

Athens-Clarke County Unified Government

Leisure Services Department

Audit of the Summer Camp Program

Prepared by:
The Office of Operational Analysis
July 2016

Review of the Leisure Services Department Summer Camp Program

Report to the Mayor and Commission

July 2016

Prepared By:
Office of Operational Analysis

Mayor & Commission
Unified Government of Athens-Clarke County
City Hall
301 College Avenue
Athens, Georgia 30601

Subject: Review of the Leisure Services Summer Camp Program

Enclosed is the Review of the Leisure Services Summer Camp Program conducted as part of the Office of Operational Analysis' FY16 Audit Work Plan. The report is divided into six sections. The Audit Committee's proposed Work Plan as approved by the Mayor and Commission was to review the Summer Camp Program to include the goals and objectives of the Program, services provided, cost of summer camp, benefits, quality control measures, enrollment procedures, fees, and the number of campers compared to the number unable to enroll. This review also focused on the organization and staffing structure as well as the process for planning, organizing, and directing the Summer Camp Program. Another component of this audit included evaluating the cost to offer summer camps to the community.

This performance audit was conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe the information obtained during discovery provides a reasonable basis for the findings and conclusions included in the audit.

We appreciate the cooperation and assistance provided by staff in the Leisure Services Department as well as other management personnel employed at Athens-Clarke County Unified Government (ACCUG).

A special thank you to Steve Martin, the previous Internal Auditor, for the effort he provided during the audit.

Finally, I would like to recognize the efforts of Leigh Hodges, Debbie Allen, Yuling Zhang, and Sara Richey of my office.

Sincerely,

A handwritten signature in black ink, appearing to read 'Step Maddox', with a stylized, flowing script.

Stephanie R. Maddox
Internal Auditor

Copy: Blaine Williams, Manager
Bill Berryman, Attorney

Robert Hiss, Assistant Manager
Jean Spratlin, Clerk of Commission

EXECUTIVE SUMMARY

The Office of Operational Analysis (herein referred to as OA) completed an audit of the Leisure Services Department's (herein referred to as the Department) Summer Camp Program. The following summary outlines the scope of the project as approved by the Mayor and Commission, including the objectives of the audit and the methods used to gather information.

A. Scope

The purpose of this audit was to evaluate the Summer Camp Program provided by the Department by identifying factors, issues, and concerns related to community satisfaction, operational efficiency, and financial integrity of the Program. The Department defines the Summer Camp Program as a program offered only during the summer and no other time of the year. Programs offered year round including the summer season, are outside of this scope and are therefore not included in the audit.

B. Objectives

As part of the audit, OA reviewed the following aspects of the Department's Summer Camp Program:

1. The goals and objectives of camp activities
2. Types of camp services provided
3. Costs to operate the camps
4. Benefits offered to camp participants
5. Quality control measures (including customer surveys and complaint management)
6. Enrollment procedures
7. Camp fees
8. The number of campers enrolled compared to the number of interested applicants unable to participate due to limited enrollment and
9. Organizational Structure.

Within the report, these objectives are divided into three broad categories: Department Operations, Financial Activities, and Summer Camp Programming.

C. Methodology

OA's review of the Department's Summer Camp Program took place from October 2014 to January 2016. To meet the objectives of the audit and evaluate the Department's current practices, OA conducted more than 50 interviews with community stakeholders, Athens-Clarke County (ACC) staff, former staff of the Department, and parents of participants registered for summer camp either during 2014, 2015 or both summer seasons.

In addition to interviews, OA consulted ACC Finance and Human Resources (HR) Departments regarding financial operations and staffing. This review also included examinations of pertinent documents and records from the 2014 and 2015 Summer Camp period. Additionally, OA staff organized site visits to various departmental facilities to observe summer camp registration and operations during the 2015 summer period. Finally, OA performed an evaluation of the Department's operating budget for FY11-FY15,

including a cost of services analysis to determine the cost of providing the Summer Camp Program to the community.

Based on the information gathered during the Discovery Phase, this report begins with, a background and overview of the Department, including the Summer Camp Program followed by audit findings. Last, is an analysis of the audit objectives as stated above, and recommendations for improvement.

D. Major Observations

There are 12 primary findings outlined in this report, each of which identifies opportunities for improvement in the Department's management and approach to providing summer camps to the community. See Appendices for a full list of the Findings and Recommendations (Appendix F).

1. Department Operations

OA reviewed the elements of a Department's strategic plan (mission, vision, goals, objectives, and strategies) to assess efforts made towards meeting community expectation. The absence of Standard Operating Procedures (SOPs) weakens internal control over routine operations. Lack of community engagement through feedback misses the opportunity for continuous improvement, and the frequency of organizational changes among staff creates instability.

2. Financial Activities

Financially, the Department's internal controls are weak. For example, inadequate tracking of revenues and expenditures has made it difficult to forecast budget needs accurately for the Department. Frequent budget transfers have been necessary to cover expenditure accounts with budget overages. The scholarship approval process is inconsistent among the camps. The implementation of the scholarship policy is inconsistent among camps.

3. Programming

For several years, the summer camp registration process has caused frustration throughout the community. Citizens have been requesting online summer camp registration for the last decade. The lack of consistent processes among the camps creates an unfamiliar, confusing, or duplicative experience for customers. The Department delivers very popular summer camp programs that reach, or come close to reaching, capacity. However, there are inconsistencies among the camps that eventually result in quality gaps among the different camps. Feeding this gap are differences in both the quality of services provided and the strength of curriculum development among camps, which has created an unintentional bias favoring the participants of one camp location over those in another location.

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I. BACKGROUND

The Leisure Services Department is the seventh largest department out of 42 departments within ACC, based on the number of full-time employees (73). The Department formed in 1996 following the unification of the City of Athens Parks and Recreation Department and the Clarke County Department of Arts and Environmental Education.

The ACC Leisure Services Department is responsible for the planning, development, and operation of parks, trails, the zoo, recreational and athletic facilities, visual and performing arts facilities, natural resource facilities, and other educational and recreational programs at a variety of ACC facilities. The Department has been recognized nationally and has led many successful programs throughout the years. The Department maintains more than 2,000 acres of parks and facilities, including playgrounds, lakes and trails, and recreation centers. The Department offers a broad range of programs and recreational activities to the community, such as arts, youth and adult programming, and sports activities.

A. Summer Camp Program

For this audit, OA conducted an evaluation of the Summer Camp Program as described in the scope of the report. According to the Department, “Day Camps are programs offered for youth during the summer, providing multi-faceted recreational activities and day long experiences” (Appendix C).

The Summer Camp Program serves children 3 to 17 years of age from June to July. In the 2014 summer camp season, the Department offered almost 20 different camps (Appendix D).

Table 1

Type of Camp	Age Range	Duration	Description
Specialty or Mini Camps	Ages 3-17	1 or 2 weeks	Specialty camps focus on a particular interest or serve a specific population.
Day Camps	Ages 6-12	7 or 8 weeks	All-day camps, such as outdoor/nature, and zoo.
Sports Camps	Ages 4-12	1 or 2 weeks	Skill development in a variety of competitive sports, such as tennis and gymnastics.
Teen Camps	Ages 13-17	1 or 2 weeks	Specialized camps are available to teens 13 and older.

Types of summer camps offered during the summer of 2014.

Table 2

Specialty or Mini Camps	Day Camps	Sports Skills Camps	Teen Camps
Art Camp	Sandy Creek Nature Center Day Camp	Gymnastics Camp	Teens in Action
Summer Explorers	East Athens Day Camp	Cheerleading Camp	Teen Camp
Tennis Camp	Lay Park Day Camp	Skate Camp	
Gymnastics Camp	Rocksprings Day Camp	Triathlon Camp	
	Parkview Day Camp	Sports Camp	
	Health Matters	Sportstime Camp	
	Memorial Park Day Camp		
	Zoo Camp		
	Gymnastics Day Camp		

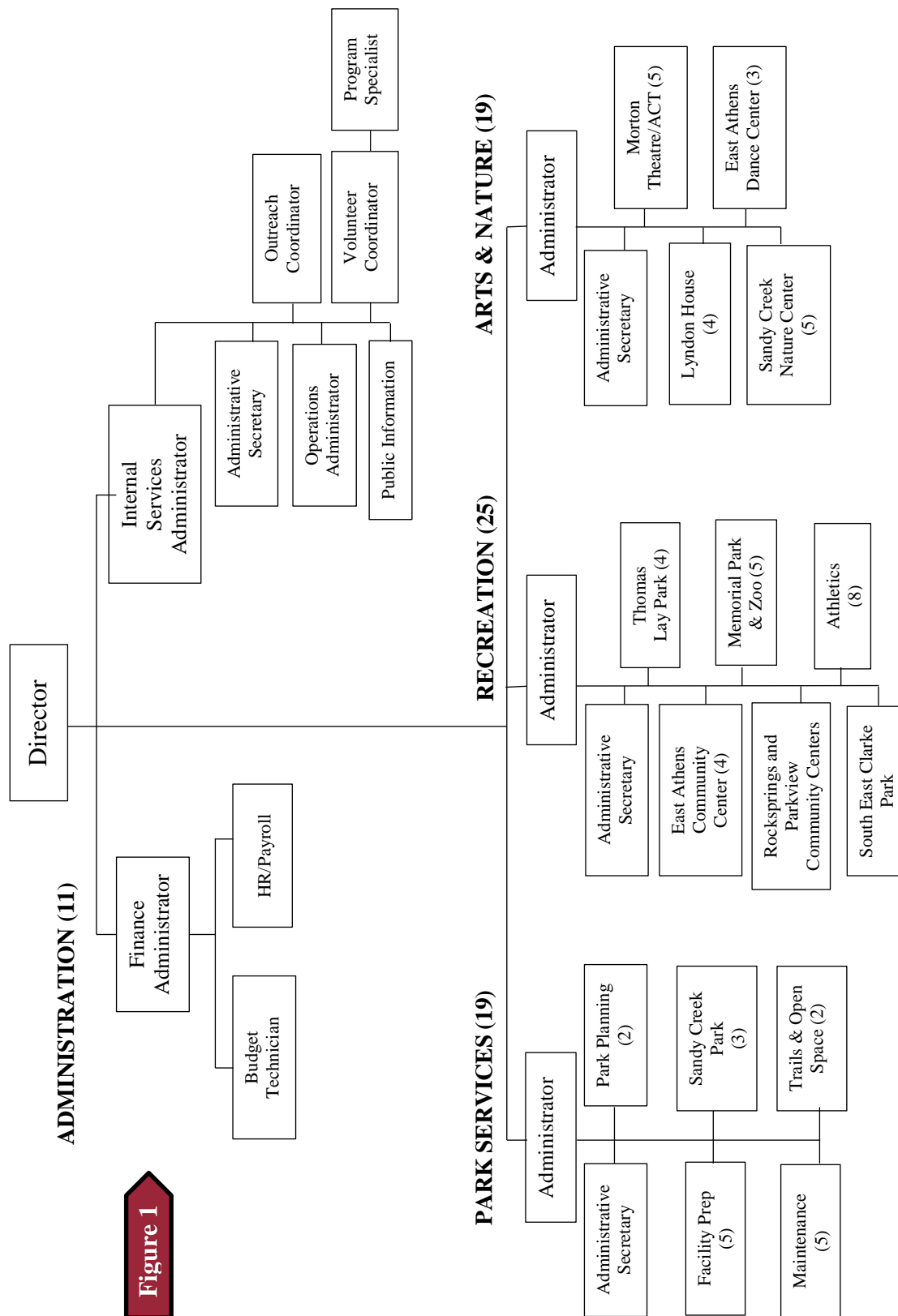
Source: Leisure Services Summer 2014 Program & Events Guide.

*Summary of camps evaluated for this audit. Note: Gymnastics camp is listed in three areas in Table 2 because it is considered a specialty camp, offers full-day camp, as well as mini-camp.

B. Organizational Structure

There are four divisions within the Department: Leisure Services Administration, Park Services, Recreation, and Arts and Nature. An Administrator supervises each Division, except for Administration. The Department Director oversees the Administration Division with support from the Assistant Director, who is also the Internal Services Administrator.

Figure 1 depicts the Department as it is organized by general ledger account codes. It is not offered as an official organizational chart. The operational, organizational chart for the Department is located in the Appendices (Appendix E).



The Leisure Services' Chart of Accounts is grouped by division as shown in the organization chart. Each division has a separate set of accounts for personal services, purchased services, and other various expenditure accounts.

Administration

The Administration Division includes the Finance and Internal Services functions. This Division serves as a support function, responsible for personnel, contract management, general customer service, and supervisory oversight of all other divisions. The Finance function is responsible for preparing the annual operating and capital budgets. The Internal Services role oversees the efforts of Community Outreach, Volunteer Coordinating, and Public Information. There are 11 employees assigned to this division. This division is responsible for the administering of one summer camp that is listed below.

- Teens in Action Camp

Park Services

The Park Services Division is responsible for the day-to-day management, maintenance, and operation of the Department's facilities and parks. Also, the Division is responsible for planning and development of park facilities and park renovations. There are 19 employees assigned to this Division.

