible management of their programs. Since they agree to comply with the conditions of the permit and since the events involve large numbers of Spartanburg children, these groups are charged a low rate per team and receive first priority in field assignments Mondays through Thursdays. Associations that do not sign or do not comply with the provisions of the permit may be denied use of public playing fields.
4. To recognize the contribution of the volunteer athletic groups in providing public recreation services to the public, Spartanburg County charges minimal fees for use of field space. However, associations that do not pay permit fees within 10 working days after the permit period has ended may be denied future use of public playing fields until the fees owed are paid in full. Fees must be paid by check or credit/debit card. Cash is not accepted. If a check is returned for non-sufficient funds, the association must pay their fees by cashier's check or credit/debit card and a returned check fee of \$30 will be assessed.
5. Other groups, whose purpose is to develop a higher level of skills among players in a particular sport—commonly known as travel teams—may use or rent fields for practice

and play, but they must pay a per-hour rental fee. Travel teams also have a lower priority for assignment of playing fields. Persons wishing to reserve athletic fields for specific times are required to complete forms and to pay required fees for the reservation before the reservation is confirmed. From time to time, the SCPD may approve a long term rental that would allow the renter to pay the rental fee on a monthly basis. Fees must be paid by check or credit/debit card. Cash is not accepted. If a check is returned for non-sufficient funds, the group must pay by cashier's check or credit/debit card and a returned check fee of \$30 will be assessed.

6. The SCPD's priority is providing field space as follows as conflicts in park scheduling is almost inevitable:
 - a. Volunteer athletic associations that provide public recreational sports activities for large numbers of Spartanburg County residents
 - b. Hosting tournaments that produce economic impact for Spartanburg County
 - c. Organizations that need practice space for sports travel teams
7. Normally, volunteer athletic associations play and practice at the parks that are closest to the physical location of the group. **However, no group has exclusive use of any public park.** The SCPD will make every effort to honor a group's request for practice and playing time at its home location, but it is sometimes necessary to schedule a volunteer athletic association at another facility. Causes for this include allowing the turf to recover and grow after heavy use, scheduling of tourist-attracting tournaments, construction or maintenance activity that takes a park out of service for a period of time or other unforeseen conditions. When its home park is unavailable, for whatever reason, SCPD will use its best efforts to locate space for a volunteer athletic association at another facility within Spartanburg County.

GENERAL PROCEDURES FOR TOURNAMENTS AND LEAGUE PLAY

1. The SCPD works with One Spartanburg Inc.'s Tourism Development Office to recruit sports tournaments to drive economic impact in Spartanburg County. The SCPD has traditionally focused on baseball and softball tournaments, but after making improvements to several facilities, Spartanburg County plans to compete for a variety of tournaments, including youth lacrosse, football and soccer tournaments, as well as disc golf tournaments.
2. Some SCPD parks were built with the specific intent of attracting sports tournaments to generate economic impact for Spartanburg County. Therefore, the SCPD works with the Convention and Visitors Bureau to recruit and schedule those tournaments that are in the best interest of Spartanburg County. No tournament organizer has exclusive use of a tournament facility and no tournament organizer has a right to use a tournament facility.
3. In making choices between organizers that are competing for use of available tournament facilities, the SCPD will use the following criteria to determine which tournaments are in the best interests of Spartanburg County:

- a. Will the sanctioning organization of the tournament offer Spartanburg County the opportunity to host national-level tournaments?
 - b. Does the tournament organizer have a demonstrated history of producing well-organized, financially successful tournaments within a 100-mile radius of Spartanburg County?
 - c. Does the tournament organizer have the ability to produce tournaments that will draw teams from multiple states?
 - d. Does the sanctioning organization have a demonstrated history of working effectively in partnership with SCPD?
 - e. Does the tournament organizer who requests field space for tournaments have a history of actually producing tournaments, as opposed to canceling planned tournaments due an inadequate number of customers signing up?
4. Tournament fees must be paid within 10 working days of the tournament's conclusion, or in accordance with the terms of the tournament contract. Fees must be paid by check or credit/debit card. Cash is not accepted. If a check is returned for non-sufficient funds, the tournament organizer must pay by cashier's check or credit/debit card and a returned check fee of \$30 will be assessed. Tournament organizers that do not pay fees in a timely manner will not be allowed to use SCPD facilities for future tournaments.
 5. Occasionally, the Park Operations Team may organize, manage and direct ticketed tournaments and special events which require the acceptance of cash. SCPD employees will use cash handling procedures acceptable to the County Internal Auditor.
 6. The Park Operations Team is authorized to permit vendors to sell merchandise at tournaments and other events, if doing so is in the interest of the tournament and Spartanburg County. Vendors must complete and sign all paperwork and provide a COI with the appropriate insurance amounts.
 7. The responsibility for operation of parks rests with the Park Operations Manager. Exceptions to this rule include Cleveland Park and other community centers, which are the responsibility of the Recreation Manager. The Park Operations Manager or his designees, therefore, have responsibility for the operation of tournaments.
 8. The Park Maintenance Manager or his designees – in addition to their other work – acts in support of the Park Operations Manager and his/her designees.
 - a. The Park Operations Manager or his designee (aka Manager on Duty) is responsible (in concert with the tournament organizer, in the case of a tournament) for making decisions as to: when a tournament or game must be called off, whether a game needs to be ended or delayed due to inclement weather or when extraordinary circumstances (such as multi-day heavy rain events) require an extraordinary response (such as heavy applications of Turface/QuickDry or calling in additional employee resources).

