



**PRINCE WILLIAM COUNTY
RECREATION PROGRAM PLAN**

April 2020



Approved by: _____

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Acknowledgements

Prince William County Board of County Supervisors

Ann B. Wheeler, Chair-At-Large

Victor S. Angry, Vice Chair, Neabsco District Supervisor

Jeanine M. Lawson, Brentsville District Supervisor

Yesli Vega, Coles District Supervisor

Pete K. Candland, Gainesville District Supervisor

Kenny A. Boddye, Occoquan District Supervisor

Andrea O. Bailey, Potomac District Supervisor

Margaret Angela Franklin, Chair Pro-Tem, Woodbridge District Supervisor

Department of Parks, Recreation & Tourism Senior Staff

Seth Hendler-Voss, Director

Tracy Hannigan, Deputy Director

Myla Neal, Assistant Director for Recreation

Brendan Hanafin, Planning & Capital Projects Division Chief

Project Team

Austin Hochstetler, PROS Consulting

Sally Wood, Department of Parks, Recreation & Tourism

Janet Le-Fleur, Department of Parks, Recreation & Tourism

Patti Pakkala, Department of Parks, Recreation & Tourism

Ryan Delaney, Department of Parks, Recreation & Tourism

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Chapter 1. Introduction

Purpose

The primary purpose of the *Recreation Program Plan* is to provide an overview of community needs and an analysis of how the Department of Parks, Recreation & Tourism (Department) can meet these needs through programming. This plan is a companion document to the Department's *Parks, Recreation and Open Space Master Plan*, as well as the *Strategic Plan*. It provides a guide to the orderly development of programs and services across the Department.

Park Master Plan

The Department's *Master Plan* sets the direction for park planning and capital improvement projects in 10-year increments. The last Master Plan (previously referred to as a Comprehensive Plan) was created in 2010, when the Department was still the Prince William County Park Authority. That Comprehensive Plan projected acreage and facility needs from 2010 to 2030 to be consistent with the County's Comprehensive Plan. The Department is in the process of updating its *Master Plan* to address park planning and capital improvement projects for the period from 2020-2030. This *Recreation Program Plan* is to be incorporated, as appropriate, into the *Master Plan*, as well as be a stand-alone document for the Department's Recreation Division.

1.1.1 Planning & Capital Projects Division

The Planning & Capital Projects Division, particularly the Planning staff, coordinates the regular review and updating of the Department's *Master Plan*, providing regular reports and updates to the Department's Executive Team, the Parks Commission, and the public. As appropriate, the Planning & Capital Projects Division coordinates with the Department's Recreation Division to plan and construct facilities/amenities that support the vast array of Department programs. The Division's Planning staff will continue to incorporate the *Recreation Program Plan* in future updates to the Department's *Master Plan*.

Strategic Plan

The Department has identified five strategic focus areas for continued success:

1. Positive Experience for Guests at Every Touch Point
2. Community Engagement
3. Employee Engagement
4. Operational, Planning, & Business Excellence
5. Safety & Environment

The department utilizes these focus areas and identified divisional tactics when setting operational and budgetary goals.



- Needs Assessment completed April 2019;
- Held a retreat for the Parks Commission members, August 2019;
- Prioritized capital projects with private matching dollars/development proffers;
- Partnered with Virginia Soccer Association for artificial turf replacement at four soccer fields at James S. Long Regional Park;
- Completed portions of the Potomac Heritage National Scenic Trail, Neabsco Creek Boardwalk opened on June 1, 2019; and,
- Launched sports tourism grant program and hosted first new sports tourism event (Tough Mudder) in June 2019.

Who We Serve

Prince William County is part of northern Virginia and covers 348.5 square miles. A part of Northern Virginia, Prince William County is part of the Washington DC metropolitan area. As of the 2010 census, the population was 402,002. On July 1, 2018, the population was estimated to be 468,011, making it Virginia's second-most populous county. Within the county, the Cities of Manassas and Manassas Park, and the Towns of Occoquan, Dumfries, Quantico, and Haymarket (along with 14 other incorporated and unincorporated areas) make up the urban, suburban, and rural landscapes. The County's parks and recreation system is robust, as outlined by the figure below.



Department History

The Prince William County Park Authority was established in 1977, by the Board of County Supervisors, to provide the county's residents and visitors with quality recreational programs, parks, and facilities. The Park Authority was an independent public corporate and political entity, governed by an eight-member board appointed by the County Supervisors. Most of the funding for the Park Authority came from the County's General Fund.

When the Park Authority was created, Prince William County had a population of around 150,000 residents. Ben Lomond Regional Park was the first park to be acquired. The lands now known as Andrew Leitch Park, Cloverdale Park, and Turley Fields, were acquired in 1978. The inventory further expanded in 1979 with the addition of Locust Shade Park (from the Federal Lands to Parks Program), Veterans Memorial Park, the Birchdale Recreation Center, and Turley Fields. In addition, the Brentsville Courthouse complex was also acquired by the County in 1979.

The next thirty years brought impressive economic growth to Prince William County, along with rapid growth in population. The Park Authority acquired over 3,000 acres of parkland, including the Sharron Baucom Dale City Recreation Center, Chinn Aquatics & Fitness Center, two 18-hole golf courses, and the Prince William County Stadium Complex (original home to the Prince William Pirates, now the Potomac Nationals, a Class AA Minor League Baseball team).

In 2011, the Park Authority Board entered discussions with Prince William County staff on how best to deliver parks and recreation services to meet the growing needs of the County's residents. Factoring in the number of residents, the number of participants in recreational activities, and the amount of parkland to develop or preserve it became clear that by merging the Park Authority into County government, there would be greater opportunities to successfully deliver premier parks and recreational services to the county's residents and visitors alike.

In March of 2012, the Board of County Supervisors, with the support of the Park Authority Board, unanimously passed a resolution dissolving the Park Authority and creating the Prince William County Department of Parks & Recreation. In 2017, the County developed an in-house tourism office and placed it within the Parks & Recreation Department. In addition, in 2018, the County moved its Historic Preservation Division from Public Works to Parks & Recreation, and renamed the Department to Parks, Recreation & Tourism. Programming and operations of the Historic Properties was absorbed into the Department's Recreation Division.

The Department now manages more than 4,500 acres of park land and over 100 miles of trails and blueways. Residents and visitors enjoy two 18-hole golf courses, one 9-hole leisure golf course, 116 sports fields, two popular waterparks, six outdoor pools, two aquatics and fitness centers, a skate park, and a dog park. The Department plans and schedules hundreds of fitness classes, swimming lessons for all ages and levels, before and after school care, historical/cultural programs, dance and martial arts programs, and over 400 summer camps.

Department Mission

"Create recreational and cultural experiences for a more vibrant community."

Foundational Recreation Tenets

Prince William County recognizes the need to approach recreation programming in a way that emphasizes specific individual, social, environmental, and economic benefits, rather than just focusing on the recreation activities themselves. The Department is committed to providing safe and inviting parks and recreation facilities, meaningful and diverse recreational programs, history/cultural activities, and human services.



1.1.2 Conceptual Foundations of Play, Recreation and Leisure

Programs offered by the Department are influenced by foundational concepts of play, recreation and leisure. Each core program area has clearly stated objectives and goals that help bring to light these foundational concepts. The program portfolio ensures that all facets of wellness are enhanced:

- Physical
- Mental
- Spiritual
- Emotional
- Social
- Environmental

1.1.3 Organizational Agency Philosophy, Mission and Vision, and Goals and Objectives

All Department-operated programs are required to relate to, support, or directly align with the *Master Plan* and the *Strategic Plan*. The goals, objectives, and general directions set forth in these fundamental Department documents are brought into action through the *Recreation Program Plan* (among other Department plans and initiatives).

1.1.4 Constituent Interests and Desired Needs

A major component of the *Recreation Program Plan* is to ensure that the Department's programmatic portfolio aligns with community needs. Needs are different than wants and, in an effort to delineate between the two, the Department utilizes statistically valid community surveys, program evaluations, and other qualitative and quantitative feedback to continually align the programmatic portfolio.

1.1.5 Creation of a Constituent-Centered Culture

In addition to the community outreach techniques used by the Department, four foundations and councils have been established to help create a constituent-centered culture as it relates to programs, services, and needed experiences:

- **P.L.A.Y. Foundation (Parks and Leisure activities for Adults and Youth):** The Department works with County social service agencies to identify those residents in need of assistance. The Department processes eligible requests for scholarships and places family members in the programs of their choice. P.L.A.Y. Foundation scholarships have provided summer camps and classes to area youth, as well as recreational opportunities for families.
- **Parks Foundation:** The Prince William County Parks Foundation supports the mission of the Department through fundraising efforts, grant applications and developing community partnerships.
- **Arts Council:** The Council's mission is to foster the creation, production and appreciation of the arts in the Greater Prince William Area through advocacy and education. The Department oversees an annual grant program to support the Arts Council's mission.
- **Trails & Blueways Council:** The Council advises the Department, Board of County Supervisors, Department of Transportation, and the Planning Office on multi-modal trail opportunities, with the mission of developing a high-quality, interconnected system of non-motorized trails and water

trails throughout the county. Members are appointed by the Board of County Supervisors, and members elect their officers annually.

- **Historic Preservation Foundation:** Supports Prince William County's efforts to preserve the past and fund projects that restore County-owned historic properties and structures.

The County also has two entities that operate in an advisory capacity: the Prince William County Historical Commission and the Tourism Advisory Board. The Tourism Advisory Board is a group of local business owners and operators that work with the Office of Tourism to promote retail, lodging, sports, and historical/cultural opportunities in the county. The Historical Commission advises the Board of County Supervisors in its efforts to identify, preserve, protect and promote the County's historical sites, artifacts, buildings and events.

1.1.6 Experiences Desirable for Clientele

The Department uses the information gleaned from conducting needs assessments, and through conversations with the various councils and foundations, to ensure needed and expected recreation experiences are offered. The range of programs offered by the Department is further supported by the Department's Capital Improvement Plan (CIP), which helps ensure there are adequate facilities and amenities available to meet programming demand. The Department's CIP also addresses physical barriers and accessibility of the Department's facilities and park amenities. The Department is continually working to improve accessibility to its facilities and programs and provide an equitable distribution of facilities and programs county-wide.

1.1.7 Community Opportunities

It is the Department's aim to deliver programs and services for all abilities, demographics, geographic locations, etc. Prince William County desires "a community choice for all." In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990, as amended (ADA), the Department will not discriminate against qualified individuals with disabilities on the basis of disability in the County's services, programs, or activities. Additionally, the Department's Park Ranger Division is responsible for the oversight of security practices and ensuring the safety of visitors in all parks, as well as the protection of park resources. It is through these lenses that the Department strives to provide community opportunities for everyone that calls Prince William County home.

Organizational Structure

1.1.8 Director

The Department Director exercises general control of the Prince William County Department of Parks, Recreation & Tourism, working through subordinate supervisors. He or she is responsible for implementing the goals, objectives, policies, and regulations issued by the Board of County Supervisor for the planning and development of parks, recreation facilities, and programs, and is the spokesperson for the Department. The Director maintains financial controls through best budget practices and the capital development plan to operate the parks system.

The Director's administrative coordinator provides administrative services to the Director, and prepares agendas and materials for the Parks Commission, including recording the minutes for Parks Commission meetings.



1.1.9 Deputy Director

The Deputy Director oversees four groups. In addition to the Marketing & Communication and Recreation Services Divisions, the Deputy Director also oversees Park Rangers and Historic Preservation. The Park Rangers maintain the safety and security of all park lands and facilities. Historic Preservation oversees the operations and programming of all historic sites and artifact collections.

1.1.10 Departmental Divisions Listing

Administrative Services Division - Oversees all human resource, finance, and risk management functions of the Department.

Marketing & Communication Division - Oversees all public information and marketing functions of the Department including website management, advertising, and events involving elected officials.

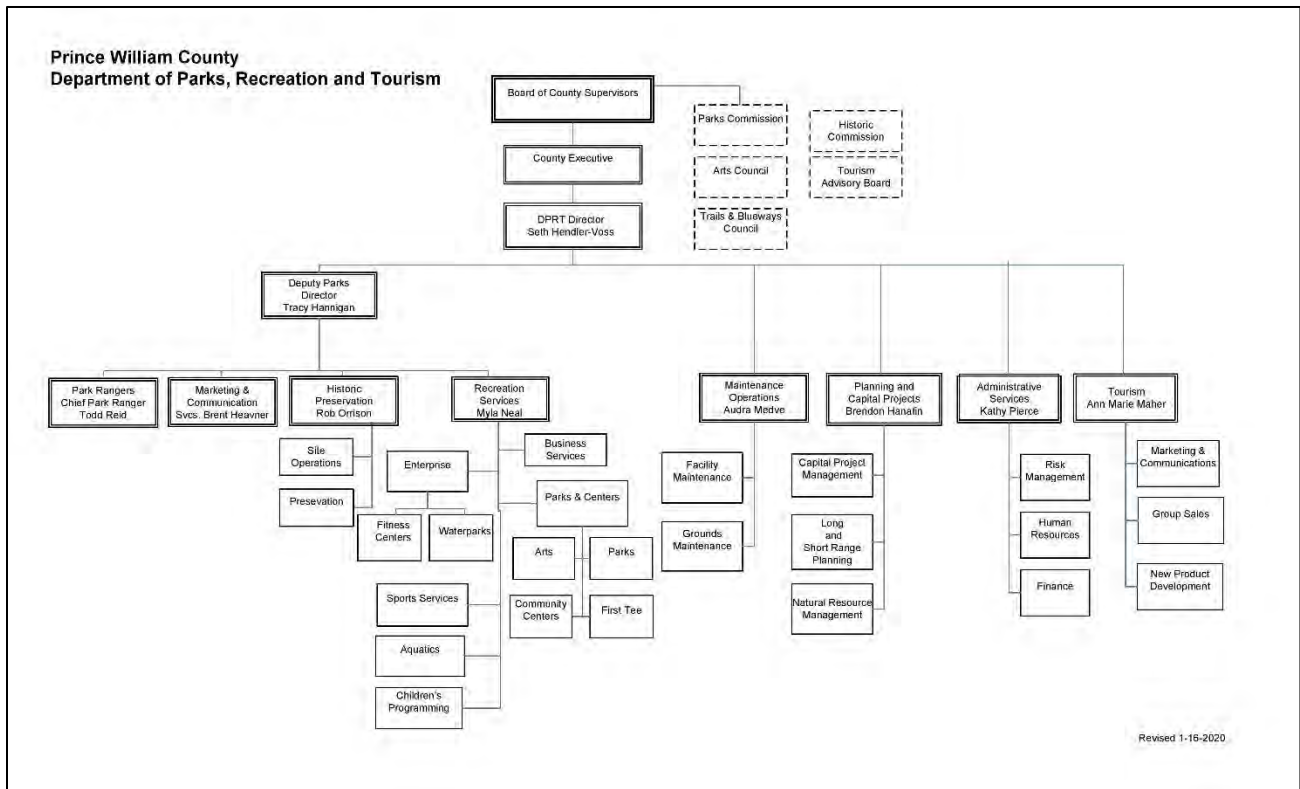
Planning & Capital Projects Division - Oversees all park planning, construction and project management functions of the Department including capital projects and comprehensive plans.

Maintenance & Operations Division - Oversees all facility and grounds maintenance functions across the Department.

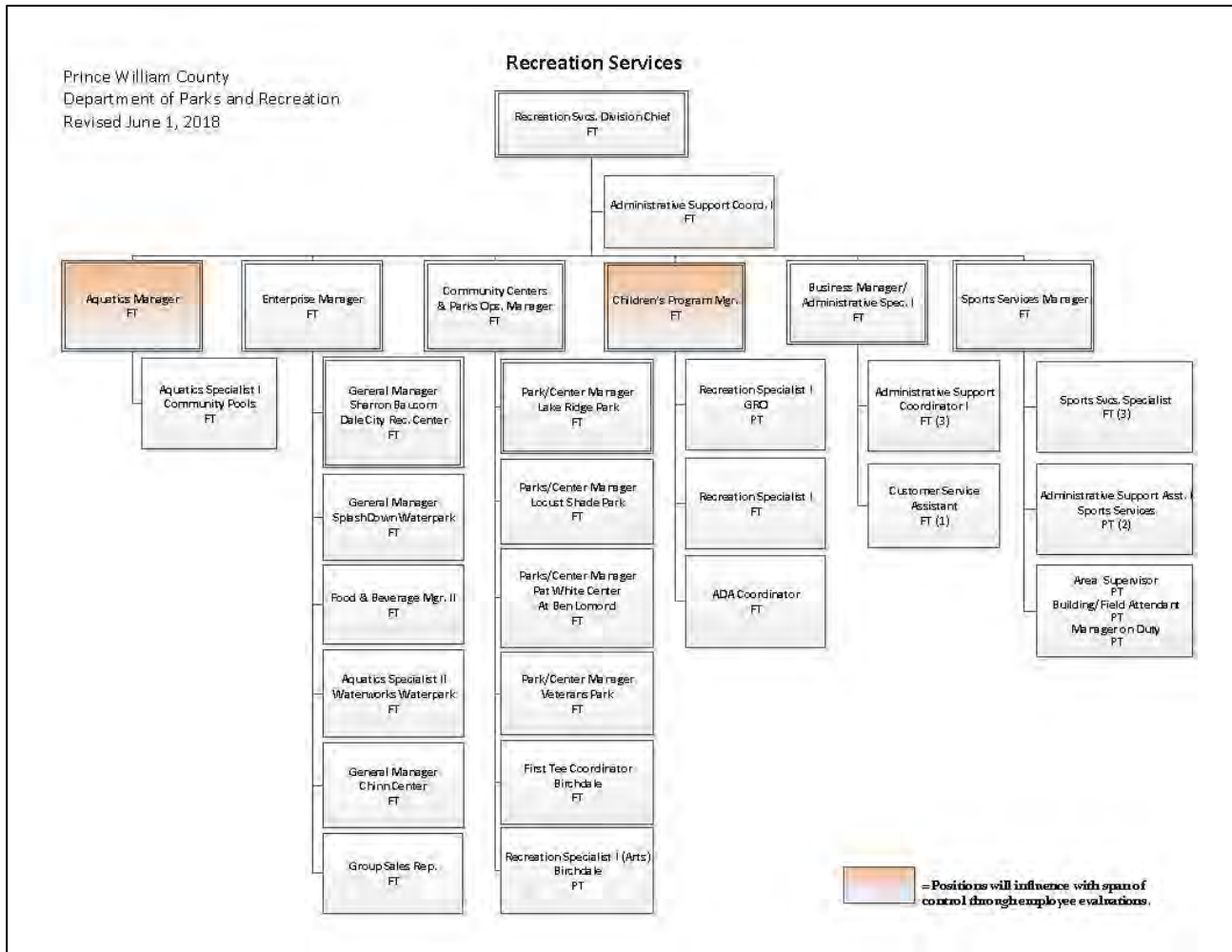
Recreation Services Division - Oversees the operation of all recreation facilities/sports fields, participant registration and fees, facility rental functions, and programming functions of the Department.

Office of Tourism - Oversees all efforts to bring non-residents into the county for tourism opportunities to enhance economic growth.

1.1.11 Organizational Chart



1.1.12 Recreation Division Organizational Chart with Working Titles



1.1.13 Parks Commission

The Parks Commission is an advisory body that provides guidance and public support for the construction and operation of the County’s parks and recreation facilities. The Parks Commission is made up of eight appointed members, all appointed by members of the Board of County Supervisors, which represent each magisterial district, with the at-large commissioner appointed by the Chairperson. The Department Director, or designated staff, provide updates to the Commission on items of interest during monthly Parks Commission meetings.

Recreation Budget

The program staff contribute to the annual budget process by requesting additional program or staffing funding or reallocation. The budget preparation process begins each fall and is presented and approved by the Board of County Supervisors in late spring. The budget document sets the plan for program offerings for the following calendar year. It is understood that a new program opportunity can be added or used to replace a struggling program if it aligns with the Department’s overall mission and is a good



opportunity. This gives managers and supervisors an expectation and direction each calendar year for what programs will be offered for a particular year, as well as expense information and revenue projections.

1.1.14 FY19 Recreation Division Budget

Below is a copy from the approved FY19 Prince William County budget that presents key measures, program activities, and workload measures.

- FY19 Expenditure Budget for Recreation Division: \$17,734,158, which includes 233.3 Full Time Equivalent employees (FTEs).
- FY19 Revenue (adopted): \$13,719,869.

Parks & Recreation

Recreation

Develops, markets, and administers leisure and educational programs.

Key Measures	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Satisfaction with quality of athletic fields (community survey)	89%	82%	82%	84%	84%
Satisfaction with quality of pools & water parks (community survey)	87%	80%	80%	80%	80%
Satisfaction with quality of indoor recreation facilities (community survey)	90%	78%	78%	80%	80%
Growth in non-golf recreation revenue	-	15%	1%	3%	3%

Program Activities & Workload Measures (Dollar amounts expressed in thousands)	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Adopted
Parks & Centers*	\$11,209	\$12,047	\$11,780	\$12,696	\$10,199
Participant visits	1.5M	1.5M	1.5M	1.6M	1.6M
Golf	\$3,992	\$4,056	\$11,177	\$4,060	\$4,056
Rounds of golf (18-hole equivalent)	98,783	105,875	100,000	100,000	100,000
Water Parks	\$2,093	\$2,364	\$2,308	\$2,733	\$2,913
Water park admissions	149,119	159,848	159,000	157,000	159,000
Community Sports	\$765	\$771	\$751	\$614	\$566
Sports youth participant visits	1.4M	1.4M	1.4M	1.4M	1.4M
Sports adult participant visits	210,012	200,562	155,898	219,870	219,870
Sports tournament participants	32,055	31,604	35,586	36,577	36,577

*The FY15 through FY18 expenditures for the Parks & Centers activity include the expenditures for Marketing & Communications and Security Rangers, as those activities rolled up into Parks & Centers until FY19. In FY17 \$116K was mistakenly charged to Parks & Centers instead of Administration.

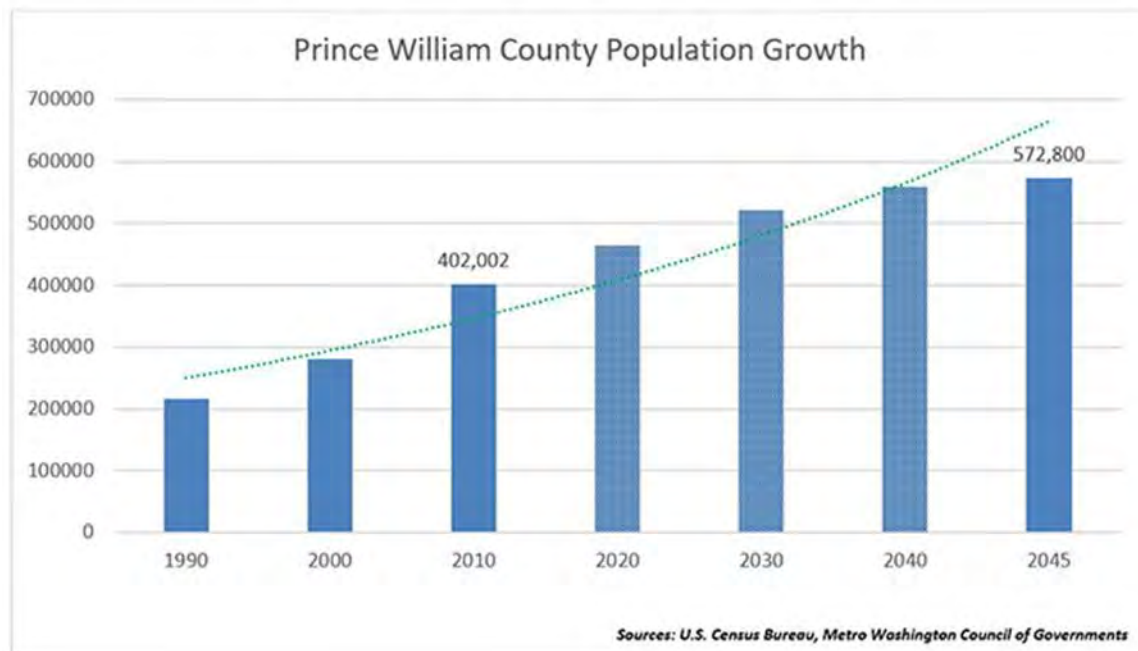
Chapter 2. Community Profile

Demographics of Prince William County

Prince William County's park resources are widely dispersed, making the target market the entire county. While the Cities of Manassas and Manassas Park each offer some amenities for their residents, many city residents still seek opportunities at county facilities.

2.1.1 Population

A growing population is usually perceived as an advantage for economic growth. More residents imply greater investment in the youth, greater educational opportunities, greater innovation, and purchasing of goods and services. Prince William County's population has grown steadily due to the combined effects of migrant growth, as well as organic growth. The County is the second largest (by population) and fourth fastest growing county in the state of Virginia. The County's population increased by 43% from 280,813 in 2000, to 402,002 in 2010. Moreover, continued growth is anticipated, and the County's population is expected to approach 559,000 residents by 2040. Recent estimates suggest that as of June 2018, the County was already home to 460,457 residents. Prince William County's population is among the most rapidly growing in the region.



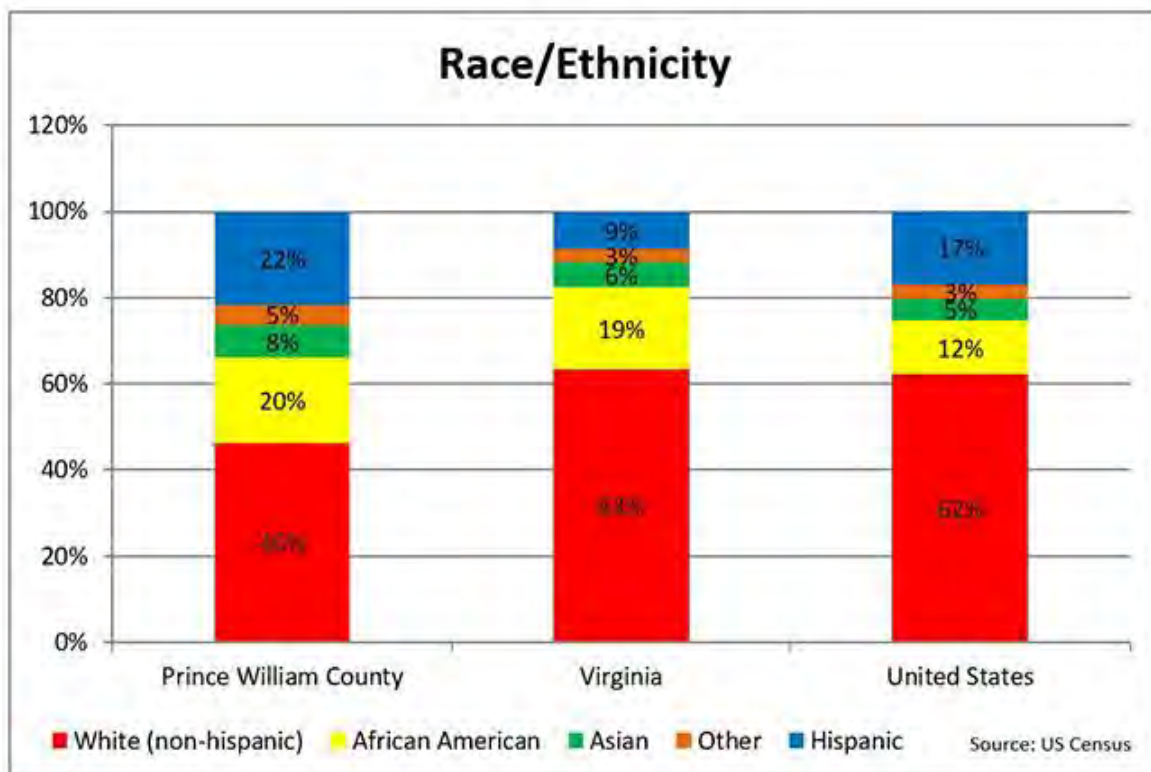


2.1.2 Racial and Ethnic Makeup

Prince William County’s racially and ethnically diverse population makes it one of the most globally represented communities in the region, offering potential employers a range of skill sets including a multi-lingual labor force. According to national daily newspaper, USA Today, “Prince William County is at the leading edge of a diversity explosion that is currently sweeping the USA.”

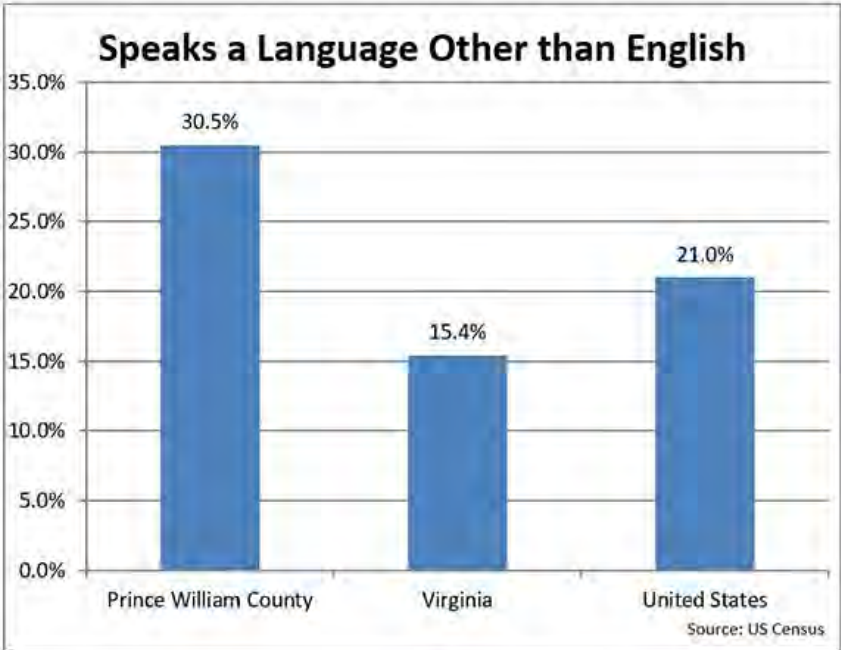
More than half of the County’s population is either African American, Hispanic, Asian, or some other racial/ethnic background, which is substantially higher compared to the state of Virginia and United States. Prince William’s percentage of Hispanic population (the fastest growing population in the United States) is also higher at 22% compared to the state of Virginia and the nation.

Multi-ethnic residents are helping boost the local economy by providing a ready workforce. They enhance the historic richness of Prince William County by adding new languages, cultures, traditions, and food in addition to buying homes, opening businesses, and supporting local enterprises.