Recreation

The Recreation Division oversees indoor programming at recreation centers throughout the community, athletic programs, and meeting space for civic groups. Twenty-five staff members are assigned to Recreation, which is the largest Division within the Department. The following are the camps supervised by the Recreation Division.

- Cheerleading Camp
- East Athens Day Camp
- Lay Park Day Camp
- Gymnastics Camp
- Health Matters Camp
- Memorial Park Day Camp
- Parkview Day Camp
- Rocksprings Day Camp
- Skate Camp
- Sports Camp
- Sportstime Camp
- Teen Camp
- Tennis Camp
- Triathlon Camp
- Zoo Camp

Arts and Nature

Arts & Nature is responsible for the Lyndon House Arts Center and the Sandy Creek Nature Center. There are 19 employees assigned to this division. The following are the camps supervised by the Arts and Nature Division.

- Sandy Creek Day Camp
- Sandy Creek Teen Camp
- Sandy Creek Summer Explorers
- Art Camp

II. AUDIT FINDINGS

For significant issues identified during an audit, OA expresses the results of its audit work as findings. Findings have individual elements, including the criteria or basis for determining that a problem does exist, a condition or situation that was observed, the effect or impact of the condition, and the cause of the problem to the extent that it can be determined. Findings should result in recommendations that resolve the issue and are helpful to management.

Twelve main findings, indicating where improvement is needed, emerged based on the results of this audit. The following list summarizes the key findings contained within this report (Appendix F).

A. Department Operations

1. The Summer Camp Program does not have a clear and defined mission and focus for the future.
2. Effective methodologies to obtain citizen feedback are not established.
3. No written policies and procedures exist for the Summer Camp Program.
4. Specific job roles and expectations are not clearly articulated to staff nor are they well documented in writing or visually on the organizational chart.
5. The Office of Operational Analysis cannot verify if summer camp volunteers and contract laborers underwent background screenings.

B. Financial Activities

1. The Department does not have a comprehensive budget tracking system tied to program activities; therefore, the financial impact and success of programs, in particular, the Summer Camp Program, have not been evaluated.
2. It is extremely difficult to determine how the fees for the various summer camps was calculated.
3. The Department does not use a formal cost recovery policy.
4. The scholarship application review and approval process is inconsistent.

C. Programming

1. The summer camp registration process is inefficient, time-consuming, inconsistent among camp locations, and is the most complained about topic amongst parents.
2. There are numerous operational, financial, and programmatic inconsistencies among the camps.
3. There is a perceived variance in program quality and offered services among the different camp locations.

III. AUDIT APPROACH

The Office of Operational Analysis's primary mission is to serve the Mayor and Commission, the Manager's Office and ultimately the community by conducting internal audits of Athens-Clarke County Unified Government departments and agencies to assist in improving performance and increasing effectiveness and efficiency.

The annual work plan is developed by the Audit Committee and is recommended to the Mayor & Commission for approval. After approval of an audit, the Internal Auditor meets with Management and Department Directors to discuss the audit's purpose, scope and objectives, and the process, schedule and approach. The Audit Approach consists of four main stages:

1. **Discovery** – The Discovery stage reveals facts and issues relevant to the stated purpose of the review, serving as the foundation for the development of the draft and final reports. Standard tools include interviews, surveys, site visits, and research and review of departmental documents.
2. **Analysis** - In this stage the gathered information is studied and meaning is applied in terms of:
 - organizational alignment
 - influences on services and their effects
 - trends and ratios
 - service value
 - use of quality controls
3. **Conclusions** – This component identifies problems, causes and effects, and any obstacles and opportunities that should be considered before developing recommendations.
 - a. Examples of obstacles- inadequate funding, community resistance, insufficient/improperly allocated/undertrained personnel, lack of quality controls, poor condition of equipment or facilities.
 - b. Examples of opportunities- community support, incentive programs, cross-training, local education systems, development of capital programs, use of interns.
- a. **Recommendations** – Each recommendation will address one or more of the problems identified under conclusions. Recommendations can be utilized as a basis for adjusting policies, priorities, or procedures to make operations as efficient, economical and effective as possible.

IV. OBSERVATIONS, COMMENTS, AND RECOMMENDATIONS

A. DEPARTMENT OPERATIONS

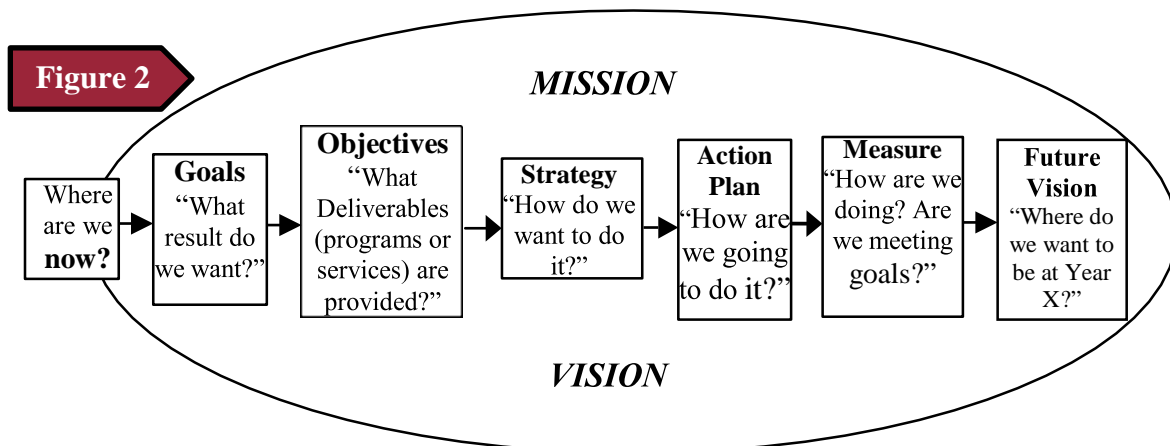
Goals and Objectives, Quality Control, SOPs, and Organizational Structure

Department Operations reviews four areas of focus: Goals & Objectives, Quality Control, SOPs, and Organizational Structure. The first area explores goals and objectives. OA reviewed departmental documents for a clear mission statement, accompanied by clearly stated goals and objectives. The second area relates to Quality Control. OA assessed if there were sufficient internal controls and performance measures to ensure the Department is delivering high-quality programs, including the Summer Camp Program. Third, SOPs were reviewed to determine if the Department had established written standard operating procedures for both, individual job functions, and for programming, and if so, whether they were made available to staff. Last, an analysis of the Department's Organizational Structure was evaluated to determine the impact of organizational changes over the previous five years, level of staff support, and requirements for volunteers and seasonal staff.

Goals and Objectives

Where does the Department want to be in the future and how will it get there?

A Department's vision seeks to outline where it is headed and what values are guiding that journey. While the vision is future focused the mission is a combination of forward thinking with immediate goals. A mission statement communicates the department's purpose—what does it exist to do? Goals are outcome statements that define what the department is trying to accomplish, both programmatically and organizationally. In contrast, objectives are very precise, time-based, measurable actions that support the completion of a goal. An integral part of strategic planning is measurement; it is actual metrics used to gauge performance on objectives. Without measurement, a department cannot tell where it has been, where it is now, or if it is heading in the direction it intends to go. Goals and objectives should tie to strategy and, ultimately, to vision and mission, in a cascading pattern so that objectives and measures support the goals they are aiming to help achieve.



Finding #1: The Summer Camp Program does not have a clear and defined mission and focus for the future.

ANALYSIS

The Department's mission statement is: **We build a healthier and more livable community by providing opportunities to learn, to create and to play in quality parks, programs and facilities that are valued by our citizens.**

The Department's primary focus is to engage the community in leisure, athletic, environmental, and cultural activities. However, defined program outcomes and outcome measurements are not incorporated into its mission statement. More important, the Department's goals and objectives are not well integrated with its strategy, vision, and mission statement.

The first place OA staff looked for the Department's mission statement was on the Department's website. However, it was not easily found; an abbreviated version of the Mission Statement was located on the bottom half of the Department's homepage. It reads, *What are you waiting for? Come learn, create and play with us!* This statement is generic, unclear, and even though distantly similar; it is different from the declaration above.

The Mission Statement is not promoted throughout the community, in the Department's facilities, parks, nor greenspace. OA visited 11 facilities where camps are held and did not see the mission statement posted anywhere for the community to observe. In order for the public to know what to expect when attending programs or receiving services offered by the Department, the mission statement should be heavily promoted. It should be more visible on the Department's website, and strategically posted on signs in areas frequented by the community,

To many citizens, staff working in the recreation centers and facilities where camps are held represent the face of the Department. It is important department employees know the mission statement. If the staff is not aware of the mission statement, how can they successfully contribute to departmental goals? OA polled 14 employees, representing 10 of the 20 camps, on staff's knowledge of the mission statement. Fifty-seven percent or 8 out of 14 employees did not know the Department's mission statement. The remaining 43% or 6 out of 14 employees had some familiarity with the Department's Mission Statement, enough to recall parts or sections of the statement.

As part of the Annual Operating Budget request period (January–March), ACC departments are required to submit documents to support their budget requests. Two of the documents titled, Mission & Goals and Performance Measures, relate directly to strategic planning for the upcoming fiscal year and sometimes longer. At this time, departments have the opportunity to review, update, or change their goals, or to revise performance measures associated with set goals.

For the FY13 budget cycle, the Department submitted a three-year Strategic Plan with their budget. Table 3 depicts the Department's Strategic Plan as well as the status in goal achievement as identified during the audit review (Appendix H).

Table 3

Summary of Strategic Goals 2013-2016		Achievement Status of Strategic Goals as Identified During the Audit
I. Ensure financial sustainability through improved policies, procedures, and practices.		
A. Submit recommendation to the Mayor & Commission for a revised fees and charges policy to include a cost recovery philosophy and assessment methodology.		In December 2015, GreenPlay Consulting made a cost recovery presentation on behalf of the Department. It has not yet been adopted.
B. Submit recommendation to the Mayor & Commission for a revised scholarship program policy that reflects the Department cost recovery and sustainability objective.		OA could not verify action has been taken towards this goal.
C. Continue analysis of utilities and indirect costs to confirm correct billing, and align energy conservation practices with ACCUG policies, and Mayor and Commission goals and objectives.		The staff has made several adjustments to reduce energy costs.
II. Develop a comprehensive plan for existing and future parks and facilities.		
A. Update ACC Code of Ordinances to ensure consistent, lawful, and fair rules and regulations for Leisure Services Department patrons.		In November 2013 Section 1:10 of the ACC Code of Ordinances was completely re-written and re-adopted.
B. Create a GIS-based inventory map for facilities, cultural and natural resources.		According to the Department, a GIS inventory plan has not been developed due to staff turnover.
C. Develop a life-cycle plan that connects to the inventory map and is utilized to prioritize projects, capital improvements and capital equipment purchases (accomplished in partnership with the Central Services Department).		According to staff from the Department and the Central Services Department, the life-cycle plan is moving slowly because of staff turnover.
D. Develop approved standards for new buildings and grounds materials and architecture and the selection of park equipment and amenities.		According to staff, formal standards have been approved and adopted locally to ensure consistent use of materials.
III. Enhance internal communication, operations, and staff development.		
A. Write, review and/or revise department policies and procedures, and develop them into a working manual.		OA could not verify action has been taken towards this goal.
B. Implement a new employee orientation program at the Department level, and ensure consistent dissemination of new employee information at all sites.		OA could not verify action has been taken towards this goal.
C. Assess current methods of internal communication, and make improvements as needed.		OA could not verify action has been taken towards this goal.
D. Create a professional development plan for each employee to assist in service delivery, employee growth and succession planning.		OA could not verify action has been taken towards this goal.
IV. Enhance programs and services with a concentration on the Department mission.		
A. Create a comprehensive program and services delivery plan for long-range planning and current-year implementation.		Several master plans have been commissioned and completed without adoption.
B. Review current partnerships and enhance opportunities for additional communication and coordination with outside agencies, organizations, and individuals.		OA could not verify action has been taken towards this goal.
C. Develop and implement a marketing and branding campaign.		OA could not verify action has been taken towards this goal.

Source: Strategic Goals 2013-2016 provide by the Leisure Services Department.

There is only one goal related to programming (IV-A) incorporated into the Department's three-year strategic plan. Every summer, each camp creates an overall summer camp theme along with weekly activities related to the topic. Individual camps have taken the initiative over the years to establish and continue to expand on goals and objectives unique to their camp. Years ago, programmers from different facilities throughout the Department used to meet on a regular basis to share program ideas (what worked well and what did not), and if needed, they discussed complaint management. Currently, the Department fosters a decentralized process for programming. As a result, successful programming ideas are not shared formally among the camps. Staff state they miss the dedicated time they had to meet with peers and collaborate on program ideas.

Of approximately 70 interviews conducted for this audit, one-fourth (or 18) were parent interviews. OA Staff prepared a standard survey to ask all parents the same questions (Appendix I). One question inquired whether parents had knowledge of specific achievement goals for camps. Camps that focused on a skill or activity, such as art or gymnastics, have an apparent goal of teaching children sports skills or art techniques. However, Day Camps (9 AM – 4 PM) that accept 90 or more campers per week struggle to provide program enrichment comparable to the mini camps (½ day camps). For example, the mini or ½-day camps have smaller groups of campers, meet no more than four hours a day, and yet have a higher counselor to camper ratio (6:1 compared to 10:1). This is not to say fun and engaging activities do not take place in the larger camps, but that program development relies on motivated and ambitious staff for content and delivery. More staff is necessary to help develop enriching programmatic activities for the big camps. Creating well-rounded programs for big camps in many cases can be logistically more difficult than planning for and administering programs to mini or specialty camps.