- b. The Park Operations Manager will ensure that all Managers on Duty are trained to insure they have the technical competence to supervise PT Park Operations employees as well as Park Maintenance personnel who are assigned to support tournaments.
 - c. If full-time Park Maintenance staff members are present, the Manager on Duty should consult with them to explore options and alternatives before making decisions.
 - d. If the Manager on Duty is unable to make the decision described above, they must elevate the decision to the Park Operations Manager or Assistant Park Operations Manager.
9. The Park Operations Manager will be responsible for providing to the Park Maintenance Manager – in a timely fashion - a written operations plan for league play and for tournaments. The plan shall include:
- a. The name and contact information of the Manager on Duty
 - b. Event schedule and sports field specifications.
 - c. For tournaments, requests for augmentation of part-time employees with full-time Park Maintenance employees. The Park Maintenance Manager will schedule personnel for tournament support so that personnel in any one maintenance shop are not unduly burdened by tournament support duty.
 - d. A contingency plan for response to extraordinary needs, such as those that might result from a multi-day rain event. Should this contingency plan require additional full-time maintenance personnel, the plan must include a contact/call-in procedure.
 - e. The Park Operations Manager is responsible for reviewing the operations plan with the Park Maintenance Manager and reaching a consensus on the elements of the plan.
 - f. If a consensus cannot be reached, any disagreement will be elevated to the Parks and Recreation Director for further discussion and decision-making.
 - g. Once agreement has been reached, the Park Operations Manager and Park Maintenance Manager will sign the plan and will distribute it to the Park Operations personnel and Park Maintenance Supervisors via email, so that all are aware of the plan.

TOURNAMENT "LIFE CYCLE"

Task	Responsibilities	
	Park Operations	Park Maintenance
Promotion/Recruitment	X	

Task	Responsibilities	
	Park Operations	Park Maintenance
Scheduling	X	
Contract Development/Signing/Funds Collection	X	
Operations Plan Development	X	
Operations Plan Review/Approval Distribution	X	X
Pre-Game Field Maintenance		X
Tournament Support		
- Game Monitoring	X	
- First Aid	X	
- Between Game Field Maintenance	X	
End of Day Field Maintenance		X
Closing Out Tournament		
- Funds Collection	X	
- Customer Service Survey with Tournament Organizer	X	
- Calculation/Reporting of Economic Impact	X	
- After Action Comments (to document problems/opportunities to identify future improvements)	X	

RECREATION TEAM PROGRAMS AND PROCEDURES

The Recreation Team is responsible for the following groups of programs, which are defined below.

PROGRAM GROUPS

1. Recreation Centers

- a. **Picnic Shelters.** Many picnic shelters, gazebos and other outdoor venues in parks are available for rent at rates established by the County Council. Renting a park facility requires signing a facility use permit and paying fees. Free shelters and picnic tables are also provided in most parks.
- b. **Community Centers and Recreation Centers.** The SCPD operates several community centers and recreation centers. For the most part, these centers are used by customers for meetings and events or by contractors that provide recreation services under the oversight of SCPD. In some cases, SCPD also provides recreation services. SCPD is responsible for the operation, inspection and maintenance of the community centers and recreation centers.
- c. **Senior / VSP Centers.** The SCPD is in the process of upgrading the facilities and services at community centers, so that they may meet standards spelled out under a new wellness initiative targeted at citizens aged 50 and above. This initiative was intended to help equip Spartanburg County for challenges and opportunities associated with the large and growing Baby Boom generation. These upgraded community centers will be designated as VSP (Very Special Places) Centers when

they achieve the standards listed below, as determined by a citizen advisory committee. VSP Centers will:

- i. Adopt and display a common mission statement: "VSP: An Age-Friendly Community Center promoting independence, healthy choices, active learning, effective engagement and a lively social network."
- ii. Depend on program ownership by local citizens
- iii. Provide quality flexible space that is comfortable, appealing and cool to come visit
- iv. Provide a comfortable gathering space for conversation, coffee and networking
- v. Provide space for programs
- vi. Meet accessibility standards that allow for maximum participation regardless of ability
- vii. Be affiliated with an organizational sponsor that has the ability to provide oversight and appropriate policies and procedures for facilities and programs
- viii. Have a facility manager, a program coordinator and an Advisory Committee of local citizens. Advisory Committees will meet regularly to suggest programs, review program evaluation data and assist with marketing. Facility managers and program coordinators from all VSP Centers will meet together on a monthly basis to share best practices.
- ix. Have programs that reflect a high standard of quality, as measured by participation rates and customer evaluation of program satisfaction. VSP Centers will offer a menu of potential programs will be developed and maintained for site use. Programs will be developed and offered annually in these and other categories:
 1. Recreational
 2. Emotional
 3. Physical fitness
 4. Health and nutrition
 5. Spiritual
 6. Volunteer involvement in community projects and programs
 7. Education and travel
 8. Social/fun

- x. Implement programs using local talent on a volunteer basis, engage partner organizations to develop and deliver identified programs on site or, on a limited basis, provide programs delivered by contractors.
 - xi. Gather participation and customer satisfaction data for each program. The data will be analyzed for continuous improvement purposes.
- d. County departments may use County community centers and recreation centers for training and other events at no cost, if the center has not already been reserved by a paying customer or is being used for a SCPD-sponsored recreation program.

2. Youth Development

- a. Youth Development programs include:
 - i. After Class Enrichment (ACE), an out-of-school-time program which offers a safe, structured environment for youth (ages 5 to 12). The program emphasizes homework help, character development, healthy nutrition and recreation activities intended to promote healthy lifestyles. This out-of-school-time program is directly associated with the school calendar. After Class Enrichment is a fee-based program.
 - ii. Summer Day Camp, a youth program for ages 5-12 offered during the summer which provides varied recreational activities primarily during the daytime hours throughout the period of the program. Summer Day Camp is a fee-based program, though scholarships are provided to accommodate qualifying families that are economically disadvantaged.
 - iii. Adventure Camp, a fee-based youth program for children ages 10-15 who are looking for a more exciting camp setting in which to experience new adventures. Each week has a specific theme which all activities, field trips and guest speakers are planned to emphasize. Activities are focused on outdoor recreation adventures such as hiking, biking, caving, stand up paddle boarding, kayaking and high rope adventures.
- b. Youth development programs are delivered in community centers, recreation centers, public parks and the facilities of partner organizations.
- c. In accordance with HIPAA regulations and in deference to the security of private information, medical records for customers will be kept at a central site or at the public park or recreation center in a secured location.
- d. Permission forms signed by a parent or legal guardian must be provided in order for SCPD staff to administer medications. A form is required for each medication. For purposes of this procedure, sunscreen and other topical ointments are considered medication. Each child's medication(s) will be maintained in the original container(s) and stored in a secured location.

- e. When on field trips, necessary records may accompany the staff member in charge but shall be returned to the center or site immediately following the field trip.
- f. SCPD Youth Development programs are leader-directed. The leader/participant ratios for Youth Development programs are 1:20 at a minimum. Additional leaders may be added for some activities which pose a higher degree of risk, at the discretion of the Recreation Manager. For example, Adventure Camp, a more intense outdoor recreation program for children ages 10-15, has a leader / participant ratio of 1:6.
- g. All employees working in Youth Development will be responsible for reading and following the procedures as outlined in the Youth Development Procedures Manual.