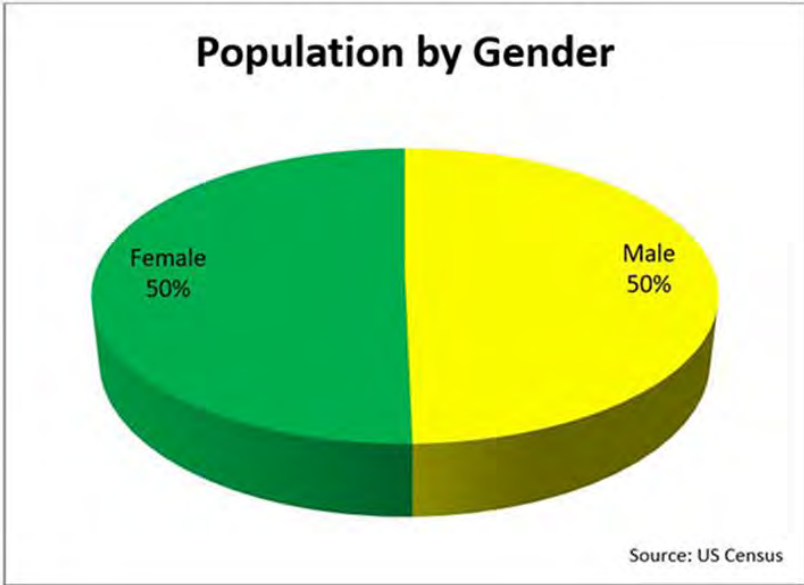
2.1.3 Multi-Lingual Society

A larger percentage of Prince William County’s population is multi-lingual compared to the state of Virginia and the United States. As the demand for multi-lingual employees continues to rise, Prince William County offers a linguistically-skilled workforce that is better able to meet that demand and engage effectively with the global community. Approximately 30% of the County’s population speaks a second language – a higher percentage compared to Virginia and the United States.



2.1.4 Gender Diversity

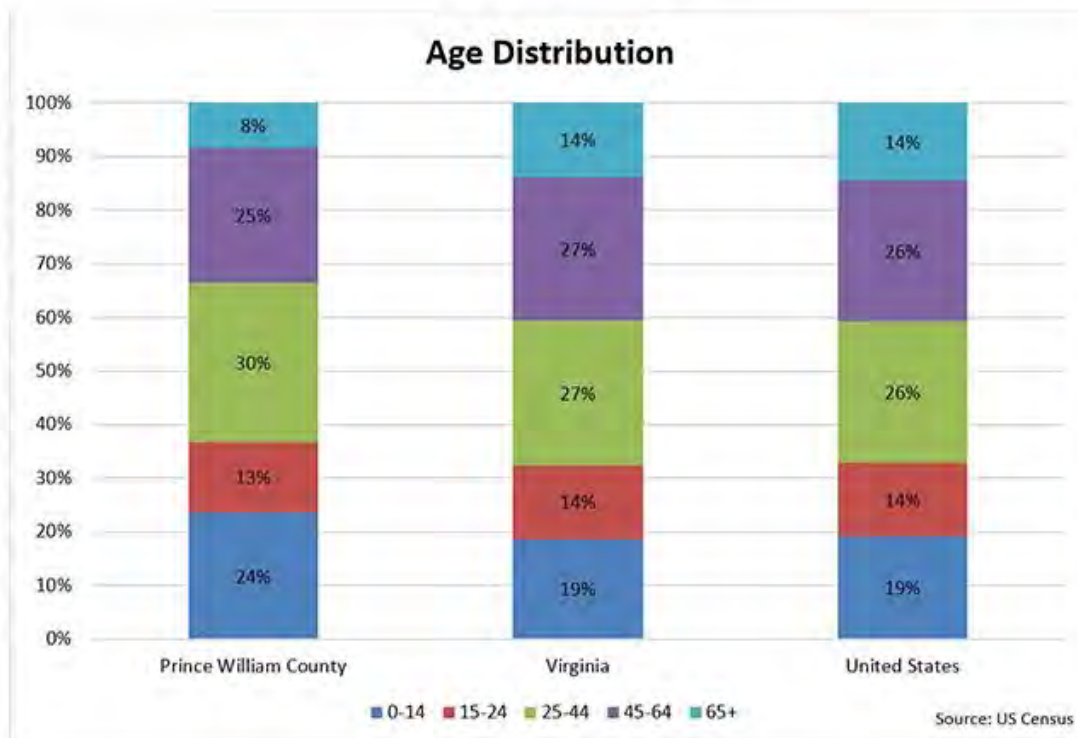
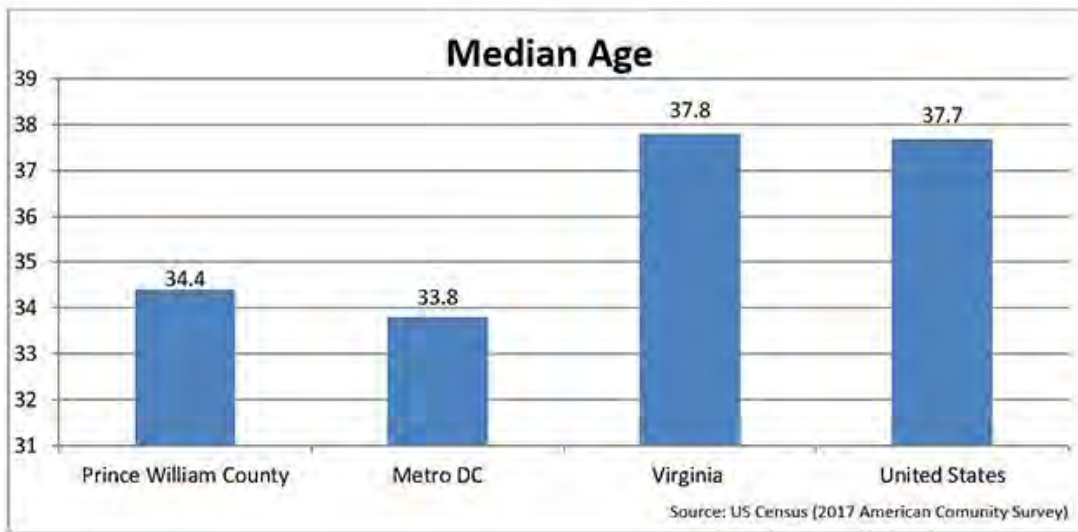
Not only is Prince William County’s population racially and ethnically diverse, it is also relatively evenly balanced along gender lines.





2.1.5 Age and Age Distribution

Prince William County’s population reflects a relatively young, vibrant community. Its median age of 34.4 years is lower than that of neighboring jurisdictions, the state of Virginia, and the United States. More than half of the County’s population (between ages 25-64) forms part of its current active labor force. Moreover, the percentage of the population that is 65 and over in Prince William County is lower, at only 8%, compared with 14% for the state of Virginia. The segment of Prince William County’s population which comprises its “young professionals” and is indicative of its ability to support future business labor requirements (ages 25-44) makes up 30% of its population, a proportionately larger segment than the state of Virginia and the United States.



Chapter 3. Existing Recreation Program Framework

Introduction

How programs and services are delivered to Prince William County residents and other system users focuses largely on:

- Marketing
- Registration
- Length and frequency of programs
- Risk management
- Program evaluation

Essentially, these points can be broken into two categories: 1) program implementation and 2) program assessment. The first five functions revolve around program format and delivery and the last function provides an assessment for continued implementation.

Program Marketing

The Marketing & Communications Division oversees and produces all marketing materials and social media marketing for the facilities and programs. Most sites and programs do not have separate marketing budgets, so all sites must share a limited budget for all promotional collateral and online marketing efforts.

3.1.1 Marketing Request Procedure

Marketing requests can be done by staff at any time in writing, via the Marketing Request Form, or during the monthly in-person intake meetings with Marketing & Communications staff. During this monthly meeting, all requests for a work team or facility are reviewed and prioritized. See the **Appendix** for the Marketing Request Form.

Registration Procedures

Program registration and payments are accepted online, via fax or mail, or in-person. Payments may be accepted over the phone for account balances. A credit card is required for fax, phone-in or online registration. Each online account requires a household number to process, which is acquired during the account setup. To assist the customer, programs are found using numeric codes that correspond with the listing in the Leisure magazine. Parents or participants who register for programs receive receipts with program details and contact information. Credit card payments are accepted at any time; cash or check payments may only be used for in-person registrations.

3.1.2 Overview of Registration Software (RecTrac)

Vermont Systems' RecTrac 3.1 application is currently used for all program registration, facility reservation, and payment processing. Program staff use RecTrac for rosters, registration reports, revenue reports, and other program management functions.



3.1.3 E-pact Information Storage

E-pact is an online HIPAA (Health Insurance Portability and Accountability Act) compliant application that connects to household accounts in RecTrac and sends links to collect and safely store participants' health information for program staff. Program staff manage the accounts and information, and update forms accordingly.

3.1.4 Discounts & Vouchers

Discounts are offered for non-profit groups that rent sports fields. The Department also offers a \$50 voucher for parents that register for camp early, which can be applied to the family's account balance. The Department also accepts third-party payments from other agencies who sponsor camp and program fees for low income children.

3.1.5 Fee Collection

Program and rental fees are due at the time of registration/rental agreement. Sports fees may include a deposit for tournaments with the balance due on a date prior to the tournament date. Accounts with delinquent balances that are more than 30 days old may be assessed a late fee, which is typically 6%. A returned check fee of \$50 may be applied to accounts that submitted check payments with insufficient funds in the account.

3.1.6 Cancellation Procedure

Classes and programs are based on meeting a minimum enrollment. If this minimum is not met, classes will be subject to cancellation by the Department. Customers are notified of cancellations. Participants are permitted to cancel by contacting the facility where the program is held at least one week prior to program start and making a cancellation request.

3.1.7 Refund and Account Credit Procedure

Full payments are refunded in accordance with the Department's cancellation policy, for classes with insufficient enrollment or other reasons that may arise. For customer cancellations, full payment is refunded, minus a \$10.00 administrative fee. Cancellations made before the second class receive credit for half of full payment. No refunds or credits are granted for cancellations requested after the second class.

Length & Frequency of Programs

Other than events, most programs are offered in spring, fall, and winter of each year. The Leisure magazine program guide is published each season to advertise that season's program offering, and a Summer Camp Guide is published in the spring to advertise the upcoming summer camp schedule.

3.1.8 Instructional Classes

Typically, instructional classes last between 45 minutes to 1.5 hours. Longer classes like workshops or training programs may last a full day or longer per session.

3.1.9 Camps

Typically, camps are offered in partial or full day options. Partial day options generally are either for younger campers or tend to have more specialized programming.

3.1.10 Sports Programs

Clinics, practices, camps, and leagues may occur over multiple sessions to make up a season of play.

3.1.11 Fitness Programs

Fitness programs are mostly instructional, typically lasting 1.5 hours less. They may also be drop-in, or session-based.

3.1.12 Aquatics Programs

Aquatics programs are mostly instructional, typically lasting 1 hour or less. They can include lifeguard or water safety instructor training courses lasting multiple sessions as well.

3.1.13 Events

Typically, events are one day or less, but festivals can last more than one day; these are offered to large groups of participants, typically much longer than a class.

Risk Management

Background checks occur before recreation staff are hired. Program staff are also fingerprinted for nationwide sex offender status. Recreation staff are trained in multiple areas to ensure safe operations of sites and programs. These trainings include Bloodborne Pathogens, Active Shooter, Stop the Bleed, First Aid, CPR, Certified Pool Operator Course, Water Safety Instructor Course, and Ellis & Associates Lifeguard Certification. Training logs are kept for each course, and Aquatics staff are responsible for ensuring training files are kept up to date for lifeguard and pool operator staff.

Ellis & Associates staff conduct external safety audits on lifeguard and aquatics staff. Recreation staff who oversee pool pump rooms and balance pool water chemicals are provided with Personal Protective Equipment (PPE) to ensure safe handling of chemicals. Staff are provided guidance from internal Risk and Human Resources staff on workplace injuries and accidents, and document submission for worker's compensation claims. Fitness and personal training staff must possess certifications to instruct fitness classes at facilities. These training records and certifications are kept on file at the sites by the Fitness Managers.

3.1.14 Background Checks

All employees and volunteers 18 years of age or older are subject to a background check. Employees 16-18 years of age, directly responsible for the care or supervision of a vulnerable population, are required to complete a modified background check. Level I positions are positions directly responsible for the care or supervision of a vulnerable population to include minors, persons with disabilities, or the elderly. Level II positions are positions not directly responsible for the care or supervision of a vulnerable population to include minors, persons with disabilities, or the elderly. Criminal background checks are required under these conditions:



- An employee new to the Department;
- A Department employee moving from a Level II to a Level I position or from one Level I position to another Level I position;
- An employee re-hired after a break in service of more than 12 consecutive months;
- A volunteer in a Level I position; and
- A volunteer “re-hired” in a Level I position after a break in service of more than 12 consecutive months.

See the **Appendix** for an example Background Check Packet and an Ellis & Associates Audit example.

3.1.15 Financial Controls

All staff who handle payments, or process payments, complete training on the cash handling policy through the Department’s Business Services and Finance staff. Training is conducted multiple times per year based on season and staff needs. All sites that accept payments are internally audited multiple times per year to ensure compliance with cash handling procedures. Audits are reviewed by supervisors and approved by the division manager. Any follow up training is completed as quickly as possible following the audit report to ensure staff are following procedures to minimize audit findings. See **Appendix** for the Cash Handling Policy.

Program Evaluation

To ensure programs are designed and executed to achieve the Department’s mission, meet goals, and result in benefits to the participant and community, each goal is accompanied by a specific, measurable objectives (see **Chapter Four**). Program evaluations have been redesigned to result in more outcome-oriented results and improve tracking and monitoring of annual progress. An annual review of all program survey reports is done by the Program Manager.

3.1.16 Forms and Surveys

Program evaluations are typically completed by participants at the conclusion of the program. Summer camps also administer a mid-summer survey to parents. Feedback cards are also available at the indoor facilities to encourage all visitors/participants to provide feedback throughout the year. Customer surveys on overall park and experience satisfaction are also available for most of the year. Surveys are closed for select periods to allow for evaluation of the collected data. Fitness surveys occur during both spring and fall to allow for updated instructor feedback.

3.1.17 Evaluation Reporting

Once a survey is closed and all survey data is analyzed, a report is generated based on percentages and all comments received are supplied to the program staff for review. Program staff are encouraged to consider participant feedback in their planning for the next program season and make changes as necessary to meet participant needs. See the **Appendix** for an example evaluation survey.

Enhancing the Existing Framework

The Department's existing programmatic framework follows a more "traditional" approach: program promotion and evaluation. This framework provides a good base from which to work, but the more present challenge for parks and recreation agencies is to:

- Track and implement pertinent metrics
- Integrate advances in social media
- Deliver programs and services in the manner and formats most desired by clientele, and
- Perform evaluations that measure specific, and measurable, program objectives

The next chapter will dive deeper into the existing program framework. An assessment of existing conditions along with performance enhancement recommendations will also be discussed and provided.



Chapter 4. Recreation Program Assessment

The Current System

The Recreation Division is tasked with implementing the Department’s county-wide outreach effort through recreational programs and events. They are also responsible for supporting, planning and implementing programs and services that occur in other community locations that are not within the Department’s parks and facilities. The role of the Recreation Division in both leading and supporting programs and events is concentrated in ten interrelated service areas (see section 4.2.1). It is important to note that these service areas do not function independently but rather are integrated with each other and with park operations.

4.1.1 Overall Recreation Programming Initiatives & Goals

Staff use the Program Determinant Form and the Class Analysis Form (see the **Appendix**) to determine which recreation programs and services should be offered to best serve the needs of the community. Both forms are helpful in aiding staff in determining the benefits of adding a program or service. In addition, the Recreation Division strives to integrate the directives/focus areas of the Department’s *Strategic Plan* into the programming framework by developing division-specific goals and objectives (see table below). It should be noted, however, that the goals and objectives listed below serve as a high-level guidance and more program-specific goals and objectives are also created for each of the division’s core program areas.

Strategic Plan Focus Area	Goal	Objective
Positive Experience for Guests at Every Touch Point	Continue to maintain high customer response scores on Department surveys.	Maintain 95% or better on survey questions regarding staff courtesy, knowledgeability, and helpfulness.
Community Engagement	Utilize surveys and multiple delivery methods to ensure as many participants are reached as possible.	Produce annual report on program evaluations to evaluate effectiveness of evaluation tools.
Community Engagement	Ensure programs are wanted and valued by the community by planning for emerging trends.	Utilize life cycle and competitor data to predict annual program trends in the area.
Employee Engagement/Leadership at All Levels	Expand customer service knowledge for front-line Recreation staff.	Conduct 3 customer service training sessions with all Recreation staff during 2020.
Operational, Planning, and Business Excellence	Transfer more paper systems to online systems for customers.	Setup and begin allowing customers to reserve picnic shelters and buy temporary field use permits online.

Operational, Planning, and Business Excellence	Utilize audit findings to improve areas in licensing, cash handling, and aquatic safety.	Ensure 90% of all audits conducted are favorable/exceeding expectations.
Safety and Environment	Reduce waste and carbon footprint at recreation sites.	Reduce need for plastic straws and lids by 20% each year and eliminate all plastic straws and lids at concession stands by 2025.

Core Program Areas

To help analyze the Department’s programming options, it is important to identify *core program areas* to create a sense of focus. Typically, core program areas are foundational program categories that are of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the core program area assists staff, policy makers, and the public to focus on what is most important. Program areas are considered *core* if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the organization’s overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area’s offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The organization controls a significant percentage (20% or more) of the local market.

4.1.2 Existing Core Program Areas and Corresponding Objective(s)

For the purposes of this *Recreation Program Plan*, recreation programs and services have been divided into ten “core program areas.” These areas serve as the basis for analysis and recreation program planning. Each program area has an identified overall objective(s) and/or desired outcome(s).

Aquatics

"To provide the opportunity to learn to swim independently and safely in the water by all user groups."

Camps & Out of School Programming

"To provide enriching camp activities that encourage social and emotional growth and promote respect and kindness toward others. To provide camp programs that allow children the opportunity to try different



things, develop new friendships, explore the outdoors, kick start an active lifestyle, and most of all to have fun!"

Dance & Performing Arts

"To provide opportunities for creative movement and self-expression through dance programming."

Environmental Education & Outdoor Recreation

"To provide opportunities to experience and learn to be good stewards of the outdoor environment."

First Tee

"To impact the lives of young people by providing educational programs that build character, instill life-enhancing values, and promote healthy choices through the game of golf."

Fitness & Health

"To provide a variety of recreational and leisure opportunities to enhance overall health and wellbeing through fitness services and programming."

Historic Preservation

"To manage and maintain an inventory of diverse culturally and naturally significant properties throughout Prince William County and interpret these sites to the public through exhibitions, programs and events, published research, and interpretive signage."

Inclusion/Adaptive

"To create opportunities for people with disabilities to engage in a variety of recreation and leisure activities and improve social, emotional, cognitive, and physical skills in a safe and supportive environment."

Preschool

"To provide experiences and opportunities which stimulate learning in all developmental areas: social, emotional, physical, and cognitive."

Sports

"To provide opportunities to participants of all ages and skill levels through healthy activities that promote the development of athletic skills, social and life skills, and sportsmanship."

Program Strategy Analysis

4.1.3 Age Segment Analysis

The figure below depicts each core program area and the most the age segments they serve. Each age group served by each program is marked with an "X". Blank boxes can identify potentially "underserved" age segments.

Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Aquatics	X	X	X	X	X	
Camps	X	X	X			
Dance and Performing Arts	X	X	X	X	X	
Environmental Education		X				X
First Tee		X	X			
Fitness & Health				X	X	
Historic Preservation		X		X	X	X
Inclusion/Adaptive		X	X	X		X
Preschool	X					
Sports		X	X	X	X	

Based on the county’s demographics, there is a large part of the county population that is older than 45 years old (33%). There is also a large part of the population that is under the age of 14 (24%). Given the county’s demographics, there should be a strong focus on adult programming as much as there is for youth. There is a strong emphasis for youth, but adults and all-ages programming can be expanded. Programs for senior adults can be expanded through partnerships with other agencies.

Program staff should include this information when creating or updating program plans for individual programs. An age segment analysis can also be incorporated into mini-business plans for a more comprehensive program planning approach.

4.1.4 Program Lifecycle

A program lifecycle analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Department to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis does not need to be based on strict quantitative data, but rather, can be based on staff members’ knowledge of their program areas.

The figure below shows the percentage distribution of the various lifecycle categories of the Department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff. The program portfolio in general aligns well with best practice ranges. When diving deeper into individual core program areas, the following additional observations are apparent:

- The majority of Aquatic programming is considered “mature”
- Dance & Performing Arts; Environmental Education & Outdoor Recreation; Historic Preservation; and Inclusion & Adaptive all have more “growth” programs than any other category
- Preschool, Sports, and The First Tee programs closely align with best practice ranges

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	15%	56%	50-60%
	Take-Off	Rapid participation growth	7%		
	Growth	Moderate, but consistent participation growth	34%		
2nd Stage	Mature	Slow participation growth	37%	37%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	4%	7%	0-10%
	Decline	Declining participation	3%		

It is important to move programs across the lifespan (especially moving programs into the maturation stage). It is useful to have a strong percentage in the early stages to make sure there is innovation in programming and that the Department is responding to changes in community need. If a program is in ‘Saturation’ stage, it may not necessarily need to be retired – it could be that it is a legacy program that is beloved by the community. However, it is useful to look also at attendance trends – are there fewer participants over the last few offerings? If so, the community may be looking for a different type of program. While there are exceptions (such as facility space), most programs in the ‘Saturation’ and ‘Decline’ stages are ready to retire.



4.1.5 Program Classification

Conducting a classification of services for all programs informs how each program attributes to fulfilling the Department’s mission. It is important to recognize the goals and objectives of each core program area, who the program areas serve, and how the program areas should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives.

The Consultant Team uses a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following figure describes each of the three program classifications.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High individual and interest group expectation</i>
Financial Sustainability	<ul style="list-style-type: none"> • <i>Free, or nominal fee tailored to public needs</i> • <i>Requires public funding</i> 	<ul style="list-style-type: none"> • <i>Fees cover some direct costs</i> • <i>Requires a balance of public funding and a cost recovery target</i> 	<ul style="list-style-type: none"> • <i>Fees cover most direct and indirect costs</i> • <i>Some public funding as appropriate</i>
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none"> • <i>Substantial public benefit (negative consequence if not provided)</i> 	<ul style="list-style-type: none"> • <i>Public and individual benefit</i> 	<ul style="list-style-type: none"> • <i>Primarily individual benefit</i>
Competition in the Market	<ul style="list-style-type: none"> • <i>Limited or no alternative providers</i> 	<ul style="list-style-type: none"> • <i>Alternative providers unable to meet demand or need</i> 	<ul style="list-style-type: none"> • <i>Alternative providers readily available</i>
Access	<ul style="list-style-type: none"> • <i>Open access by all</i> 	<ul style="list-style-type: none"> • <i>Open access</i> • <i>Limited access to specific users</i> 	<ul style="list-style-type: none"> • <i>Limited access to specific users</i>

Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit. These categories can then be correlated to the Essential, Important, and Value-added classifications. This, in turn, aligns with an agency’s cost recovery philosophy.

With assistance from staff, a classification of programs and services was conducted for each of the recreation programs offered by the Department. The programs were classified using a three-tiered system of essential (mostly public), important (mix of public and private), and value added (mostly private). Almost all of the programs classified were identified as “important.” It should be noted, however, that the reason a majority of the Department’s programs were classified as “important” is because of the Department’s cost recovery philosophy associated with programming. The Department has a high focus on recovering programmatic costs; therefore, almost all program offerings will have some degree of cost recovery expectation. The following figure represents the program portfolio breakdown.

ESSENTIAL	IMPORTANT	VALUE ADDED
<ul style="list-style-type: none"> • Mostly PUBLIC good • Aligns with City / Dept missions • Serves majority of the community • Limited or no alternative providers <p>“This program MUST be offered.”</p>	<p>Mix of PUBLIC and PRIVATE good</p> <p>Important to the Community</p> <p>Serves the broad community</p> <p>Alternate providers, but can’t meet need or demand</p> <p>“This program SHOULD USUALLY be offered.”</p>	<p>Mostly PRIVATE good</p> <p>Enhances community offerings</p> <p>Serves mostly niche groups</p> <p>Multiple alternate providers available</p> <p>“This program is NICE to offer.”</p>
<p>PWC = 1%</p> <p><i>*Other essential items include playgrounds, trails, outdoor fitness, self-directed activities</i></p> <p>Free or nominal fee</p>	<p>PWC = 98%</p> <p><i>*Vast majority of programs are instructional with equal public and private good</i></p> <p>Fees cover direct costs</p>	<p>PWC = 1%</p> <p><i>*Mostly advanced levels or private lessons</i></p> <p>Fees cover most direct/indirect costs</p>
<p>Cost Recovery Target = 0-25%</p>	<p>Cost Recovery Target = 100%</p>	<p>Cost Recovery Target = 100% +</p>

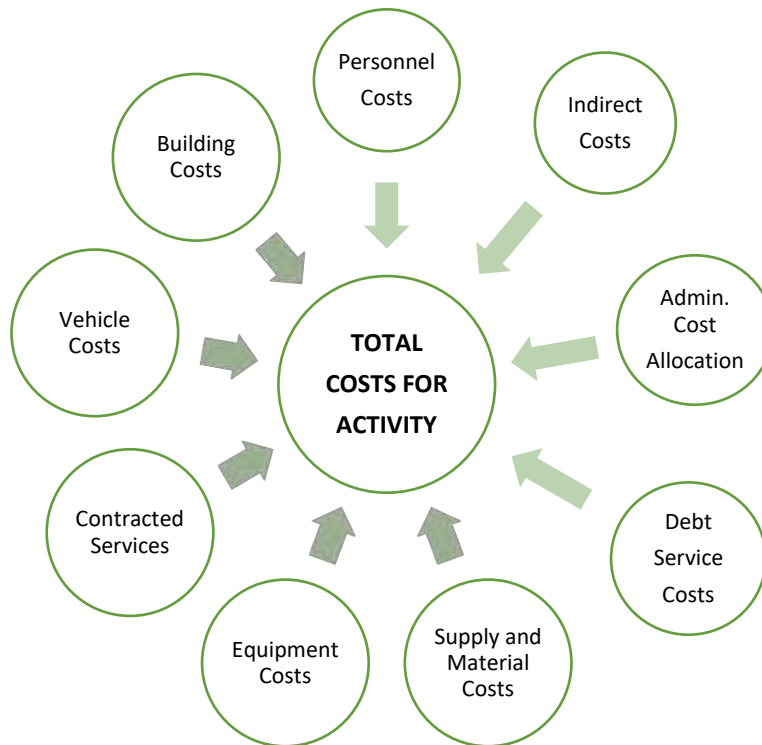


4.1.6 Cost of Service & Cost Recovery

Developing a *Recreation Program Plan* can help further explore programmatic costs. Since the Department has a robust cost recovery philosophy, there are cost recovery targets established for core program areas. It should be noted, however, that the cost recovery targets represent *direct costs* only and do not include any *indirect costs*.

Understanding the Full Cost of Service

Calculating indirect costs should be a part of a full cost of service model/approach. Completing a cost of service analysis not only helps determine the true and full cost of offering a program but provides information that can be used to price programs based upon accurate delivery costs. The figure below illustrates the common types of costs that must be accounted for in a cost of service analysis.



The methodology for determining the total cost of service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants;
- Number of tasks performed;
- Number of consumable units;
- Number of service calls;
- Number of events;
- Required time for offering program/service.

Current Cost Recovery

As previously identified, Prince William County’s cost recovery targets are rather high in general. The following figures present the cost recovery targets and actuals (direct costs only) for the program portfolio. As shown by the figures, the average cost recovery percentage exceeds the cost recovery target percentage for each core program area with the exception of Inclusion/Adaptive and The First Tee.