The success of departmental programming, including the Summer Camp Program, depends on the Department's mission. Because of its critical role in the planning process, the mission statement must frequently be revisited to continue making strategic decisions that will be advantageous to the community served. The Summer Program Manual in Appendix G is an example of program goals developed by another community. The manual is an excellent example of how program goals tie clearly to goals and objectives, planning, follow-up, and follow through.

RECOMMENDATIONS

- A. Develop a multi-year plan outlining priorities for the Summer Camp Program. The long range plan should include the following elements:
 - **Assessment of the Summer Camp Program** - Identify Strengths, Weaknesses, Opportunities for improvement, and Threats (SWOT).
 - **Vision and Mission** of the Department.
 - **Goals and objectives** related to the vision and mission for the Department at the program and facility levels.
 - **Action plans** for each objective that include approaches assign responsibility and timelines by which each action will be completed.

- **Evaluations/Measures** on progress in accomplishing established goals, objectives, and action plans. Complete evaluations annually on a regular schedule.
- B. Develop and implement appropriate performance measures, goals and measures (input, output, and outcome) for programming, to include the Summer Camp Program for the purpose of:
1. Determining the actual impact of the Department's efforts to meet community expectations by developing standards and measures to assess goal achievement.
 2. Assess success in achieving the Department's mission, goals, and objectives by developing a formal monitoring process to compare results to baseline.

Finding #2: Effective methodologies to obtain citizen feedback are not established.

Quality Control (includes customer surveys and complaint management)

The process of quality control puts in place a defined set of quality criteria to meet the requirements of the customer. Without a process to evaluate services, improvement is informal and dependent upon individual staff's interest level.

Question: *How do you measure success?*

Response: *"If every camp is at, or close to max capacity and every child has a big smile on their face, that is how I measure program success."*

ANALYSIS

The question is, does the Department provide quality summer camp experiences that meet the expectations of the community? It is a tough question to answer because the Department has not actively solicited community feedback relating to programming in general, or specifically, the Summer Camp Program.

The Department's efforts in seeking community feedback are inconsistent to non-existent. The Department has not actively promoted and collected customer feedback in over five years. The absence of complaints was the most commonly cited measure of satisfaction by staff at all levels in the Department, assuming that the absence of complaints is indicative of participant satisfaction.

There are no written policies and procedures relating to program evaluation. The Department does not have established procedures for soliciting, tracking, and responding to customer feedback concerns or suggestions. Collecting community feedback is currently not a priority of the Department. Staff said that complaints are few, and in the event there is a complaint, there are no standards in place regarding response procedures. Of the 14 employees who were asked to describe the process of replying to customer comments, positive or negative, ninety percent (12 out of 14) stated, soliciting community feedback used to be routine, however, it is no longer the case. Additionally, in previous years, 50% of the interviewees stated they received a directive to forward

camp evaluations, including complaint records, to the Internal Services Administrator's Office at the end of each summer for evaluation. However, this practice is no longer in place. Not sure how long the Department keeps survey results, program feedback, and complaint letters, etcetera, OA contacted the Internal Services Administrator to obtain copies of past program evaluations, the Department was unable to provide them.

Despite the Department not having established program goals and objectives, four camps (Sandy Creek Day Camp, Gymnastics Camp, Art Camp, and East Athens Day Camp) have demonstrated success in the community, measured by a unique and engaging experience, or by their peers, for providing efficient and quick registration. The programming staff at all four camps independently went beyond routine activity planning by actively soliciting parent feedback each week for the duration of summer camp. After reviewing survey results, the camps made adjustments when necessary to increase or maintain satisfaction with the Summer Camp Program.

Soliciting community feedback should be a priority.

To enhance programming and to maximize the summer camp experience for their campers, one camp relies on program data to affect programming decisions and meet customer expectations. Sandy Creek Nature Center (SCNC) is the only camp in the Department nationally accredited by the American Camp Association (ACA), the largest camp association in the United States. The importance of an ACA accreditation is to educate camps in the administration of key aspects of camp operation, particularly those related to program quality and the health and safety of campers and staff. The standards establish guidelines for needed policies, procedures, and practices. To maintain accreditation SCNC is responsible for maintaining compliance in approximately 300 industry accepted standards for facility maintenance, safety, staff training, program quality, administrative procedures, emergency preparedness and transportation. (Appendix J).

After learning about the benefits of accreditation from SCNC staff, OA made inquiries to other camps about whether an accreditation was a goal that their particular camp would seek. All agreed that becoming accredited would assist the other summer camps in establishing ongoing quality control measures. However, the accreditation process is very complicated, and seeking accreditation for other ACC summer will take lots of time.

RECOMMENDATIONS

- A. Conduct a community needs assessment every three-five years to include but not limited to:
 - 1. Demographic trends
 - 2. Public's perception of availability and access to programs, to include the Summer Camp Program.
 - 3. Identifying best methods to inform the community of services and programs.
- B. Explore new options to measure community satisfaction, such as online surveys, customer interviews, focus groups, and mystery shopping.

- C. Include customer feedback as a regular discussion item at staff meetings.
- D. Establish a comprehensive program evaluation process that gathers key information from participants as well as staff.
- E. Collaborate with the ACC Public Information Office to develop an electronic survey tool designed to allow the community to ask questions, share ideas, report problems, and to provide both positive and negative feedback.
- F. Establish an *anonymous* survey tool to solicit feedback from staff on an annual basis.

Finding #3: No written policies and procedures exist for the Summer Camp Program.

Standard Operating Procedures

How can SOPs help a department?

Well-written SOPs assist the Department in achieving uniformity, facilitating training, improving consistency, and guiding internal and external communication. Just as important as conducting a community needs assessment is using the results to affect programming decisions.

Standard Operating Procedure (SOP) – Is the description of a prescribed method that must be used by staff to complete certain routine or repetitive operations, analyses, or actions. SOPs do not establish policy.

Policy - Operational standards, practices or procedures that guide the Department in the conduct of day- to-day affairs.

ANALYSIS

The Department does not have a comprehensive plan for incorporating community expectations and Department resources for programming. Internal SOPs should address the importance of evaluating community expectations as it relates to program planning. The lack of internal control means that there is little formalization within the Department to guide, direct, and instruct employees.

Fifty percent of Division Administrators and 73% of staff interviewed stated the Department does not have a formal comprehensive SOP manual for departmental operations nor programming. Some expressed frustration about the lack of SOPs, referencing examples where staff often duplicate efforts. According to interviews, there are inconsistencies among the recreation facilities when it comes to camp to counselor ratio for similar size camps, registering for activities, and making decisions about scholarship awards.

Employees expressed a desire for the Department to establish written SOPs accessible to all staff because it seemed to them the rules changed every week. A supervisor from the Department summarized the issue during their interview by stating, “due to the absence of structure and clear guidelines, staff often operate in crisis mode.” The lack of formal policies and procedures leaves the support staff to figure challenges and obstacles out on their own, which has resulted in camps adopting an independent

approach to programming. Establishing SOPs would ensure all camps have the same expectations and protocols.

Similar to Finding #1 in the Financial Activities section of this report, the Finance Department identified problems with the Department's cash handling procedures. Since the conclusion of this audit, the Department has adopted the ACCUG Cash Receipting Internal Control Policy written by the Finance Department (Appendix O).

RECOMMENDATIONS

- A. Create a formal policies and procedures manual; make it available to all staff. Policies and Procedures manual should reflect current practices; industry best practices; work priorities, and mission, goals, and objectives.
- B. Create policies and procedures for program activities/intake, processing, responding, tracking, and regularly evaluating complaints to assure responses.
- C. Establish written SOPs for programming, to include the Summer Camp Program that provides process instruction, performance standards, and a basis for measuring compliance with management expectations.
- D. Conduct monthly staff meetings with Division Administrators as well as facility leadership from each camp to communicate new or revised policies and initiatives, to share processes that have worked well and processes that have been identified to be challenging.

Finding #4: Specific job roles and expectations are not clearly articulated to staff nor are they well documented in writing or visually on the organizational chart.

Organizational Structure

Effective administration ensures that a department achieves set goals and objectives, quality services are provided to the community, and that resources are efficiently applied.

ANALYSIS

Perhaps the greatest challenge facing the Department is in the staffing area. Due to geographic separation of facilities and staff, strong administrative leadership is required to keep all programs consistent in quality and content.

In August 2011, the Department went through a reorganization. Six divisions (Administration, Park Services, Arts, Athletics, Natural Resources, and Recreation) merged into four: Administration, Park Services, Recreation, and Arts and Nature, which is the current structure. However, between 2010–2015, the Department underwent a reorganization eight times.

Staff interviewed were reluctant to discuss administrative decisions and organizational changes on the record. More than half of the employees interviewed would not speak on the record about organizational/staffing changes. According to a staff supervisor, “specific job roles and expectations are not always clearly articulated nor are they documented well in writing or visually on the organizational chart.”

Fifty percent of staff interviewed stated changes in job function were not reflected on the organizational chart. Three employees were moved from jobs they had training, expertise, and many years of experience in to positions where they have no background and did not receive any training to perform. One employee eventually resigned and left ACCUG altogether because of being asked, on more than one occurrence, to consider performing a newly created job or fill in for an existing vacated position. In four cases, the employee agreed to new job responsibilities out of pressure to be a team player but acknowledged they did not have any experience and was moving from a job that they were highly skilled in performing.

RECOMMENDATIONS

- A. Update job assignments/titles to reflect current duties and responsibilities.
- B. Schedule regular and frequent meetings with line staff to discuss individual and shared concerns, fees, cost recovery, goals and objectives, organizational changes, morale, and program modifications.
- C. Establish monthly meetings for Program Specialists (or highest level Program position) from each facility to convene and discuss programming ideas, survey results, complaint management techniques, and new and revised Department policies.

Finding #5: The Office of Operational Analysis cannot verify if summer camp volunteers and contract laborers underwent background screenings.

OA received two separate requests, from the Mayor and a Division Administrator in the Department to look into whether individuals volunteering or working as a contract laborer during summer camp go through a background screening.

A criminal background check is a critical element, particularly as it relates to children and child safety when hiring part-time seasonal staff, contract laborers, and utilizing volunteers. A thorough background screening program gives an organization greater confidence that it is not using volunteers and contract workers with certain criminal backgrounds and that the department reduces possible legal claims and reputational damage.

According to staff, in FY14 efforts were made to increase hiring standards for contract laborers and volunteers relating to background checks and drug testing. However, staff state they have received conflicting information relating to background screenings. Regarding contract laborers, staff received the following response from the Finance Department,

“Purchasing is responsible for reviewing and evaluating requests to contract with independent contractors as outlined in the Purchasing Manual, Chapter 16-Contract Labor Services. Human Resources and Leisure Services worked together to develop a program to conduct background checks on independent contractors.”

However, when staff followed up with Human Resources, the response they received was,

“Contract Laborers are not considered employees of the Organization and therefore would not undergo a background check.”

According to an employee who works in a supervisory position and who has been employed with the Department for longer than five years, requiring criminal background checks for volunteers and contract labor employees is at the discretion of the Department Director. For example, during the 2014 summer season, the employee stated that the aquatic staff were the only employees who received background checks.

To gain more knowledge about policy decisions relating to volunteers undergoing background screenings and when and where exceptions are applied, OA contacted the Police and Sheriff's Department for more information. OA staff spoke with a representative from the Sheriff's Office on two occasions and learned the Sheriff's Office does receive “lists” for background checks provided by HR on behalf of the Leisure Services Department. They assume volunteers are included on the list with seasonal employees. The representative stated that the Sheriff's Office conducts an estimated 300 background checks per year for the Department. OA staff also contacted the Police Department and confirmed they facilitate background checks for the Department as well.

In an attempt to verify if there were established policies or procedures in place for background screenings, OA reviewed every invoice submitted for payment by the vendor who conducted background screenings on behalf of the Department between FY14 and FY15 and concluded based on the information reviewed that background screenings were either for staff or individuals working as volunteer coaches.

In April 2016, OA interviewed a former employee who worked as the Volunteer Coordinator during the summer of 2014 and 2015 (The employee is no longer employed with the Department). When asked about the guidelines for volunteers and contract laborers working at summer camps, the employee stated “volunteers do not work at summer camps because there are children involved. In addition, the Department approved a new policy for volunteers and contract laborers in March 2015, it states, “Only the ACC Leisure Services Director or Volunteer Services Specialist may take the Criminal History Consent forms to the Sheriff's Department and/or ACC Police Department and retrieve the forms”. Since the Volunteer Coordinator employed during the 2014 and 2015 summer season did not know volunteers were working at the summer camps, it is reasonable to conclude that the volunteers did not undergo background screenings.