3. Outdoor Recreation

- a. Outdoor recreation involves leisure pursuits in the outdoors, often in natural or semi-natural settings, in and outside of urban settings. Examples include: adventure racing, backpacking, cycling, camping, paddling, caving, disc golf, fishing, hiking, hunting, geocaching, photography, rock climbing, running, sailing, and skiing.
- b. Spartanburg County, Upstate South Carolina and Western North Carolina have a wealth of outdoor recreation opportunities. The SCPD offers a number of outdoor recreation programs to introduce citizens to these opportunities and to empower them with the skills necessary to safely enjoy outdoor recreation. Secondly, by developing outdoor recreation facilities and programs, the SCPD helps provide the infrastructure for nature-based tourism.
- c. The SCPD has adopted the Leave No Trace principles for outdoor recreation, including:
 - i. Plan ahead and prepare.
 - ii. Travel and camp on durable surfaces.
 - iii. Dispose of waste properly.
 - iv. Leave what you find.
 - v. Respect wildlife.
 - vi. Be considerate of other visitors.
- f. SCPD outdoor recreation programs are leader-directed. The leader/participant ratio is determined by the Recreation Coordinator who is given charge of the program. Variables included in determining the leader/participant ratio include the age of the customers and the type of activity. In general, the SCPD will use the following leader/participant ratios for each program type listed below:

- i. Backpacking 1:7
 - ii. Caving 1:7
 - iii. Hiking (day trip) 1:10
 - iv. Flat-water Kayaking 1:8
 - v. Flat-water Canoeing 1:8
 - vi. Fly Fishing 1:7
 - vii. Mountain Biking 1:6
 - viii. Orienteering 1:14
 - ix. Road Cycling 1:6
 - x. Stand-Up Paddle boarding 1:6
 - xi. Whitewater Kayaking 1:5
 - xii. Whitewater Canoeing 1:6
 - xiii. Whitewater Rafting 1:6
- g. All employees working in Outdoor Recreation will be responsible for reading and following the procedures as outlined in the Lake Cooley Outdoor Education Center Procedures Manual.

4. 50+ Wellness

- a. The SCPD was a critical player in the Senior Wellness Initiative, a project of the Spartanburg County Foundation. This project was undertaken in response to a demographic trend that will have substantial implications for Spartanburg County, as well as communities across the country: the aging of the Baby Boom generation. The Senior Wellness Initiative was intended to help equip Spartanburg County to deal with the challenges and take advantage of the opportunities presented by the Baby Boom generation and the fact that all seniors, regardless of generation, are living longer and more active lives.
- b. The SCPD works with the Spartanburg Regional Foundation to offer senior services through a grant program. This program utilizes grant funds from the SC Lieutenant Governor's Office on Aging to provide congregate dining, health promotion, transportation, and minor home repair to qualifying Spartanburg County seniors. Programs are offered at numerous locations in partnership with the Spartanburg Regional Foundation, the City of Spartanburg, Spartanburg Regional Transportation, and Mobile Meals.

- c. The SCPD, independently and working with other community organizations, will develop and promote programs that focus on maintaining or improving wellness for citizens aged 50 years and above.
- d. The SCPD website, www.spartanburgparks.org, will be used as a central information source for citizens interested in facilities, programs and services targeted to the citizens aged 50 years and above.
- e. SCPD 50+ Wellness programs may be individual, facilitated or leader-directed. For leader-directed programs, the leader/participant ratios for the following program types may not be exceeded.
 - i. Trips 1:20
 - ii. Classes 1:30

5. On-Demand Programs

- a. The On-Demand program group includes cooperative programming, utilizing service providers to deliver programs requested by citizens within community centers and recreation centers. Examples of programs include dance for exercise, musical instrument instruction, arts-and-crafts programs, and martial arts instruction.
- b. After citizen interest in a program has been expressed, Recreation Coordinators must develop a program plan (see Procedures for Program Planning, below, for review of and approval by the Recreation Manager. Contractors are sought and then employed using a standard Recreation Contractor Agreement, which details responsibilities for the contractor and the SCPD. The contract must be signed by the County Administrator and Contractor before the program begins.
- c. For On-Demand programs, the SCPD is responsible for:
 - i. Providing and staffing the community center or recreation center where the program is delivered
 - ii. Promoting the program through the SCPD website, www.spartanburgparks.org and through routine media contacts
 - iii. Registering customers and collecting program fees
 - iv. Providing a program roster to the contractor
 - v. Paying the contractor on a monthly basis

6. Special Events

- a. The SCPD coordinates annual special events to provide parks and recreation experiences to under-served populations, to strengthen bonds among families and

to introduce people to new forms of recreation. Examples of special events include:

- i. Daddy Daughter Dance
 - ii. Egg-cessible Easter Egg Hunt
 - iii. Senior Enrichment Day
 - iv. Special Olympic Games
 - v. Spartanburg Area Senior Sports Classic
- b. SCPD will seek corporate sponsorships to subsidize special event costs in order to keep participant costs low.
 - c. Special events may be added as opportunities emerge.
 - d. Recreation Coordinators who are assigned to develop and manage special events will use the Procedures for Program Planning.