Core Program Area	Program/Activity	Cost Recovery Goal (Percentage)	Actual Cost Recovery (Percentage)	Notes/Comments
Aquatics	SBDCRC Group Swim Lessons	100%	150%	
	SBDCRC Private Swim Lessons	100%	109%	
	WW group Swim Lessons	140%	120%	
	WW Jr. Lifeguard	140%	241%	
	Swim Lessons Preschool - Graham Park	150%	180%	
	Swim Lessons Level Classes - Graham Park	100%	173%	
	Certified Pool Operator Course	100%	151%	
	Chinn Group Swim Lessons	100%	156%	
	Chinn Private Swim Lessons	100%	122%	
	Chinn Water Safety Instructor	100%	250%	
	Chinn Synchronized Swimming	100%	368%	
	Chinn Master Swim	100%	118%	
	SD Swim Lessons Level 1	125%	116%	
	SD Swim Lessons Level 2	125%	116%	
	SD Swim Lessons Level 3	125%	116%	
	SD Swim Lessons Preschool Levels 1-3	125%	116%	
	SD Junior Lifeguard Camp	125%	114%	
	Min	100%	109%	
Max	150%	368%		
Average	115%	160%		
Camps & Out of School	Summer Camp - Variety	140%	155%	
	Abakadoodle	140%	140%	
	Summer Camp -Archery	140%	174%	
	Summer Camp -Tennis (USTA)	140%	140%	
	Little Acorns (Pre)	140%	128%	
	Gro Lil Explorers	140%	190%	
	Gro Jr. Explorers	140%	108%	
	Chinn Before and After School	100%	206%	
	Chinn Full Day Camps	100%	202%	
	Chinn Partial Day Camps	100%	44%	
	Min	100%	44%	
	Max	140%	206%	
	Average	128%	149%	
Dance & Performing Arts	SBDCRC Dance	100%	157%	
	Adapted Dance	100%	124%	
	Ballet/Tap/Jazz (All Classes/Ages)	100%	170%	
	Ballroom Dance 1 & 2	100%	171%	
	Beginner & Teen Hip Hop	100%	185%	
	Dance Tumbling	100%	172%	
	Homeschool Dance (All Classes)	100%	83%	
	Lyrical & Lyrical Jazz	100%	0%	
	Intro to Dance (All Varieties)	100%	160%	
	Musical Theatre	100%	164%	
	Toddler & Parent Child Dance	100%	170%	
	Specialty Dance & Workshops	100%	166%	
	Min	100%	0%	
	Max	100%	185%	
Average	100%	144%		



Prince William County Department of Parks, Recreation & Tourism

Core Program Area	Program/Activity	Cost Recovery Goal (Percentage)	Actual Cost Recovery (Percentage)	Notes/Comments
Environmental Education/ Outdoor Recreation	Scouting	100%	118%	The BSA does not want this program to be revenue generating.
	Science in the Park	75%	63%	
	Min	75%	63%	
	Max	100%	118%	
	Average	88%	91%	
Fitness & Health	SBDRC Personal Training	100%	113%	
	SBDRC Tai Chi	100%	N/A	PWC receives 40% of revenue; contract agreement.
	SBDRC Pilates	100%	180%	
	SBDRC Metabolism Testing	100%	240%	
	SBDRC Equipment Orientation	N/A	N/A	Revenue is tied to pass plans.
	SBDRC Personal Training Consultation	N/A	N/A	Revenue is tied to personal training.
	SBDRC Teen Orientation	N/A	N/A	Revenue is tied to pass plans.
	SBDRC Group Fitness	N/A	N/A	Revenue is tied to pass plans.
	Chinn Personal Training	100%	154%	
	Chinn Tai Chi	100%	191%	
	Chinn Line Dancing	100%	189%	
	Chinn In Sh8pe	100%	169%	
	Chinn Swim Skills & Drills	100%	117%	
	Chinn Metabolism Testing	100%	232%	
	Chinn Equipment Orientation	N/A	N/A	Revenue is tied to pass plans.
	Chinn Personal Training Consultation	N/A	N/A	Revenue is tied to personal training.
	Chinn Teen Orientation	N/A	N/A	Revenue is tied to pass plans.
	Chinn Group Fitness	N/A	N/A	Revenue is tied to pass plans.
	Min	100%	113%	
	Max	100%	240%	
Average	100%	176%		
Historic Preservation	WW2 Weekend	100%	675%	
	Bee Day	100%	250%	
	Antique Car Show	100%	379%	
	Art Day	100%	31%	
	Camp Fire	100%	106%	
	B Movie Night	100%	14%	
	Early Day of PWC	100%	18%	
	Holidays Through the Ages	100%	400%	
	Wedding Expo	100%	1100%	
	Egg Hunt	100%	329%	
	Girl Scout Badge	100%	158%	
	Yoga on the Lawn	100%	143%	
	18th Century Living Camp	100%	1000%	
	Jackson Bus Tour	100%	170%	
	155th Bristoe Station Anniversary	100%	100%	
	First Day Hike	100%	100%	
	Park Day	100%	100%	
	Civil War Hospital Weekend	100%	165%	
	Eggstravaganza	100%	134%	
	Everyday Full of Work	100%	-32%	
	Rose Garden Tea	100%	138%	
	Civil War Basic Camp	100%	114%	
	Civil War Advanced Camp	100%	137%	
	Civil War Homefront	100%	0%	
	Potomac Blockade	100%	235%	
	Step on guide	100%	200%	
	Lecture Series	100%	155%	
	Brentsville Day	100%	46%	
	Spirits of Brentsville	100%	400%	
	Art n' the Car Festival	100%	296%	
	Historical Yuletide Dinner	100%	59%	
	Bville Holiday Concert	100%	189%	
	Walking Tours of PWC Towns	100%	10%	
	Brentsville-Farm Tour	100%	0%	
	African American History @ Bville	100%	100%	
	Women's History Tour @ Bville	100%	100%	
	Classic Movie Night	100%	5%	
	School is Back in Session	100%	0%	
	Paranormal 101 & Overnight	100%	4500%	
	Lucasville School Open House	100%	78%	
	Brews and Brains	100%	80%	
	Nature Day at Brentsville	100%	15%	
	Juneteenth at Lucasville	100%	10%	
	Haislip-Hall Overnight	100%	650%	
	Fall Harvest Campfire	100%	206%	
Native American Campfire	100%	160%		
Ghost Story Campfire	100%	420%		
Min	100%	-32%		
Max	100%	4500%		
Average (Median in this Case)	100%	137%		

Core Program Area	Program/Activity	Cost Recovery Goal (Percentage)	Actual Cost Recovery (Percentage)	Notes/Comments
Inclusion/Adaptive	Adapted Paint Nite	135%	127%	
	Adapted Cooking	125%	110%	
	Adapted Sports	135%	148%	
	Aquatic Mobility	135%	105%	
	Adaptive Healthy Kids Club	135%	148%	
	Inclusion Program Supports	0%	0%	ADA inclusion is federally mandated; therefore, services are free of charge.
	Min	0%	0%	
Max	135%	148%		
Average	111%	106%		
Preschool	Mini Doodlers	140%	140%	
	Twoosey Doodlers	140%	140%	
	Nature Buddies	140%	156%	
	Preschool Immersion-Spanish	140%	175%	
	Tumble Tyme	0%	100%	
	Gro Nature Preschool	140%	91%	
	Lil Explorers - 4 yrs.	140%	212%	
	Nature Detectives Day off School Program	100%	140%	
	Hiking Tykes - Day off School Program	140%	208%	
	SBDCRC Preschool	100%	160%	
	SBDCRC Kiddie Tyme	100%	79%	
	SBDCRC Nursery	100%	5%	
	Veterans Park Preschool	140%	165%	
	Chinn Preschool	100%	161%	
Min	0%	5%		
Max	140%	212%		
Average	116%	138%		
Sports	Vets Park Skateboarding	140%	146%	
	Vets Park Tennis (USTA)	140%	140%	
	Pickleball Intro	140%	100%	
	Pickleball Clinics	140%	112%	
	Pickleball Open Play	0%	100%	
	Vets Park Basketball (open gym)	0%	100%	
	SBDCRC Basketball Clinic	100%	187%	
	SBDCRC Volleyball	100%	191%	
	SBDCRC Sports Sampler	100%	185%	
	SBDCRC Aikido	100%	155%	
	SBDCRC Judo	100%	141%	
	Chinn Youth Basketball	100%	172%	
	Chinn Advanced Basketball Clinic	100%	N/A	
	Chinn Basketball Clinic	100%	N/A	
	Chinn Basketball League	100%	N/A	
	Pee Wee Hoops	100%	N/A	
	Chinn Youth Volleyball	100%	142%	
	Chinn Volleyball League	100%	N/A	
	Chinn Volleyball Clinic	100%	N/A	
	External Sports Leagues	50%	25%	
Min	0%	25%		
Max	140%	191%		
Average	96%	135%		
The First Tee	School Program	0%	0%	No revenue is attributed to the program.
	Summer Camps	100%	100%	
	Spring Classes	100%	100%	
	Fall Classes	100%	100%	
	PGA Jr. League	100%	100%	
	Tournament	100%	100%	
	Min	0%	0%	
	Max	100%	100%	
Average	83%	83%		



4.1.7 Pricing

The pricing of programs should be established based on the cost of service analysis, overlaid onto program areas or specific events, and strategically adjusted according to market factors and/or policy goals. Currently, program fees are determined by the cost recovery rate expected for the specific type of program and market rate analysis. External leagues charge sports participant fees to differentiate between residents and non-residents (typically due to league rules), but this is not used for any other types of programs. To determine cost recovery, the program staff typically input their total direct expenses (costs) for the program and the minimum number of participants expected to determine the fee based on the cost recovery goal. Most programs (excluding inclusion and historic facility tours) are expected to recover a minimum of 100% of direct costs. As part of the annual budget process, the Recreation division submits a fee list “Not to Exceed” specific fees for program categories.

Given the existing pricing fee structure, the degree to which pricing strategies are used is currently not expansive. Only two pricing tactics are used across all core program areas: market rate (competition) and by cost recovery goals.

Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Aquatics								X	X	
Out of School Programming							X	X	X	
Dance & Performing Arts						X		X	X	
Environmental Education/ Outdoor Recreation							X	X	X	
First Tee								X	X	X
Fitness & Health								X	X	
Historic							X	X	X	
Inclusion/Adaptive	X		X		X	X	X	X	X	
Preschool								X	X	
Sports	X							X	X	
Percent of Core Program Areas That Use Pricing Strategy	20%	0%	10%	0%	10%	20%	40%	100%	100%	10%

Partnerships

The Department has historically sought to develop partnerships that establish equitable and sustainable long-term relationships with like-minded organizations. The goals of these partnerships is to help further the Department’s mission, expand opportunities for Prince William County residents through the creation of new programs, activities and the sharing of resources, and maximize the use of County resources to allow for more efficient and effective programs and operations. The Department currently benefits from a variety of dedicated partners who support park development, facility maintenance and management, as well as recreation programs and services opportunities. Public, private and non-profit agencies contribute funding for acquisition of park land, facility development, and programming opportunities. Partners provide educational resources, subject matter expertise, and other resources to support the Department’s vision and goals. Current partners include the Prince William County School District, various external sports organizations, Prince William County Departments like Cooperative Extension, Libraries, etc., Audubon Society, Keep Prince William Beautiful, the Trails and Blueways Council, Virginia Department for Aging and Rehabilitative Services, to name just a few.

Programming Policies and Procedures

4.1.8 Program Submission Procedure

Program staff are encouraged to develop new programs that reflect community interests and trends. Staff begin the process of developing a program by completing a Program Determinant Form and a Class Analysis/Pricing Worksheet and submitting them to their supervisors for approval. Once the program is approved, it can be added to the Leisure magazine program listing and entered into RecTrac for registration. Leisure magazine and RecTrac entries are done before each quarter to ensure all program data is consistent. Both are reviewed for accuracy before final publication.

4.1.9 Contract Procedures for Hiring Contracted Program Staff

The Recreation Program Manager or Enterprise Manager oversees the contract process for soliciting independent contractors to instruct programs for the Department. Independent contractors submit their bids through the bid process and then are selected for the upcoming year to teach specific types of programs. Independent contractors work through the contract administrator to set fees and submit program information for the Leisure magazine and RecTrac entry. Contract instructors are paid as outlined in their contracts, or at the end of each program session, by submitting a payment voucher, which is processed through the financial system.

Program Standards and Performance Measurement

A sophisticated program delivery model should be based on a set of program standards and corresponding performance measures. Typically, a program delivery model should incorporate the following seven categories (among others if desired):

- 1) Performance measures
- 2) HR practices
- 3) Marketing and promotion
- 4) Public input
- 5) Volunteerism
- 6) Partnerships
- 7) Competitors and similar providers

The figure on the next page represents the degree to which the Department incorporates facets of each category across all core program areas. Notes are provided for applicable line items to provide further detail and context as appropriate.



Prince William County Department of Parks, Recreation & Tourism

Category	Best Practice	Yes	Comments
Performance Measures	Total participants	X	
	Participant to staff ratio	X	For preschool, camps, classes, and swim lessons
	Program cancellation rate (% describing number of programs cancelled due to insufficient numbers)	X	
	Customer satisfaction level	X	Surveys & repeat registrations
	Customer retention rate	X	Not robust
HR Practices or Standards	Regularly and consistently update policies & procedures	X	Last update was July 2019
	Instructor quality check	X	Via surveys
	Lesson plans	X	For preschool, science in the park, and camps
	Program evaluation system	X	
	Customer service training	X	
	Basic life safety training (ex. CPR, First Aid)	X	Required for some positions
	Enhanced life safety training	X	Lifeguard staff
	Specialty skill training	X	For ServeSafe, pool operator, and camp training
	Marketing training		
	Training on calculating/tracking total cost of facility operations		
	Training on calculating/tracking cost of service	X	
	Continuing education	X	
	Diversity training	X	
	Performance reviews; full-time	X	
	Performance reviews; part-time	X	Feedback provided
Performance reviews; seasonal	X	Feedback provided	
Marketing and Promotion	Program guides (print)	X	
	Program guides (online)	X	
	Website	X	
	Smart/mobile phone enabled site		
	Apps		
	Flyers and/or brochures	X	
	Direct mail		
	Email blasts and/or listserv	X	Sporadically
	Public Service Announcements (PSAs)	X	Sporadically
	Roadsign marquees	X	Facility-specific
	Paid advertisements	X	
	Radio (paid or free)	X	
	TV (paid or free)		
	On-hold pre-programmed phone messages		
	SMS/MMS/Text Message marketing		
	Newsletters (print)	X	
	Newsletters (online)		
	In-facility signage	X	Facility-specific
	Facebook	X	
	Instagram	X	Sporadically
	Twitter	X	
	Flickr		
	YouTube channel	X	Utilize the County channel
	Blogs / vlogs		
	Webinars		
QR Codes	X	Sparingly	
Other			
Public Input Methods	Pre-program surveys		
	Post-program surveys	X	
	Regular/recurring user surveys	X	Implement a fitness Survey
	Lost customer/user surveys		
	Non-customer/non-user surveys		
	Focus groups	X	Project-specific
	Statistically-valid surveys		
	In-facility, in-park, or on-site surveys	X	
	Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)		
Other			
Volunteerism	Track the number of individual volunteers used annually?	X	
	Track the number of volunteer hours donated annually?	X	Not formalized; estimated
	Have a formal/adopted volunteer policy?	X	Adoption in progress
Sponsorships and Partnerships	Maintain a list or database of all partner organizations?	X	Site- or program-based; master list needed
	Have a formal/adopted partnership policy?		MOU's and agreements exist
	Require a written agreement for all partnerships?		
	Identify measureable outcomes for each partnership?		
Similar Providers	Maintain a list or database of major competitors/similar providers?	X	Site- or program-based; collected for market rate pricing in budget process
	Regularly (e.g., annually) conduct an environmental scan of competitors' offerings, pricing, and marketing?	X	Site- or program-based; collected for market rate pricing in budget process

Program Framework Recommendations

After reviewing the existing program delivery framework, the following recommendations are provided. These recommendations represent a comprehensive approach to program delivery, and they should be phased in over time to elevate the existing framework.

4.1.10 Adopt a Program Lifecycle Evaluation Approach to Programs and Services

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, staff could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

4.1.11 Align Classification of Services/Programs with Cost Recovery Philosophy

Classifying programs allows the Department to articulate to users and community members where programmatic value reside. Additionally, a classification model provides Department staff with a foundation in which program fees and charges can be developed. All costs (direct and indirect) should be included in cost of service calculations. Therefore, overhead allocations and any additional indirect costs not calculated in the development of this *Recreation Program Plan* should be considered a top priority. This overall classification philosophy, cost recovery targets, and cost of service calculations should help produce key performance indicators (KPIs) such as:

- Per program hour costs
- Per square footage costs
- Per program user costs

4.1.12 Pricing

Realizing that the Department’s pricing is designed to produce good cost recovery percentages, a dynamic pricing strategy should be considered (weekday/weekend, prime/non-prime time, and/or by location). Dynamic pricing would allow additional flexibility when pricing programs and services throughout the County.

4.1.13 Enhance the Program Decision-Making Model

When developing program plans and strategies, it is useful to consider all of the core program areas and individual program analyses. Lifecycle, age segmentation, classification, and cost recovery goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. A simple, easy-to-use tool similar to the table below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

Program	Core Program Area	Age Segment	Lifecycle	Classification	Cost Recovery	Other Factors



4.1.14 Adopt a Mini Business Plan Process for Each Core Program Area

Mini Business Plans (2-3 pages) for each core program area should be created and updated on a yearly basis. These plans should evaluate the core program area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

4.1.15 Focus on Adding to Best Practices

The Department should incorporate new best practices in its operations that focus on new KPIs, staff development, and solicitation of both user and non-user feedback regarding programs and services:

- Customer retention rates
- Training about calculating total cost of facility operations
- Lost customer surveys
- Utilization of crowdsourcing tools to solicit user and non-user feedback

4.1.16 Adopt Formal Partnership Policies

All recreation partnerships established by the Department should be formalized with a written agreement(s) with measurable outcomes. When seeking partnerships, the Department should look for organizations that could step into program/services weaknesses to provide a program/service that currently does not have resource support and has high priority by the community.

Developed partnerships need to be equitable for both organizations producing reasonable shared benefits between parties.

Certain partnership principles should be adopted by the Department for future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes to be evaluated on a regular basis. This should include reports to the agency on the performance, tracked investments, and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.
- All partners should report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

- If conflicts arise, highest ranking leader of each organization will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations.

Potential partnerships development should follow five areas of focus:

- **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
- **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Department (and/or facilities) in exchange for reduced rates, services, or some other agreed upon benefit.
- **Service Partners:** Nonprofit organizations and/or Friends Groups that support the efforts of the Department to provide programs and events, and/or serve specific constituents in the community collaboratively.
- **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Department (and/or facilities) in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
- **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the Department on mutually agreed strategic initiatives.

4.1.17 Allow Program Capacity to Influence Program Planning

Understanding *how* programs are being delivered should help influence how programs are assigned facility space and how many activities are offered within a given core program area. The Department should conduct a capacity assessment with at least one year's worth of data for each core program area. Once complete, the following best practices should be adhered to:

- Base minimums and maximums off of desired cost recovery targets based on the full understanding of an activity's cost to deliver it (direct and indirect).
- Hold staff accountable to cancelling activities when a minimum threshold is not reached; however, there should be alternative offerings and some leeway provided to staff in cancelling.
- Look at program participation trends when assigning classes to specific program spaces.



4.1.18 Ensure Core Program Area Relevance

The Department should annually review core program areas to ensure relevance to community priorities. Additionally, given the county's demographics, adult programming should have a stronger focus much like there is for youth programming. Currently, adult programming is more of a "secondary" focus for the Department. There is a strong emphasis for youth, but adults and all-ages programming can and should be expanded.

Program staff should include this information when creating or updating program plans for individual programs. An age segment analysis can also be incorporated into mini-business plans for comprehensive program planning.

Chapter 5. Community-Wide Needs Assessment

Recreation Programs and Services

Prince William County residents remain very supportive of the park and recreation services provided by the Department of Parks, Recreation & Tourism. A county-wide resident survey was completed in April 2019 that both reaffirmed resident needs and trends for recreation within the county, as well as highlighting some newer recreational opportunities on which the Department can focus in 2021-2025. The survey showed that most Prince William County residents are supportive of maintaining and fixing up older facilities and structures throughout the park system, which continues to be a focus of the annual capital improvement and capital maintenance budgets. Residents also place a high priority on walking and biking trails, natural wildlife habitats, small neighborhood parks, indoor fitness and exercise facilities, and picnic areas and shelters as the top five facility needs. This data helps the Department make decisions about maintenance and improvement projects as well as new construction projects within the system.

The 2019 county-wide needs assessment survey also reaffirmed Prince William County residents’ strong interest in recreation programs and services. The Department’s Recreation Services division annually evaluates recreation trends and community needs to develop programs, services, and events that bring residents together for memorable community experiences. **The needs assessment indicated a strong interest in adult fitness and wellness programs, nature programs, family programs, senior adult programs, county-wide special events, and food trucks in parks.** The Department currently engages in each of these activities in some way and will be looking for ways to increase opportunities in the future.

It should be noted, however, that planning for specific park improvements is an important function of the *Master Plan* and is based on existing capital improvement and major maintenance plans. All projects proposed in the *Master Plan* will undergo detailed facility planning and are subject to the review and required approval channels before implementation.

Key Findings

According to the survey, 60% of respondents said they have used Prince William County Department of Parks, Recreation & Tourism parks, trails, and recreation activities during the past 12 months. This was the highest percentage of all providers listed in the Needs Assessment.

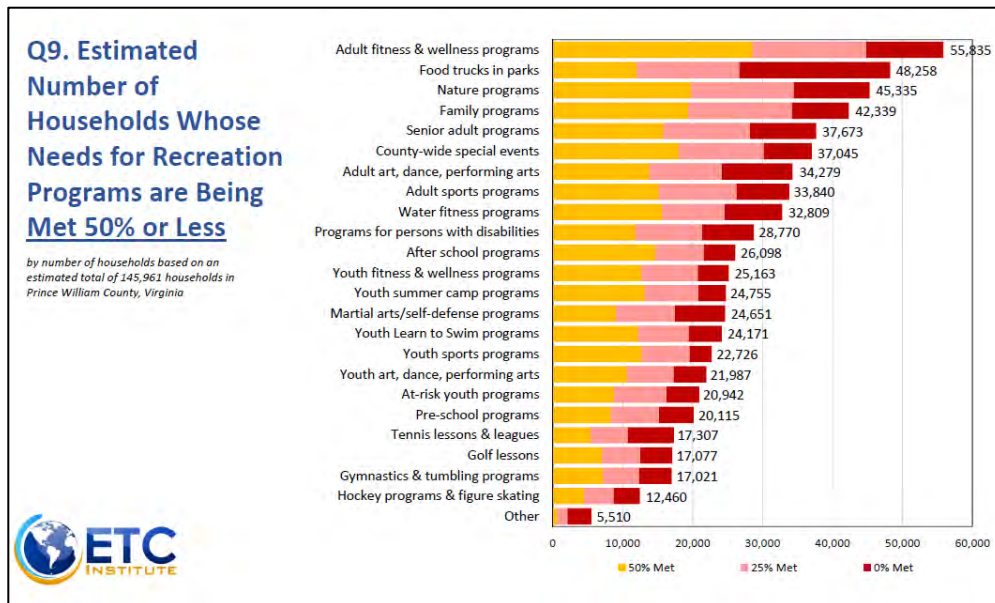
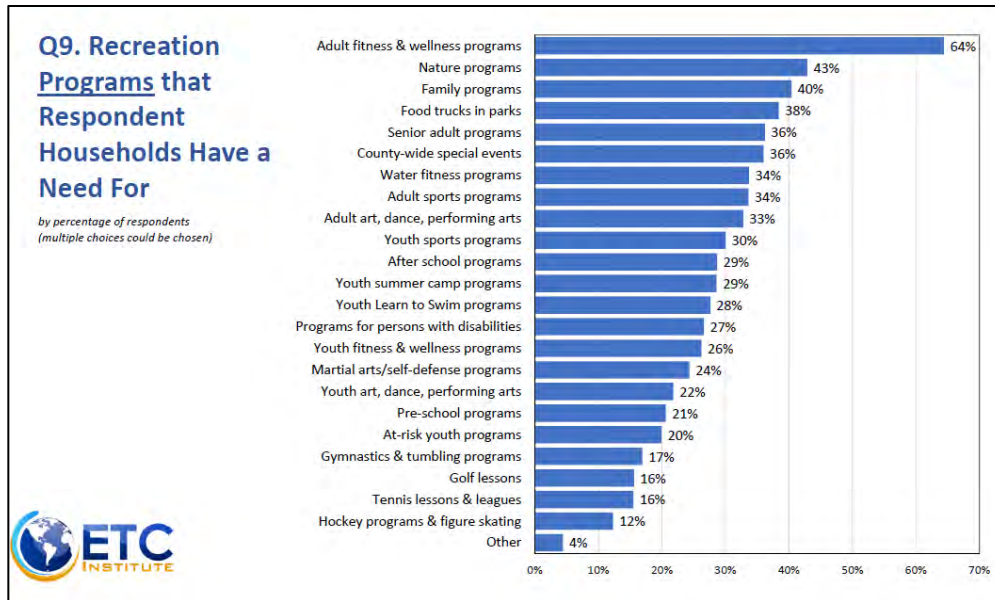




5.1.1 Program Needs

Respondents were also asked to identify if their household had a need for 23 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program. The four programs with the highest percentage of households that had needs were:

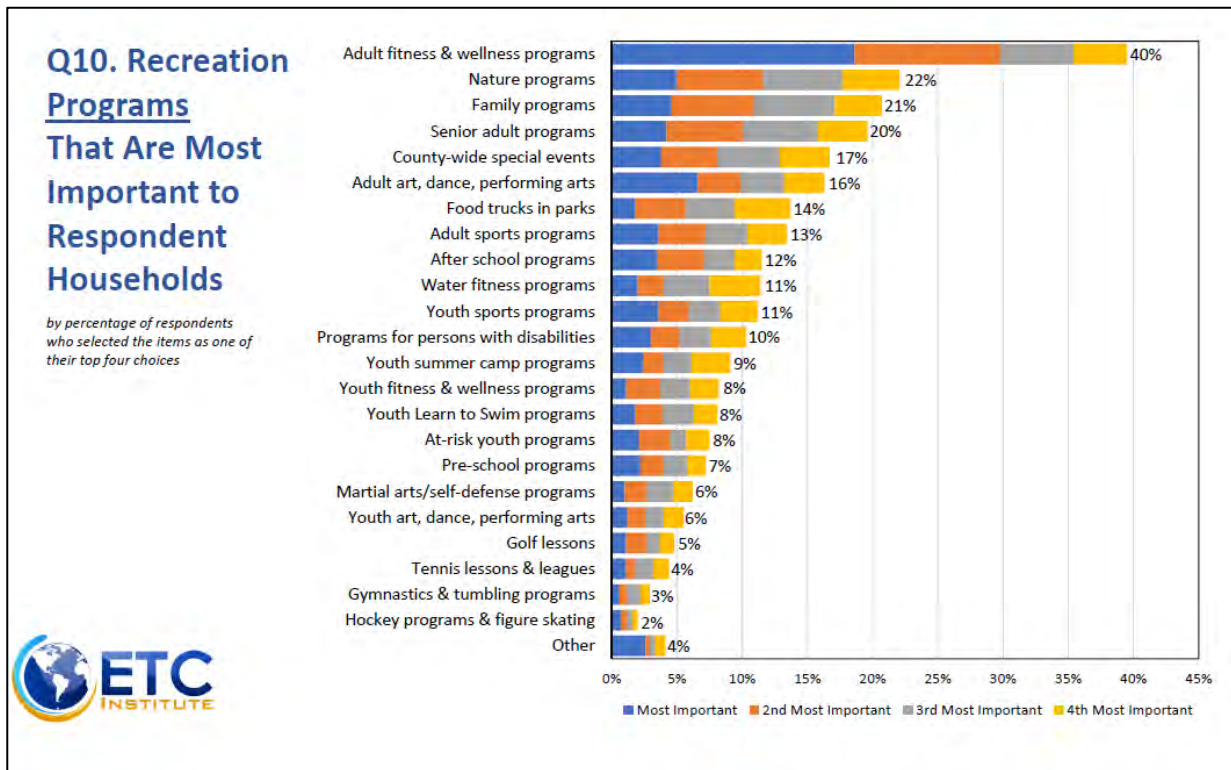
1. adult fitness and wellness programs (93,999 households)
2. nature programs (62,617 households)
3. family programs (58,968 households)
4. food trucks in parks (56,049 households)



5.1.2 Program Importance

The four most important programs to residents were:

1. Adult fitness and wellness programs (40%)
2. Nature programs (22%)
3. Family programs (21%)
4. Senior adult programs (20%)

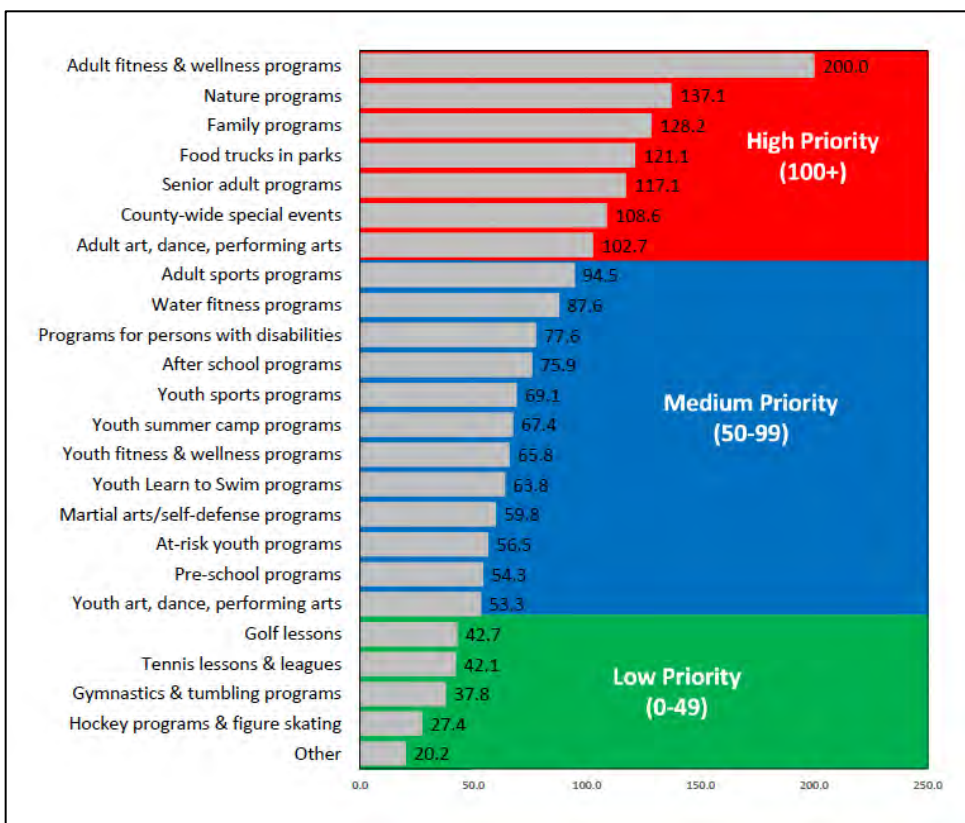


5.1.3 Priorities for Program Investments.

Based on the Priority Investment Rating (PIR), which was described briefly on Page iv of the Needs Assessment Executive Summary, the following seven programs were rated as “high priorities” for investment:

1. Adult fitness and wellness programs (PIR=200)
2. Nature programs (PIR=137)
3. Family programs (PIR=128)
4. Food trucks in parks (PIR=121)
5. Senior adult programs (PIR=117)
6. County-wide special events (PIR=108)
7. Adult art, dance, performing arts (PIR=102)

The Needs Assessment recommended investment to sustain or improve performance in these program areas over the next five years.



Recreation Trends

The American College of Sports Medicine (ACSM) conducted a research survey among thousands of fitness professionals, via a digital questionnaire, to gauge their predictions about potential health and fitness trends. These findings were published in ACSM's Health & Fitness Journal (FIT). Fitness Trends for 2020 included: Wearable Technology, Group Training, High-Intensity Interval Training (HIIT), Fitness Programs for Older Adults, Bodyweight Training, Employing Certified Fitness Professionals, Yoga, Personal Training, Functional Fitness Training, Exercise Is Medicine (EIM)

NRPA Parks & Recreation Magazine (January 2019) reported the following trends for parks and recreation providers over the last two years:

- Decreases in recycling efforts
- Technology changes
- E-sports
- Dog park growth
- Partnerships and collaborations with libraries, health services providers and social services departments
- Green infrastructure design
- Increased drone use in parks
- Recreation centers becoming community wellness hubs
- Participation trends with photos that are social media worthy

Community Inventory

When identifying new program opportunities or when evaluating a program that is in decline, staff collect information on community program offerings to avoid duplication of services, and review programs from comparable agencies in the Northern Virginia area, along with research on national programming trends. This program review is completed annually or by season, depending on the corresponding program data. The master inventory will be updated by staff every five years to coincide with the update of this plan. This information is used by programming staff to identify new opportunities for programs and services, as well as potential programming partners.

5.1.4 Department Inventory of Current Programs

- **Aquatics:** This core area offers a variety of programs across all indoor and outdoor pools and waterparks. The departmental Aquatics Manager provides guidance to the aquatics staff at each site to ensure consistency and quality in programs. Examples include: swim team, swim lessons, holiday pool events, aquatic aerobics, and masters swimming.
- **Camps & Out of School Programs:** This core area covers over 400 camp programs that are offered in full-day or half-day increments during school break periods across several sites and before and after school programming at the Chinn Aquatics & Fitness Center. Camp offerings range in ages from preschool through teens and are general day camp programs or specialized half-day programs taught by contracted specialty instructors. Examples include: day camps at three recreation centers, sports camps, kayaking and fishing camps, theatre camps, robotics camps, archery camps, dance camps, and civil war camps.
- **Dance and Performing Arts:** This core area offers youth and adult classes and camps in multiple areas of dance and theatre focused on holistic health and movement. Examples include: ballet, hip-hop, praise, basic tumbling and musical theatre.
- **Environmental Education and Outdoor Recreation:** This core area offers mostly youth-based programs that promote the stewardship of natural resources. Science in the Park is largest program in this group, and it provides science standards of learning for local school children through park-based field trip experiences currently provided to 45 different schools. Other examples include: scouting programs, tours, and instructor workshops.
- **First Tee:** This core area operates as a local chapter of the national First Tee program, which sets the teaching curriculum and national program goals. Programs are housed at Lake Ridge Park & Golf Course, but also occur at Prince William Golf Course and Forest Greens Golf Course, which are all municipal courses owned by Prince William County and operated by Billy Casper Golf.
- **Fitness & Health:** This core area offers mostly teen and adult-based programs that help individuals to meet their fitness and health goals. Group fitness and wellness classes, one-on-one personal training, and wellness coaching make up the bulk of these programs. Other examples include: Kids Triathlon, fitness classes at outdoor nature fitness trails, and supplemental fitness activities for day camps.
- **Historic Preservation:** This core area offers interpretive and educational programming focused on introducing participants and visitors to the historic sites and interpretive areas across the



county. Examples include: camps, tours, lectures, workshops, demonstrations, concerts, hikes, and holiday programming.