Note – Both, the **Background Screening for Volunteers and Contract Labor Policy** approved in March 2015 and the **2016 Volunteer Information Guide** (Appendix K) do not mention summer camp volunteers. The policies are primarily written for:

- After-school Mentors
- Trail Guides
- Youth Sports Coaches

Dear Volunteer:

In an attempt to ensure the safety for participants and volunteers, all Athens-Clarke County volunteers coaching in Youth Sports Program must now complete a criminal history check.

Perhaps summer camp volunteers are not mentioned in either policy is because of the definition **Restricted Opportunities** (Opportunities that allow volunteers ongoing unsupervised access to vulnerable populations who are participants in programs on property under the direction of the Department) which is used by the Department as a qualifier for whether volunteers must undergo a background screening. After following up with staff about the absence of summer camp volunteers spelled out in the policy, staff stated the likelihood that a volunteer would be left alone with campers was very low.

RECOMMENDATIONS

- A.** Establish a background check policy modeled after the American Camp Association (ACA) guidelines (Appendix M).

The ACA Standard on Staff Screening is:

1. A camp must have written evidence of a policy in practice that requires screening for all camp staff with responsibility for or access to campers that includes:
 2. Annually for all camp staff – paid, volunteer, and contracted:
 - A voluntary disclosure statement
 - A check of the National Sex Offender Public Website.
- B.** Conduct background checks on all camp staff prior to direct participation with minors.
1. For camp staff 18 years and older, volunteers, and contractors, a criminal background check (MANDATORY).
 2. At least two reference checks and verification of previous work (including volunteer) history.

B. FINANCIAL ACTIVITIES

Operating Budget, Cost Recovery, and the Scholarship Program

The Financial Activity section outlines the Department's financial behaviors. OA evaluated program fees to determine if the fees are developed in accordance o the pricing policy and if the fees recover at least 20% of costs. In addition, OA evaluated the Department's financial activity by reviewing revenue collected from program fees, direct costs related to programs, and the impact of the scholarship program in the Department.

Operating Budget

Budgets are a tool for linking departmental goals with the resources available to achieve them, while keeping in mind long-term goals and resources.

Budgeting typically involves:

- Establishing goals and priorities for departments.
- Allocating resources according to those goals and priorities.
- Comparing actual expenses and revenues to those estimated in the current budget, and making adjustments during the budget year as necessary.

A measure of sound financial condition is to balance recurring expenditure needs with recurring revenue sources while providing a service on a continuous basis. In examining the Department's adherence to its Operating Budget, OA compared the Department's approved operating budget to its actual revenue and expenditures for FY11-FY15.

Finding #1: The Department does not have a comprehensive budget tracking system tied to program activities; therefore, the financial impact and success of programs, in particular, the Summer Camp Program, have not been evaluated.

The Department operates on funds primarily from the ACC General Fund. From FY11–FY15 the Department averaged an operating budget of just over \$7 million. The revenue average for the same period was approximately \$900K.

Table 4

Actual Operating Expenditures and Direct Revenues FY11-FY15

	FY11	FY12	FY13	FY14	FY15
Revenue Total	\$824,304	\$897,207	\$854,057	\$930,240	\$925,788
Expenditure Total	<u>\$7,049,684</u>	<u>\$7,042,743</u>	<u>\$6,835,332</u>	<u>\$6,806,142</u>	<u>\$7,404,316</u>
Expenditures less Revenues	\$6,225,380	\$6,145,536	\$5,981,274	\$5,875,902	\$6,478,528
% Cost Recovery	11.7%	12.7%	12.5%	13.7%	12.5%

Source: According to the National Recreation and Park Association, direct revenues usually entails program and class fees, entry fees, rentals, permits, and similar. The cost recovery calculation is based on total expenditures and total revenues.

ANALYSIS

An analysis of the Department's operating budget revealed that fees do not tie to services provided, and expenditures are routinely deducted from inaccurate accounts.

The Department does not do an adequate job monitoring costs effectively as there have been numerous line item accounts that have exceeded their expenditure limits throughout the fiscal year. As long as the year-end total did not exceed the approved budgeted amount, transfers and overspending were not perceived to be a problem. Operating expenses were allocated on an ad-hoc basis, often based upon which accounts had available appropriations and not necessarily on which accounts are most appropriate based upon the nature of the expenses.

Before FY12, the Department had revenue accounts for most programs or facilities. Revenue collected from program fees, specifically Summer Camp Fees, used to be easily captured by division or facility. Examples of prior revenue accounts are:

- Sandy Creek Park Entrance Fees
- Sandy Creek Park – Annual Permits
- Park Services – Equipment Rental Fees
- Facility Rental Fees
- Camp Fees
- Public Swimming Fees
- Tickets, Concessions & Other Sales
- Parks – Zoo Camp

In FY11, the Department made a request through the Finance Department to reduce the number of revenue accounts assigned to the Department. Currently, there are three revenue accounts listed below.

1. Credit card convenience fee
2. Donations
3. Program Fees

The Department does not track revenue collected from fees by program or activity (for example, aquatic fees, summer camp fees, little league, art classes). When the daily reconciliation of cash and checks is performed, OA staff noted that revenue was combined and deposited into revenue account (Program Fees) but not broken down by program or activity. Program success is hard to track, measure, and evaluate when revenues from different activities are combined and recorded as one total.

OA attempted to track cost recovery of the Summer Camp Program by reviewing deposits made after each camp registration weekend. In 2015, during summer camp Registration, five different camps registered on the same day (March 28) at the same location, Bishop Park. At the end of the day when the deposit slip was prepared, all funds were combined and submitted as one deposit. To determine the amount of revenue collected for individual camps during registration OA used three different systems. First, the revenue transaction was researched using Crystal reporting software. After

identifying the day the deposit was credited to the Department's account, OA then used the EDEN Financial System to gather detail about the transaction. Any detailed information related to the deposit was used in Laser Fiche (document imaging software) to research any documents the Department would have submitted to Finance to support the transaction. The research was time-consuming and did not always produce clear information. For example, there was still a chance even after the level of research conducted that the deposit slip would say miscellaneous, leaving OA unable to determine how much revenue was attributed to individual camps. Another point to note is that there was no consistent approach among the camps when completing deposit slips or including supporting documentation. Overall, the inconsistent and poor deposit slip documentation made it difficult for OA staff to determine the financial success of the Summer Camp Program or to determine which program, revenues belonged.

Table 5

CAMP	Comparing Participants		
	Leisure Services ⁽¹⁾	OA ⁽²⁾	Max # of slots for Summer Camp ⁽³⁾
Sandy Creek Nature Center	569	633	630
East Athens Day Camp	904	934	960
Lay Park Day Camp	961	907	960
Parkview/Rocksprings	606	920	960
Memorial Park Day Camp	723	686	720
Zoo Camp	152	157	160
Art Camp	226	257	268
Teen Camp	80	85	84
Gymnastics Camp	513	503	512
Tennis Camp	<u>118</u>	<u>181</u>	<u>240</u>
TOTAL	4,852	5,263	5,494

- (1) Information provided by the Department.
- (2) Number of actual participants calculated by OA staff using CLASS camp registration reports.
- (3) Max # of slots per summer was calculated by multiplying the number of camp slots by the number of weeks offered
- (4) The total camp spots available in 2014 were 5,513. The list does not include the following camps representing 250 spots: Teens in Action, Sandy Creek Explorers, Health Matters, Sportstime, Triathlon, Skate, Cheer, or Sports.

Table 6

CAMP	Revenue Comparison		
	Max Revenue/ Summer ⁽¹⁾	Rev Recorded by the Dept. ⁽²⁾	Actual Revenue/ Summer ⁽³⁾
Sandy Creek Day Camp	44,100	58,695	\$36,689
East Athens Day Camp	38,400	37,208	\$2,648
Lay Park Day Camp	38,400	36,240	\$4,868
Parkview/Rocksprings	38,400	36,980	\$7,268
Memorial Park Day Camp	28,800	27,560	\$10,872
Zoo Camp	13,600	13,705	\$10,390
Art Camp	25,996	25,397	\$17,387
Teen Camp	6,720	10,099	\$4,666
Gymnastics Camp	32,000	31,895	\$22,459
Tennis Camp	<u>21,000</u>	<u>12,000</u>	<u>\$10,450</u>
TOTAL	\$287,416	\$289,779	\$127,697

- (1) Data provided by the Department. Max Revenue is calculated by multiplying the number of camp slots by the fee and the number of weeks camp is offered.
- (2) Revenue the Department reports it collected for the 2014 Summer Camp period.
- (3) Revenue OA calculated using 2014 CLASS summer camp registration reports.

The issue is further compounded by the absence of formal processes in place to collect and track program data. Tracking data, though tedious at times, produces valuable information such as, the number of participants, many in county vs. out of county participants registered, and how much revenue collected was from program fees. The data gathered would afford the Department the confidence to make sound decisions.

At the beginning of the analysis stage, OA performed an independent verification of direct costs related to summer camps by using the EDEN financial software. Each camp uses different funds for similar expenses, leaving a direct comparison complicated and

hampered by a large number of transactions. Original requests for financial information related to the Summer Camp Program was not readily available and delayed the Analysis Phase of the audit. The methodology OA undertook to determine the cost of summer camp was to review registration reports from the CLASS registration software for each camp offered during the 2014 summer period.

OA requested CLASS registration reports provided by the Department to calculate the revenue received from each summer camp. Due to the file size of the registration reports and the time necessary to analyze the data, only the program data from the 2014 summer period was calculated. The audit team reviewed the registration reports for almost 20 camps, which consisted of analyzing 121 weeks of summer camp. OA examined:

- Number of campers registered by camp
- Maximum potential fees collected compared to actual fees collected
- Percent of maximum potential campers compared to actual participants
- Average scholarship subsidy
- Total revenue received from summer camp by individual camps

Based on staff interviews at the facility and division level, OA determined that full-time salaries for staff is included into the direct cost of summer camp. Direct expenses OA included in the analysis are Personnel Expenses (Contract Labor, Part-time Seasonal, Part-Time, Part-time Seasonal ADA Aides, and Contract Labor) and Recreation supplies.

Maximum vs. Actual Revenue for Summer Camp 2014			
	Maximum Revenue⁽¹⁾	Revenue	% of Revenue collected from camp fees
Sandy Creek Day Camp	44,100	36,689	83%
Sandy Creek Explorers Camp	1,920	1,350	70%
Sandy Creek Teen Camp	6,720	4,666	69%
Lyndon House Mini Art Camp	23,280	16,184	70%
Lyndon House Art Day Camp	2,716	1,202	44%
East Athens Day Camp	38,400	2,648	7%
Lay Park Day Camp	38,400	4,868	13%
Rocksprings Day Camp	28,800	6,540	23%
Parkview Day Camp	9,600	728	8%
Memorial Park Day Camp	28,800	10,872	38%
Zoo Camp	13,600	10,390	76%
Gymnastics Camp	32,000	22,459	70%
Tennis Camp	21,000	10,450	50%
Teens In Action	2,900	2,052	71%
Health Matters (2)	5,000	1,950	39%
Sports Time	1,950	1,183	61%
Triathlon Camp	975	767	79%
Skate Camp	1,950	1,333	68%
Cheerleading Camp	1,120	406	36%
Sports Camp	1,950	1,092	56%
Total	\$305,181	\$137,829	45%

Source: 2014 Leisure Services Summer Program Guide and CLASS registrations reports.

1. Maximum Revenue calculated by multiplying the ACC fee for residen camp weeks by the weekly camp cost.
For example: 120 campers X 8 weeks X \$40 per week =38,400

During the audit, OA discovered several instances where a cost center (or location) initiated a purchase to be paid from an incorrect account or a different cost center (facility) altogether. OA identified various expenses from the recreation supplies account that were not direct costs associated with a recreation program. A third of expenditures appeared to be for administrative costs that should have been paid out of the office supplies account. Also, many expenses were labeled “miscellaneous,” leaving no hint as to what the expenditure might contain unless further investigation was conducted on the EDEN Financial System.

The majority of ACCUG departments rarely request budget transfers. The Department has frequently requested budget transfers to cover overages to operating accounts and to cover Personnel expenditures related to staffing changes.

Budget planning helps identify financial obligations so that sufficient funding for those obligations can be identified.

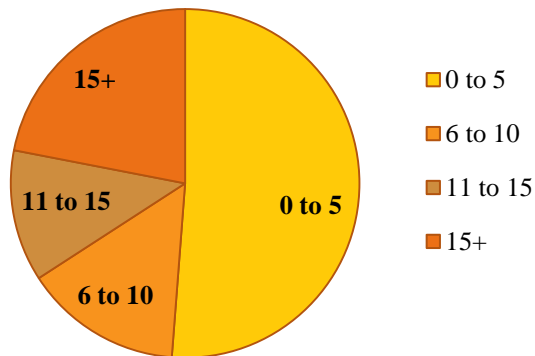
All budget transfers were researched in the EDEN Financial database, and documentation was viewed using the Laser Fiche software. Forty-two county departments’ budget transfers were calculated and the results distributed in the appropriate quartile. The quartile range are:

- 0 – 5
- 6 – 10
- 11- 15
- 15+

For FY14, the Department requested 153 budget transfers, placing the Department in the top quartile of budget transfers out of 42 ACC departments.

Figure 3

Budget Transfers by Quartile FY11 to FY15



*Figure 3 illustrates the average number of budget transfers made annually by departments between FY11 and FY15.