PROCEDURES FOR PROGRAM PLANNING

1. Planning is critical to providing a safe, enjoyable and helpful program for customers. For each type of program within a program group, Recreation Coordinators must develop a written program plan. This includes program planning for special events.
2. The program plan is intended to assist SCPD staff in coordinating programs that are safe, enjoyable and helpful for program customers.
3. The program plan is general in nature. Even the most experienced recreation professional cannot anticipate all contingencies and cannot foresee all adverse conditions or emergencies. Recreation Coordinators must use their best judgment to address challenges that may arise during programs, must consult with their supervisors on what actions should be taken and must document any and all actions taken in response to adverse conditions, emergencies or injuries. Recreation Coordinators are responsible for coordinating the program in a professional, customer-friendly and safe manner, in keeping with standards expressed in the SCPD Procedures Manual.
4. Each program plan must be reviewed and approved by the Park Operations Manager or Recreation Manager before the program is advertised. Programs may be repeated in a given year, and it is not necessary to complete a new plan for each program if approved in advance by the Recreation Manager. However, it is necessary to collect information on each program, to facilitate continuous improvement.
5. However, existing program plans must be reviewed annually, adjusted as needed, and approved in the process set forth above. To assist in this review, at the conclusion of each

fiscal year, the Recreation Coordinator responsible for the program will prepare a written report reviewing the program type. The report shall include:

- a. Program participant hours
 - b. Program financial report
 - c. Summary of participant evaluations
 - d. Informal participant feedback received
 - e. Lessons learned that can be applied to SCPD procedures or future programs
6. Program plans must address the following components, to the extent that the listed component applies to the program. The components may be made a part of or attached to the program plan that is submitted for approval.
- a. Recreation Coordinator name, title and contact information
 - b. Program name
 - c. Program description
 - d. Program date(s), if known
 - e. Program location(s), if known
 - f. Demographic targeted for program
 - g. Age requirements to participate in program
 - h. Physical requirements to participate in program
 - i. Program registration method, including forms
 - j. Program fee collection method
 - k. Program materials
 - l. Health-related form(s)
 - m. Equipment/gear required
 - n. Equipment/gear source
 - o. Staffing required
 - p. Staffing source
 - q. Budget
 - r. Minimum and maximum number of customers

- s. Participant cost
- t. Transportation
- u. Advertising and promotion
- v. Program risks
- w. Participant education and safety promotion
- x. Procedures unique to the program
- y. Procedures for response to emergencies
- z. Evaluation form
- aa. Program Tool Kit: (what the Program Coordinator will have readily available to respond to adverse conditions or emergencies)

PROCEDURES FOR PROGRAM REGISTRATIONS AND FACILITY RESERVATIONS

1. Program registrations are forms completed by persons requesting participation in a SCPD-sponsored program. Facility reservations are forms completed by a person desiring to rent a facility managed by the SCPD.
2. Templates for permits and registration forms have been approved by the County Attorney's Office. The appearance of permits and registration forms may only be modified if approved by the Parks and Recreation Director.
3. Program fee rates, ranges and pricing formulas are approved annually by the Spartanburg County Council, based upon the recommendations of the SCPD. However, the Park Operations Manager is authorized to negotiate tournament fees and the Recreation Manager is authorized to reduce fees for facility rentals if doing so is in the interest of Spartanburg County. Examples include reducing recreation center rental fees in order to book multiple events within a 12-month period. To utilize a SCPD facility or participate in a program, program fees must be paid in full and all required forms filled out completely.
4. Payment procedures may vary by program, as described in the section Program Planning above. However, unless there is no alternative, fees must be paid by check or credit/debit card. Cash will not be accepted unless doing so is necessary for the conduct of a program. (Example: receiving admission fees at SCPD-sponsored tournaments.) If, during a calendar year, two checks are returned for non-sufficient funds, the participant must pay by cashier's check or credit/debit card and a returned check fee of \$30 for each check will be assessed. Persons who do not pay fees due to SCPD will be barred from future program participation or facility reservations until all fees due are paid in full.