- **Inclusion & Adaptive:** This core area offers a range of programs for all disabilities, facilitating inclusion opportunities into all existing programs offered by the County and offering outreach and consulting services to local recreation providers. The Recreation Specialist assigned to this area also provides knowledge and expertise related to the ADA codes for facilities. Examples include: adaptive sports programs, adaptive arts programs, and inclusion services for non-adaptive programming
- **Preschool:** This core area includes the licensed preschool programs operated across multiple sites for ages 2-5. These programs meet stringent state mandated criteria for operation and have multiple classes offered over fall and spring sessions. The Gro preschool at James Long Park is a nature-based preschool offering curriculum based in environmental education. Sites include: Gro at James Long Park, Chinn Aquatics & Fitness Center, Sharron Baucom Dale City Recreation Center and Pat White Center at Ben Lomond.
- **Sports:** This core area includes introductory and skill-based programs offered at Chinn Aquatics & Fitness Center and Sharron Baucom Dale City Recreation Center and the external sports leagues that utilize park sites for their operations. The Sports Services team manages all the external league scheduling and document collection for over 25 league partners.

5.1.5 Park and Recreation Providers in Prince William County

Recreational offerings in Prince William County are provided by multiple levels of government (local, county, regional, and state), as well as private businesses and schools. The Department utilizes select Prince William County School facilities for public recreation benefit, per a Shared Use Agreement. Some parks and programs are further provided within the county by three providers whose jurisdictions are defined on a city or association basis (City of Manassas, City of Manassas Park, and the Lake Ridge Parks & Recreation Association). Smaller homeowner's associations and private and nonprofit agencies also provide recreation resources. There are two national parks located in Prince William County, Prince William Forest Park and Manassas National Battlefield Park, which are operated by the National Park Service. There are two national wildlife refuges within the County, Occoquan Bay and Featherstone, which are managed by the U.S. Fish and Wildlife Service. Leesylvania State Park, Conway Robinson State Forest, Merrimac Farm and Bull Run Mountain Preserve are also located in Prince William County and are managed by the state government. In addition, the county is home to Marine Corps Base Quantico and the base's Marine Corps Museum. In total, almost 19% of the county's land area is federally owned.

The figure on the following page represents the other major recreation providers, in and adjacent to the county, categorized by core program area.

Core Program Area	Name of Agency	Location in the City / County	Operator (Public / Private / Not-for-Profit)	General Description	Price Comparison with your Services (Same / Lower / Higher)	Distance From Prime Facility (Miles)
Aquatics	Swim Kids	Woodbridge, VA	Public	Group lessons	Higher	4
	Prince William County Schools	Dumfries, VA	Public	Group lessons	Same	5
	Swim Kids	Woodbridge, VA	Private	Swim school	Higher	5
	Prince William County Schools	Manassas, VA	Public	Group lessons	Lower	12
	Fairfax County Park Authority	Fairfax, VA	Public	Group lessons	Higher	15
	Freedom Aquatic and Fitness Center	Manassas, VA	Public	Group lessons	Higher	17
	Stafford County Parks & Recreation	Stafford, VA	Public	Group lessons	Lower	20
	Newport Enterprises	Sterling, VA	Private	CPO certification	Higher	26
	Manassas Park Community Center	Manassas, VA	Public	Aquatics and fitness center	Lower	28
	Stafford County Parks & Recreation	Stafford, VA	Public	Group lessons	Lower	30
	Audrey Moore Recreation Center	Fairfax County, VA	Public	Aquatics and fitness center	Higher	36
	Jeff Rouse Center	Stafford, VA	Public	Aquatics and fitness center	Same	42
	Swim Metro	Richmond, VA	Private	CPO certification	Higher	100
	Camps	Boys & Girls Club	Dale City, VA	Not-for-Profit	Summer camp programming focused on STEM (ages 5-13)	Lower
Kid's Choice Sport & Fun Center		Woodbridge, VA	Private	Swimming pool, soccer field, hard courts, bounce house, laser tag, and toddler zone	Higher	5
Boys & Girls Club		Woodbridge, VA	Not-for-Profit	Summer camp programming focused on STEM (ages 5-13)	Lower	10
Minnieland Academy		Woodbridge, VA	Public	Full day camps (ages 3-12)	Lower	10
Boys & Girls Club		Dumfries, VA	Not-for-Profit	Summer camp programming focused on STEM (ages 5-13)	Lower	11
Old Bridge Camps		Woodbridge, VA	Public	Partial day camps (ages 3-6); three days for three hours	Lower	12
Fairfax County Park Authority		Fairfax, VA	Public	Variety camp; five days, seven hours Partial day camps, four hours	Higher	19
Arlington County Parks		Arlington, VA	Public	Full day camps; five days, six hours	Higher	35
Loudoun County Parks, Recreation, & Community Services		Loudoun, VA	Public	Full day camps Partial day camps (ages 3-6); five days, three hours	Lower	40
Dance & Performing Arts		Accent Dancers	Woodbridge, VA	Private	Ballet, Modern, Hip Hop, Jazz, Creative Movement, and Musical Theater	Lower
	Dance Etc	Woodbridge, VA	Private	Ballet, Tap, Jazz, Hip Hop, Drama, Piano, Swing, and More	Higher	4
	Freedom Center	Manassas, VA	George Mason	Dance, Hip Hop, gymnastics	Lower	12
	Fairfax County Park Authority	Fairfax, VA	Public	Ballet, Jazz, Ballroom Dancing, Belly Dance, Hip Hop, and More	Higher	15
	The Dance Company	Fairfax, VA	Private	Hip Hop 1, Ballet/Tap, Tap, Ballet 2, Jazz 1, Tap/Jazz	Lower	23
Environmental Education/ Outdoor Recreation	Fairfax County Park Authority	Fairfax, VA	Public	Scouting classes	Same	50
	Friends of the Rappahannock	Fredericksburg, VA	Not-for-Profit	Science field trips	Higher	50
Fitness & Health	One Life Fitness	Woodbridge, VA	Private	Fitness center	Higher	6
	Freedom	Manassas, VA	Public	Personal training	Higher	15
	Freedom Center	Manassas, VA	Public	Personal training	Higher	18
	Workhouse of Arts	Lorton, VA	Not-for-Profit	Pilates	Higher	20
	Fairfax County Parks & Recreation	Vienna, VA	Public	Pilates, Tai Chi, Personal training	Lower	27
	Alexandria Department of Parks & Recreation	Alexandria, VA	Public	Personal training	Higher	45
	Arlington County Parks & Recreation	Arlington, VA	Public	Personal training	Higher	50
	Loudon Pilates	Leesburg, VA	Private	Pilates	Higher	55
	Fauquier County Parks & Recreation	Fauquier County	Public	Personal training	Higher	65
	Loudoun County Parks, Recreation, and Community Services	Warrenton, VA	Public	Personal training	Higher	75
Historic Preservation	Leesylvania State Park	Woodbridge, VA	Public	Virginia State Park	Lower	1
	Manassas Museum	Manassas, VA	Public	City Museum and Historic Site Program	Lower	3
	Manassas National Battlefield	Manassas, VA	Public	National Park Battlefield	Lower	3
	Weems Botts Museum	Dumfries, VA	Private	House Museum	Lower	5
	National Museum of the Marine Corps	Triangle, VA	Private	Museum	Lower	5
	Gunston Hall	Lorton, VA	Public	House Museum and Park	Same	10
	Sully Historic Site	Chantilly, VA	Public	House Museum	Higher	15
	Fauquier Museum	Warrenton, VA	Private	County Museum	Lower	20
	Washington Heritage Museums	Fredericksburg, VA	Private	Collection of historic sites in Fredericksburg	Lower	25
Preschool	Old Bridge Preschool	Woodbridge, VA	Public	Partial day preschool classes; two- and five-day, three hours	Lower	1
	Cloverdale School Preschool	Woodbridge, VA	Private	Partial day preschool classes; three- and five-day, three hours	Higher	2
	World Gym	Woodbridge, VA	Public	Kids care	Lower	5
	Good Shepard Luthern Church Preschool	Woodbridge, VA	Public	Partial day preschool classes; two- and three-day, three hours	Lower	7
	LA Fitness	Woodbridge, VA	Public	Kids care	Lower	7
	Gold's Gym	Woodbridge, VA	Public	Kids care	Lower	7
	Little Lambs - Haymarket	Gainesville, VA	Public	Preschool	Higher	24
	Claude Moore Center	Sterling, VA	Public	Preschool	Higher	33
Sports	Beehive Play Place	Woodbridge, VA	Private	Open gym program	Lower	10
	Stafford County Parks & Recreation	Stafford, VA	Public	Baseball, softball, basketball, lacrosse, and soccer	Lower	26
	Freedom Center	Manassas, VA	Public	Adult/youth leagues and clinics	Lower	27
	Gymboree	Burke, VA	Public	Open gym program	-	30
	City of Fairfax Park and Recreation	Fairfax, VA	Public	Offers partnered organizations	-	33
	Fredericksburg Parks, Recreation & Events	Fredericksburg, VA	Public	Youth basketball, volleyball, and martial arts	Lower	35
	Loudoun County Parks, Recreation, & Community Services	Leesburg, VA	Public	Youth soccer, volleyball, and basketball	Higher	35
	Arlington County Parks & Recreation	Arlington, VA	Public	Leagues and drop-in sports	-	40
	Fairfax County Park Authority	McLean, VA	Public	Open gym program	Higher	42
	The First Tee	Washington, DC	Various	Not-for-Profit	-	Same
MAPGA Jr Tour		Various	Private	-	Higher	Varies
Area Golf Courses		Various	Public and Private	-	Higher	Varies



Needs Assessment Recommendations

Based on the conducted needs assessment, the following recommendations are provided for consideration and inclusion into the Department's program portfolio.

5.1.6 Concentrate on High Investment Program Areas

The Department should concentrate on enhancing, expanding, or initiating the following core program areas/activities:

1. Adult fitness and wellness programs
2. Nature programs
3. Family programs
4. Food trucks in parks
5. Senior adult programs
6. County-wide special events
7. Adult art, dance, performing arts

5.1.7 Expand Specific Programming Based on Community Interest

As identified in the recreation program assessment analysis, the Department needs to expand its focus on adult programming. When looking at the statistically valid community survey's cross tabular calculations, households with no children rated the following recreation facilities and programs as highly important:

- Walking and biking trails
- Natural wildlife habitats
- Large regional parks
- Picnic areas and shelters
- Small neighborhood parks
- Adult fitness and wellness programs
- Adult art, dance, and performing arts
- Food trucks in parks
- Nature programs

When looking at the list in totality, both adult programming and nature/environmental programming should be expanded by a larger focus on programming parks and open spaces. This should be balanced with maintaining passive recreation areas but dedicated, intentional park programming appears to be a large interest from Prince William County residents. Park activities such as the following are examples of what park systems do across the country to address these programmatic topics:

- Special events and community performances (amphitheater or mobile/permanent stage)
- Traveling beer/wine gardens
- Heart-healthy tails that indicate calories burned, mileage walked, etc. and are sponsored by a local health system
- "Walk with a Doc" programming
- Community gardens and urban agriculture

- Historic re-enactments and living history
- Public art in parks
- Meditation gardens
- Outdoor fitness equipment circuits and/or dedicated areas
- Yoga and other fitness programs in the parks

5.1.8 Identify the Preferred Program Format from Residents

Recreation program consumptive behavior has changed over the years and more activities are turning in to “drop-in” formats. This is largely due to residents stating, “no time” and “I’m too busy” as high real (or perceived) barriers to program participation. The Department needs to identify the characteristics associated with a Department “core user.” That is, how many activities participated in annually is a reasonable expectation for the common Department program user. In many instances, park agencies will have less than five programmatic opportunities each year per resident. Therefore, how the Department cross-markets/promotes services to users is paramount along with *how* the program is structured (i.e., multi-week, weekly, drop-in, etc.).



Chapter 6. Action Plan

Recreation Action Plan

Recreation Staff plan to embark on some new areas of programming and plan to expand existing programs to meet growing community needs over the next five years. Taking the existing program framework and desire to add best practices, reported national trends, and community feedback on unmet needs and program prioritization, the following Action Plan is created for 2021-2025:

1. Short-Term

- a. Adopt a program lifecycle evaluation approach to programs and services
- b. Align classification of services/programs with cost recovery philosophy
- c. Address aquatic programming as there are a lot identified as “mature” and this program area is more of a medium community priority; right-size the portfolio
- d. Enhance the program-decision making model
- e. Adopt and track Key Performance Indicators (KPIs) by core program area including:
 - i. Program lifecycle
 - ii. Program classification and corresponding cost recovery percentage
 - iii. Age segment analysis and how it corresponds to demographic projections
 - iv. Cancellation rates
 - v. Participation trends
 - vi. Total programs offered
 - vii. Total participants
 - viii. Core program area alignment with community needs
 - ix. Alignment with program/section objectives
 - x. Program minimums/maximums
 - xi. Qualitative feedback received
 - xii. Social equity/underserved participants
- f. Adopt formal partnership policies
- g. Focus on supporting high community priority program areas through core program area enhancement and infrastructure improvements (as necessary):
 - i. Adult fitness & wellness programs
 - ii. Nature programs
 - iii. Family programs
 - iv. Food trucks in parks
 - v. Senior adult programs
 - vi. County-wide special events
 - vii. Adult art, dance, performing arts

- h. Develop a strategy for programming/activating parks throughout the county
- 2. Mid-Term**
- a. Allow program capacity to influence program planning and determining where to offer specific programs and services
 - b. Create a list of potential partners by core program area in an effort to better meet community needs
 - c. Report on a continual basis (not just annually) the successes and how the Department is addressing identified "unmet" need
 - d. Add dynamic pricing strategies to the overall pricing philosophy
 - e. Adopt a mini business plan process for each core program area
 - f. Ensure staff training for calculating total cost of service is available
 - g. Develop a stratified marketing plan that identifies various target audiences and corresponding messaging and communication tactics; provide photo and social media opportunities to participants and increase opportunities for wearable technology and online challenges
 - h. Identify the characteristics associated with a Department "core user" (i.e., how many programs participated in annually is a reasonable expectation?)
- 3. Long-Term**
- a. Calculate the operational impacts associated with each core program area; establish joint communication, service levels, and operating protocols with park and facility operations
 - b. Conduct a functional organizational alignment assessment that examines how the organization is staffed in terms of core, important, and value-added services; then, adjust organizational structure as appropriate
 - c. Explore the feasibility of offering a sales wage/bonus incentive to program staff who exceed revenue forecasts
 - d. Utilize joint-use agreements to enhance recreation access as appropriate/necessary
 - e. Continue to encourage alternative transportation methods and strengthening community identity through new types of programs
 - f. Increase public art in parks throughout the system



Chapter 7. Appendix

State Licensing Requirements

In July 2019, new legislation was passed pertaining to licensed childcare programs.

- For any program(s) that meet the “B6” exemption - *A program of recreational activities offered by **local governments**, staffed by local government employees and **attended by school age children**. Such programs shall be subjected to safety and supervisory standards established by the local government offering the program.*
 - These programs need to complete and submit a form to file for exemption
 - These programs will need to complete and submit, on an annual basis, a log of serious injuries that occurred in the program
 - These programs need to report death no more than one day after a death occurs in the program
 - Sites need to post, in a visible location, that the child day program is operating as a program exempt from licensing
 - Disclose, in writing to parents, that programs are exempt of licensure
 - Before/Afterschool parent handbooks include this statement
 - A statement is in the camp guide to cover those programs that do not distribute a parent handbook
- Programs meeting an A1 or A2 exemption do not need to file for an exemption:
 - “A1” exemption - *A program of instructional experience in a single focus, such as, but not limited to, computer science, archaeology, sports clinics, or music, **if children under the age of 6 do not attend at all and if no child is allowed to attend for more than 25 days in any three month period commencing with enrollment**. This exemption does not apply if children merely change their enrollment to a different focus area at a site offering a variety of activities and such children's attendance exceeds 25 days in a three-month period.*
 - OR an “A2” exemption - *Programs of instructional or recreational activities wherein **no child under the age of 6 attends for more than 6 hours weekly with no class or activity period to exceed 1.5 hours and no child ages 6 years or older attends more than 6 hours weekly when school is in session or 12 hours weekly when school is not in session**.*

7.1.1 Licensing Exemption Matrix

All programs that qualify under the Virginia legislation have been logged into a matrix for exemption status. This matrix is updated quarterly with new qualifying programs and reviewed annually for filing

exemptions with the state office. Here is an example sheet from Chinn Aquatics & Fitness Center's programs:

CHINN AQUATICS AND FITNESS CENTER								
Ages	Description	Meeting Days	Time Period	Total Days Per Week	Total Hours per meeting day	Total Weekly hours	What Exemption is met?	Filed for Exemption?
3-5	PRESCHOOL 1, 2 & 3	Sa	8:25am - 8:55am	1	0.5	0.5	A2	
3-5	PRESCHOOL 1	Su	10:55am - 11:25am	1	0.5	0.5	A2	
3-5	PRESCHOOL 1,2 & 3	Tu,Th	9:45am - 10:15am	2	0.5	1	A2	
ALL	Adaptive Swim	Sa	9:00am - 9:30am	1	0.5	0.5	A2	
5-12	LEVEL 1 - 6	Sa	9:45am - 10:25am	1	0.75	0.75	A2	
5-12	LEVEL 1 - 6	Tu,Th	5:00pm - 5:40pm	2	0.75	1.5	A2	
13+	TEEN/ADULT BEGINNER	Sa	9:00am - 9:40am	1	0.75	0.75	A2	
13+	TEEN/ADULT BEGINNER	Su	8:40am - 9:20am	1	0.75	0.75	A2	
13+	TEEN/ADULT BEGINNER	Tu,Th	9:00am - 9:40am	2	0.75	1.5	A2	
13+	TEEN/ADULT INTERMEDIATE	Sa	9:00am - 9:40am	1	0.75	0.75	A2	
13+	TEEN/ADULT INTERMEDIATE	Tu,Th	8:00pm - 8:40pm	2	0.75	1.5	A2	
16+	WATER SAFETY INSTRUCTOR	Su,M,F,Sa	5:30pm - 8:30pm	4	3	12	A1	
7+	SYNCHRONIZED SWIMMING	M,W	3:30pm - 5:00pm	2	1.5	3	A2	
6-18	DIVING - BEGINNER	Sa	10:30am - 11:10am	1	0.75	0.75	A2	
6-18	DEVELOPMENTAL SWIM TEAM PREP	Sa	8:15am - 8:55am	1	0.75	0.75	A2	
6-18	DEVELOPMENTAL SWIM TEAM PREP	Tu,Th	6:30pm - 7:10pm	2	0.75	1.5	A2	
6-18	ADVANCED SWIM TEAM PREP	Sa	8:15am - 8:55am	1	0.75	0.75	A2	
6-18	ADVANCED SWIM TEAM PREP	Tu,Th	6:30pm - 7:10pm	2	0.75	1.5	A2	
17+	American Red Cross Lifeguard Instructor	Su,Sa	11:00am - 5:00pm	2	5	10	A1	
6-18	Stroke Classes	Tu,Th	6:30pm - 7:10pm	2	0.75	1.5	A2	
6-18	Swim Team Training	Tu,Th	4:00pm - 5:00pm	2	1	2	A2	
6-12	SPRING and Winter BREAK CAMP	M,Tu,W,Th,F	9:00am - 5:00pm	8	5	40	B6	YES
11-15	BABYSITTER TRAINING - LEVEL 1	Sa	8:30am - 4:30pm	1	7.5	7.5	A1	
11-15	BABYSITTER TRAINING - LEVEL 2	Sa	8:30am - 3:30pm	1	6.5	6.5	A1	
14+	TAI CHI	M	1:30pm - 2:25pm	1	1	1	A2	
14+	SWIM SKILLS AND DRILLS	M	10:35am - 11:30am	1	1	1	A2	
3-5	PEE WEE HOOPS	F	6:30pm - 7:30pm	1	1	1	A2	
9-13	ADVANCED BASKETBALL CLINIC	Su	10:00am - 11:00am	1	1	1	A2	
6-13	BASKETBALL CLINIC	Tu	6:30pm - 7:30pm	1	1	1	A2	
10-14	Volleyball Clinic	M	6:30pm - 7:30pm	1	1	1	A2	
1-14	Volleyball League	Sa	10:00am - 12:00pm	1	2	2	A2	
6-13	HOMESCHOOL MULTI-SPORTS CLINIC	W	1:00pm - 2:00pm	1	1	1	A2	
K-8th grade	Before/Afterschool	M-F	6a-8:30a	5	2.5	12.5	B6	YES
K-8th grade	Before/Afterschool	M-F	3p-7p	5	4	20	B6	YES
CONTRACT	Tae Kwon Do Beg	M	6:00pm - 7:00pm	1	1	1	A2	
CONTRACT	Tang Soo Do	Tu	5:00pm - 6:00pm	1	1	1	A2	
CONTRACT	Tang Soo Do	Su,F	7:00pm - 8:00pm	1	2	2	A2	
6-13	Chinn Summer Camp	M,Tu,W,Th,F	9:00am - 5:00pm	5	8	40	B6	YES
12-14	Chinn Teen Summer Camp	M,Tu,W,Th,F	9:00a-5:00p	5	8	40	B6	YES



7.1.2 General Procedures and Information for Licensure – Full Document

**GENERAL PROCEDURES
AND
INFORMATION FOR LICENSURE**

**REVISED
EFFECTIVE OCTOBER 17, 2019**

**DEPARTMENT OF SOCIAL SERVICES
COMMONWEALTH OF VIRGINIA**

GENERAL PROCEDURES AND INFORMATION FOR LICENSURE

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VIRGINIA DEPARTMENT OF SOCIAL SERVICES
Division of Licensing Programs
801 East Main Street
Richmond, Virginia 23219

VIRGINIA DEPARTMENT OF SOCIAL SERVICES
 GENERAL PROCEDURES AND INFORMATION FOR LICENSURE
 22 VAC 40-80-10 et seq.

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PART I.
INTRODUCTION.

22 VAC 40-80-10. Definitions.

The following words and terms, when used in this chapter, shall have the following meanings unless the context clearly indicates otherwise:

"Administrative hearing" means a hearing that is conducted pursuant to § 2.2-4020 of the Administrative Process Act.

"Adult care facility" means a licensed assisted living facility or adult day care center.

"Adverse action" means any case where the department either gives notice of revocation or refuses to issue a license for an assisted living facility, adult day care center or child welfare agency or imposes another administrative sanction pursuant to § 63.2-1709 of the Code of Virginia.

"Aggrieved party" means an applicant or licensee who has requested an appeal in accordance with instructions provided after the department has given written notice of the imposition of an administrative sanction or adverse action for an assisted living facility, adult day care center, or child welfare agency.

"Allowable variance" means permission is granted by the department to a licensee or applicant for licensure to meet the intent of a standard by some means other than as specified by the standard when the applicant or licensee has demonstrated that (i) the implementation of a standard would impose a substantial financial or programmatic hardship and (ii) the variance would not adversely affect the safety and well-being of persons in care.

"Applicant" means the person, corporation, partnership, association, limited liability company, or public agency that has applied for a license to operate or maintain an assisted living facility, adult day care center, or child welfare agency. For a child welfare agency, the "person who operates or maintains a child welfare agency" means any individual; corporation; partnership; association; limited liability company; local government; state agency, including any department, institution, authority, instrumentality, board, or other administrative agency of the Commonwealth; or other legal or commercial entity that operates or maintains a child welfare agency.

"Board" means the State Board of Social Services.

"Child welfare agency" means a child day center, child-placing agency, child caring institution, family day home, family day system, or independent foster home.

"Commissioner" means the Commissioner of the Department of Social Services.

"Complaint" means an accusation that a facility that is subject to licensure is operating without a license or that a licensed facility is not in compliance with licensing standards or law.

"Conditional license" means a license that may be issued to a new facility to operate in order to permit the applicant to demonstrate compliance with specified standards.



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22 VAC 40-80-10. Definitions.

"Consent agreement" means an agreement between the licensee and the department that the licensee will perform specific actions for the purpose of correcting violations to come into compliance with standards or statutes.

"Council" means the Child Day-Care Council.

"Day" means a calendar day unless otherwise specified.

"Denial" means the act of refusing to grant a license after receipt of an initial or renewal application.

"Department" means the Department of Social Services.

"Early compliance" means that the licensee has demonstrated full compliance with requirements, allowing the department to replace a provisional or conditional license with a regular license.

"Functional design" means the design features of building and grounds not regulated by the Building Code, necessary for particular activities and operations of a facility subject to licensure by the Department of Social Services.

"Good character and reputation" means findings have been established and knowledgeable, reasonable, and objective people agree that the individual (i) maintains business or professional, family, and community relationships that are characterized by honesty, fairness, truthfulness, and dependability; and (ii) has a history or pattern of behavior that demonstrates the individual is suitable and able to administer a program for the care, supervision, and protection of children or adults. Relatives by blood or marriage and persons who are not knowledgeable of the individual, such as recent acquaintances, may not be considered objective references.

"Hearing" means agency processes other than those informational or factual inquiries of an informal nature provided in §§ 2.2-4007 and 2.2-4019 of the Code of Virginia and includes only (i) opportunity for private parties to submit factual proofs in formal proceedings as provided in § 2.2-4009 of the Code of Virginia in connection with the making of regulations or (ii) a similar right of private parties of public agencies as provided in § 2.2-4020 of the Code of Virginia in connection with case decisions.

"Hearing coordinator" means the person designated by the Department of Social Services to perform certain administrative functions involved in setting up and carrying out the hearings concerning adverse action on a license for an assisted living facility, adult day care center or child welfare agency, as set out herein.

"Hearing officer" means an attorney selected from a list maintained by the Executive Secretary of the Supreme Court in accordance with § 2.2-4024 of the Code of Virginia to preside at hearings concerning adverse action on a license for an assisted living facility, adult day care center or child welfare agency.

"Informal conference" means the informal fact-finding procedures available pursuant to §§ 2.2-4019 and 2.2-3021 of the Code of Virginia.

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22 VAC 40-80-10. Definitions.

"Licensee" means the person, corporation, partnership, association, limited liability company, or public agency to whom a license is issued and who is legally responsible for compliance with the regulations and statutory requirements related to the operation or maintenance of the assisted living facility, adult day care center, or child welfare agency. For a child welfare agency, the "person who operates or maintains a child welfare agency" means any individual; corporation; partnership; association; limited liability company; local government; state agency, including any department, institution, authority, instrumentality, board, or other administrative agency of the Commonwealth; or other legal or commercial entity that operates or maintains a child welfare agency.

"Probationary status" means placing a licensee on notice that the facility or agency is substantially out of compliance with the terms of its license and the health, safety, and well-being of persons in care are at risk. Probationary status is a precursor to more serious action such as revocation, denial, or injunctive action unless immediate corrective action occurs.

"Provisional license" means a license that may be issued upon expiration of a regular license when the licensee is temporarily unable to substantially comply with the requirements of the law and regulations.

"Recommended findings of fact and recommended decision" means the report prepared by the hearing officer upon evidence presented in the administrative hearing based on the applicable laws and regulations under which the department operates.

"Regular license" means a license that is issued for 12 months or more as provided in Chapter 17 (§ 63.2-1700 et seq.) of Title 63.2 of the Code of Virginia to a facility determined to be in substantial compliance with applicable standards and regulations. The actual duration of the licensure period is stated on the license.

"Revocation" means the act of terminating a license during its effective dates because of findings of serious noncompliance.

"Special order" means an order imposing an administrative sanction issued to any party licensed pursuant to Title 63.2 of the Code of Virginia by the commissioner that has a stated duration of not more than 12 months. A special order shall be considered a case decision as defined in § 2.2-4001 of the Code of Virginia. The 12-month period begins 30 days after notification of the issuance of a special order or at the conclusion of all appeal steps.

"Substantial compliance" means that while there may be noncompliance with one or more standards that represents minimal risk, compliance clearly and obviously exists with most of the standards as a whole.

22 VAC 40-80-20. Preplanning.

A. Licensing staff are available throughout the application and licensing processes to answer questions and provide consultation and technical assistance (see 22 VAC 40-80-130).



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22 VAC 40-80-20. Preplanning.

B. In order to avoid costly errors, applicants and prospective applicants are urged to present their building plans to the department as early as possible and before entering into contracts in order to assure that the building can be preapproved as meeting the department's regulations (see 22 VAC 40-80-150).

C. The department will make an on-site inspection of the proposed facility and services; investigate the character and reputation of the licensee and, if required, staff and household members; and upon receipt of the initial application will investigate the financial responsibility of the applicant (see 22 VAC 40-80-160).

**PART II.
LICENSING REGULATIONS.**

22 VAC 40-80-30. Responsibility of the department.

Through the administration of the licensing program, the Department of Social Services assumes responsibility to ensure that licensed facilities and agencies provide children and adults with at least a minimum level of care in accordance with regulations prescribed by the State Board of Social Services and Child Day-Care Council. The department also has the responsibility to investigate allegations of illegal operations and to initiate action to suppress illegal operations. The Virginia Code requires the State Board of Social Services to adopt regulations for the licensure of the following categories of facilities and agencies:

1. Adult day care centers;
2. Assisted living facilities;
3. Private child-placing agencies;
4. Child caring institutions;
5. Independent foster homes;
6. Family day homes; and
7. Family day systems.

The Code of Virginia requires the Child Day-Care Council to adopt regulations for the licensure of child day centers.

22 VAC 40-80-40. Adoption of regulations.

The State Board of Social Services or the Child Day-Care Council has adopted regulations for each category listed above. The definition of each category and requirements for licensure are contained in each regulation.

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22 VAC 40-80-50. Regulation development/revision process.

A. In developing or revising regulations for licensed facilities or agencies, the Department of Social Services, acting as agent for the State Board of Social Services and Child Day-Care Council, adheres to the requirements of the Administrative Process Act (§ 2.2-4000 et seq. of the Code of Virginia) and the public participation process.

B. Input from licensees, associations of licensees, experts in related fields, advocacy organizations, consumers, and the general public is solicited in the development or revision of licensing regulations through informal and formal comment periods and public hearings.

C. Periodic reviews are conducted and, when necessary, comprehensive revisions of each regulation to assure that its standards continue to protect children and adults in out-of-home care while considering the interests of both providers and consumers of care.

**PART III.
THE LICENSE.****22 VAC 40-80-60. General.**

A. A license to operate a facility or agency is issued to a specific person or organization to provide out-of-home care to children or adults. An organization may be a partnership, association, corporation, limited liability company, or public entity.