*Leisure Services is included in the highest quartile (15+ category) out of 42 departments.

*More than half of all departments request less than five budget transfers per fiscal year.

RECOMMENDATIONS

- A. Require staff to track direct costs of operating each program and determine if program fees are in alignment with the Department's cost recovery goal.
- B. Train staff on budgeting principles and monitoring tools. Hold Division Administrators accountable for operating within budgets.
- C. Establish the true cost for programs and create a cost recovery goal for each. Develop methods to track programmatic data, including attendance levels and fees paid. This data will assist in illustrating community impact of the Summer Camp Program.

Finding #2: It is extremely difficult to determine how the fee of the various summer camps was calculated.

After performing a cost of services analysis, OA could not determine the Department's methodology for setting camp fees. OA can state for sure:

- Fees are not directly tied to the cost to provide summer camp
- Fees are not solely based on direct costs
- Fees are not based on the minimum number of participants
- Fees are not necessarily based on market value

OA interviewed all Program Supervisors, Program Specialists, and Division Administrators who had some level of responsibility for summer camps. They all were asked what the direct costs were associated with offering camps. There were varying interpretations of camp related expenses which included, salary and benefits, recreational supplies, fleet, fuel, vehicle maintenance, printing, and postage. All interviewees agreed that indirect costs were not significant and did not factor into determining program fees. In some instances the Department employed benchmarking to establish camp fees; however, it is important to note, the actual cost to offer camp, is not included in the equation.

RECOMMENDATIONS

- A. Enhance controls over the cash receipt process, develop a formal revenue collection and deposit policy. To be in compliance with the ACCUG Cash Receipting Internal Control Recommendations: (Appendix N)
 1. Assign one individual in the Department to make all deposits on a daily basis by a designated time. If amounts are less than \$500, deposits can be made weekly.
 2. Delegate one individual to collect cash per shift, per facility.
 3. The individual recording the receipt should not be the same as that making the deposit. Receipt reports should be sent to the Financial Services Division of the Finance Department after each deposit.
 4. A specified individual who does not collect funds should complete reconciliations. Daily reconciliations should compare deposit information to the cash general ledger account in the EDEN Financial System. Any differences should be documented and resolved promptly.

- B. Collect and evaluate the cost and revenue data for each summer camp to produce meaningful data that will assist in developing long-term trend analyses.
- C. Establish budget monitoring procedures for Division Administrators. Ensure each cost center utilizes its assigned general ledger account number and operates within the approved budget.
- D. Pursue efforts to establish corporate partnerships to increase programming opportunities, to include the Summer Camp Program. Corporate partners might include Caterpillar, Kroger, and Zaxby's.

Finding #3: The Department does not use a formal cost recovery policy.

Cost Recovery

Cost recovery refers to the measure of the value of a service in relation to the cost recovered. In the context of the Department's Summer Camp Program, it is the calculation of revenue generated as a percentage of the direct cost of camp.

Many communities use cost recovery models as guidance for determining which programs and services should be fee-based and providing a method that ensures prices for current, and future services are at a level consistent with the Department's objectives for cost recovery. Establishing a cost recovery model provides structure to calculate fees for recreation programs, allows the Department to operate with known acceptable limits based on who is served and the type of program. Additionally, a cost recovery model provides a systematic approach for the removal of programs not generating the designated minimum cost recovery.

ANALYSIS

The Department already has a cost recovery model in place; however, the methodology has not been actively carried out to determine the cost of programs, specifically the Summer Camp Programs.

Table 8

Cost Recovery Structure		
Fee Categories	AGE	
Adult	(18+)	Recover 100% of direct costs, and a portion of indirect costs.
Youth	(<18)	Recover 50% of direct costs, and a portion of indirect costs.*
Non-Resident		100% of direct and indirect costs or 50% higher than ACC resident fee, whichever is greater.

*Up to 100% of fees waived for scholarship eligible youth.

Information provided from the Cost Recovery Presentation on March 18, 2014.

Before 2003, the Department did not have a set fee structure, but rather had what was termed an "established understanding" of fees and pricing. In 2003, the ACC ordinance was revised to remove fees in effect at that time and allow for the adoption of fees by

resolution, which laid the groundwork for an official revenue and pricing policy to be developed. This *Revenue and Pricing Policy* was approved by the Mayor and Commission September 2006 and provided a standard framework for setting fees (Appendix P). Over the years the Department made several requests to the Mayor and Commission for minor modifications of specific fees, including a fee change regarding adult programs at the Lyndon House and the Grand Slam Program in July 2008 effective January 2009. In FY10 changes again for fees charged (adjusting FY09 fees by either \$2 or 15%, whichever one was lower).

Recently (March 2014), the Department sought to change the pricing policy, stating that the original 2006 policy is not only difficult to follow but is also outdated. The Department presented a new pricing model to the Mayor and Commission for consideration; however, no action was taken due to the many questions from the group coupled with the short time they had to review the report before the presentation.

The Department does not adhere to the cost recovery model adopted in 2006 to evaluate program effectiveness or fee structures. According to the Director, the cost recovery goal is 20%, and it is hard to meet. The Department is averaging an *actual* cost recovery rate is 11-13% compared to the national average of 34-40%. OA asked staff for clarification about which expenditures were commonly considered, by the department, to be directly related to the program, or summer camp. The responses varied from, Personnel and supplies to Personnel, supplies, vehicle maintenance, fuel, paper, copier fees, and stamps.

Below is an example of varied program fees not unrelated to direct costs:
The Department offered three Tennis Camps in 2014 at either Bishop Park or the Tennis Center. All three camps were advertised as mini-camps as they were all scheduled less than 4 hours per day. Program fees charged for Tennis Camp ranged from \$60 to \$120. If camp fees were set based on the direct cost of the program, one would expect a smaller difference in the fees among the tennis options.

Table 9

Camp - Location	Hours/day	Length of Camp	Fee/week
Tennis Camp – Tennis Center	1 hour/day	9:00 AM – 10 AM	\$75
Tennis Camp – Tennis Center	2.5 hours/day	10:30 AM – 1 PM	\$60
Tennis Camp – Bishop Park*	3.5 hour/day	10:30 AM – 2 PM	\$120

*Tennis Camp at Bishop Park includes one hour of swimming.

In December 2015 the Department presented, for a third time, the pyramid pricing model, developed by GreenPlay Consulting, which is based on establishing fees commensurate with the benefit received. OA staff attended the meeting and took notes on the discussion. Three areas of concern resonated from the presentation. One of the three concerns was the Commission did not like GreenPlay's pyramid of services business model and thought that 48 people (the number of individuals who attended one of the four scheduled public input sessions to learn more about the cost recovery plan) were an accurate reflection of community views. Another concern Commissioners expressed was instead of fee hikes, the Department seek sponsorships for programming. The third concern and

perhaps the greatest of the three is the Commissioners concern about the lack of costs/expenditure tracking by the Department. Ultimately, what led to the Commission not approving the new pricing plan was the confusion about what was asked of them- to vote on the plan to establish cost controls or to adopt all of GreenPlay's recommendations.

RECOMMENDATIONS

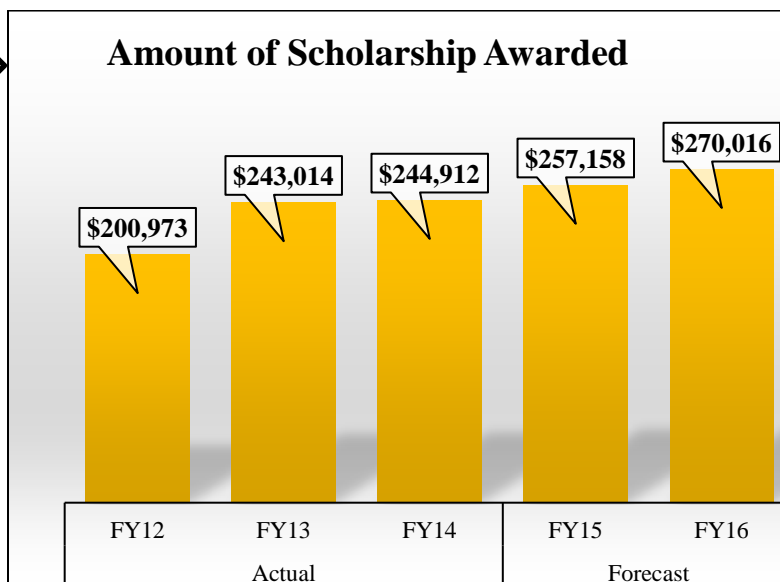
- A. Develop and implement a formal and systematic cost recovery policy for the Summer Camp Program to assist in annual budget planning.
- B. Identify the direct and indirect costs associated with providing summer camps to the community.
- C. Evaluate the Summer Camp Program operations by comparing the costs and the outcomes of the summer camp programs in comparison with the approved operating budget.

Finding #4: The scholarship application review and approval process is inconsistent.

The Scholarship Program

As a part of the service to the community, the Department offers a scholarship program (Appendix R). Families who qualify for the subsidy receive yearlong financial assistance towards programs and activities that cost more than \$10. Award levels vary between 20 and 100%. According to policy, families are to present tax returns or other documents listed on the application to qualify. The Department reported a loss of revenue due to scholarship awards of approximately \$245,000 for FY14.

Figure 4



Source: FY16 Annual Operating & Capital Budget

According to the Department, Figure 4 shows a significant increase from FY12 to FY13 due to the addition of a full-time staff member tasked to improve upon existing reporting methodologies. The Department also notes in FY15, and FY16 forecasts reflect anticipated results due to the application of reporting method improvements.

ANALYSIS

Staff state scholarship eligibility 's hard to verify; past efforts were considered to be intrusive. According to staff, awarding full scholarships de-values the Summer Camp Program, as parents have no financial investment. Fifty percent of staff interviewed believe that participants receiving a full scholarship are more likely to exhibit poor attendance, or no attendance, compared to paying participants. Poor attendance or no shows create vacancies that could have been filled by others during registration.

During camp registration observations in March and April 2015, OA staff observed individual camps emphasizing or promoting the Scholarship Program without inquiry from parents. The policy printed in the Department's Program Guide requires scholarship applications be completed before registration, yet observations on registration day showed this was not always the case. Based both on OA's analysis of the program and interviews with parents and staff, three main conclusions emerged related to scholarships. The first is different camps place different amounts of emphasis on promoting the Department's scholarship program. Second, the staff does not follow a standard process for approving scholarship applications. Finally, awards are producing a loss of revenue for the Department that is not factored into their cost recovery policy.

While conducting a site visit at one of the AHA camps during camp registration in 2015, OA staff witnessed staff asking a parent if they had their scholarship card. The parent stated they were not aware of the scholarship program but wanted to know if they could complete an application. Staff responded by asking the parent to pay for only one of the eight weeks of camp and instructed the parent to come back to the center on Monday when they would approve scholarships for her children. At no time during the three to four-minute discussion did staff inquire about the parent's earnings or housing status during the conversation. In contrast, 50% of parents interviewed (nine out of 18 parents) registered for summer camp at non-AHA camps were not aware the Department offered scholarships.

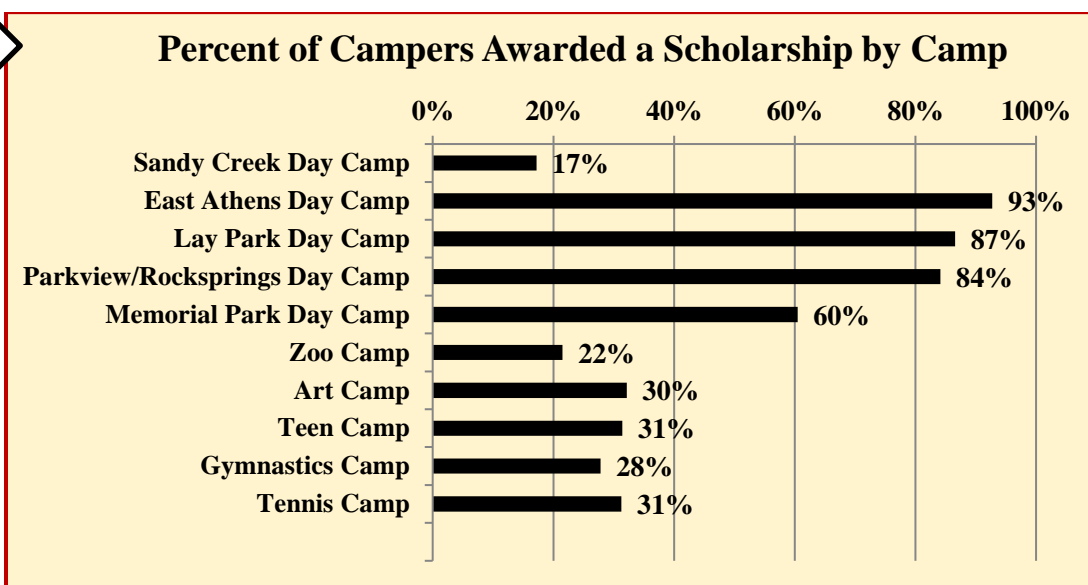
The implementation of the scholarship policy is inconsistent among the camps. As such, it is subject to a diminished level of accountability, and the potential for inconsistent enforcement of the established fee structure is present as well. Uniform standards for verifying eligibility should be followed to support the accomplishment of Policy intent.