5. Whenever feasible, program registrations and facility reservations are accomplished through Civic Rec, the SCPD's web-based registration and reservation service. Program customers are encouraged to utilize the online system, which accepts credit and debit cards, whenever possible. The SCPD staff also uses Civic Rec for onsite program registrations.
6. Occasionally, the Parks Operations Team or Recreation Team may organize, manage and direct programs and special events which require the acceptance of cash. SCPD employees will use cash handling procedures acceptable to the County Internal Auditor.
7. Full refunds are issued if the SCPD is required to cancel a permit or program. Programs costing less than \$5 are not eligible for a refund. **No refund will be given if a participant cancels the week of the event or for a no show.**
8. In order to continue taking part in a recreation program, customers must follow applicable laws and SCPD regulations as well as adhering to program supervisor instructions. If, in the opinion of the Park Operations Manager or the Recreation Manager, after reviewing information submitted or upon report of inappropriate behavior, the Parks Operations Manager or Recreation Manager believes that participation by a citizen in a recreation program constitutes an unacceptable risk for the SCPD and Spartanburg County, the Parks Operations Manager or Recreation Manager may disallow participation in the program or activity. Any fees paid by such customers will be refunded.
9. With respect to persons holding events at parks and recreation facilities owned or managed by the SCPD, the SCPD reserves the right to alter or end an event at any time that the SCPD staff determines that ending an event is necessary to protect the facility from damage or to assure the safety and welfare of event customers, park visitors or the surrounding community. In the event a function is ended for cause, no refund of any kind will be made.

PARK PARTNERSHIPS

1. As a means to ensure programs and services are not duplicated and county resources are maximized, the SCPD must develop partnerships with other public and private entities to offer parks and recreation opportunities. These partnerships are documented contracts and Memoranda of Understanding (MOU) based on templates developed by the County Attorney's Office.
2. The Parks and Recreation Director, Deputy Parks and Recreation Director and team managers, on their own initiative, may propose partnerships. Upon review of and approval of the partnership concept by the Parks and Recreation Director, the proposed partnership's terms and conditions are inserted into the correct template and then forwarded to the Deputy County Administrator for review.
3. The Deputy County Administrator briefs the County Council on the proposal.

4. Assuming no issues are raised by the County Council, the Parks and Recreation Director obtains signatures on the contract or MOU, as well as any necessary attachments and forwards it to the County Administrator's Administrative Assistant, who coordinates obtaining signatures from the County Attorney's Office, County Council Clerk and Deputy County Administrator.

APPENDIX A

Restroom / Trash Removal - Responsibility Chart

Park	Maintenance Shop	Shelters	Ballfields	Bathrooms	Gates	Soccer Fields	Tennis Courts	Playgrounds	Basketball	Disc Golf	Acres (grass)
Tyger River	Tyger River	4	13	8	12			2		1	66
Fairmont	Tyger River	1	1	2	1						6
Beech Springs	Tyger River						8				0.05
Totals		5	14	10	13		8	2		1	72.05
Old Canaan	South Side			4	2	8				1	20
295	South Side		4	3	2	2		1			15
Cowpens	South Side	1	2	2	1		1	1	1		5
TW Edwards	South Side		1				2	1			8
Sunny Acres	South Side		2	2				1			8
Clifton Park	South Side				1						5
Clifton Beach	South Side										
Woodruff	South Side					2		1		1	6
Pacolet Middle	South Side		1								
Cowpens Middle	South Side		1								
Clifdale	South Side		1								1
Cannons	South Side		1								1
Hillbrook	South Side		2								2
Arkwright	South Side	1						1	1		4
Lake Cooley	South Side	4		4							4
Linville Hills	South Side	1						1			8
Timken	South Side										4
Totals		7	15	15	6	12	3	7	2	2	91
North Spartanburg	North Side	2	6	5	3			1			15
VaDuMar	North Side	1		4	1	7	3	2		1	40
Inman Mills	North Side	1	1	2	1		1	1	1		8
Mabry	North Side		4	2							8
Holston Creek	North Side	1	2	2	1	1		1		1	15
Leroy Mathis	North Side	4		2	2			2			4
Sealy	North Side							1			1
Little Africa	North Side	1	1	2				1			3
Chesnee	North Side		4	2	1			1			10
Totals		10	18	21	9	8	4	10	1	2	104
Cleveland Park	Cleveland Park	2		6	2			1			25
Berry Field	Cleveland Park		1	2		1					5
Glenn	Cleveland Park										4
Totals		2	1	8	2	1		1			34
Grand Totals		24	48	54	30	21	15	20	3	5	264

Park Operations
Recreation
Maintenance