B. Pursuant to § 63.2-1712 of the Code of Virginia, any person, officer, or member of a governing board of any association or corporation that operates an assisted living facility, adult day care center, or child welfare agency shall be guilty of a Class 1 misdemeanor if he:

1. Interferes with any representative of the commissioner in the discharge of his licensing duties;
2. Makes to the commissioner or any representative of the commissioner any report or statement with respect to the operation of any assisted living facility, adult day care center, or child welfare agency that is known by such person to be false or untrue;
3. Operates or engages in the conduct of these facilities without first obtaining a license as required or after such license has been revoked, suspended, or has expired and not been renewed; or
4. Operates or engages in the conduct of one of these facilities serving more persons than the maximum stipulated in the license.

C. When a licensee plans to close or sell a facility, the licensee shall notify the appropriate licensing office at least 60 days prior to the anticipated closure or sale date. When the facility closes or the sale is finalized, the license shall be returned to the appropriate licensing office.



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22 VAC 40-80-70. Nontransferability of license.

A license is not transferable when there is a change in the ownership or location of the facility or agency to which the license has been issued.

EXCEPTION: Licenses issued for private child placing agencies and family day systems are transferable when agencies change location.

22 VAC 40-80-80. Conditional license.

The department may issue a conditional license to a new facility or agency in order to permit the applicant to demonstrate compliance with specified standards. A conditional license may be renewed, but the issuance of a conditional license and any renewals thereof shall be for no longer a period than six successive months. When the conditional period is over, the facility or agency must substantially meet the standards or be denied a license. Conditional licenses may be used only for new facilities or agencies.

22 VAC 40-80-90. Regular license.

A regular license is issued when the activities, services, facilities, and applicant's financial responsibility substantially meet the requirements for a license that are set forth by regulations adopted by the State Board of Social Services or the Child Day-Care Council and any additional requirements that may be specified by the Code of Virginia.

22 VAC 40-80-100. Duration of licensure.

Each license and renewal thereof may be issued for a period of up to three successive years. The criteria for determining the periods of licensure are based on the activities, services, management, and compliance history of the facility.

A three-year license may be issued when a facility's activities, services, and management routinely substantially exceed the minimum standards.

A two-year license may be issued when a facility's services and management routinely meet and maintain compliance with minimum standards and may exceed on a sustained basis in some areas.

An annual license may be issued when a facility's activities, services, and management indicate an inconsistent level of compliance but substantial compliance is reached. Some reinforcement and guidance are needed in order for the facility to meet or maintain minimum requirements.

EXCEPTION: A license, other than a conditional or provisional license, issued to a child day center shall have a duration of two years from the date of issuance.

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22 VAC 40-80-110. Provisional license.

When a regular license expires and the applicant is temporarily unable to comply with the requirements of the regulations, the department may issue a provisional license for any period not to exceed six months. A provisional license shall not be issued to a facility or agency immediately following a conditional license. At the conclusion of the provisional licensure period, the facility or agency must be in substantial compliance with licensing standards or be denied a license to continue operation.

22 VAC 40-80-120. Terms of the license.

A. A facility or agency shall operate within the terms of its license, which are:

1. The operating name of the facility or agency;
2. The name of the individual, partnership, association, corporation, limited liability company, or public entity sponsoring the facility or agency;
3. The physical location of the facility or agency;
4. The maximum number of children or adults who may be in care at any time;
5. The period of time for which the license is effective;
6. For child care facilities or agencies, the age range of children for whom care may be provided; and
7. Any other limitations that the department may prescribe within the context of the regulations for any facility or agency.

B. The provisional license cites the standards with which the licensee is not in compliance.

C. The conditional license cites the standards with which the licensee must demonstrate compliance when operation begins, and also any standards with which the licensee is not in compliance.

D. Prior to changes in operation that would affect the terms of the license, the licensee shall secure a modification to the terms of the license from the department. (See 22 VAC 40-80-190.)

E. Certain documents related to the terms of the license are required to be posted on the premises of each licensed facility. These are:

1. The most recently issued license. Any provisional license shall be posted at each public entrance of the facility and a notice shall be prominently displayed next to the license that states that a description of specific violations of licensing standards to be corrected and the deadline for completion of such corrections is available for inspection at the facility or on the facility's website, if applicable;
2. The findings of the most recent inspection of the facility;
3. Notice of the commissioner's intent to revoke or deny renewal of the license of an assisted living facility. Such notice will be provided by the department and shall be posted in a



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22 VAC 40-80-120. Terms of the license.

prominent place at each public entrance of the facility to advise consumers of serious or persistent violations;

4. A copy of any final order of summary suspension of all or part of a license for an assisted living facility, a child welfare agency, and an assisted living facility operated by an agency of the Commonwealth, or child welfare agency operated by an agency of the Commonwealth shall be prominently displayed by the provider at each public entrance of the facility, or the provider may display a written statement summarizing the terms of the order, printed in clear and legible size and typeface, in a prominent location and identifying the location within the facility where the final order of summary suspension may be reviewed;

5. Notice of the commissioner's intent to take any of the actions enumerated in subdivisions B 1 through B 7 of § 63.2-1709.2 of the Code of Virginia. Such notice will be provided by the department and a copy of the notice shall be posted in a prominent place at each public entrance of the facility to advise consumers of serious or persistent violations;

6. A copy of any special order issued by the department shall be posted in a prominent place at each public entrance of the licensed premises to advise consumers of serious or persistent violations;

7. Any other documents required by the commissioner.

**PART IV.
THE LICENSING PROCESS.**

22 VAC 40-80-130. Provider support services.

A. The programmatic regulations require both general and specific training in various subject areas. The department provides preapplication consultation, ongoing technical assistance and consultation, and formal training sessions. The department's licensing representatives will provide assistance to any person seeking information about obtaining a license and information about initial and ongoing training requirements.

B. Applicants for licensure shall complete a prelicensure orientation program that focuses on health and safety standards, and residents' rights where applicable, offered through or approved by the department. The commissioner may, at his discretion, waive the orientation requirement or issue a license conditioned upon the owner's or administrator's completion of the required training.

EXCEPTIONS: The following persons are exempt from the requirements of prelicensure training:

1. An applicant who has previously owned or managed a facility in satisfactory compliance with regulations; and
2. Applicants for adult day care centers and child welfare agencies if notified by the department that such training is unavailable.

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22 VAC 40-80-140. The initial application.

- A. Upon request, the department will provide an application form for a license to operate a facility or agency. There are a number of licensing offices located throughout the state.
- B. The department will consider an application complete when the application fee and all the required information is submitted in the form required by the department. The schedule of fees for licenses is provided in 22 VAC 40-160, Fee Requirements for Processing Applications. If the department finds the application incomplete, the applicant will be notified in writing within 15 days of receipt of the incomplete application. If the applicant does not resubmit a complete application within 30 days from the notification, all materials except the nonrefundable fee will be returned to the applicant.
- C. The applicant shall complete and submit the application to the department at least 60 days prior to a planned opening date to allow the department time to act on the application.
- D. The applicant may withdraw a request for a license.

22 VAC 40-80-150. Approval of buildings and functional design features.

A valid certificate of occupancy is one prerequisite for licensure. When an application is for licensure of a building that has not previously been used for the type of license or use group being sought, or when renovations are made in the building, the department must approve functional design features of the building in accordance with applicable department regulations. The procedures are as follows:

1. Prior to beginning construction or renovation, the applicant or prospective applicant shall submit to the department floor plans that clearly indicate the use of space and other plans for compliance with all requirements for the building and physical environment contained in the applicable regulations.

(NOTE: Applicants and prospective applicants are urged to present their plans for compliance with departmental regulations to the department as early as possible and before entering into contracts in order to assure that the building can be preapproved as meeting the department's regulations. Architects, contractors, or building officials may not be thoroughly familiar with these functional design requirements, and costly errors can be avoided through early review by the department.)

2. The department will notify the applicant or prospective applicant within 10 working days of receipt if the plans to comply are incomplete, identifying the information still needed before the request can be considered complete.
3. When a complete plan is received, the department will issue within 20 days a Preliminary Approval Statement or a letter indicating disapproval of the plan and the reasons for disapproval.

(NOTE: A Preliminary Approval Statement does not imply that the department will approve the application for licensure since other factors will affect issuance decisions.)



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22 VAC 40-80-150. Approval of buildings and functional design features.

4. All Preliminary Approval Statements are conditional upon there being no change in the proposal or the circumstances affecting them and upon approval of all required fire, health, or building officials.
5. The department will forward a copy of the Preliminary Approval Statement to the appropriate building official.
6. After construction or renovation, department staff will make an on-site inspection to evaluate compliance with the functional design requirements of the applicable regulations. Findings of this on-site inspection will be forwarded to the applicant and the local building official.

22 VAC 40-80-160. Investigation.

- A. Upon receipt of the application the commissioner shall:
1. Cause an investigation to be made of the activities, services and the facilities of the applicant, and of his character and reputation;
 2. If the applicant is an association, partnership, limited liability company, or corporation, cause an investigation of the character and reputation of its officers and agents; and
 3. Upon receipt of the initial application, cause an investigation of the applicant's financial responsibility.
- B. At the time of the initial application and annually thereafter, the applicant or licensee shall be responsible for obtaining inspection reports from appropriate fire and health agencies to determine compliance with applicable regulations.

EXCEPTION: This subsection does not apply to child placing agencies or family day systems.

1. All buildings shall be inspected and approved by the local building official when required. This approval shall be documented by a Certificate of Use and Occupancy indicating that the building is classified for its proposed licensed purpose.
 2. At the time of the initial application and at least annually thereafter, the applicant or licensee shall obtain an inspection report from state or local fire authorities, as applicable, to determine compliance of the building or buildings with the Virginia Statewide Fire Prevention Code.
 3. At the time of the initial application and at least annually thereafter, the applicant or licensee shall obtain an inspection report from state or local health authorities that shall include approval of general sanitation and, if applicable, water supply, sewage disposal systems, and food service operations for the building or buildings in which the facility is operated.
- C. The department's representative will make an on-site inspection of the proposed facility or agency and an investigation of the proposed services, as well as an investigation of the character, reputation, and financial responsibility of the applicant. Compliance with all standards will be

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22 VAC 40-80-160. Investigation.

determined by the Department of Social Services. The licensee is responsible for correcting any areas of noncompliance found during any on-site inspection.

NOTE: See 22 VAC 40-90, 22 VAC 40-190 or 22 VAC 15-50, as applicable.

D. The applicant or licensee shall at all times afford the department's representative reasonable opportunity to inspect all of the facility's or agency's buildings, books and records. Records that contain confidential proprietary information furnished to the department pursuant to this section shall be exempt from disclosure pursuant to subdivision 4 of § 2.2-3705.5 of the Code of Virginia.

At the time of the initial application, the financial records of an applicant shall not be subject to inspection if the applicant submits an operating budget and at least one credit reference.

E. The applicant or licensee shall also allow the department's representative to interview the facility's or agency's agents, employees, residents, participants, and any person under its custody, control, direction, or supervision. Interviews with residents, participants, and any person under the facility's or agency's custody, control, direction, or supervision shall be:

1. Authorized by the person to be interviewed or his legally authorized representative; and
2. Limited to discussion of issues related to the applicant's or licensee's compliance with applicable laws and regulations, including ascertaining if assessments and reassessments of residents' cognitive and physical needs are performed as required under regulations for licensure of the facility or agency.

F. After the on-site inspection the licensing representative will discuss the findings of the investigation with the administrator, licensee or designee. As applicable, the applicant shall submit an acceptable plan for correcting any areas of noncompliance following these discussions.

G. At any time during the investigation, an applicant or licensee may request an allowable variance to any standard that creates a special hardship. (See Part V (22 VAC 40-80-230 et seq.) of this chapter Allowable Variances.)

22 VAC 40-80-170. Notice to the applicant of issuance or denial of a license.

A. When the investigation is completed, the department will notify the applicant of its decision regarding the issuance of a license.

B. When the department intends to deny the license, the department will send a letter stating the reasons for this action and the applicant's right to appeal the decision. (See Part VIII (22 VAC 40-80-330 et seq.) of this chapter.)



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22 VAC 40-80-180. Determination of continued compliance (renewal and monitoring inspections).

A. In order to determine continued compliance with standards during the effective dates of the license, the department's licensing representative will make announced and unannounced inspections of the facility or agency during the hours of its operation. The licensee is responsible for correcting any areas of noncompliance found during renewal or monitoring inspections.

B. All licensed child welfare agencies shall be inspected at least twice a year. At least one unannounced inspection of each licensed facility shall be made each year.

C. Adult day care centers issued a license for a period of six months shall be inspected at least two times during the six-month period, and at least one of those inspections shall be unannounced. Adult day care centers issued a license for a period of one year shall be inspected at least three times each year, and at least two of those inspections shall be unannounced. Adult day care centers issued a license for a period of two years shall be inspected at least two times each year, and at least one of those inspections shall be unannounced. Adult day care centers issued a license for a period of three years shall be inspected at least one time each year, and that inspection shall be unannounced.

D. Assisted living facilities issued a license for a period of six months shall be inspected at least two times during the six-month period, and at least one of those inspections shall be unannounced.

E. Assisted living facilities issued a license for a period of one, two, or three years shall be:

1. Inspected at least once each year, and that inspection shall be unannounced; and
2. Inspected as needed based on compliance with applicable laws and regulations.

F. The department's representative may also make such inspections of any homes or facilities that are approved by the licensee for the placement or care of children as one of the licensed services of the agency.

G. For any licensed assisted living facility, adult day care center, or child welfare agency, the department may conduct such other announced or unannounced inspections as are considered appropriate.

NOTE: When necessary to respond to excessive workloads or to give priority to higher risk situations, the department may use its discretion to increase or decrease the frequency of announced and unannounced inspections made to licensed facilities during the year.

22 VAC 40-80-190. Modification.

A. The licensee may request a modification of the terms of a license at any time during the period of the license. The request must be submitted in writing to the department's representative.

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22 VAC 40-80-190. Modification.

The department will evaluate written information about any planned changes in operation that would affect either the terms of the license or the continuing eligibility for a license. A licensing representative may inspect the facility during the process of evaluating a proposed modification.

Examples of such changes are: changes in the number of children or adults to be served, staff responsibilities, availability and use of the physical plant, and changes in program focus or needs of the population to be served.

B. If a modification can be granted under the standards, the department will issue a modified license reflecting the changes. In the event that a new application is needed or the modification cannot be granted, the licensee will be advised by letter.

22 VAC 40-80-200. Early compliance.

A. A provisional or conditional license may be voided and a regular license issued when all of the following conditions exist:

1. The facility or agency complies with all standards listed on the face of the provisional or conditional license prior to the mid-point of the licensure period or within 90 days of the expiration date of the provisional or conditional license, whichever comes first, and the facility or agency is in substantial compliance with all other standards.
2. Compliance has been verified by an on-site observation by the department's licensing representative or, when applicable, by written evidence provided by the licensee.
3. All other terms of the license remain the same.

B. The licensee shall make a written request to the licensing representative for replacement of a provisional or conditional license with a regular license.

C. When the request is approved by the department, the effective date of the new regular license will be the same as the beginning date of the voided license. When the request is not approved, the reasons for this action will be confirmed to the licensee in writing.

D. Early compliance shall not be considered once the facility or agency has filed a renewal application.

22 VAC 40-80-210. Renewal process.

A. The department will send an application for renewal of the license to the licensee prior to the expiration date of the current license. The licensee shall submit the completed application form, including all attachments and the licensing application fee, in a timely manner to assure adequate time for processing by the department. In order for the application to be considered complete, the licensee must have paid any outstanding civil penalty assessed in a case decision.



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22 VAC 40-80-210. Renewal process.

B. The department will not process a renewal application that is not complete or when the current license is being denied or revoked in accordance with the provisions of the Administrative Process Act.

C. Should a current license expire before a new license is issued, the current license shall remain in effect provided that a complete application was filed prior to expiration of the current license and a decision for licensure is pending.

D. The department will follow the procedure for investigation and notice to the applicant previously outlined in 22 VAC 40-80-160, 22 VAC 40-80-170, and 22 VAC 40-80-180.

**PART V.
ALLOWABLE VARIANCES.**

22 VAC 40-80-220. (Repealed.)

22 VAC 40-80-230. Conditions for initiating a request.

A licensee or applicant may request an allowable variance when he believes that the existing standard or requirement poses a substantial financial or programmatic hardship and when he believes that either an alternative method of compliance with the intent of the standard that is causing the hardship, or the actual suspension of all or part of that standard, would neither endanger the safety or well-being of persons in care nor create a violation of statutes or of the requirements of another regulatory agency.

22 VAC 40-80-240. Process.

A. The licensee or applicant shall make a written request for consideration of an allowable variance. The department's licensing representative may provide consultation to the applicant or licensee in the development of the written request and throughout the allowable variance process.

1. The licensee or applicant shall describe the special hardship or hardships to the existing program or to a planned innovative or pilot program that will be caused by the enforcement of the requirement or requirements.
2. The licensee or applicant shall propose alternatives to meet the purpose of the requirement that will ensure the protection and well-being of persons in care.
3. The licensee or applicant shall obtain, when requested by the department, the opinions of professionals in the field or documented research, or both, that the proposed activities, facilities, or equipment are not injurious to persons in care.
4. The department can authorize allowable variances only to its own licensing standards, not to regulations of another agency or to any requirement in federal, state, or local laws.

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22 VAC 40-80-240. Process.

B. The department's licensing representative will notify the petitioning applicant or licensee of the department's decision.

C. Approval.

1. The department may attach conditions to the granting of the allowable variance in order to protect persons in care.
2. Allowable variances are conditional upon there being no change in the circumstances that were the basis for the approval. Any allowable variance may be rescinded or modified if needs or conditions change; additional information becomes known that alters the basis for the original decision; the applicant or licensee fails to meet any conditions attached to the allowable variance; or results of the allowable variance jeopardize the safety, comfort, or well-being of persons in care.
3. Allowable variances expire automatically when there is a change in the facility's location or a change in the sponsorship of the facility or agency.

EXCEPTION: Allowable variances issued to private child placing agencies and family day systems are transferable when agencies change location.

4. The department's licensing representative will review each allowable variance at least annually. At minimum, this review shall address the impact of the allowable variance on persons in care, adherence to any conditions attached, and the continuing need for the allowable variance.

D. Denial.

1. When the decision is to deny a request for an allowable variance, the reason or reasons will be provided in writing to the applicant or licensee.
2. When a request for an allowable variance is denied, it may be reconsidered if the applicant or licensee submits another written request and provides new or additional supporting information within 30 days of denial.

NOTE: After the 30-day period, the applicant or licensee may submit a new allowable variance request describing changed conditions.

3. The department will reconsider the new request and the additional information and will notify the applicant or licensee of the decision within 30 days of receipt of the second request. This decision will be considered final and is not appealable.

E. When an allowable variance is denied, expires, or is rescinded, routine enforcement of the standard or portion of the standard shall be resumed.

F. The applicant or licensee may at any time withdraw a request for an allowable variance.



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PART VI.

PROBLEM SOLVING CONFERENCES.

22 VAC 40-80-250. Initiating a request for a problem solving conference.

When an applicant or licensee has concerns about licensing procedures, interpretation of standards, or the actions of licensing personnel that cannot be resolved satisfactorily in discussion with the assigned licensing representative, the problem solving steps outlined below are available.

Licensing staff may also initiate a request for problem solving conferences with applicants or licensees when the need arises.

22 VAC 40-80-260. First step review.

A. The applicant or licensee may request either a desk review by, or a meeting with, the assigned licensing representative's immediate supervisor.

B. If the request stems from a desire to contest the findings or conclusions of an inspection, the following procedures shall apply:

1. The applicant or licensee shall make the request within 15 days of receiving the compliance plan.
2. The request shall specify the contested finding or conclusion and shall specify whether a desk review or conference is being requested.
3. The request shall include the applicant's or licensee's reasons or other evidence supporting the request for a review or a conference.

C. The first step informal desk review or conference will be held at the supervisor's office unless the supervisor designates a different location. The following procedures shall apply:

1. The supervisor will report the findings of a desk review in writing within 10 days of receiving the request and supporting materials or will hold the requested conference within 30 days of receipt of such request and materials.
2. When the request is for a conference, the supervisor will, within 10 days following the conference, confirm to the applicant or licensee in writing the results of the conference and any subsequent decisions made by the supervisor.

22 VAC 40-80-270. Second step review.

A. If after the first step review, the applicant or licensee believes that the laws, regulations, or departmental policies have been applied or interpreted in a manner that was unreasonable, arbitrary or capricious, he may request a second step review by program supervisory personnel as assigned by the Director of Licensing Programs according to the provisions of this section.

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22 VAC 40-80-270. Second step review.

B. A second step review shall not be requested to challenge the content of an established law, regulation, or policy. However, the application of a law, regulation, or policy may be challenged.

C. When a second step review is requested, the request must be in writing.

D. The second step review request shall:

1. Be made within 15 days of the date of the first step response;
2. Specify the reason for requesting the second step informal review and include such information, explanation, or additional materials as necessary to support the applicant's or licensee's belief that the decision reached at the first step was unreasonable, arbitrary, or capricious; and
3. Include a copy of relevant materials and correspondence developed at the first step of the informal appeal process.

E. Within 30 days of receipt of this request, the director's office will respond in writing with the results of the desk review or schedule a conference.

22 VAC 40-80-280. Enforcement of disputed regulation.

Nothing in this part shall prohibit the department from exercising its responsibility and authority to enforce the disputed regulation during the problem solving process, including proceeding directly to imposition of administrative sanctions, or recommending petitions for injunction when, in the judgement of the Director, Division of Licensing Programs, there is sufficient risk to persons in care to do so whether or not the steps available in the problem solving process have been exhausted.

**PART VII.
COMPLAINT INVESTIGATION.****22 VAC 40-80-290. Receipt of complaints.**

Complaints may be received in written or oral form and may be anonymous. The department maintains a toll-free telephone line to receive complaints on all licensed facilities.

22 VAC 40-80-300. Investigation of complaints.

The department has the responsibility to investigate any complaints regarding alleged violations of the standards or statutes and complaints of the abuse and neglect of persons in care.

NOTE: In an investigation involving suspected adult or child abuse, neglect, or exploitation in a licensed facility, the investigation will be conducted jointly with the local department of social services whenever possible in accordance with departmental policy.



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22 VAC 40-80-310. Notification of findings.

When the investigation is completed, the licensee will be notified of the findings of the investigation. Any necessary corrective action will be identified.

22 VAC 40-80-320. Licensee's responsibility.

The licensee is responsible for correcting any areas of noncompliance found during a complaint investigation.

**PART VIII.
SANCTIONS.**

22 VAC 40-80-330. Violation of standards or statutes.

A. The Commissioner of the Department of Social Services may impose such sanctions or take such actions as are appropriate for violation of any of the standards or statutes or for abuse or neglect of persons in care.

B. The following reasons may be considered by the department for the imposition of administrative sanctions:

1. Failure to demonstrate or maintain compliance with applicable standards or for violations of the provisions of the Code of Virginia;
2. Permitting, aiding or abetting the commission of any illegal act in the licensed facility or agency;
3. Engaging in conduct or practices that are in violation of statutes and standards relating to abuse, neglect, or exploitation of children or adults; or
4. Deviating significantly from the program or services for which a license was issued without obtaining prior written approval from the department, or failure to correct such deviations within a specified time.

22 VAC 40-80-340. Administrative sanctions.

The commissioner may impose administrative sanctions or initiate court proceedings, severally or jointly, when appropriate in order to ensure prompt correction of violations involving noncompliance with state law or regulation in assisted living facilities, adult day care centers, and child welfare agencies as discovered through any inspection or investigation conducted by the Department of Social Services, the Virginia Department of Health, the Virginia Department of Behavioral Health and Developmental Services, or by state and local building or fire prevention officials. These administrative sanctions include:

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22 VAC 40-80-340. Administrative sanctions.

1. Petitioning the court to appoint a receiver for any assisted living facility or adult day care center;
2. Revoking or denying renewal of a license for any assisted living facility or adult day care center that fails to comply with the limitations and standards set forth in its license for violation that adversely affects, or is an immediate and substantial threat to, the health, safety, or welfare of residents, or for permitting, aiding, or abetting the commission of any illegal act in an adult care facility;
3. Revoking or denying renewal of a license for any child welfare agency that fails to comply with the limitations and standards set forth in its license;
4. Requiring an assisted living facility to contract with an individual licensed by the Board of Long-Term Care Administrators to administer, manage, or operate the facility on an interim basis if the commissioner receives information from any source indicating immediate and substantial risk of harm to residents. This action shall be an attempt to bring the facility into compliance with all relevant requirements of law, regulation, or any plan of correction approved by the commissioner. The contract shall be negotiated in accordance with the provisions of § 63.2-1709 of the Code of Virginia;
5. Issuing a notice of summary suspension of the license to operate an assisted living facility pursuant to proceedings set forth in § 63.2-1709 C of the Code of Virginia or pursuant to proceedings set forth in § 63.2-1710.1 of the Code of Virginia for assisted living facilities operated by agencies of the Commonwealth in conjunction with any proceedings for revocation, denial, or other action when conditions or practices exist that pose an immediate and substantial threat to the health, safety, and welfare of residents;
6. Issuing a notice of summary suspension of the license to operate a child welfare agency pursuant to proceedings set forth in § 63.2-1709.1 C of the Code of Virginia or pursuant to proceedings set forth in § 63.2-1710.1 for child welfare agencies operated by an agency of the Commonwealth in conjunction with any proceedings for revocation, denial, or other action, when conditions or practices exist in the child welfare agency that pose an immediate and substantial threat to the health, safety, and welfare of children receiving care; and
7. Imposing administrative sanctions through the issuance of a special order as provided in § 63.2-1709.2 of the Code of Virginia. These include:
 - a. Placing a licensee on probation upon finding that the licensee is substantially out of compliance with the terms of the license and that the health and safety of residents, participants, or children are at risk;
 - b. Reducing the licensed capacity or prohibiting new admissions when the commissioner has determined that the licensee cannot make necessary corrections to achieve compliance with the regulations except by a temporary restriction of its scope of service;
 - c. Mandating training for the licensee or licensee's employees, with any costs to be borne by the licensee, when the commissioner has determined that the lack of such training has led directly to violations of regulations;
 - d. Assessing civil penalties of not more than \$500 per inspection upon finding that the licensee of an adult day care center or child welfare agency is substantially out of compliance with the terms of its license and the health and safety of residents, participants, or children are at risk;
 - e. Assessing a civil penalty for each day an assisted living facility is or was out of compliance



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22 VAC 40-80-340. Administrative sanctions.

with the terms of its license and the health, safety, and welfare of residents are at risk. The aggregate amount of such civil penalties shall not exceed \$10,000 in any 12-month period. Criteria for imposition of civil penalties and amounts, expressed in ranges, are developed by the board, and are to be based upon the severity, pervasiveness, duration, and degree of risk to the health, safety, or welfare of residents. Such civil penalties shall be applied by the commissioner in a consistent manner;

f. Requiring licensees to contact parents, guardians, or other responsible persons in writing regarding health and safety violations; and

g. Preventing licensees who are substantially out of compliance with the licensure terms or in violation of the regulations from receiving public funds.

22 VAC 40-80-345. Summary suspension procedures.

A. In conjunction with any proceeding for revocation, denial, or other action when conditions or practices exist that pose an immediate and substantial threat to the health, safety and welfare of the residents, the commissioner may issue a notice of summary suspension of the license to operate an assisted living facility or a child welfare agency or of certain authority of the licensee to provide certain services or perform certain functions.

B. The hearing coordinator will select a hearing officer from a list prepared by the Executive Secretary of the Supreme Court of Virginia and will schedule the time, date, and location of the hearing to determine whether the suspension is appropriate as required by § 63.2-1709 C or § 63.2-1709.1 C of the Code of Virginia.

C. Simultaneously with the issuance of a notice of revocation, denial or other action, the commissioner will issue to the licensee a notice of summary suspension setting forth the following:

1. The procedures for the summary suspension;
2. The hearing and appeal rights as set forth in this subsection;
3. Facts and evidence that formed the basis for which the summary order of suspension is sought; and
4. The time, date, and location of the hearing.

D. Notice of the summary suspension shall be served on the licensee or his designee by personal service or by certified mail, return receipt requested, to the address of record of the licensee as soon as practicable after issuance thereof.

E. The hearing shall take place in the locality where the assisted living facility or child welfare agency operates unless the licensee or his designee expressly waives this venue provision.

1. The hearing shall be held no later than 15 business days after service of notice on the licensee - The hearing officer may grant a continuance upon written request and for good cause shown. In no event shall any continuance exceed 10 business days after the initial hearing date.

2. The hearing coordinator will forward a copy of the relevant licensing standards to the hearing officer.

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3. The hearing will be conducted in accordance with the procedures set forth in 22 VAC 40-80-480 through 22 VAC 40-80-500.

4. The department may be represented either by counsel or by agency staff authorized by § 2.2-509 of the Code of Virginia.

F. Within 10 days of the conclusion of the hearing, the hearing officer shall provide to the commissioner written findings and conclusions, together with a recommendation as to whether the license should be summarily suspended. The department shall have the burden of proof in any summary suspension hearing. The decision of the hearing officer shall be based on the preponderance of the evidence presented by the record and relevant to the basic law under which the agency is operating.

G. Within 10 business days of receipt of the hearing officer's findings, conclusions, and recommendation, the commissioner may issue a final order of summary suspension or an order that such summary suspension is not warranted by the facts and circumstances presented.

H. In issuing a final order of summary suspension, the commissioner may:

1. Suspend the license of the assisted living facility or child welfare agency; or

2. Suspend only certain authority of the assisted living facility or child welfare agency to provide certain services or perform certain functions that the commissioner determines should be restricted or modified in order to protect the health, safety, and welfare of the individuals receiving care.

I. The commissioner shall adopt the hearing officer's recommended decision unless to do so would be an error of law or department policy.

J. In the event the commissioner rejects a hearing officer's findings, conclusions, or recommended decision, the commissioner shall state with particularity the basis for rejection.

K. A copy of any final order of summary suspension shall be prominently displayed at each public entrance of the facility as required in 22VAC40-80-120.

L. The signed, original case decision shall remain in the custody of the agency as a public record, subject to the agency's records retention policy.

22 VAC 40-80-350. (Repealed.)

22 VAC 40-80-360. (Repealed.)

22 VAC 40-80-370. Appeal process.

A. The applicant or licensee will receive a notice of the department's intent to impose an administrative sanction. This notice will describe the sanctions and the reasons for the imposition. Service of the notice of adverse action is achieved by certified mailing of the notice to the applicant or licensee, unless service is made by other means and acknowledged by the applicant or licensee. If the applicant or licensee wishes to appeal the notice of adverse action, he shall have 15 days after receipt of the notice to note his appeal.



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22 VAC 40-80-370. Appeal process.

B. Upon receipt of the notice to impose an administrative sanction, the applicant or licensee has the right to appeal the decision in accordance with the Administrative Process Act (§ 2.2-4000 et seq. of the Code of Virginia). The procedures for filing an appeal will be outlined in the notice. The applicant or licensee shall submit any appeal of imposition of an administrative sanction in writing within 15 days of receipt of the notice.