The scholarship program impacts the Department's overall budget. However, the Department's cost recovery model does not include the amount of scholarships awarded to participants or account for the loss of revenue.

For instance, Lay Park, East Athens, and Rocksprings show a high percentage of campers who received 100% scholarship; however, the Department reports these camps are recovering revenue of over 60%. Staff felt that awarding 100% scholarships affected the value placed on the camp slot. The qualification model has evolved over time and allowed loopholes to increase that some patrons found easy to work to their advantage. The public resisted changes to the scholarship program, and attendance decreased when more stringent documentation was required to receive assistance, according to staff interviews.

Four staff members linked a relationship between campers who were “no-show” (did not attend a reserved program session) and their scholarship status. However, the Department does not track this trend, so no data is available to evaluate this assertion. The Department’s policy for no shows is to drop campers who do not show up for three consecutive days, and camps are following up with those who fail to attend camp. Staff related it is often difficult to fill an open slot after camp has begun, as families have made other care arrangements. Parent meetings are scheduled to explain the rules, yet staff members admit most are not well attended.

Figure 5



Source: 2014 CLASS Summer Camp registration reports.

RECOMMENDATIONS

- A. Establish scholarship cost recovery guidelines where the subsidy is in line with the Department’s cost recovery goals.
 1. Ensure scholarship levels are commensurate with program costs and do not produce a loss of revenue for the Department.
- B. To serve the greatest number of people and maintain cost recovery goals, limit the scholarship award to a set amount per individual and maximum amount per family per fiscal year.
- C. Consider hiring an independent third party to perform income verification and scholarship eligibility in advance of registration.
- D. Reduce the number of award levels.

C. PROGRAMMING

Registration, Community Needs, and Program Equity

In this final section, OA reviews Registration, Community Needs, and Program Equity. OA examines these three areas to assess whether the Department is meeting community expectations in service and programming.

Registration

According to the Department's Summer Camp Program and Events Guide, the Department held registration for the 2014 summer programming period from March 22 through April 12. ACC residents are given priority to register on those dates first, with non-resident registration scheduled on the following Wednesday.

Finding #1: The summer camp registration process is inefficient, time-consuming, inconsistent among camp locations, and is the most complained about topic amongst parents.

ANALYSIS

For more than ten years summer camp registration has grown to be challenging, competitive, and an annoyance for many residents in the community. According to staff who have been employed in the Department for more than ten years, the biggest request is for online registration not because parents are dissatisfied with the service, but simply because many are used to having this convenience.

The Department offers several varieties of camps during the summer. Each camp holds camp registration at a specific date and time; specific camp information was advertised in the Summer Program Guide, (a listing of summer activities in the community offered by the Department). All facilities or camp conducts "live" or, in person, registration except for one camp. Tennis Camp was the only camp that allowed parents to scan and email registration forms to the Tennis Center, after which parents would call the center with their payment information to register kids for Tennis Camp.

Parents had to develop a strategic plan to undertake camp registration if they wanted to expose their children to the variety of camps offered each summer. To guarantee a camp spot, parents arrived well before the sun came up. Even though registration did not start for most camps until between 8:30 AM and 9:00 AM, parents reported arriving as early as 4:00 or 5:00 AM. For parents who did not arrive until registration began were left with limited options if any. There was very little chance that spots would be available to anyone who arrived after 8 AM. Seventy-two percent (13 out of 18) of parents interviewed stated that to secure their preferred week(s) of camp they needed to arrive at their preferred camp hours before registration began.

The universal understanding in the community has been that summer camp registration takes a long time. From the beginning when registration opens, until the end, when

parents receive a receipt confirming their child has a guaranteed spot, the average time people spent going through registration was a little more than two hours.

The Department is sensitive to the length of time people stand waiting in line to register for summer camp. Every camp has a different process for conducting registration. All camps interviewed stated that customer service was their priority, and any effort staff can make towards making sure the process is clear, quick, and pleasant as possible was important to the camp.

The Department uses CLASS software for registration and scheduling. However, staff had often experienced problems with the software's connectivity, going in and out, seemingly overloaded because of registration activities. According to the 2012 Summer Camp Report, "In an ideal world, we'd be able to process people in CLASS in real time, but unless the connection issue gets worked out, that won't change.

In addition to CLASS' connectivity challenges, fifty-six percent of staff stated the CLASS system was a complicated program for data entry, and they did not use the software regularly. When it came time to register camp participants, many were slow because they had forgotten how to navigate the software.

"In an attempt to speed the process up for parents, staff at all but one camp chose to conduct "notebook registration" where program registration forms and tally sheets were used to keep track of the number of registrants for each camp. According to the 2012 Summer Camp Report, staff stated, "reasons for not using CLASS in real-time mostly related to slow or inconsistent Internet connectivity at some sites and the need to expedite the processing of customer registrations.

Immediately after registration, staff would begin inputting all registration data into the CLASS system and continue onto the next workday until all information was entered. Except for a few minor problems such as math miscalculations or incorrect scholarship awards recorded, staff viewed the process to be successful.

Camp Registration is the biggest complaint among parents.

A benefit the Department offers to the community is allowing families to register one additional family's children up for camp. This allows parents to stretch their options if popular camps hold registration on the same day. Six parents interviewed stated that they used friends to swap registration duties among summer camps. One family would go through registration at one camp while another family would go through registration at a different camp. This required phone calls back and forth between the two families to coordinate.

Parents interviewed spoke of inefficiencies in completing administrative items relating to registration and different policies amongst the camps for critical issues. Parents who registered their child for multiple camps interviewed that administrative paperwork associated with registration was a duplication of efforts. Seventy-two percent (13 out of 18) of parents complained of redundant paperwork or registration forms exclusive to

each camp. Administrative forms for each camp appeared similar if not an exact duplicate with the only difference being the camp name at the top of the page. Besides the camp name, parents did not understand why a different form was required for each camp, especially if the information requested was the same.

Also, a parent interviewed and spoke of their concern regarding inconsistent guidelines or policies amongst the camps, causing confusion in some instances. One example occurred when the parent was picking up her child from camp; she was instructed to enter the facility to sign the camper out; she was asked to show her identification the first time, which she did not mind. However, at a different camp, the campers were allowed to walk off site by themselves if they lived near the facility. The parent went on to say different rules or guidelines for each camp are reasonable and makes sense, but when discussing expectations relating to the supervision of children, all camps should follow the same rules.

Note – During the audit, the Department implemented online registration in November 2015.

RECOMMENDATIONS

- A. Improve the customer service experience during the registration process by streamlining processes.
- B. Standardize program registration process across all summer camp locations.
- C. Work in partnership with the ACC Information Technology Department to ensure that software and hardware needs are compatible with the ACCUG's network server.
- D. When selecting financial management software, collaborate with the ACC Finance Department to ensure compatibility.

Finding #2: There are numerous operational, financial, and programmatic inconsistencies among the camps.

Community Needs

The Summer Camp Program lasts between two and eight weeks, according to the Summer Program Guide distributed by the Department. Most fall into the category of a specialty camp, mini-camp, day camp, sports skills, or teen camp. Five camps, East Athens, Lay Park, Rocksprings/Parkview, and Memorial Park receive free lunch each week (except the last week) through the federal lunch program. Some camps offer before and after care time to cover an entire workday, though mini-camps do not offer this option.

ANALYSIS

Participation levels in the various summer camps are high. Camps often fill quickly, and registration lines form long before dawn. According to information from the 2014 and 2015 Summer Program Guide, each camp is held for a specific number of weeks. Camps are limited to a maximum number of participants per week except for Tennis Camp, who hires counselors on an as needed basis throughout the summer. Each program varies in

number of camp hours offered per day. The big camps also are known as “the Big 5” (Sandy Creek, East Athens, Lay Park, Rocksprings, and Memorial Park Day Camps) register 90 or more participants per week and are scheduled seven hours per day from 9 AM to 4 PM.

Most camps do not limit registration and will allow campers to register for the entire summer. Other camps limit the number of weeks a camper can attend the camp to ensure slots are available for more children in the community. In an attempt to provide more children an opportunity to attend the high demand camps, a specific number of weeks a child might attend is considered. While limiting attendance may increase the chance for different children to attend the camp, it also require parents to seek alternatives for care in the private market if necessary. Examples of the camps who limit the number of weeks a camper can attend the camp are, Gymnastics Camp, Zoo Camp, and three out of the four camps offered at Sandy Creek Nature Center.

Many popular summer camps are mini-camps, but they are not an option for many campers. All but one camp (Swingers Tennis Camp) is broken down into one of two categories: full-day camp or half-day or minicamp. Mini camps or camps that are scheduled no more than four hours/day are commonly offered on a specific topic or level of interest such as art, sports, or culinary competition. Additionally, mini-camps are more often offered to younger campers, to get them prepared for full day camp one day. Many parents rely on the summer camp program as their only option for childcare during the summer. Due to its short camp day, mini-camps pose a challenge for working parents. The good news of securing a spot in one of the popular mini-camps is overshadowed by the new challenge to figure out the logistics. How to best arrange the drop-off and pick up their children. Mini-camps begin the day at approximately 9 AM, an hour after many people are required to be at work and normally they end 3-4 hours later. Parents do not have an option to purchase before and after care for mini-camps because of staffing limitations. This inconsistency between day camps and mini-camps creates challenges for parents who have children enrolled in both.

A majority of parents interviewed cited Zoo Camp, Art Camp, and Sandy Creek Nature Center as the most popular camps for their children, but also the most limited in space. OA examined participant records for the Big Five and five of the 10 mini camps (Zoo Camp, Art Camp, Teen Camp, Gymnastics Camp, and Tennis Camp). OA staff reviewed camp registration reports exported from the Department’s registration software system (CLASS). Table 7 represents camp capacity for the 2014 Summer Camp period. The capacity of camps shown in the following table is based on the number of slots per week. Table 8 illustrates the percentage of maximum participants and the maximum possible revenue for the summer camp period in 2014.

RECOMMENDATIONS

- A. Reinstate Program Evaluation Assessments to be completed at the end of the summer camp period each year.

B. Complete an analysis of summer camp programs and services where program registrations by interest area are tracked and reviewed on a seasonal basis. Programs should fall under one of the categories below:

1. **New-** Programs in the start-up phase that are beginning to increase in popularity.
2. **Established-** Programs with consistently high levels of registrations and are continuing to grow in popularity.
3. **Declining-** Programs that are decreasing in popularity.

Camp Cost per Hour

Table 10

CAMPS	# of weeks	Total of Slots per Week	Weekly Camp Fee	Hours per week	Camp Cost per Hour
Tennis Mini-Camp (Tennis Center)	2	30	\$50	5	\$10.00
Tennis Day Camp (Bishop)*	2	30	\$120	17.5	\$6.86
Tennis Day Camp (Tennis Center)	4	30	\$60	12.5	\$4.80
Health Matters	6	12	\$250	35	\$7.14
Lyndon House Mini Art Camp	5	24	\$82	15	\$5.47
Lyndon House Mini Art Camp	5	24	\$82	15	\$5.47
Lyndon House Teen Camp	2	16	\$82	15	\$5.47
Sportstime	2	15	\$65	15	\$4.33
Triathlon Camp	1	16	\$65	15	\$4.33
Skate Camp	2	14	\$65	15	\$4.33
Sports Camp	2	15	\$65	15	\$4.33
Cheerleading Camp	1	16	\$70	20	\$3.50
Gymnastics Mini-Camp	8	24	\$50	15	\$3.33
Zoo Camp	4	20	\$85	35	\$2.43
Sandy Creek Teen Camp	7	12	\$80	35	\$2.29
Sandy Creek Explorers Camp	4	24	\$20	9	\$2.22
Gymnastics Day Camp	8	40	\$70	35	\$2.00
Sandy Creek Day Camp	7	90	\$70	35	\$2.00
Teens In Action	5	10	\$58	35	\$1.66
East Athens Day Camp	8	120	\$40	35	\$1.14
Lay Park Day Camp	8	120	\$40	35	\$1.14
Rocksprings Day Camp	8	90	\$40	35	\$1.14
Parkview Day Camp	8	30	\$40	35	\$1.14

*Tennis Camp at Bishop Park included one hour of swimming every day.

Program Equity

Programs presented to the public require the equitable application of resources to ensure access for all citizens. Disproportional opportunities create a system that does not serve all children in the same manner.

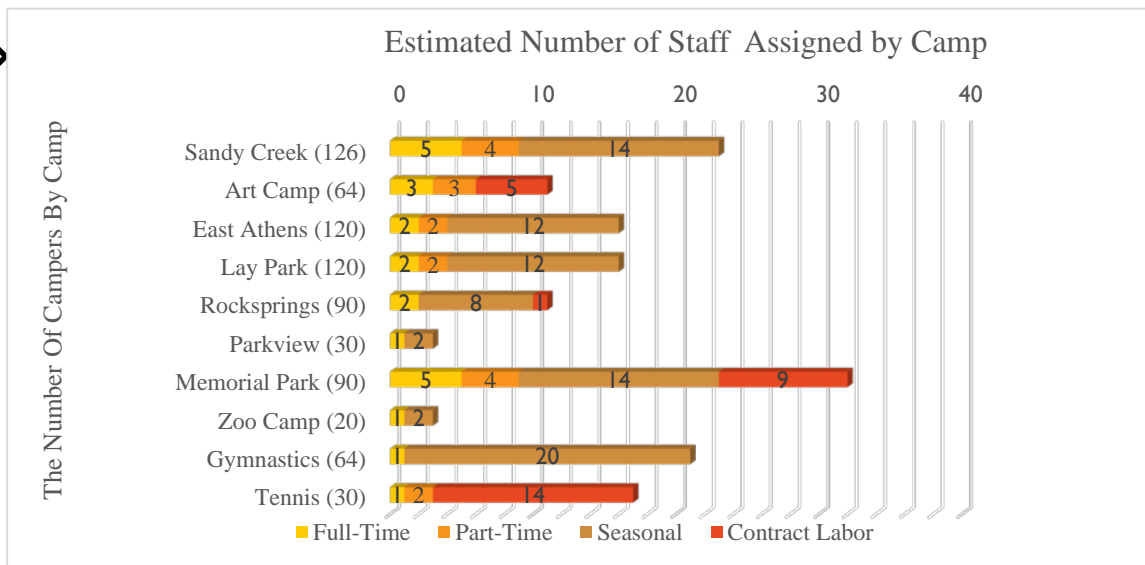
Finding #3: There is a perceived variance in program quality and offered services among the different camp locations.

ANALYSIS

The benefits of summer camp should extend to all participants equally. While some camps manage to incorporate education into their program, unbeknownst to participants, other camps rely heavily on fun and play.

Some all-day camps did not offer additional educational opportunities, including field trips, and the specialty skill camps are less

Figure 6



Source: Data compiled from labor distribution reports, staff interviews, and budget documents.

likely to offer all day care. The learning camps were also likely to limit the number of weeks children could attend, meaning that other camps would be required to make sure that full-time care for the entire summer was secured. The result is that children of working parents do not have the option of participating in some specialty camps. Parents who can provide transportation or have a flexible job may be able to to facilitate attendance, but those who do not are not able to facilitate attendance. Therefore, enrichment is not distributed equally among the camp programs.

Staffing levels at each camp have an impact on camp quality, more specifically, programming. Higher staffing levels increase oversight of children, reducing the ratio of counselors to kids. Camps focused on instruction of a skill benefit from this lower ratio, allowing more individualized attention.

Staffing levels were difficult to compare camp to camp due to the classifications among part-time and seasonal labor internally from the Department. Individual camps used the “part-time” employees, while others “Contract Labor.” HR sometimes classified these employees as “Seasonal,” making it difficult to compare staffing levels across programs with information from the Department and HR.

The information from staff interviews, combined with independent research using HR reports, assisted in calculating those who were compensated and from which summer camp program. Figure 6 is an illustration of the staffing levels for camp in 2014.

Regular full-time and part-time staff adjust their normal work responsibilities to run summer camp. More than 80 people are hired as seasonal staff to work at summer camp. According to staff interviews, the ratio for counselor to camper ratio is 1:10. However, OA learned of staffing variations among similar size camps. Out of the five camps with more than 90 participants, only East Athens Day Camp (120) and Lay Park Day Camp (120) followed a 1:10 counselor to camper ratio.

Variations in staffing can impact the equality and quality of services offered to participants in all the programs. According to documents from HR, Memorial Park employed a music teacher and art instructor for their camp program. This benefit is not extended to other camps, creating gaps in program quality and desirability. Overall, a more concerted, strategic approach is necessary to eliminate inconsistencies, identify and meet community needs, and correct inequitable conditions to maximize service delivery to all residents.

Despite these variances among programs, all parents interviewed said they felt the camps were fun for their children, and the services met their expectations. All but one stated that they would return to the Department's summer camp programs in the future. Sandy Creek Nature Center and Memorial Park Zoo Camp were singled out by nine of the 18 parents as being the best camp experience. The one parent that decided not to participate in the ACC Summer Camp Program in the future did so mainly due to the preference of a private day camp her children enjoyed.

RECOMMENDATIONS

- A. To foster enrichment, cultural, educational and recreational opportunities, expand popular programs to all camps equitably.
 - 1. Standardize camp opportunities and offer learning and cultural opportunities at all summer camp programs. Equalize staff levels according to camp size.
- B. Develop an approach to identify and mitigate real and perceived inequities to maximize service and program delivery to the ACC community and surrounding areas.
 - 1. Develop a measurable definition of equity and monitor progress.

V. BENCHMARK COMMUNITIES

To better assess how the Department's Summer Camp Program compares to camp programs in other communities OA used benchmarking to evaluate similarities and differences among similar communities. OA used eight criteria to determine comparability when selecting cities to benchmark. Considerations included population size, population stability in the last five years, a similar number of housing units, high school graduation rates, household member size, median income, a post-secondary educational institution within the community, and a Parks and Recreation Department

that offers summer camp to the community. The communities who met all eight criteria were Columbia, MO; Columbia, SC; Gainesville, FL; Hampton, VA; and Beaumont, TX.

OA looked to other cities, similar in size and make-up to ACC, to determine how their summer camp programs displayed and communicated goals and objectives. While benchmarking against other communities, two cities had very similar missions to the Department (Columbia, SC, and Columbia, MO). Only one had very clear goals and vision for their departments (Gainesville, FL). Two others (Hampton, VA and Beaumont, TX) had no evident mission or goals visible in their public facing information. Three had overarching themes for their Summer Camp Program offered by the city or county. However, department-wide goals and objectives were not specifically focused on summer camp programming.

Three of the five benchmark cities appointed an Advisory Committee or Citizen Board associated with the Parks and Recreation departments. They ranged from five to seven members who assist in planning future projects and provide a way for citizens to provide input regarding ongoing services.

Benchmark cities show a mixture of fees. Much like ACC, the camps ranged from inexpensive (usually also free lunch sites) to more expensive for specialty enrichment camps. Most cities had a unified, single fee for camps that lasted all summer even if they were in separate facilities. Columbia, SC operates 13 different day camps at various facilities, with one equal fee for those day camps. They offered a more expensive half-day art camp. Below is pricing from benchmark cities, with population and median household income of each city shown for comparison.

Table 11

Benchmark Communities	Population	Median Household Income	Percent Change in Population per Year	Housing Units Available	People per Household	High School Graduation Rate	College or University	Parks and Recreation Department	City Sponsored Summer Camp
Athens, GA	120,266	\$30,880	3.6%	50,475	2.59	85.5%	Y	Y	Y
Columbia, MO	115,311	\$43,262	7.4%	46,758	2.34	93.6%	Y	Y	Y
Columbia, SC	132,067	\$41,344	1.5%	52,471	2.29	86.4%	Y	Y	Y
Gainesville,	128,460	\$32,492	3.2%	57,576	2.35	91.2%	Y	Y	Y
Hampton, VA	136,879	\$50,705	0.5%	59,566	2.51	89.4%	Y	Y	Y
Beaumont	117,796	\$39,526	0.3%	50,689	2.50	84.2%	Y	Y	Y

During benchmark research, both the City of Columbia, MO and the City of Gainesville FL, have scholarship information readily available online. Beaumont, TX has a very low cost (\$50) four-week camp. Gainesville, FL-based scholarship status on the family's free and reduced lunch status in the school system. While qualifications vary, it is evident that scholarships are a benefit common to other Department programs. Only two of the benchmark communities studied offered online registration for summer camps. Columbia, MO had a split registration – skill camps allowed online applications while another camp required on-site paper registration.

Other benchmark communities similar in size also had a variety of camps available. Four cities, Columbia (SC), Gainesville, Hampton, and Beaumont, had very similar low-cost all-day summer camp programs like those offered at ACC. Gainesville and Columbia (MO) offered themed camps that ranged widely from outdoor education to golf skills camp. Gainesville had a particularly strong science camp program called the Earth Academy exploring one field of science study for a three-week camp block.

VI. CONCLUSION

In an interview with the Overview Commission in 2010, the Director of Leisure Services closed her presentation by stating, “The ACC Leisure Services Department will continue to focus on the provision of programs and services that meet the leisure needs of its citizens. We strive for high community credibility while providing relevant programs, facilities, and services for the residents of ACC.”

To that end, a few relatively simple yet fundamental changes can be made to allow the Summer Camp Program to operate more efficiently and effectively. First, recognize there are differing needs and expectations for the variety of summer camps. By developing and then focusing on the mission and goals, and objectives for programming, to include the Summer Camp Program, leadership will be able to manage differing needs and expectations better to create a more equitable experience across camps.

Secondly, accurate and consistent tracking of the operating budget, revenues, and expenditures, will help the Department determine the fiscal and programmatic impact of the camps to both the Department and the community as a whole. From this data, it will be easier to see if and where certain changes need to be made regarding camp policies or procedures.

Finally, facilitating staff communication at the recreation center level through regularly scheduled meetings will establish a team approach to leadership, allowing for the sharing of ideas for improvements and successful Summer Camp Program management.

The Department offers camps that are popular with, and valued by, the community; almost 2,000 children participated in summer camp in 2014 (Appendix B). Parents, campers, and camp staff independently reported participant growth in areas such as self-confidence, learning new skills, getting along with others, making friends, and making healthy decisions. Indeed, camp provides growth experiences for youth that can reap results well into adulthood. This audit report, therefore, strives to provide a roadmap for the Department that allows them to continue building upon this momentum and strengthening the Summer Camp Program.

UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY
Audit of the Leisure Services Department Summer Camp Program July 2016
AUDITOR'S RECOMMENDATIONS & MANAGER'S RESPONSE

Department Operations

Goals & Objectives, Quality Control, Standard Operating Procedures, and Organizational Structure

1. The Summer Camp Program does not have a clear and defined mission and focus for the future.

All programs and services provided by the Leisure Services Department operate under the Department's mission statement: *"We create a healthier and more livable community by providing opportunities to learn, create and play in quality parks, programs and facilities that are valued by our citizens."* Individual programs of the Leisure Services Department do not have their own mission statements. The focus for the future of the diverse delivery of summer camps is identified in the Department's vision statement for all program and service delivery, which was developed in a series of meetings with staff to discuss the desired future of the Department. The vision statement reads as follows: *"Parks, programs, places and people that are the pride of our community."*

Internal Auditor Comment:

While the Auditor recognizes the Department's willingness to incorporate the vision statement into programming it is important to note that the Vision seeks to outline where the Department is headed and what values are guiding that journey. The vision cannot be achieved prior to establishing a mission, goals, objectives, strategy, performance measures for achievement in programming.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
<p>A. Develop a multi-year plan outlining priorities for the Summer Camp Program. The long range plan should include the following elements:</p> <ul style="list-style-type: none"> Assessment of the Summer Camp Program -identify Strengths, Weaknesses, Opportunities for improvement, and Threats (SWOT). Vision and Mission of the Department. Goals and objectives related to the vision and mission for the Department at the program and facility levels. Action plans for each objective that include approaches, assign responsibility and timelines by which each action will be completed. Evaluations/Measures on progress in accomplishing established goals, objectives, and action plans. Evaluations are done on an annual and regularly scheduled basis. 	<p>The Manager's Office agrees with this recommendation.</p>	<p>Department Director</p>	<p>Division Administrators</p>	<p>Underway</p>	<p>June 2017</p>	<p>Leisure Services will incorporate the assessment of summer camp programs into the review of the Department's strategic goals. The Department will focus on creating alignment between mission, goals, strategies, and measures.</p> <p>The Manager's Office will provide follow-up communication to the Mayor and Commission (M&C) regarding this matter.</p> <p>Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.</p>

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
<p>B. Develop and implement appropriate performance measures, goals and measures (input, output and outcome) for summer programs for the purpose of:</p> <ol style="list-style-type: none"> 1. Determining the actual impact of the Department's efforts in the community by developing standards and measures for assessment. 2. Assess success in achieving the Department's mission, goals, and objectives by developing a formal monitoring process. 	The Manager's Office agrees with this recommendation.	Manager's Office	Department Director	August 2016	June 2017	<p>The Manager's Office intends to implement a performance measure initiative during FY17 through the ICMA Insights program. This program will provide guidance in establishing appropriate performance outcomes which can also be applied to Leisure Services programming. Additionally, the newly initiated Rec 1 system allows for qualitative feedback tools which will also be utilized to establish assessment standards. Staff will further incorporate this recommendation into the review of the Department's strategic goals and report to the Manager's Office for subsequent communication to the M&C.</p>

2. Effective methodologies to obtain citizen feedback are not established.

The Manager's Office agrees that the Department should implement additional avenues to obtain qualitative citizen feedback. Since the time the audit was initiated in 2014, improved survey instruments have been developed. An on-line program registration system, Rec1, was implemented in November 2015 and provides an email address and a method to send a program survey to the parent/guardian of every participant. Participants are able to be surveyed through this on-line process, although on-site surveys and social media evaluations will also be used. An on-line survey on the website was used following online registration to inquire about people's experience with new process.