C. If the applicant or licensee fails to appeal the notice of adverse action within 15 days of receipt of the notice, the final order will be entered. The decision will take effect 30 days after receipt of the notice.

D. The appeal process available is governed by law. Where the sanction is imposed by means of a special order as provided in § 63.2-1709.2 of the Code of Virginia, the case decision is issued by the commissioner following findings and conclusions resulting from the informal conference. Other sanctions include a provision for an administrative hearing, which is described in § 2.2-4020 of the Code of Virginia, prior to the issuance of the case decision.

For ease of reference, the process steps are displayed in the following chart:

List of Sanctions with Appeal Provisions

	Informal Conference	Administrative Hearing	Circuit Court Review of Case Decision
ADMINISTRATIVE SANCTION			
Place licensee on probation	X		X
Reduce licensed capacity	X		X
Restrict admissions	X		X
Mandate training for licensee or staff	X		X
Assess civil penalty	X		X
Require written contact with responsible persons	X		X
Prevent receipt of public funds	X		X
Deny application for new or renewal license	X	X	X
Revoke license	X	X	X
File petition for appointment of a receiver			X

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22 VAC 40-80-370. Appeal process.

E. A final order of summary suspension for an assisted living facility or child welfare agency not operated by an agency of the commonwealth shall include notice that the licensee may appeal the commissioner's decision to the appropriate circuit court no later than 10 days following service of the order.

1. The sole issue before the court shall be whether the commissioner had reasonable grounds to require the licensee to cease operations during the pendency of the concurrent revocation, denial, or other proceedings.
2. The concurrent revocation, denial, or other proceedings shall not be affected by the outcome of any hearing on the appropriateness of the summary.

22 VAC 40-80-375. Failure to pay civil penalty.

A. If an outstanding civil penalty assessed after a case decision is not paid as required, the commissioner shall have the authority to:

1. Assess a late fee if the civil penalty payment is 60 days overdue, provided the total of the civil penalty and late fee do not exceed the penalty set forth in § 63.2-1709.2 of the Code of Virginia;
2. Reduce the duration of the licensure period if the civil penalty payment is 60 days overdue; and
3. Deny renewal or revoke the license if the civil penalty payment is 90 days overdue.

B. The department will also institute legal collection procedures to collect unpaid penalties.

C. If a licensee appeals the imposition of a civil penalty, the provisions of this section shall not apply until the appeal is complete.

22 VAC 40-80-380. (Repealed.)

**PART IX.
HEARINGS PROCEDURES.**

22 VAC 40-80-390. Scope.

The appeal process as set forth in this part shall apply whenever the Department of Social Services takes adverse action on a license for an assisted living facility, adult day care center or child welfare agency. Therefore, whenever the department either revokes or refuses to issue or renew a license or imposes any other sanction for an assisted living facility, adult day care center, or child welfare agency, the procedures specified in this part to produce a case decision shall be initiated.

22 VAC 40-80-400. Statutory basis for appeal process.

The Department of Social Services is mandated by statute to enforce the standards adopted by the State Board of Social Services or the Child Day Care Council pursuant to § 63.2-1734 of the Code of Virginia, regarding facilities required to be licensed under Chapter 17 (§ 63.2-1700 et seq.) of Title 63.2 of the Code of Virginia. As part of this enforcement duty, §§ 63.2-1709 D and 63.2-1710 of the Code of Virginia require that the procedures under the Administrative Process Act (§ 2.2-4000 et seq., of the Code of Virginia) shall apply whenever the department takes adverse action.



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22 VAC 40-80-410. Duties of the hearing coordinator.

The hearing coordinator is the person designated by the Department of Social Services to perform certain administrative functions involved in setting up and carrying out the appeal process. The hearing coordinator's duties include, but are not limited to, the following:

1. Making a request to the Supreme Court for a hearing officer upon timely request for a formal administrative hearing.
2. Scheduling the date, time and location for the hearing.
3. Ensuring that a court reporter has been hired to record the hearing.
4. Preparing appropriate material for distribution to all participants. This includes the appointment of the hearing officer, preparing the notice of the hearing, and preparing the forms for the hearing officer to subpoena witnesses. It also includes submission of documents in the record, appropriate standards and any other pertinent information to all participants.
5. Monitoring the status of proceedings and the observance of timeframes throughout the appeal process.

22 VAC 40-80-420. Informal conference.

A. Section 2.2-4019 of the Code of Virginia provides the aggrieved party the right to request an informal conference. In the case of administrative sanctions that include a provision for an administrative hearing, the named party and the agency may consent to waive such a conference to go directly to the hearing.

B. The informal conference is a fact-finding process. The purpose of an informal conference is to give the aggrieved party an opportunity to present information or evidence he believes indicates that the intended sanction was based on factual error or on misinterpretation of facts, or to determine if the dispute may be resolved by consent. The department will decide if the conference will be open to the public.

C. If the aggrieved party presents exhibits or other documents that contain facts previously unknown to the conference chair, the conference chair may determine that the new information requires verification. Upon making such a determination, the conference chair shall notify the aggrieved party that the information needs to be verified. The report on the informal conference shall be held open for 14 days to allow for the verification of the exhibits or other documents. The conference chair has the option to require the aggrieved party to provide such verification.

D. If the aggrieved party believes the matter can be resolved by consent, a written proposal must be submitted to the department-appointed chair of the conference no later than five work days prior to the conference unless different arrangements are agreed upon with the chair. In no case may a proposed consent agreement be submitted later than the day of the conference.

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22 VAC 40-80-420. Informal conference.

E. Following the informal conference, the chair will prepare a written report and recommended decision to the department that will include statutory authority or legal basis for the remaining steps in the administrative appeals process; a summary of the conference; the previous disposition as set out in the notice of adverse action, i.e., those issues on appeal; the findings of fact; the description of evidence; and the recommended decision or options. Within 90 days from the date of the informal conference, or from a later date agreed to by the aggrieved party and the agency, the department will issue its official decision in writing to the aggrieved party, including information concerning the named party's right to continue his appeal. The written report prepared by the chair will be attached to the letter and will be incorporated by reference.

F. When an informal conference is conducted following notification of an intent to issue a special order, the issuance of the special order shall be considered a case decision as defined in § 2.2-4001 of the Code of Virginia. Service of the decision following the informal conference shall be achieved by mailing the decision to the licensee, unless service is made by other means and acknowledged in writing by the licensee. If the licensee wishes to appeal the decision, he shall have 30 days after service of the notice to make such a request. If service is accomplished by mail, three days shall be added to the 30-day period. Any appeal following an informal conference related to special orders shall be made to the circuit court. All other appeals shall follow procedures set forth in the Administrative Process Act.

22 VAC 40-80-430. Consent agreements.

A. A consent agreement may be proposed by a licensee in lieu of adverse action. The proposed consent agreement shall be submitted no later than five work days prior to the conference unless different arrangements are agreed upon with the chair. In no case may a proposed consent agreement be submitted later than the day of the informal conference.

B. An acceptable consent agreement shall contain the following specific elements:

1. Dates of key actions, such as letter of sanction, timely appeal, the informal conference (if already held), and the names of the parties;
2. The assertion that all violations detailed in the letter of denial or revocation have been corrected or will be corrected by a time specified in the proposed agreement;
3. A description in detail of the case-specific systemic solution proposed that addresses the causes of the past history of violations, including the methods the licensee has in place to prevent violations and to monitor results;
4. A stipulation by the licensee to the validity of the violations enumerated in the specified correspondence and waiver of right to hearing under the Administrative Process Act (§ 2.2-4000 et.seq. of the Code of Virginia) solely with respect to those violations.
5. The duration of the consent agreement, including the information that the period begins when the division director signs;



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22 VAC 40-80-430. Consent agreements.

6. A statement that when the division director signs the agreement, signifying final acceptance, the division director is also agreeing to rescind the outstanding adverse action and that the licensee is agreeing to withdraw all appeals to that action; and

7. A statement outlining conditions for termination of the final agreement for cause and the nature of the licensee's appeal rights in that event.

C. Throughout the duration of the consent agreement, licensing staff will make frequent inspections to determine whether the terms of the consent agreement are being implemented and whether its intended results are being achieved.

22 VAC 40-80-440. Acknowledgment of request for an administrative hearing.

Upon receipt of the written request from the aggrieved party for an administrative hearing pursuant to §§ 2.2-4020 and 2.2-4021 of the Code of Virginia, a hearing will be scheduled in the locality where the aggrieved party operates unless he expressly waives this venue provision (§ 8.01-261 of the Code of Virginia). The hearing coordinator will request appointment of a hearing officer from the list of qualified attorneys kept by the Supreme Court of Virginia. After a hearing officer is appointed and duly designated by the commissioner, a notice of hearing will be sent to the aggrieved party with a copy to the agency representative for the case. The department may be represented either by counsel or by agency staff authorized by § 2.2-509 of the Code of Virginia. After the hearing officer is appointed, the hearing coordinator will forward a copy of the relevant licensing standards and appeal procedures to the hearing officer. The hearing coordinator will not be directly involved in any investigation or litigation function in connection with the case.

22 VAC 40-80-450. Continuances.

A request for continuance shall be made to the hearing officer at least five days prior to the time designated for the hearing, except in cases of emergency. No continuance of an administrative hearing shall be granted except at the discretion of the hearing officer, for good cause shown and with due consideration of the potential risks to residents, participants or children in the facility from extended exposure to conditions detailed in the agency's revocation or denial letter. All parties involved in a hearing shall avoid delay caused by unnecessary postponements or continuances so that a decision can be made expeditiously.

22 VAC 40-80-460. Recesses and postponements.

The hearing officer has authority to grant recesses and postponements where necessary for the convenience and comfort of the parties, witnesses, and the court reporter.

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22 VAC 40-80-470. Prehearing conferences.

The hearing officer has the statutory power to hold conferences for the settlement or simplification of issues by the parties. The hearing officer may hold a prehearing conference for the stipulation of certain facts or for any other purposes that might be accomplished by such a preliminary process. It may be useful for the hearing officer to direct the parties to submit to him and exchange in advance of the conference: proposed statements of issues, proposed stipulations, requests for information, statements of position, proposed procedural data, and the exchange of exhibits. The notice for such a prehearing conference must be established by the hearing officer as to the date, time and place for such conference. It will not be necessary to provide a verbatim reporting of the prehearing conference. A report summarizing the results of this conference must be prepared, consisting of a list of appearances, agreements reached, the hearing officer's rulings, and other matters decided. A copy of this report shall be provided to all persons who entered appearances, which shall become part of the agency record.

22 VAC 40-80-480. Conduct of hearing.

A. To initiate the proceedings, the hearing officer will call the hearing to order and make a brief statement giving the name of the proceeding, its case number, the names of all persons present and involved in the proceeding, and other appropriate introductory remarks such as the general rules of decorum and conduct. The parties shall be entitled to be accompanied by and represented by counsel. Before the formal presentation of evidence begins, the parties should be given an opportunity to bring up any preliminary matters or motions. If a hearing officer has questions or issues regarding the procedures in the hearing or his role in conducting the hearing, these questions shall be directed to the hearing coordinator. The parties at administrative hearings have the right to conduct cross-examination to obtain full and fair disclosure of the facts. The hearing officer will decide if the hearing will be open to the public.

B. The following shall be the order of proceedings at all hearings, subject to modification by the hearing officer before such hearing is commenced, for good cause:

1. Presentation, argument, and disposition of all preliminary matters and motions.
2. Presentation of opening statements. Such statements are not subject to cross-examination or an opportunity to present argumentative testimony.
3. Agency representative presents the case, calling witnesses in such order as is seen fit. Each witness should be subject to direct, cross, and redirect examination. Both the counsel for the adverse party and the hearing officer may direct questions to the witness.
4. The aggrieved party should present its case, using the same guidelines as established in subdivision 3 of this subsection.
5. Rebuttal evidence by the agency representative should be permitted.



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22 VAC 40-80-480. Conduct of hearing.

6. At the close of the presentation of evidence, the parties may exercise their rights pursuant to §§ 2.2-4020 and 2.2-4021 of the Code of Virginia. The parties, on request, shall be given the opportunity for closing argument and may submit for the record, in writing, proposed findings and conclusions.

22 VAC 40-80-490. Rules of evidence.

A. The burden of proof shall be upon the proponent. Therefore, if this is a situation where the department has revoked a license or imposed another administrative sanction subject to appeal by administrative hearing, the department is the proponent and has the burden of proof.

However, in cases where the department has refused to grant an initial or renewal license, the proponent is the applicant and has the burden of proving that it should be granted a license.

B. The formal rules of evidence shall not apply. The hearing officer shall receive any probative evidence, and should strike, on objection or own motion, evidence that is irrelevant, immaterial, insubstantial, privileged, or repetitive, as required by §§ 2.2-4020 and 2.2-4021 of the Code of Virginia. If a question or answer at hearing is irrelevant, improper, or excludable, the hearing officer may strike it without waiting for an objection.

C. A party to the hearing may conduct examinations or cross examinations without rigid adherence to formal rules of evidence, provided the examination or cross examination does not become abusive or constitute harassment of the witness, and the examination can be shown to be necessary to result in full and fair disclosure of the facts bearing upon matters in issue. The hearing officer may examine all or any of the witnesses at the hearing.

22 VAC 40-80-500. The record at hearing.

All testimony in the administrative hearing must be recorded either stenographically or by mechanical means. All documents or other evidence received are also part of the record and must be maintained. In addition, a record must be maintained of all evidence offered but excluded. See Rule 2A: 3 (c) of the Rules of the Supreme Court of Virginia. As a matter of practice, it would be appropriate for the hearing officer to conditionally receive evidence and thereafter, if it is excludable, to avoid considering it in making the decision. In this way, if it is determined on judicial review that the hearing officer erroneously decided that the evidence was excludable, the case can be remanded for reconsideration of the evidence submitted but rejected as exhibits.

22 VAC 40-80-510. Recommendations of the hearing officer.

A. By statute, the hearing officer shall recommend findings of fact and a decision upon the preponderance of the evidence presented by the record and relevant to the basic law under which the agency is operating (§§ 2.2-4020 and 2.2-4021 of the Code of Virginia.). The recommended

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22 VAC 40-80-510. Recommendations of the hearing officer.

decision of the hearing officer shall be made upon consideration and review of the record as a whole or such portions of the record as may be cited by any party to the proceedings. The findings of fact shall be based exclusively on admissible evidence or matters that are officially noticed. The recommendation shall be in writing and shall include specific findings on all the major facts in issue.

B. The hearing officer shall provide a recommendation within 90 days from the date the agency record is closed (that is, the date of the final hearing or the date by which the hearing officer prescribes that all evidence shall be submitted) or from a later date if agreed to by the aggrieved party and the agency (§ 2.2-4024 of the Code of Virginia). If the hearing officer does not render a recommended decision within 90 days, the named party to the case decision may provide written notice to the hearing officer and the Executive Secretary of the Supreme Court that a decision is due. If no recommended decision is made by the hearing officer within 30 days from receipt of the notice, then the Executive Secretary of the Supreme Court, pursuant to § 2.2-4024 of the Code of Virginia, shall remove the hearing officer from the hearing officer list and report the hearing officer to the Virginia State Bar for possible disciplinary action, unless good cause can be shown for the delay.

C. The available remedies offered by the hearing officer shall be to (i) uphold the decision of the department; (ii) recommend reversing the decision; or (iii) recommend issuance of a different sanction as provided in § 63.2-1709.2 B of the Code of Virginia.

D. The findings, conclusions and recommended decision shall be provided to the parties and thereafter either party has 10 days to submit any exceptions in writing to the hearing coordinator for review by the commissioner regarding the recommended decision of the hearing officer. The hearing officer may incorporate the procedure for making exceptions to his recommended decision within the text of his report and recommendation.

E. The hearing officer shall forward the agency record, including the recommendation; all documents submitted by the parties; a listing of all exhibits presented, received and rejected; and the transcript of the hearing to the hearing coordinator.

22 VAC 40-80-520. Case decision.

A. The commissioner, after review of the findings of fact and recommended decision of the hearing officer, shall make a case decision and issue an order in the case within 30 days from the date that the commissioner receives the hearing officer's recommendation (§§ 2.2-4020 and 2.2-4021 of the Code of Virginia). The commissioner shall provide notification to the aggrieved party of the decision within 30 days of receipt of the hearing officer's recommendation. If the commissioner does not render a decision within 30 days, the aggrieved party to the case decision may provide a written notice to the commissioner that a decision is due. If no decision is made within 30 days from the commissioner's receipt of the notice, the decision is deemed to be in favor of the aggrieved party. Service of the notice of the commissioner's decision is achieved by mailing the notice of the case decision to the licensee, unless service is made by other means and acknowledged in writing by the licensee. If service is accomplished by mail, three days shall be



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22 VAC 40-80-520. Case decision.

added to the 30-day period. If the licensee wishes to appeal the decision, he shall have 30 days after service of the notice of case decision to make such request.

B. The signed original case decision shall remain in the custody of the agency as a public record, subject to the agency's records retention policy. The signed originals or facsimiles thereof, together with the full record or file of the case, shall be made available for public inspection or copying except as the agency may, in its discretion under § 2.2-4023 of the Code of Virginia, decide to withhold part or all of the records.

C. The provisions for appealing the commissioner's order in accordance with the Administrative Process Act are found at §§ 2.2-4025 through 2.2-4030 of the Code of Virginia. 22 VAC 40-80-520. Case decision.

D. When issuance or renewal of a license as an adult care facility has been refused by the commissioner, the applicant shall not thereafter for a period of one year apply again for such license. When issuance or renewal of a license for a child welfare agency has been refused by the commissioner, the applicant shall not thereafter for a period of six months apply again for such license.

EXCEPTION: An adult care facility or a child welfare agency may apply again for such license before the end of the applicable specified period if the commissioner in his sole discretion believes that there has been such a change in the conditions on account of which he refused the prior application as to justify considering the new application.

SCHEDULE OF FEES
22 VAC 40-160

These fees are adopted under the sole authority of the State Board of Social Services (Section 63.2-1700 of the Code of Virginia). The fee schedule was revised under the authority of the Board, effective July 1, 1992.

The regulation, entitled *Fee Requirements for Processing Applications*, follows:

By Act of the General Assembly and effective February 1, 1984, the Department of Social Services is authorized to charge fees for processing applications for licenses (Section 63.2-1700 of the Code of Virginia).

Such fees are to be used for the development and delivery of training for operators and staff of facilities or agencies for adults or children subject to licensure solely by the Department of Social Services.

Each license or renewal of it may be issued for a period of up to three successive years. The required fee for each licensed facility or agency will be based upon its licensed capacity and the length of the total licensure period. However, the fee will be collected annually and licensees will be billed each year by the Department of Social Services for the appropriate portion of the fee. (Example: A facility with a capacity of 55 participants is issued a license for a period of 24 months. The fee for that facility for the two-year period would be \$210. The facility will be charged \$105 at the beginning of the licensure period and billed again for \$105 at the beginning of the second year of licensure.) No fee will be charged directly following the issuance of a conditional license.

Some programs such as, but not limited to, parks and recreation programs and summer camps, which operate for less than four months in a 12-month period, will pay a reduced fee as indicated in the fee schedule below (short-term programs).

Applicants shall use the following schedule of fees to determine the correct fee to pay for processing all applications.

Schedule of Fees

Capacity	1 year	2 years	3 years
1-12	\$14	\$28	\$42
13-25	\$35	\$70	\$105
26-50	\$70	\$140	\$210
51-75	\$105	\$210	\$315
76-200	\$140	\$280	\$420
201 & up	\$200	\$400	\$600



Short Term Programs

Capacity	1 year	2 years	3 years
1-50	\$25	\$50	\$75
51 & up	\$50	\$100	\$150

Flat Fees

Family Day Care Systems	\$70	\$140	\$210
Child Placing Agencies	\$70	\$140	\$210

The fee shall be paid by personal check, money order, or certified check, made payable to "Treasurer of Virginia."

A fee that is incorrect in amount or is made payable other than to the Treasurer of Virginia will be returned to the applicant. Otherwise, no fee will be returned or refunded for any reason.

Failure to submit the appropriate fee within the time frame specified by the Department of Social Services may result in negative action against a facility's or agency's license.

A \$15 fee will be charged for checks which must be returned to the applicant because of insufficient funds.

Program Determinant Form



Department of Parks, Recreation & Tourism

Program Determination Tool

Proposed Program or Service:

Staff Member:

Date:

Determinants	Y/N
Does this program/service meet the conceptual foundations of play, recreation and leisure?	Y
Is there a desired result associated with the program?	Y
Does this program enhance the quality of life in some way for the participant?	Y
Does this program improve the participant's social, mental, or physical well-being?	Y
Does this program/service meet the Department's mission, goals and objectives?	Y
Does this program provide experiences that meet the needs of our community?	Y
Does this program ensure the use of high quality staff to deliver the program?	Y
Does the program provide a safe environment for all participants?	Y
Is this program priced to meet the cost recovery goal of 100% and produce revenue?	Y
Does this program/service meet community interests and participant needs?	Y
Has this program/service been identified as a community need?	Y
Would this program/service be unique to other community offerings?	Y
Does this program provide an experience that is desirable for the participant?	Y
Will this program/service assist participants in meeting personal goals?	Y
Does this program/service create a customer-centered culture?	Y
Does this program/service meet a targeted age group or specific population need?	Y
Is this program/service accessible for various ability levels?	Y
Does this program/service operate fairly and ethically for all participants?	Y
Does this program/service promote a healthy lifestyle or well-being?	Y
Does this program/service provide community opportunities?	Y
Does this program provide an opportunity for participants to interact for a common purpose?	Y

Please submit this form with the Class Analysis cost recovery form to your supervisor for program approval.



Class Analysis Form

PROGRAM FEE WORKSHEET

Program Name _____
 Program Location _____
 Program Description _____
 Type of Room/Space Needed _____

Step 1	Positions Needed	# needed for this position	Hourly Rate	Total # of hours worked	Total # of training and/or planning hours	Total Staff Costs
						\$0.00
						\$0.00
						\$0.00
						\$0.00
						\$0.00
	Totals	0		0	0	\$0.00

Total Program Costs
\$0.00

Step 4 Program Enrollments - you can adjust your minimum to estimate your program fee. Program fees will always be based on minimum enrollment.
 Planned Minimum of Program _____
 Anticipated or Actual Enrollment _____
 Maximum Enrollment _____

Step 2	Supplies/Equipment	Quantity	Item Cost	Total Supply Cost
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
	Total Supply/Equipment Cost			\$0.00

Cost + Profit - program goal is to plan for a 40% profit above direct costs in order to cover indirect costs. Based on your program costs, the program fee is what you would need to charge (@ minimum enrollment) in order to meet the designated %.

%	Cost + Profit	Program Fee	Total Revenue @ minimum	Total Revenue @ anticipated	Total Net Revenue @ minimum
20%	\$0.00	\$DIV0!	\$DIV0!	\$DIV0!	\$DIV0!
30%	\$0.00	\$DIV0!	\$DIV0!	\$DIV0!	\$DIV0!
40%	\$0.00	\$DIV0!	\$DIV0!	\$DIV0!	\$DIV0!
50%	\$0.00	\$DIV0!	\$DIV0!	\$DIV0!	\$DIV0!
60%	\$0.00	\$DIV0!	\$DIV0!	\$DIV0!	\$DIV0!

Step 3	Transportation Costs	# of hours needed	Hourly Cost	Total Transportation Costs
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
				\$0.00
	Total Transportation Cost			\$0.00

Example Evaluation Survey

2019 - Summer Camp Survey

(untitled)

1. Please tell us where your child or children have attended camp: *

- A.J. Ferlazzo Building
- Ben Lomond Historic Site
- Brentsville Courthouse Historic Centre
- Chinn Aquatics & Fitness Center
- Forest Greens Golf Club
- George Hellwig Memorial Park
- James S. Long Park (Gro)
- Lake Ridge Golf Course
- Lake Ridge Park
- Locust Shade Park
- Pat White Center at Ben Lomond
- Prince William Forest Park (Camp Mawavi)
- Prince William Golf Course
- Rippon Lodge Historic Site
- Sharon Baucom Dale City Recreation Center
- Silver Lake Regional Park
- Veterans Memorial Park

2. What type of camp did your child attend? *

- Full Day
- Partial Day

Please rate the following aspects of your experience with our summer camp:

3. Drop off/ pick-up procedures

Excellent	Very Good	Average	Poor	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Camper safety

Excellent	Very Good	Average	Poor	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Camp activities

Excellent	Very Good	Average	Poor	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



6. Field trips

Excellent Very Good Average Poor Very Poor

Please rate your overall experience with our summer camp staff members:

7. Camp Manager

Excellent Very Good Average Poor N/A

8. Head Counselor

Excellent Very Good Average Poor N/A

9. Camp Counselors

Excellent Very Good Average Poor N/A

10. Customer Service staff

Excellent Very Good Average Poor Very Poor

11. General staff communication

Excellent Very Good Average Poor Very Poor

(untitled)

12. How did you register for camp?

- In-person
- Online
- Over the phone

13. How would you describe the registration process?

Very easy Fairly easy Neutral Somewhat difficult Very difficult

14. How would you describe your experience using the ePact system?

Very easy	Fairly easy	Neutral	Somewhat difficult	Very difficult
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Why did you enroll your child in summer camp programs offered by the Prince William County Parks, Recreation & Tourism?
Please check all that apply.

Cost Quality Field trips Facility / location amenities Referral/recommendation Location / convenience

Other - Write In (Required)

(untitled)

16. Please tell us how you first learned about our summer camp programs?

17. What did your child enjoy the most about their summer camp experience with us?

18. What did your child enjoy least about about our camps?

19. Did you use our Summer Camp Guide publication to help guide your decisions about which camps to enroll your child in?

Yes

No



Show/hide trigger exists.

20. Did you use the printed version or online version of the Summer Camp Guide?

- Printed Online Both Neither

Hidden unless: #20 Question "Did you use the printed version or online version of the Summer Camp Guide?" is one of the following answers ("Printed", "Both")

21. How would you rate the quality/ease of use of our Summer Camp Guide print publication?

- Excellent Very Good Average Poor Very Poor

22. Did you use our website to help you make decisions about which camp to enroll your child in?

- Yes
 No

Please rate the following aspects of your experience using our website while enrolling in summer camps:

23. Browsing available camps

- Excellent Very Good Average Poor Very Poor

24. Completeness of information

- Excellent Very Good Average Poor Very Poor

25. Do you have any suggestions on how we could improve our website?

(untitled)

Show/hide trigger exists.

26. Did you utilize our inclusion process or receive any type of special needs modifications for your child's summer camp?

- Yes
 No

1.0.0.0 Hidden unless: #26 Question "Did you utilize our inclusion process or receive any type of special needs modifications for your child's summer camp?" is one of the following answers ("Yes")

27. How satisfied were you with the inclusion / special needs accommodation process and experience?

- Excellent Very Good Average Poor Very Poor

1.0.0.0 Hidden unless: #26 Question "Did you utilize our inclusion process or receive any type of special needs modifications for your child's summer camp?" is one of the following answers ("Yes")

28. Do you have any comments or suggestions relating to the inclusion process or special needs accommodations offered with our camps?

(untitled)

1.0.0.0 Show/hide trigger exists.

29. How likely are you to register your child / children for our summer camps next year?

- Very likely
 Maybe
 Not likely

1.0.0.0 Hidden unless: #29 Question "How likely are you to register your child / children for our summer camps next year?" is one of the following answers ("Not likely")

30. Please tell us why you are not likely to register your child / children for our summer camps next year.

31. Please share any other comments you may have.

Thank You!

Thank you for participating in Prince William County Parks, Recreation & Tourism's summer camps and for taking the time to complete this survey.



Marketing Request Form

4/22/2020

DPRT WEB UPDATE REQUEST FORM

This website uses cookies. By using our services, you agree to our use of cookies.
[Learn more](#) [Got it!](#)



DPRT WEB UPDATE REQUEST FORM

Submissions create a "to-do" item for the CSD team for website changes

Date of Request *

Facility / Program with which the page requiring updates is associated *

URL of page requiring updates *

Description of updates required (if attaching a document, you may indicate "see document") *

Associated File Upload #1

Requested Complete by date (may be adjusted by CSD depending on nature of request) *

Background Check Packet



Backgrounds Checklist

LICENSED PROGRAMS

Please utilize the checklist below to ensure the packet is complete.

Complete each form by printing clearly in blue or black ink.

Letter of Acknowledgement – Must be signed upon receipt of Backgrounds Packet.

Schedule appointment with Fieldprint for fingerprinting ASAP –

*** Fieldprint code: FPVADSSChDayCntrEmp

Manager will provide facility code: _____

You must be fingerprinted and results received by your manager before starting work.

Complete Central Registry Release form – Ensure all fields are complete & signature is notarized. Enter “N/A” in any fields that are not applicable.

Complete Sworn Statement – Complete all questions. Out-of-state residency for last 5 years must be provided.

All forms must be received no later than 14 days after Start Date.

***** Failure to correctly complete and submit packet 14 days after your Start Date will result in removal from schedule *****

You may return your completed paperwork in person to:

- Your hiring manager at the date/location he or she has communicated as a set time for return, review and processing of this paperwork.
- Your hiring manager by scheduled appointment.
- PWC Department of Parks, Recreation & Tourism Human Resources Admin office at: 14420 Bristow Rd. Manassas, VA 20112 between the hours of 9-5 Monday-Friday.

Contact your supervisor or the Human Resources Department at 703-792-7060 if you have questions on completing forms.

Revised 10-1-19



HIRING MANAGER CHECKLIST

LICENSED PROGRAMS

This section to be completed by manager:

Employee: _____

Manager: _____

- Letter of Acknowledgement** – Employee and manager must sign after reviewing Backgrounds Packet. Provide copy to employee and forward to HR immediately.
- Ensure employee understands instructions for fingerprinting and has correct Fieldprint code and facility ID.**
- Central Registry Release form** – Ensure all fields are complete, legible, & signature is notarized. Return original to DPRT HR.
- Sworn Statement** – All questions completed and additional details provided for any questions answered “Yes”.

Under no circumstance should an employee be working before Letter of Eligibility is received.

Revised 10-1-19



Background Check Letter of Acknowledgement
LICENSED PROGRAMS

All offers of employment with Prince William County Department of Parks, Recreation & Tourism are contingent upon clear results of a thorough background check. Background checks will be conducted on all employees directly responsible for vulnerable populations as deemed necessary.

Employees are required to complete and return the below authorization forms no later than 14 days after their Start Date:

- Fingerprint based national criminal records search: FBI and Virginia State Police conviction search. Results must be received before employee's Start Date.
Central Registry Release form: Search of the Virginia child abuse and neglect registry.
Sworn Statement or Affirmation: Statement attesting to whether an applicant has ever been convicted of or are the subject of pending charges of any crime or are the subject of a founded complaint of child abuse or neglect.

The following factors will be considered for applicants with a criminal history:

- The nature of the crime and its relationship to the position.
The time since the conviction.
The number (if more than one) of convictions.

Human Resources will order the background checks upon receipt of the signed release forms. A designated HR representative will review all results.

An HR representative will notify the hiring manager regarding the results of the checks. In instances where negative or incomplete information is obtained, the employee must request and provide records to the appropriate management and the director of Human Resources will determine whether the individual is eligible for employment. If a decision not to hire or promote a candidate is made based on the results of a background check, there may be certain additional Fair Credit Reporting Act (FCRA) requirements that will be handled by Human Resources in conjunction with the employment screening service (if applicable).

Background check information will be maintained in a secured location for a minimum of five years. Background checks will be repeated every 5 years or with a break in service over 12 months.

Sign and date below to confirm acknowledgment of the above:

Employee Name (Printed) Employee Signature Date

Manager Name (Printed) Manager Signature Date

Revised 10-1-2019





How to register for an appointment to be fingerprinted

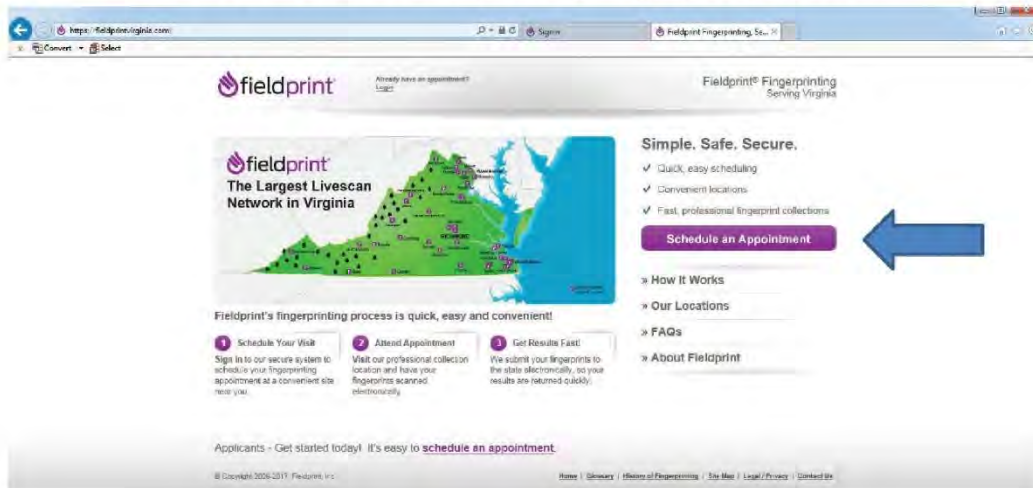
Go to <https://fieldprintvirginia.com/>

- Click “Schedule an Appointment” and enter all required information to set up a fingerprinting appointment.
- Print the **Confirmation Page** and take it with you, along with **2 forms of ID**, to your fingerprint appointment.

You will need:

- 2 forms of ID
- Phone/email/address
- SSN/DOB/Citizenship information
- Out-of-state address(es) for past 5 years
- Fieldprint code: **FPVADSSChDayCntrEmp**
- **Facility ID:** _____

Have this information handy before you begin your registration.



TIPS FOR CENTRAL REGISTRY SEARCH FORM

The following information has been compiled based on consistent errors seen by the Office of Background Investigations (OBI) that require the form to be RETURNED FOR CORRECTIONS.

1. Complete all fields. If the field does not apply, write N/A.
2. Dates of birth are REQUIRED for all persons listed on the form, it cannot be left blank.
3. Marital status is REQUIRED.
4. The middle name should be the middle name given at birth.
5. A maiden name is the last name given at birth, this should not be a previous married name.
6. It is recommended that the first page of the form be typed in (first page is a fillable PDF).
Having typed in data on the first page is easier for OBI staff to read.
7. Handwritten forms must be LEGIBLE. If OBI staff cannot read the handwriting, the form will be returned.
10. The form should contain NO WHITE OUT, NO WHITE OUT TAPE, or the appearance of any alterations.
12. All forms require a NOTARY, including the notary signature and expiration date. When using a two-sided form, the notary stamp must not interfere with the information on the front of the form.
13. ORIGINAL form must be submitted. Copies cannot be processed.



VA Department of Social Services
Office of Background Investigations – Search Unit
801 East Main Street, 6th Floor, Richmond, VA 23219-2901

Central Registry Release of Information Form

Search Fee \$10.00

INSTRUCTIONS

Purpose

The Virginia Child Abuse and Neglect Central Registry is mandated by the Virginia Child Protective Law and contains the names of individuals identified as an abuser or neglector in founded child abuse and/or neglect investigations conducted in the state of Virginia. The findings are made by Child Protective Services staff in local departments of social services and are maintained by the Virginia Department of Social Services. Legal mandates for the Virginia Department of Social Services to provide a Central Registry and a mechanism for conducting searches of the registry are found in § 63.2-1515 of the Code Virginia.

Read all instructions before completing the form: (Incomplete forms will be returned)

1. Answer all questions completely and accurately by printing clearly in black ink or typing your answers. Failure to complete or print clearly may delay or deny your request. Given the nature of the form and the actions to be taken when received, the **Office of Background Investigations shall not accept forms that have been altered in any fashion.** Forms that contain strike outs, correction tape or white-out will be returned.
 2. If a middle name is an initial, indicate "initial only" otherwise, enter a full middle name given at birth.
 3. For "other names used" list all previous names; nick names, all previous married names, legal name changes, changes due to adoption, etc. Circle appropriate title description on the form.
 4. If the answer to any question is none, write "N/A".
 5. Sign the Central Registry Release of Information Form in the presence of an official Notary Public. Each request form must be notarized. Only original signatures will be accepted. No copies of the form will be accepted.
 6. A \$10.00 fee is charged for each search. Payment must accompany search forms. Only money orders, company/business checks, or cashier checks will be accepted. (If multiple requests are mailed together, payment may be combined on in one money order, company/business check, or cashier's check. (ex. 4 requests at \$10.00 each will total \$40.00). A \$50 fee will be charged for all returned checks.)
All money orders, company/business checks, or cashier checks should be made payable to:
Virginia Department of Social Services.
- Personal checks and cash will not be accepted.**
7. For agencies and facilities that require several searches per year, an agency code will be assigned to expedite processing of the search requests.
 8. If additional space is needed to complete the form (ie. providing information on addresses, spouses, and children) attach an 8x11 sheet sheet of paper along with your form to be mailed.
 9. Search results are not transferable and are not considered official beyond the requesting agency or individual.
 10. Mail your completed form and additional sheets (if used) to:

**Virginia Department of Social Services
Office of Background Investigations - Search Unit
801 East Main Street, 6th Floor
Richmond, VA 23219-2901**

VA Department of Social Services
 Office of Background Investigations – Search Unit
 801 East Main Street, 6th Floor, Richmond, VA 23219-2901

Central Registry Release of Information Form

Search Fee \$10.00

Purpose of Search, Check one: Adam Walsh Law Adoptive Parent Babysitter/Family Day Care
 CASA Children’s Residential Facility Custody Evaluation Day Care Center Foster Parent
 Institutional Employee Other Employment School Personnel Volunteer Other

MAIL SEARCH RESULTS TO: Agency, Individual or Authorized Agent Requesting Search

Name	PWC Dept. of Parks and Recreation	Payment/FIPS Code (Use only if assigned by OBI-CRU)
Address	14420 Bristow Road	B00793
City	Manassas State VA Zip 20112	
Contact Name	Shawna Zinglewicz Tel.# 703-792-7469 Ext	
Contact E-Mail	ParksHR@pwcgov.org	
Mandatory if agency code has been assigned		

PART I: DETAILS OF INDIVIDUAL WHOSE NAME MUST BE SEARCHED

Last Name	First Name	Full Middle Name – (given at birth) - No initials (if middle name is an initial, indicate "Initial Only")			
Maiden Name (last name before marriage)	Sex <input type="checkbox"/> Male <input type="checkbox"/> Female	Date of Birth (MM/DD/YYYY)	Race		
Driver’s License Number or ID #	Social Security Number	Other names used; nicknames, legal names (refer to instruction page)			
Current Address (Include Street # and Apt #)	City	State	Zip		

Applicant’s Prior Addresses

Include Street # and Apt #	City	State	Zip	Start Date (MM/YY)	End Date (MM/YY)

Marital Status Single Married Divorced Widowed Partner
 If married, list current spouse. If previously married, list all previous spouses. If you have never been married, write 'N/A'.

Last Name	First Name	Full Middle Name (given at birth)	Maiden Name	Race	Sex	Date of Birth (MM/DD/YYYY)
					<input type="checkbox"/> Male <input type="checkbox"/> Female	
					<input type="checkbox"/> Male <input type="checkbox"/> Female	
					<input type="checkbox"/> Male <input type="checkbox"/> Female	

List all of your children. If you have none, write 'N/A'. Include all adult children, step and foster children not living with you.

Last Name	First Name	Full Middle Name (given at birth)	Relationship	Sex	Date of Birth (MM/DD/YYYY)
				<input type="checkbox"/> Male <input type="checkbox"/> Female	
				<input type="checkbox"/> Male <input type="checkbox"/> Female	
				<input type="checkbox"/> Male <input type="checkbox"/> Female	



032-02-0151-12-eng (08/15)



PART II: CERTIFICATION AND CONSENT FOR RELEASE OF INFORMATION

I hereby certify that the information contained on this form is true, correct and complete to the best of my knowledge. Pursuant to Section 2.2-3806 of the *Code of Virginia*, I authorize the release of personal information regarding me which has been maintained by either the Virginia Department of Social Services or any local department of social services which is related to any disposition of founded child abuse/neglect in which I am identified as responsible for such abuse/neglect. I have provided proof of my identity to the Notary Public prior to signing this in his/her presence.

Signature of person whose name is being searched
(Sign in presence of Notary)

Parent or Guardian signature required for minor
children under the age of 18

PART III: CERTIFICATE OF ACKNOWLEDGEMENT OF INDIVIDUAL

City/County of _____

Commonwealth/State of _____

Acknowledged before me this ____ day of _____, year _____

Notary Public Signature



PRINCE WILLIAM
— Parks, Recreation & Tourism

DPRT Authorized Notary List

Name	Location	Phone
Katherine Durany	Chinn Aquatics & Fitness Center 13025 Chinn Park Dr Woodbridge, VA 22192	(703) 792-8614
Lisa Herr	Sharron Baucom Dale City Rec. Center 14300 Minnieville Rd Woodbridge, VA 22193	(703) 792-8656



DEPARTMENT OF SOCIAL SERVICES
(Model Form)

Page 1 of 2

SWORN STATEMENT OR AFFIRMATION FOR CHILD DAY PROGRAMS
Please Print

Last Name First Middle Maiden Social Security Number

Current Mailing Address Street, P.O. Box #, Apt. # City State Zip Code

Name of Licensed/Registered Approved Facility/Provider Street, P.O. Box #, Apt. # City State Zip Code

Have you lived outside of Virginia in the past five years? Yes No

If yes, what state(s) have you lived in: _____

Please respond to all four (4) questions below:

1. Have you ever been convicted of or are you the subject of pending charges of any crime within the Commonwealth of Virginia? Yes (convicted in Virginia) Yes (pending in Virginia) No

If yes to convicted or pending, specify crime(s): _____

2. Have you ever been convicted of or are you the subject of pending charges of any crime outside the Commonwealth of Virginia? Yes (convicted outside Virginia) Yes (pending outside Virginia) No

If yes to convicted or pending, specify crime(s) and state, or other location: _____

3. Have you ever been the subject of a founded complaint of child abuse or neglect within the Commonwealth of Virginia? Yes (in Virginia) No (in Virginia)

4. Have you ever been the subject of a founded complaint of child abuse or neglect outside the Commonwealth of Virginia? Yes (outside Virginia) No (outside Virginia)

If yes, specify state, or other location: _____

I hereby affirm that the information provided on this form is true and complete. I understand that the information is subject to verification and that making a materially false statement or affirmation is a Class I misdemeanor.

Signature Date

DEPARTMENT OF SOCIAL SERVICES
(Model Form)

Page 2 of 2

Explanation of Sworn Statement or Affirmation

Requirement: Sections 63.2-1704, 63.2-1720, 63.2-1720.1, 63.2-1721, 63.2-1721.1, 63.2-1722, 63.2-1724 and 63.2-1725 of the *Code of Virginia* (Code) require individuals to provide a sworn statement or affirmation to a licensing, approving or hiring authority, facility, or agency prior to licensure, registration, approval, employment, or provision of volunteer services. A sworn disclosure or affirmation is a statement completed by a person attesting to whether he has ever been: (i) convicted of or the subject of pending charges of any crime within the Commonwealth or equivalent offense outside the Commonwealth, or (ii) the subject of a founded complaint of child abuse or neglect within or outside the Commonwealth. Additionally for family day homes, the person affirms if he, or if he knows that any person who resides in the home, has a sex offense conviction or is the subject of a founded complaint of child abuse or neglect within or outside the Commonwealth. The statement or affirmation must be made available to the Department of Social Services' representative.

Who must comply: These individuals must provide sworn statements or affirmations:

- Applicant upon application for licensure or registration as a child welfare agency, and any subsequent person designated as applicant, licensee, or registrant;
- Agent at the time of application who is or will be involved in the day-to-day operation of the child welfare agency or who is or will be alone with, in control of, or supervising one or more of the children and any subsequent person designated as agent who will be involved in the day-to-day operation or will be alone with, in control of, or supervising one or more of the children;
- Any other adult living in the home of an applicant for licensure or registration or approval as a family day home, or any existing employee or volunteer, and subsequent employee or volunteer or other adult living in the home;
- Operator of family day home requesting approval by family day system;
- Person who signs the statement of intent to operate a religiously exempt child day center;
- Any person who will be expected to be alone with one or more children enrolled in a religiously exempt child day center; and
- Any employee or volunteer of a licensed, registered, or approved facility who is involved in the day-to-day operations or who is alone with, in control of, or supervising one or more children.

Note: Any other child day center or family day home that has not otherwise met these requirements, and applies to enter into a contract with a local department to provide child care services to clients of a local department, must also submit a sworn statement or affirmation.

Exception: A parent-volunteer is not required to provide a sworn statement or affirmation. A parent-volunteer is a person supervising, without pay, a group of children that includes the parent-volunteer's own child in a program that operates no more than four hours per day, provided that the parent-volunteer works under the direct supervision of a person who has received satisfactory background checks as provided for in the Code.

Any person making a materially false statement regarding any such offense is guilty of a Class 1 misdemeanor.

Further dissemination of the sworn statement information is prohibited other than to the Commissioner's representative or a federal or state authority or court in order to comply with an express requirement in the law for that dissemination.

Consequence: If a person required to submit a sworn statement or affirmation (i) fails to submit a sworn statement or affirmation, or (ii) has been convicted of a barrier crime (specified below), or (iii) has been convicted of any other felony in the last five years, or (iv) has been the subject of a founded complaint of child abuse or neglect, and the facility refuses to separate that person from employment or service:

- Licensure, registration or approval of a child day program is prohibited;
- Licensure, registration or approval will be revoked and renewal of a license or registration or religiously exempt status will be denied;
- Religiously exempt status will be revoked; and
- The child welfare agency will not be permitted to receive federal, state or local child care funds.

Exception: A person who wants to operate or to volunteer or work at a facility covered by this regulation, but who is disqualified because of a criminal conviction, or a criminal conviction in the background check of any other adult living in a family day home governed by this regulation may apply for a waiver if: 1) a non-barrier crime felony conviction occurred less than five years ago, or 2) any other adult living in the home of a state regulated family day home applicant or provider has been convicted of not more than one misdemeanor offense of assault and battery or assault and battery against a family or household member. This other adult may not be an assistant or substitute provider.



Ellis & Associates Audit Example



2/24/2020

Prince William County Government
14300 Minnieville Road
Dale City VA 22193

Dear Prince William County Government

Your facility has just received an Unannounced Observational Audit by one of our National Staff Auditors.

Operational safety audits are randomly conducted to assist clients in evaluating their aquatic safety and risk management operations. The actions, findings, recommendations, and opinion rendered by our auditor representative(s) are limited to the operational conditions that exist during the audit. Accordingly, audits should be utilized as a "risk management tool" to enhance your existing operation.

Upon review of this information, you are encouraged to discuss the results of the audit and inquire about any questions that you may have with the auditor. Please find the documentation to review the details of this audit. Also, we encourage you to evaluate your auditor online:

<http://www.zoomerang.com/survey.zqi?p=WEB2253RDSEBH3>

Sincerely Yours,

Richard Carroll
Sr. VP/COO

Encl: **Unannounced Audit - AS01-10137**



Jeff Ellis & Associates, Inc.

Business Office:
PO Box 2160
Windermere, FL 34786
Phone: 800-742-8720
Fax: 407-654-1723

2/24/2020

Page 1 of 16

ELLIS & ASSOCIATES

INTERNATIONAL AQUATIC SAFETY & RISK MANAGEMENT CONSULTANTS

Client Prince William County Government
Date 2 /24/2020
Audit ID AS01-10137
Auditor Schaetzi, Annika
Audit Type: Unannounced
Weather Indoor

Section One:	Individual Lifeguard Evaluation	Exceeds
Section Two:	Simulated Emergency Evaluation	Exceeds
Section Three:	Administration Section Evaluation	Meets
Final Overall Audit Evaluation Score		Exceeds

Reviewed with Jamie Orrison **Email** jorrison@pwcgov.org
Title Aquatics Manager **Phone** 5717227386
Comments **Fax**

Section 1: Lifeguards and Supervisors were observed to EXCEED CARMP standards. Lifeguards on duty provided surveillance of swimmers, were vigilant, and professional. Supervisors were visible and observed to be proactively managing their areas of responsibilities. VAT Simulation drills met standards.

Section 2: Simulated Emergencies were observed to EXCEED CARMP standards. Patient care objectives were met and team members displayed confidence and competence in their EAP roles.

Section 3: The facility is well maintained and Supervisors were visible and professional throughout the audit. Administrative documentation was well organized and available for review.

It has been a pleasure to work with the Prince William Team. Best wishes for a very safe and successful year. If you have any questions, comments, or concerns, please direct them to your client manager, Joe Stefanyak at joe.stefanyak@jellis.com.



Section 1A: Individual Lifeguard Evaluation Report



Date 2/24/2020
Review ID AS01-10137
Section ID 1A-01
Facility Name Dale City Recreation Center
Lifeguard Name Elijah Jones
Credential Number 1028-8479
Pool/Ride Name Rove
Pool Type Lap Swimming Pool
Programming Type Open swim

Identification



Clips 1 -

	E	M	F	N
1) Lifeguard provided surveillance of swimmers (10/20)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard addressed environmental concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Lifeguard exhibited professional behavior and demeanor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Lifeguard was Rescue Ready	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lifeguard exhibited displayed a significant change in position/scanning pattern	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Lifeguard location allowed visual surveillance of entire Zone of Protection® area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Lifeguard location allowed immediate access to rescue equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Lifeguard exhibited proactive bottom scan during rotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) Lifeguard exhibited rotation without loss of eye contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Individual Lifeguard Evaluation Report

Exceeds

Comments

Lifeguard was observed at Rove.

Lifeguard exhibits a professional image and rescue ready posture/equipment position.

Lifeguard is attentive to the Zone of Protection and demonstrates swimmer surveillance to exceed the standard. Lifeguard exhibits consistent scanning patterns and implements downward head and eye movements. When roving the guard incorporates lateral steps and look-back scanning.

Lifeguard Signature _____ Supervisor's Signature _____

Section 1A: Individual Lifeguard Evaluation Report



Date 2/24/2020
Review ID AS01-10137
Section ID 1A-02
Facility Name Dale City Recreation Center
Lifeguard Name Jaden Nelson
Credential Number 1073-8981
Pool/Ride Name Rove
Pool Type Lap Swimming Pool
Programming Type Open swim

Identification



Clips 2 -

	E	M	F	N
1) Lifeguard provided surveillance of swimmers (10/20)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard addressed environmental concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Lifeguard exhibited professional behavior and demeanor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Lifeguard was Rescue Ready	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lifeguard exhibited displayed a significant change in position/scanning pattern	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Lifeguard location allowed visual surveillance of entire Zone of Protection® area	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Lifeguard location allowed immediate access to rescue equipment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Lifeguard exhibited proactive bottom scan during rotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) Lifeguard exhibited rotation without loss of eye contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Individual Lifeguard Evaluation Report **Exceeds**

Comments

Lifeguard was observed at Rove.

Lifeguard exhibits a professional image and rescue ready posture/equipment position.

Lifeguard is attentive to the Zone of Protection and demonstrates swimmer surveillance to exceed the standard. Lifeguard exhibits consistent scanning patterns and implements downward head and eye movements. When roving the guard incorporates lateral steps and look-back scanning.

Lifeguard Signature _____ Supervisor's Signature _____



Section 1A: Individual Lifeguard Evaluation Report



Date 2/24/2020
Review ID AS01-10137
Section ID 1A-03
Facility Name Chinn Aquatic and Fitness Center
Lifeguard Name Drake Gillespie
Credential Number 1033-7869
Pool/Ride Name Leisure
Pool Type Activity Pool
Programming Type Open swim

Identification



Clips 6 -

	E	M	F	N
1) Lifeguard provided surveillance of swimmers (10/20)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard addressed environmental concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Lifeguard exhibited professional behavior and demeanor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Lifeguard was Rescue Ready	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lifeguard exhibited displayed a significant change in position/scanning pattern	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Lifeguard location allowed visual surveillance of entire Zone of Protection® area	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Lifeguard location allowed immediate access to rescue equipment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Lifeguard exhibited proactive bottom scan during rotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) Lifeguard exhibited rotation without loss of eye contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Individual Lifeguard Evaluation Report

Exceeds

Comments

Lifeguard was observed at Leisure.

Lifeguard exhibits a professional image and rescue ready posture/equipment position.

Lifeguard is attentive to the Zone of Protection and demonstrates swimmer surveillance to exceed the standard. Lifeguard exhibits consistent scanning patterns and implements downward head and eye movements. When roving the guard incorporates lateral steps and look-back scanning.

Lifeguard Signature _____ Supervisor's Signature _____

Section 1A: Individual Lifeguard Evaluation Report



Date 2/24/2020
Review ID AS01-10137
Section ID 1A-04
Facility Name Chinn Aquatic and Fitness Center
Lifeguard Name Grayson Volz
Credential Number 1073-8990
Pool/Ride Name Leisure
Pool Type Activity Pool
Programming Type Open swim

Identification



Clips 7 -

	E	M	F	N
1) Lifeguard provided surveillance of swimmers (10/20)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard addressed environmental concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Lifeguard exhibited professional behavior and demeanor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Lifeguard was Rescue Ready	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lifeguard exhibited displayed a significant change in position/scanning pattern	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Lifeguard location allowed visual surveillance of entire Zone of Protection® area	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Lifeguard location allowed immediate access to rescue equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Lifeguard exhibited proactive bottom scan during rotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) Lifeguard exhibited rotation without loss of eye contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Individual Lifeguard Evaluation Report **Exceeds**

Comments

Lifeguard was observed at Leisure.

Lifeguard exhibits a professional image and rescue ready posture/equipment position.

Lifeguard is attentive to the Zone of Protection and demonstrates swimmer surveillance to exceed the standard. Lifeguard exhibits consistent scanning patterns and implements downward head and eye movements. When roving the guard incorporates lateral steps and look-back scanning.

Lifeguard Signature _____ Supervisor's Signature _____

2/24/2020

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Section 1A: Individual Lifeguard Evaluation Report



Date 2/24/2020
Review ID AS01-10137
Section ID 1A-05
Facility Name Chinn Aquatic and Fitness Center
Lifeguard Name Tynika Hardesty
Credential Number 1033-0495
Pool/Ride Name Main
Pool Type Lap Swimming Pool
Programming Type Open swim

Identification



Clips 9 -

	E	M	F	N
1) Lifeguard provided surveillance of swimmers (10/20)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard addressed environmental concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Lifeguard exhibited professional behavior and demeanor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Lifeguard was Rescue Ready	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lifeguard exhibited displayed a significant change in position/scanning pattern	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Lifeguard location allowed visual surveillance of entire Zone of Protection® area	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Lifeguard location allowed immediate access to rescue equipment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Lifeguard exhibited proactive bottom scan during rotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9) Lifeguard exhibited rotation without loss of eye contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Individual Lifeguard Evaluation Report

Exceeds

Comments

Lifeguard was observed at Main.

Lifeguard exhibits a professional image and rescue ready posture/equipment position.

Lifeguard is attentive to the Zone of Protection and demonstrates swimmer surveillance to exceed the standard. Lifeguard exhibits consistent scanning patterns and implements downward head and eye movements.

Lifeguard Signature _____ Supervisor's Signature _____

Section 1B: Individual Lifeguard VAT® Evaluation Report



Date 2/24/2020
Review ID AS01-10137
Section ID 1B-01
Facility Name Dale City Recreation Center
Lifeguard Name Jaden Nelson
Credential Number 1073-8981
Pool/Ride Name Rove
Pool Type Lap Swimming Pool
Programming Type Open swim

Identification



Clips 3 -

Lifeguard exhibited VAT®

M **RN**

Individual Lifeguard VAT® Evaluation Score

Meets

Comments

The lifeguard was observed at Rove.

The lifeguard identifies the stimulus to meet the standard.

Lifeguard Signature _____ Supervisor's Signature _____



Section 1B: Individual Lifeguard VAT® Evaluation Report



Date 2/24/2020
Review ID AS01-10137
Section ID 1B-02
Facility Name Chinn Aquatic and Fitness Center
Lifeguard Name Grayson Volz
Credential Number 1073-8990
Pool/Ride Name Deep
Pool Type Lap Swimming Pool
Programming Type Open swim

Identification



Clips 10 -

Lifeguard exhibited VAT®

M RN

Individual Lifeguard VAT® Evaluation Score

Meets

Comments

The lifeguard was observed at Deep.

The lifeguard identifies the stimulus to meet the standard.

Lifeguard Signature _____ Supervisor's Signature _____

Section 2B: First Responder Evaluation Report



Date 2/24/2020
Audit ID AS01-10137
SectionID 2B-01
Facility Name Dale City Recreation Center
Team Members John

Identification



Clips 5 -

	M	F	N
1) Lifeguard recognizes primary problem.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard activated the EAP/Called for assistance including EMS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Lifeguard maintains safety for self and the guest.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Lifeguard assesses/monitors CABs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lifeguard provides Basic Life Support care as needed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Lifeguard provides First Aid care as needed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Lifeguard properly utilizes available equipment for BLS or First Aid care	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Lifeguard provides appropriate care for secondary concerns	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Overall care provided is consistent with current BLS/First Aid Training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Airway/Circulation Management Simulation Score

Meets

Comments

The lifeguard properly recognizes and provides appropriate first aid care to this guest suffering from a nosebleed.



Section 2D: In-Water Unconscious Guest in Distress Simulation Audit Report



Date 2/24/2020
Audit ID AS01-10137
SectionID 2D-01
Facility Name Dale City Recreation Center
Team Members John, Jaden

Identification



Clips 4 -

	E	M	F	N
1) Lifeguard(s) activated EAP protocols		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard(s) performed a safe and effective water entry w eq.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Lifeguard(s) executed a safe and successful in-water rescue		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Lifeguard(s) provided airway assessment in water		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lifeguard(s) utilized in-water rescue equipment (inc. pocket mask)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Team provided extrication technique; safe for lifeguard and GiD		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Team met EAP operating criteria for extrication		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Team maintained standard precautions during scenario		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Team provided circulatory management techniques		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Team provided airway management technique		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) Team provided obstructed airway management techniques		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) Team met EAP operating criteria for Oxygen		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) Team met EAP operating criteria for AED		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) Team provided overall GiD management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) Effective/Verbal Team Communication	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In-Water Unconscious Guest in Distress Simulation Score Exceeds

Comments

In-water care is well executed including the initial opening of the airway, the quick check for spontaneous breathing, and initiation of rescue breathing utilizing necessary equipment while moving towards the extrication point.

Extrication is safe and effective while meeting the EAP Operating Criteria for Unresponsive guest emergencies.

Team displays effective teamwork and communication throughout the scenario.

All Rescue Breathing, CPR, FBAO, Oxygen and AED protocols are demonstrated effectively during on-deck care following extrication.

Section 2G: Spinal Management Simulation Report



Date 2/24/2020
Review ID AS01-10137
SectionID 2G-01
Facility Name Chinn Aquatic and Fitness Center
Team Members Grayson, Drake

Identification



Clips 11 -

	E	M	F	N
1) Lifeguard(s) requested assistance and activated EAP protocols	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguard(s) utilized correct water entry	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Lifeguard(s) provided spinal motion restriction to meet objective	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Team utilized backboard effectively	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Team met EAP operating criteria for extrication	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Team provided overall GiD management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Team effectively communicated to patient	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Established and executed effective team communications	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Spinal Management Simulation Score **Meets**

Comments

In-water skills for spinal motion restriction are well executed and effective.

Team is encouraged to ensure the guest is placed on the backboard so that his or her head is in the center of the headspace of the board. This will allow for secure placement of the Head Blocks.

Extrication is executed effectively, within the EAP Operating Standards, and was safe for both the guest and the lifeguard team.

Effective communication was demonstrated by the team and also with the GiD.



Section 3A: Facility Evaluation Audit Report



Date 2/24/2020
Audit ID AS01-10137
SectionID 3A-01
Facility Name Dale City Recreation Center

	M	R	F	N
1) Number of lifeguards on duty met 10/20 and/or 10/3 Protection Standards	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguards' behavior is consistent with facility zone validation requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Lifeguard placement matches Zone Validation® system documentation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Water clarity allows for clear visibility to bottom of all attractions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Walkways are free of slip/trip hazards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) General facility signage is present and visible	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Specific attraction signage is present and visible	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Depth markers are present and visible	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Non-guarded area access is controlled by fences/gates/signage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10) Spinal Management Equipment is present and maintained	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) Oxygen & AED equipment is present/functional & documentation is current	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) AED Trainer is present and maintained	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) VAT® Manikin or similar stimuli present	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) First Aid supplies are present	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) Lifejackets are available for guest use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility Evaluation Score **Meets**

Comments

All Facility items are present, in order, and meet the standard.

Rescue equipment is available for use and properly maintained.

Water quality at all attractions meets industry standards, allowing for clear visibility to the pool bottom.

Section 3A: Facility Evaluation Audit Report



Date 2/24/2020
Audit ID AS01-10137
SectionID 3A-02
Facility Name Chinn Aquatic and Fitness Center

	M	R	F	N
1) Number of lifeguards on duty met 10/20 and/or 10/3 Protection Standards	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
2) Lifeguards' behavior is consistent with facility zone validation requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Lifeguard placement matches Zone Validation® system documentation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Water clarity allows for clear visibility to bottom of all attractions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Walkways are free of slip/trip hazards	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) General facility signage is present and visible	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Specific attraction signage is present and visible	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Depth markers are present and visible	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Non-guarded area access is controlled by fences/gates/signage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10) Spinal Management Equipment is present and maintained	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) Oxygen & AED equipment is present/functional & documentation is current	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) AED Trainer is present and maintained	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) VAT® Manikin or similar stimuli present	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) First Aid supplies are present	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) Lifejackets are available for guest use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility Evaluation Score **Meets**

Comments

All Facility items are present, in order, and meet the standard.
 Rescue equipment is available for use and properly maintained.
 Water quality at all attractions meets industry standards, allowing for clear visibility to the pool bottom.



Section 3C: Administration Evaluation Audit Report



Date 2/24/2020
Audit ID AS01-10137
SectionID 3C-01
Facility Name Chinn Aquatic and Fitness Center

	M	R	F	N
1) Lifeguard licenses organized and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Past classes have been properly closed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Instructor license(s) available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) In-service records current and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Copy of AFO/CPO certification available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Rescue reports available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Incident reports available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) VAT® Zone Coverage® diagrams for all staffing levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) VAT® Zone of Protection® area docs for all staffing levels on E&A templates	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) VAT® Zone Validation® system docs for all staffing levels on E&A templates	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) VAT® Operational Manikin Drop and Live Active Guest Drill documentation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) A VAT® Remediation Program is documented and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) VAT® guest education in evidence	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) Oxygen equipment logs are present and completed daily	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) AED equipment logs are present and completed daily	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16) Opening & Closing checklists with "Bottom is clear" line item completed daily	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17) Emergency Action Plan (EAP) documentation is present and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18) Variances are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
19) Supplemental Responder credentials on file and current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20) Supplemental Responder in-service documentation current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
21) The Risk Management Guide is on site and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22) vanGUARD Aquatic Leadership credentials are on site and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23) Supervisor(s) are visible in the park	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Administration Evaluation Score **Meets**

Comments

Supervisors are observed to be present and available during the observational period. Supervisory personnel were observed to be patrolling around the pool deck during the audit.

Supervisors demonstrate proactive management in the form of observation and correction of lifeguards positioning or scanning performance.

All items other than those that are marked Rectify were reviewed and found to be organized, properly updated and readily available.

Facility is encouraged to update all Zones of Validation for each quarter.

Section 3C: Administration Evaluation Audit Report



Date 2/24/2020
Audit ID AS01-10137
SectionID 3C-02
Facility Name Dale City Recreation Center

	M	R	F	N
1) Lifeguard licenses organized and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Past classes have been properly closed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Instructor license(s) available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) In-service records current and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Copy of AFO/CPO certification available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Rescue reports available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Incident reports available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) VAT® Zone Coverage® diagrams for all staffing levels	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) VAT® Zone of Protection® area docs for all staffing levels on E&A templates	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) VAT® Zone Validation® system docs for all staffing levels on E&A templates	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) VAT® Operational Manikin Drop and Live Active Guest Drill documentation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) A VAT® Remediation Program is documented and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) VAT® guest education in evidence	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) Oxygen equipment logs are present and completed daily	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) AED equipment logs are present and completed daily	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16) Opening & Closing checklists with "Bottom is clear" line item completed daily	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17) Emergency Action Plan (EAP) documentation is present and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18) Variances are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
19) Supplemental Responder credentials on file and current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20) Supplemental Responder in-service documentation current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
21) The Risk Management Guide is on site and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22) vanGUARD Aquatic Leadership credentials are on site and available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23) Supervisor(s) are visible in the park	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Administration Evaluation Score **Meets**

Comments
 Supervisors are observed to be present and available during the observational period. Supervisory personnel were observed to be patrolling around the pool deck during the audit.

 Supervisors demonstrate proactive management in the form of observation and correction of lifeguards positioning or scanning performance.

 Administrative items were readily available for inspection, properly updated and organized.



Cash Handling Policy



Revenue & Cash Handling 13-FIN-XXX-1

May 1, 2019

Prince William County

Department of Parks, Recreation and
Tourism

Revenue & Cash Handling Policy

SECTION 1: GENERAL POLICY**1.7 AUTHORITY & APPLICABILITY**

This policy applies to all revenue activities of PWC Department of Parks, Recreation, and Tourism (DPRT) and to those employees who are entrusted with the receipt, processing, reporting, and custody of all forms of revenue. This policy represents DPRT's specific cash handling policy. Cash handling and revenue recognition procedures must be in compliance with the Prince William County Cash Handling and Cash Management Policy (25-FRC-XXX-6). Due to the nature of DPRT's business activities, it is necessary for the department to have stricter policy requirements. This policy is to be followed in all instances where it is stricter than the PWC Cash Handling and Cash Management Policy (25-FRC-XXX-6). In any instance where DPRT's policy is broader than the PWC policy, the PWC policy will prevail.

SECTION 2: DEFINITIONS

Revenue – Is defined as coin and currency (cash), checks, traveler's checks, money orders, gift cards, and credit card transactions, and accounts receivable received in payment from customers for services or merchandise.

Separation of Duties - An internal control mechanism that prohibits one person from performing an entire transaction or process and segregates the transaction's authority, recordkeeping, custody and reconciliation functions.

Accounts Receivable - The balance of money due to a firm for goods or services delivered or used but not yet paid for by customers.

Deferred Revenue – Is money received for goods or services which have not yet been delivered.

Certified Cash Collection Location - A cash collection point is an actual physical location where cash is collected. A department or division can have multiple cash collection points. Conversely, one cash collection point may collect cash for several divisions. Each cash collection point must be authorized separately.



SECTION 3: GOALS & OBJECTIVES

- a. **Control Environment:** To establish a control environment where management and employees share a common goal of promoting strong internal controls. Employees are provided sufficient training, tools, equipment, and access to relevant data to ensure operational efficiency.
- b. **Risk Assessment:** To provide internal control activities that mitigate risk by safeguarding assets and records, timely deposit of revenue receipts, ensuring accuracy of financial reporting and maintaining compliance with laws and regulations. To prevent unauthorized access to assets, systems, data, facilities and networks. To assess risk by reviewing major processes and identifying risks in key areas.
- c. **Control Activities:** To establish control activities including policies, procedures, techniques, and mechanisms to ensure the proper stewardship and accountability of government resources. To ensure transactions that represent economic events are appropriately classified and promptly recorded. All cash collection points for Prince William County shall be authorized by the County Department of Finance before collection operations begin. Only those divisions or units that can demonstrate the ability to establish appropriate control procedures will be approved as a cash collection point. *(Note: DPRT cash collection point authorization forms must go through the DPRT Recreation Business Office)*
- d. **Information & Communication:** To assure that transactions are recorded in systems that provide reliable, accurate, secure and timely information for management and to permit preparation of financial statements in conformity with generally accepted accounting principals.
- e. **Monitoring Activities:** To ensure internal control monitoring through the implementation of control activities including separation of duties, reconciliations and documented random audits. Internal and external audit findings are addressed and promptly resolved. To ensure periodic monitoring of controls in use and to verify their effectiveness.

SECTION 4: GENERAL REVENUE PROCESSING, ACCOUNTABILITIES & RESTRICTIONS

- a. Only employees with a RecTrac ID who have been trained and have read and signed the DPRT Revenue & Cash Handling Policy Certification may process revenue transactions. Two copies of the certification must be signed. One copy is to remain on file at the individual work location and the second copy is to be sent to the Business Office so that a RecTrac ID can be assigned. All ID's are based on permission levels assigned by the Business Manager.
- b. All accounts receivable must be recorded in revenue software (RecTrac).

- c. Only one cashier shall be allowed to operate in a cash drawer during a shift. No other employee shall have access to the cash drawer during a designated cashier's shift except for a supervisor or manager. Facilities or locations that cannot comply with this control (for technology or staffing reasons) shall document such reasons as an exception for approval by County Finance.
- d. Cashiers must verify cash drawer fund amounts when opening a new drawer or closing a drawer. Cashiers are responsible for the integrity and protection of the cash in the register drawer.
- e. Cashiers are prohibited from giving free products or services to any individual without authorization from the site manager or designee.
- f. Cashiers are not permitted to process transactions for themselves, relatives, or household members except for concession transactions. Personal transactions must be processed by another cashier. Staff may not access rosters that include their relatives or children. A second staff person must verify their attendance. (Relatives and household member as defined in the Personnel Policies and Procedures Employment of Relatives policy.)
- g. Volunteers and other non-paid staff are prohibited from processing revenue transactions.
- h. Cash and checks must be protected immediately upon receipt by using a cash drawer, safe, or other secure place (access-controlled location) until they are deposited. Checks that are not processed on the day of receipt must be logged and secured as required. At no time shall the cash drawer be left unlocked if unattended by the designated cashier.
- i. Excess cash shall be removed from the drawer as designated by a supervisor or manager, verified by the cashier and the supervisor or manager and secured in a locked safe.
- j. Cashiers shall establish and maintain good customer relations. Be friendly, professional, and polite.
- k. Managers and cashiers are prohibited from voiding or failing to ring in a legitimate sale.
- l. The site manager or designee is responsible for securing and maintaining the accuracy of change funds. Seasonal facilities must re-deposit the entire amount no later than 5 business days after the final date of closing for the season.
- m. All refunds and adjustments must be properly authorized by the site manager or designee at the time of the transaction. Refund documentation where the customer is present must have a customer signature and phone number and a manager's signature on the receipt. An explanation for the refund or adjustment must be written on the back of the receipt and turned in with the daily work. Refunds or adjustments where the customer is not present



must have a manager's signature and a brief explanation. Refund documentation must include the original receipt (if available) and evidence that the refund was reviewed and verified by the site manager or designee prior to issuance of a refund. The site manager or designee must affirm their approval by signing and dating the refund documentation.

- n. Payments may be accepted and processed in the form of cash, check, credit card, (MasterCard, Visa, American Express, or Discover), money orders or traveler's checks.
- o. Change funds are only for the purpose of making change. The use of change fund monies for petty cash purchases is prohibited.
- p. The movement of money from one individual to another must be verified and properly documented on a written log that includes dates, signatures, and amounts.
- q. Each facility must have written standard operating procedures regarding the specific revenue procedures, which may be unique to the facility but must be in compliance with the County's general policy as well as the DPRT policy in those instances where the DPRT policy is stricter. Exceptions to these policies must be submitted in writing to DPRT finance for approval from the County's Director of Finance or Designee.
- r. Facilities should follow the "Two Party Rule" when placing and removing items in the safe. The "Two Party Rule" system means that two staff members access the safe at any one time. One staff member deposits/removes the item(s) and the other re-counts the amount deposited/withdrawn, unless exceptions have been approved by the County Director of Finance or Designee in writing. Both staff members must initial the log to ensure the protection of all staff members in case of discrepancy. Documentation (e.g., sign-in/sign-out logs) must be maintained to track the name and signature of the individuals accessing the safe, time the safe was operated, and amount deposited or withdrawn.
- s. A security/monitoring device (e.g., camera) or similar mechanism must be in place in lieu of two staff members being present when the safe is accessed.
- t. Safe combinations/PINs must be changed annually and whenever staffing changes occur among those that have knowledge of the combination/PIN. The combination/PIN change must be documented and include, the date of the change, name of the staff member that completed the change, and the Manager's signature.

SECTION 5: FORMS OF PAYMENT**5.1.1 CASH**

- a. Cash consists of U.S. currency and coin
- b. All cash transactions must be immediately processed through the cash register with a receipt provided to the customer.
- c. Counterfeit Currency - U.S. currency is the most commonly counterfeited in the world. Cash handlers should use caution accepting cash, using the following factors:
 1. Paper – genuine U.S. currency is printed on special paper that is part cotton and part linen. Close inspection reveals randomly placed, hair like red and blue chopped silk fibers impressed in the paper.
 2. Portrait – the portrait looks lifelike and stands out distinctly
 3. Watermarks – a watermark of the portrait is visible when the bill is held up to the light.
 4. Security Tread – a polymer thread embedded vertically in the paper indicates the denomination
 5. Color Shifting Ink – on denominations greater than \$5, the numeral on the lower right on the front looks green when viewed straight on but black from an angle.
- d. In addition to keeping the above factors in mind, counterfeit detection tools are provided to the DPRT facilities as an added means of detecting counterfeit bills.
- e. If the cash handler suspects that a customer is attempting to pass counterfeit currency, they must contact their manager immediately. Always assume the customer is not aware that the bill is counterfeit. Allow customer entrance into the facility while police are contacted. Call the 911 non-emergency number and ask for a police response. Be observant, you will be asked to describe this person to the police.

5.1.2 CHECKS

- a. Personal checks, Company checks, Cashier's checks, Money Orders, and Traveler's checks can be accepted.
- b. No form of check may be cashed for cash from a cash drawer (exception – Traveler's checks).



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- c. No two-party checks (checks payable to one party and endorsed to Prince William County) will be accepted.
- d. No form of check drawn on a foreign bank will be accepted.
- e. Some checks (typically company or business checks) may require two signatures, which the cashier must verify.
- f. Cashier's checks are typically drawn on a bank and should be reviewed for authenticity.
- g. A money order is a check purchased by a customer from a vendor for currency. Cashiers should verify the money order is completely filled out by the customer.
- h. Traveler's checks are similar to money orders and the cashier should verify the traveler's check is completely filled out by the customer and must have two matching signatures. Only US issued traveler's checks should be accepted as payment. Change can be given from a traveler's check based on the balance of a sale.
- i. All forms of checks must:
 - 1. Have current date (today's date)
 - 2. Be signed by the account holder
 - 3. Have the dollar amount appear twice (written and numeric)
 - 4. Have pre-printed bank name and address on the face of the check
 - 5. Have the Optical Character Recognition (OCR) printed at the bottom of the check (String of numerical characters):

5.2.2 OCR, • OPTICAL CHARACTER RECOGNITION



- 6. Be legible (readable)
- 7. Be for the exact amount of purchase or deposit (exception – Traveler's checks)
- 8. Be made payable to "Prince William County", "County of Prince William" or "PWC"
- j. Checks shall be restrictively endorsed on the back with a stamp payable to "PWC/DPRT" at the time of acceptance.
- k. No employee or customer may write a check for cash back out of cash drawer.

- l. No third party checks will be accepted.
- m. Personal checks must have a pre-printed customer name and address. Customer photo ID with name and address must be compared to the personal check. The ID# and type of ID along with the cashier's initials must be written on the front of the check. If the customer ID# does not match the information on the check document, record the ID information that is given. Personal checks without a pre-printed customer name and address are accepted at the discretion of the supervisor or manager.
- n. Checks are accepted at the discretion of the supervisor or manager.
- o. Mail batches must be opened daily. Checks received through the mail must be immediately endorsed and processed with the daily sales. Checks that are not processed on the same business day as received, must be recorded on a log and kept locked in a safe until processed. All checks must be processed within 3 business days of receipt.

5.1.3 CREDIT CARDS

- a. Obtain accurate and valid credit cardholder information (via personal contact - cardholder present, via telephone - transaction over telephone conversation, and/or via Web/Internet - transaction captured from internet access).
- b. The following credit cardholder information is required to process a transaction:
 - 1. Dollar amount
 - 2. Account number
 - 3. Expiration date
 - 4. Signature, if cardholder present
 - 5. Other information as deemed necessary
- c. When the cardholder is present, use the actual credit card presented to obtain information. SWIPE the card to obtain authorization and perform the transaction. (MANUAL credit card processing costs are significantly higher than SWIPE processing costs.) When entering credit card information manually into the software system, staff must enter the customer name as it appears on the card along with credit card number and expiration.
- d. When the credit card is not present, obtain all information and verify through authorization from the credit card processing service. Transactions accepted when the credit card is not present pose a greater risk by increasing the possibility of use by unauthorized individuals, and by compromising Prince William County's position in cases of disputed charges.
- e. Cardholder must always sign credit card transaction receipts, when credit card is present.



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- f. Verify the card has not been altered in any way.
- g. Verify the expiration date on the card.
- h. Credit card information must be secured at all times with restricted access to only those individuals with "business need to know". Misuse or improperly securing sensitive credit card information is strictly prohibited. The information once used is to be properly destroyed and/or stored in a locked drawer or cabinet. Written credit card information should be immediately secured in a locked drawer or cabinet and only removed upon immediate entry into revenue processing software.
- i. Prince William County will maintain Payment Card Industry compliance with the Data Security Standards as prescribed by card merchant requirements.
- j. Charges shall only be for the amount of purchase.
- k. Verify that the card is signed. An unsigned card is considered invalid and should not be accepted. If a customer presents an unsigned card for payment the following steps must be taken:
 - 1. Check the cardholder's ID. Ask the cardholder for some form of official government identification, such as a driver's license or passport.
 - 2. The card must be signed within your full view, and the signature checked against the customer's signature on the ID. A refusal to sign means the card is still invalid and cannot be accepted for payment. Cashier must then request a different signed credit card and compare the signature on the new card to the signature on the ID.

SECTION 6: REFUNDS FOR SERVICES AND MERCHANDISE

- a. The following is to be adhered to when processing credit card refunds/credits:
 - 1. All refunds/credits are to be approved by the site manager or designee.
 - 2. Whenever possible, the customer should be present when processing a credit, along with the original sales and credit card receipt. Exceptions must be approved by management. This documentation and approval must accompany the current credit documentation.
 - 3. Refunds/credits must be processed to the original credit card number charged, except under circumstances which make this impossible (example: the original credit card no longer exists). Exceptions to this policy: Finance will issue checks in lieu of credit card refund/credit transactions as approved by the site manager.

- b. Refunds for services should be in the same payment method as received. If refund is in cash and there are not sufficient funds in drawer, the refund must be processed by a check request via Finance.
- c. Cash refunds may be processed at any time with original receipt verification.
- d. Credit card refunds may be processed at any time with original receipt verification.
- e. Gift Card refunds must be sent to the Business Office for verification of balance due and a refund check will be processed through Finance
- f. Refunds must be processed promptly as part of the daily processing.
- g. Customer must provide a receipt for all refund requests or receipt must be verified through RecTrac.
- h. Checks can be returned for same day transactions before close of business.

SECTION 7: ACCOUNT MANAGEMENT

- a. Department must maintain a record of all returned checks.
- b. DPRT shall record the returned check information on the payee's account and controls shall be implemented to minimize the potential for future circumstances with the defaulting payee.
- c. Checks returned for insufficient funds, no account, or the account has been closed, shall incur a bad check fee of \$50. The bad check fee shall be added to the sum due and shall be in addition to other collection fees and penalties. All returned checks are processed by the Business Office.
- d. Household accounts will no longer carry a credit for activity related business. All activity cancellations, transfers or adjustments that create a "CREDIT" on the household will be refunded back to the customer either by credit card or by a check to be mailed to the customer from finance. All credits will be processed along with daily transactions and/ or reconciliation as an END OF DAY process. Households that apply deposits to their accounts will be permitted to carry a deposit credit until the time of their service. This would include facility rentals, caterings or events that require deposits to hold or guarantee services. All locations are responsible for monitoring and validating household credits for their customer accounts. A monthly reconciliation of ALL accounts will be performed by the Business Office to ensure compliance.



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- e. All locations are responsible for monitoring and validating household underpayments for their activities. A monthly reconciliation of ALL accounts will be performed by the Business Office to ensure compliance. All adjustments must be validated by researching rosters, customer requests, and or staff mistakes.
- f. All departments shall report all accounts receivable and deferred revenue at year-end closing. Departments shall take appropriate and cost-effective actions to aggressively manage and collect accounts receivable throughout the year. Departments shall ensure that their receivables are managed and invoiced via the RecTrac system. Accounts shall be billed in a timely manner and invoice will show payable upon receipt terms.
- g. Back-up documentation of collection efforts must be on file.
- h. Accounts receivables that are 60 days or more past due must be reported to the Director of Finance or designee. The Business Manager will monitor these accounts and will report them to the Director of Finance as they occur. The Director of Finance will review the claims and determine appropriate collection efforts.
- i. Each facility must have written procedures regarding the types of accounts receivables and deferred revenue each site incurs and how they are managed.
- j. Use of a mobile, special events change fund must be requested through the Business Office. Once approved, the temporary change fund and revenue collection device will be issued through the Business Office and all sales will be validated when the device is returned.
- k. Any location that requires a receipt book must request it through the Business Office. A DPRT receipt book will be assigned to the individual location and entries will be reconciled at a minimum semi-annually basis.

SECTION 8: BANK DEPOSITS

- a. Collections shall be recorded on the same day received. Facility deposits must be deposited in the County's bank account within 3 business days and must be accounted for in the proper fiscal month prior to the month-end closing.
- b. Deposit tickets must be initialed by the preparer and reviewer.
- c. Deposit tickets are site specific and should only be used for the location indicated on the deposit ticket.

- d. Bank deposits must be scheduled for transport by either the armored car service or other designated personnel. Minimum scheduled pick-ups for each location are pre-determined and approved by the Administrative and Recreation Division Chiefs.
- e. If a scheduled pick-up is missed, arrangements must be made through the Ranger's Office for pick-up and delivery to the bank. Managers are responsible for ensuring that an excessive amount of cash is not kept on-site beyond 3 business days.

SECTION 9: REVENUE RECORDING AND REPORTING – REVENUE WORKSHEETS

- a. Revenue worksheets must be completed and submitted electronically to DPRT/Finance daily or no later than 2 business days from the date of revenue. After worksheets have been electronically submitted, backdating of entries is prohibited.
- b. All locations must submit in writing to the Business Office, the names and titles of the primary and back-up staff members responsible for balancing and submitting revenue.
- c. A signed revenue worksheet hardcopy with supporting documentation must be sent to DPRT/Finance no later than 5 business days from the date of revenue and will be retained in accordance with the Code of Virginia for records retention. Two signatures are required on revenue worksheets.
- d. Revenue worksheets are considered completed when the total of all payments types (deposit) equals the total amount of all the general ledger accounts. In addition, the general ledger accounts must be coded accurately and validated by supporting documentation. Out-of-balance worksheets will be returned to the originator.
- e. Overages or shortages in excess of \$5 occurring in any cash drawer must be explained in the comment section of the revenue worksheet. Discrepancies must be investigated, documented and certified. A log recording all overage or shortage amounts by employee must be maintained at each facility.



SECTION 10: MONITORING AND MANAGING INTERNAL CONTROLS

- a. Managers are required to conduct a documented random audit of the revenue processing functions each season, or more frequently as deemed necessary.
- b. DPRT/Finance is required to conduct documented random internal control audits of each revenue operation on an annual basis, or more frequently as deemed necessary.
- c. Facilities that maintain inventory must reconcile documented inventory with sales.
- d. Revenue from programs, activities and special events must be validated on a periodic basis through comparison of attendance reports and underpayment reports and/or other methods. Supporting documentation must accompany the comparison along with signature of the site manager or designee.
- e. Rain checks must be kept locked in a safe or other secured location. Manager or designee shall distribute rain checks per inclement weather policy. Rain checks must be processed through RecTrac when issued and redeemed. Business Manager will enter the rain check serial numbers into RecTrac each season/year prior to issuing the rain checks to the site Manager. Facilities must return all unissued rain checks to the Business Manager at the end of their season or year for non-seasonal sites. Manager or designee must report to DPRT-Finance (via e-mail) the starting/ending # of any rain checks that were issued as part of their daily balancing.
- f. Revenue collection operations should maintain adequate separation of duties including cash collection, recording, reconciliation and deposits.
- g. PWC DPRT will maintain compliance with the Virginia Public Records Act. Records will be properly retained as required under the provisions of Section 42.1-76 Code of VA governing the detention and disposition of public records.
- h. Staff members with duties of reviewing and signing off on attendance records (rosters/sign-ins) must have a separate party review & sign the attendance records for any class/camp in which the staff member's relatives or household members are enrolled.
- i. Staff members responsible for balancing the daily revenue must have another staff member witness their closing drawer count by validating total funds prior to close out of their shift.

Staff member responsible for balancing the daily revenue must only operate a cash drawer if no other cashiers are available.

SECTION 11: ENFORCEMENT

- a. DPRT/Finance will ensure compliance with the policies and procedures outlined in this document.
- b. Prince William County will exercise the right to review and audit all revenue operations at any time, with or without employee notice, and such may occur during or after working hours.
- c. Certain offenses to this policy may be subject to disciplinary action or dismissal.
- d. An employee may be dismissed without opportunity for progressive discipline for certain severe offenses. These offenses include but are not limited to: theft of and attempted theft of employee or customer property; misuse of coupons, gift certificates, passes, or employee discounts; providing free admissions, beverages, food or products to relatives, friends, and co-workers; failure to ring in or voiding legitimate sales; fraudulent use of a customer's credit card information, theft of products (Merchandise & Food/Beverage).

Approved By: *Seth Hendler-Voss* *5/7/19*
 Seth Hendler-Voss Date
 DPRT Director



PRINCE WILLIAM
—Parks, Recreation & Tourism

May 1, 2019

The Department of Parks and Recreation is requesting the following exceptions to the Cash Management and Revenue Recognition Policy:

1. **Policy:** Remittances shall be made daily, or no later than two business days, if receipts total \$1,000 or more.

Exception Requested: 3 business days with an additional 2 days extension for extenuating circumstances.

Due to the nature of the business the Parks Department processes a large volume of transactions on a daily basis. While every effort is made to reconcile the transactions promptly it is difficult to meet a 2 day deadline due to unforeseen circumstances that require additional processing and reconciliation efforts. This is based on:

Failures in electronic processing equipment (i.e., computers, credit card machines, scanners, etc.), IT infrastructure (Network connectivity) being unavailable for electronic submission and or other circumstances that are beyond our control. All extenuating circumstances will be reported to the Parks Finance Department with written justification.

2. **Policy:** Deposits in the County's bank account no later than three (3) business days.

Exception Requested: An additional 2 days extension for extenuating circumstances.

Deposits are prepared promptly and secured in a locked safe ready for pick up by an armored service provider or designated staff member. The armored service provider follows an established pre-determined schedule for each facility. The majority of facilities do not have a 7 day pickup schedule due to cost constraints. Deposits may be delayed periodically due to the armored service provider's failure to adhere to the prescribed schedule or other unknown circumstance beyond our control. These delays prevent us from meeting the required 3 day deadline to the bank. All late deposits will be reported to the Parks Finance Department with written justification.

Approved/Disapproved
 [Signature] 3/19/19

May 1, 2019



Melissa S. Peacor
County Executive

COUNTY OF PRINCE WILLIAM
OFFICE OF EXECUTIVE MANAGEMENT
1 County Complex Court, Prince William, Virginia 22192-9201
(703) 792-6600 Metro 631-1703 FAX: (703) 792-7484

BOARD OF COUNTY SUPERVISORS
Corey A. Stewart, Chairman
Michael C. May, Vice Chairman
Maureen S. Caddigan
Pete Candland
W. S. Wally Covington, III
John D. Jenkins
Martin E. Nohe
Frank J. Principi

Department of Parks and Recreation

Request for Exception to Petty Cash Fund Regulation:

Petty Cash Funds Policy and Procedure 15.2-1229 VA Code Ann. Petty cash funds

"Whenever the governing body of any county determines that more efficient administration would be promoted thereby, it may by resolution establish one or more petty cash funds not exceeding \$5,000 each for payment of claims arising from commitments made pursuant to law.

NOTE: The Department of Parks and Recreation maintains Change Funds at designated cash collection points. The amounts vary depending upon the volume of revenue activity. Although the policy specifies "Petty Cash" the Parks Department does not use this fund for petty cash transactions. **The funds are strictly designated as change fund only.**

Splashdown Water Park has requested an exception be made to increase their Change Fund amount to \$7,000.00.

Background:

Since 2006 Splashdown has been operating with \$6000.00 in change fund. In 2013 they requested an additional \$1000.00 due to increases in volume and frequency of insufficient change. It has been increasingly difficult to manage operations without increasing the change fund to \$7,000.00. If they reduce their change fund to \$5,000.00 it would have a detrimental effect on daily operations.

Splashdown has a highly secured "cash" room with a floor safe, security cameras and a cashier supervisor in attendance managing the cash room activities. Only a few designated staff members are permitted in the cash room and have access to the funds.

Increase change fund is requested for a number of business reasons:

- A total of \$4034.00 is needed in specific denominations for cashier drawers on a daily basis:
 - First shift begins with \$2021.50 in change fund allocated to 13 drawers.
 - A second set of 13 drawers are prepared in advance for the mid-day change of shift in the same amount of \$2021.50.

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PRINCE WILLIAM

—Parks, Recreation & Tourism

May 1, 2019



Seth Hendler-Voss
Parks and Recreation
Director

COUNTY OF PRINCE WILLIAM
1 County Complex Court, Prince William, Virginia 22192-9201
(703) 792-7060 FAX: (703) 792-5284

Department of Parks and Recreation
14420 Beltslow Rd. Manassas, VA 20112

February 22, 2019

TO: Michelle Attreed
Director of Finance *MA*

FROM: Seth Hendler-Voss *SHV*
Parks and Recreation Director

RE: Exception to Policy: Section 300.8.2

Due to the nature of our business, the Department of Parks, Recreation and Tourism (DPRT) processes a large volume of customer credit/debit card transactions (80,759 transactions in FY 18). Often customers leave their IDs in their car, at home or in a locker and are inconvenienced when asked to show it. It also delays the processing of customers at the ticket gate and concessions stands.

In FY 18 DPRT only received eight disputes out of 80,759 transactions. The majority (77%) of these transactions are less than \$50. DPRT is requesting an exemption from this policy, which will allow us to expedite the services we provide to our County Citizens. DPRT will continue to ask for ID if the transaction is suspicious or the credit card is unsigned.

The following steps will be taken if a customer provides us with an unsigned card:

- Ask the cardholder for a form of Official government identification, i.e. driver's license or passport.
- Ask the customer to sign the card in view of the employee and verify signature matches identification. The employee will not accept the payment if the customer refuses to do so.

DPRT understands the implications of waiving this requirement and our Agency takes on all liability that may result from this exemption. DPRT will continue to monitor disputed transactions to ensure the County does not incur an increase liability resulting from this exemption.

CC: Rene Gaspin
Tracy Hannigan
Christi Campbell

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Certification (Manager Copy):

I _____ have read and understand the above Revenue Policy and Procedures as they pertain to the specific duties of my position, and furthermore acknowledge that I have attended training session(s) related to the revenue processing and other duties of my position.

I am aware that Prince William County will exercise its right to review and/or audit all revenue transactions at any time, with or without notice. I am aware that persons who misuse County funds or are not compliant with this policy may be personally responsible for any losses and subject to disciplinary action pursuant to the County’s personnel policies. Where questions of impropriety are raised, the Director of Finance or Designee may request Internal Audit to investigate and report their findings to the County Executive. Violation of any provision of the Revenue Policy and Procedures may be subject to disciplinary action, up to and including termination of employment.

Signed: _____ Employee
Name: _____ Employee
Date: _____ Employee

Manager certification of policy acceptance and training:

Manager: _____ Date: _____





Certification (Employee Copy):

I _____ have read and understand the above Revenue Policy and Procedures as they pertain to the specific duties of my position, and furthermore acknowledge that I have attended training session(s) related to the revenue processing and other duties of my position.

I am aware that Prince William County will exercise its right to review and/or audit all revenue transactions at any time, with or without notice. I am aware that persons who misuse County funds or are not compliant with this policy may be personally responsible for any losses and subject to disciplinary action pursuant to the County's personnel policies. Where questions of impropriety are raised, the Director of Finance or Designee may request Internal Audit to investigate and report their findings to the County Executive. Violation of any provision of the Revenue Policy and Procedures may be subject to disciplinary action, up to and including termination of employment.

Signed: _____ Employee

Name: _____ Employee

Date: _____ Employee

Manager certification of policy acceptance and training:

Manager: _____ Date: _____