Department Staff are also examining further opportunities for camp accreditation through the American Camp Association with hopes of gaining such an achievement for the 2018 season.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager,		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
A. Conduct a community needs assessment every 3-5 years to include but not limited to: 1. Demographic trends 2. Public's perception of availability and access to Summer Camp Programs. 3. Best methods executed by the Department to inform the community of services and programs	The Manager's Office agrees with this recommendation. The Rec 1 system allows for qualitative feedback tools which will be utilized by the Department to assist in this process.	Department Director	Division Administrators Community Outreach Coordinator	Underway	February 2017	Staff will further incorporate this recommendation into the review of the Department's strategic goals and report to the Manager's Office within six months for subsequent follow-up communication to the M&C. Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
D. Establish a comprehensive program evaluation process that gathers key information from participants as well as staff.	The Manager's Office agrees with this recommendation.	Department Director	Division Administrators	Underway	February 2017	<p>In progress for the 2016 summer camp program with reporting and evaluation tools now available through the new Rec1 program registration application. As of July 6th, 285 camp surveys have been completed, including swim lesson parents.</p> <p>Staff will further incorporate this recommendation into the review of the Department's strategic goals and report to the Manager's Office within six months for subsequent follow-up communication to the M&C.</p> <p>Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.</p>

E. Collaborate with the ACC Public Information Office to develop an electronic survey tool designed to allow the community to ask questions, share ideas, report problems, and to provide both positive and negative feedback.	The Manager's Office agrees with this recommendation.	Department Director PIO	Division Administrators Community Outreach Coordinator	August 2016	June 2017	<p>The ACCUG website currently provides a means on every Department's homepage (http://www.athensclarkecounty.com/148/Leisure-Services) allowing the community to ask questions, share ideas, report problems and provide feedback. However, this tool will be reviewed in response to this recommendation. Within six months, the Manager's Office will provide subsequent follow-up communication to the M&C regarding this matter.</p> <p>The Department's Facebook and Twitter pages already provide the opportunity for immediate responses, which has resulted in many people asking camp and other Department-related questions. Staff answers questions in an hour or less and provides constant engagement with readers by engaging in social media dialogues. The Public Information Office will also be asked to examine a mobile app to make this more accessible for public feedback.</p> <p>Additional funding may be necessary for a comprehensive program as being suggested and should also be examined in coordination with other departments with similar needs (i.e. T&PW, Public Utilities, Transit).</p> <p>Internal Auditor Comments: Audit staff reviewed the ACCUG website. Every ACC Department homepage has the "Report A Problem" link.</p> <p>However, after clicking on the link, the site directs users to a "Citizen Request Tracker" page. As of July 25, 2016, the only contacts listed on the page are: Water & Sewer, Streetlight Emergencies, Criminal Activity, Traffic Signal Activity, and Animal Related Issues. For other issues, there are instructions to call the Public Information Office.</p> <p>Many people in the ACC community live very busy and hectic lives. The purpose of this recommendation was to provide a convenient method for the community to contact the Department for a variety of reasons; not to limit it to only problems. Which would result in the Department only receiving negative feedback. Additionally, the recommendation was suggested to streamline the follow-up and follow-through process for every case.</p>
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AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
F. Establish an anonymous survey tool in order to solicit feedback from staff.	The Manager's Office will take this recommendation under consideration.	Manager's Office	Department Director	August 2016	December 2016	Although opportunities already exist for employee communication through division administrators, immediate supervisors, and to the department director, staff will consider this recommendation as part of Department's annual goals and strategic planning. Program planning meetings throughout the year routinely encourage staff feedback and reaction to policies, procedures and programming ideas

3. No written policies and procedures exist for summer camp administration.

The Manager's Office disagrees with this finding statement. Policies and procedures for the summer camp programs have been in place for many years and may be found in the Summer Camp Handbook and the Summer Camp Staff Guidelines. Information in these documents include the following: Policies/procedures about pick-up; illness; late fees; behavioral expectations; attendance; accommodations for people with disabilities; medication; health requirements; emergencies; attire; nepotism; employee communication; employee conduct; termination; performance evaluations; future employment; staff schedules; payroll; time sheet completion; temporary assignments; holidays; cell phones; two-way radios; building keys; employee safety; employee and camper incidents/accidents; use of ACCUG vehicles; media relations; personal property of campers; supervision of campers; field trips; van/bus transportation; medication distribution; injury prevention; and critical incident protocol.

Internal Auditor Comment:

This finding stems from the frustration received from the Department during interviews with the permanent full-time/part-time employees; seasonal employees were not interviewed for the audit. Additionally, a Department supervisor summarized the *policies and procedures* issue by stating, "due to the lack of absence of structure and clear guidelines, staff often operate in crisis mode." The lack of formal policies and procedures leaves the support staff to figure challenges and obstacles on their own, which has resulted in camps adopting an independent approach to programming. Establishing policies and procedures and associated SOPs ensures all camps have the same expectations for protocols.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
A. Create and formalize an official policies and procedures manual and make it available to all staff. Policies and Procedures manual should reflect current practices; industry best practices; work priorities, and mission, goals and objectives.	The Manager's Office agrees with this recommendation.	Department Director	Division Administrators	August 2016	May 2017	<p>As referenced above, this document currently exists. The Summer Camp Handbook and the Summer Camp Staff Guidelines were emailed to the Office of Operational Analysis on October 20, 2014. It is also available on the ACCUG Venus drive for all Leisure Services staff to access. However, staff will review the current SOP's and will amend and expand the document to achieve more effective communication, staff education, and consistency amongst camps.</p> <p>Internal Auditor Comment: The Office of Operational Analysis did in fact receive the Seasonal Employee Guideline on October 20, 2014, however, assumed it was not a final document as the final documents were not included in the report: Appendix A – ACC Code of Conduct Appendix B – Smoking Policy Ordinance Appendix C – Drug and Alcohol Ordinance Appendix D – Harassment and Discrimination Policy Appendix E - Incident Report Form Appendix F - Report of Injury Form Appendix G – Seasonal Part-time Leave Request</p>

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
B. All program activities should follow a policy and procedure for intake, processing, responding, tracking, and regularly evaluating complaints to assure responses.	The Manager's Office agrees with this recommendation.	Department Director	Division Administrators	August 2016	May 2017	<p>Policies and procedures for the summer camp programs have been in place for many years and may be found in the Summer Camp Handbook and the Summer Camp Staff Guidelines; however, staff will review the current SOP's and will amend and expand the document to achieve more effective communication, staff education, and consistency amongst camps.</p> <p>Internal Auditor Comment: The Office of Operational Analysis did in fact receive the Seasonal Employee Guideline on October 20, 2014, however, assumed it was not a final document as the final documents were not included in the report: Appendix A – ACC Code of Conduct Appendix B – Smoking Policy Ordinance Appendix C – Drug and Alcohol Ordinance Appendix D – Harassment and Discrimination Policy Appendix E - Incident Report Form Appendix F - Report of Injury Form Appendix G – Seasonal Part-time Leave Request</p>
C. Establish written SOPs for all summer camp programs that provide process instruction, performance standards, and a basis for measuring compliance with management expectations.	The Manager's Office agrees with this recommendation.	Department Director	Division Administrators	August 2016	February 2017	<p>Staff will incorporate this recommendation, particularly establishing a qualitative feedback loop, into the review of the Department's strategic goals and report to the Manager's Office within six months for subsequent follow-up communication to the M&C.</p> <p>Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.</p>

D. Conduct monthly staff meetings with Division Administrators as well as facility leadership from each camp to communicate new or revised policies and initiatives, to share processes that have worked well and processes that have been identified to be challenging.	The Manager's Office agrees with this recommendation as it will allow for additional communication amongst program staff horizontally across the organizational chart.	Department Director	Division Administrators	Underway	Ongoing	<p>Division Administrators responsible for camps elected to disband a committee dedicated only to summer camp because this topic was already effectively addressed in each Division during their monthly meetings with Facility Supervisors and Programmers. Most attendees agreed that the information in the two meetings was duplicative, and therefore the summer camp committee was dissolved. Twice-monthly staff meetings have been conducted for years with Division Administrators. Monthly staff meetings have been conducted for years with facility leadership. Information communicated includes items outlined in this recommendation.</p> <p>In August 2016, staff will conduct a summer camp wrap-up/evaluation meeting to include all camp planners that will address camp concerns, future needs, customer feedback, and information outlined in this recommendation.</p>
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4. Specific job roles and expectations are not clearly articulated to staff nor are they well documented in writing or visually on the organizational chart.

The Manager's Office disagrees with this finding statement. Job roles and expectations are identified in job descriptions approved by the ACCUG Human Resources Department and are available on-line at the Human Resources Department website (<http://www.athensclarkecounty.com/6550/Job-Descriptions>). Organizational charts for all Departments and Constitutional Officers originate from the ACCUG Manager's Office. All full-time positions are identified on the organizational chart. The 200 part-time/seasonal positions in the Leisure Services Department are identified by a single number, as they are for all ACCUG departments that have part-time positions as a part of their staff complement. The summer camp program does not have its own organizational chart, as it is only one program offered by the Leisure Services Department.

Positions do evolve over time and efforts are made to adjust job descriptions accordingly to include updates to the organizational chart. Also, special projects are assigned based on specific skills and knowledge base resulting in staff potentially performing duties outside their normal scope of duties which helps the department be innovative and nimble in its approach to their work.

Internal Auditor Comment:

It is important to note that during the audit (October 2014 - January 2015) more than 50% of the staff interviewed commented on three staff members whose duties changed drastically and/or their worksite location changed for no obvious reason. All interviewees stated that there was no change reflected on the organizational chart, the change was for in-house personnel only, and even in one case, the employees were instructed not to change a voice mail greeting to reflect the particular employees revised duties. According to these interviews the three employees were moved from jobs they had training, expertise, and many years of experience into positions where they have no background and did not receive training to perform. One employee eventually resigned the Department and left ACCUG altogether.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
A. Update job assignments/titles to reflect current duties and responsibilities.	The Manager's Office agrees with this recommendation.	Department Director	Human Resources Division Administrators	Underway	Ongoing	The Department's structure is stable, although project-specific job assignments vary based on the current needs of the department. Job titles are developed by the Human Resources Department, and are often shared by multiple Divisions and Departments of the Unified Government among employees who perform similar work. Department leadership already reviews these on a consistent and routine basis and works with HR and the Manager's Office to suggest modifications as appropriate. Additionally, job descriptions are reviewed and amended as necessary each time a vacancy occurs.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
B. Schedule regular and frequent meetings with line staff to discuss individual and shared concerns, fees, cost recovery, goals and objectives, organizational changes, morale, and program modifications.	The Manager's Office agrees with this recommendation.	Department Director	Division Administrators	Underway	Ongoing	The Department Director conducts substantive staff meetings with Division Administrators twice each month. Relevant policies and program adjustments are encouraged to be communicated to the appropriate personnel. The Director also conducts a Department meeting most months of the year. The Division Administrators who are responsible for camps conduct monthly staff meetings with facility supervisors and with programmers all year long. Decisions for summer camp operations and staffing appropriately begin at the administrative level of the Department. Staff input is consistently sought when decisions may result in a change to policy, procedure, process, etc. For draft documents, feedback is requested through Track Changes made to the document. Ideas for decisions of change are discussed with staff through Division Administrators, who then report findings in staff meetings or directly to the Department Director. Staff are encouraged to share with their supervisors their opinions or evidence to support a decision in process. All final documents are placed in the Venus drive for convenient staff access.
C. Establish monthly meetings for Program Specialists (or highest level Program position) from each facility to convene and discuss programming ideas, survey results, complaint management techniques, and new and revised Department policies.	The Manager's Office agrees with this recommendation.	Department Director	Division Administrators	Underway	Ongoing	See response to item 4B above.

5. The Office of Operational Analysis cannot verify if summer camp volunteers underwent background screenings.

The Manager's Office will take this finding under consideration. With over 1,000 registered volunteers annually, the Leisure Services Department requires that a background screening only be conducted when a volunteer or contract laborer will be working with a vulnerable population (elderly, minor, ADA protections) in an unsupervised capacity. Summer camp volunteers and contract laborers do not fit this category because they are not left alone to supervise children and therefore a screening did not occur which may relate to the *"inability to verify"* the background checks. If the situation were to ever occur where a volunteer or contract laborer would be left alone with children, that person would first be required to pass a national background screening administered through a background screening company whose services are contracted by the Leisure Services Department. The Department has chosen to not provide background screenings to all volunteers and contract laborers due to the expense and the logistics of completing them in a timely manner. The decision to require background checks only for volunteers or contract labor who may work alone with vulnerable populations was considered a safe and financially affordable alternative.

Since the summer camp audit started in October, 2014 and completed in January, 2016, an updated standard for background checks was issued in March 2015. Beginning in early 2016, Department leadership in conjunction with Human Resources has been evaluating all contract labor agreements (213 contracts entered into during FY16) to determine their appropriate status. Once this analysis is complete in early FY17, it will likely result in approximately 75% of existing contracts being converted to part-time labor. If categorized as part-time labor, then one must pass the standard ACCUG background check.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)	IMPLEMENTATION TIME FRAME Start / Completion	ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
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<p>A. Establish a background check policy modeled after the American Camp Association (ACA) guidelines (Appendix M). The ACA Standard on Staff Screening is:</p> <ol style="list-style-type: none"> 1. A camp must have written evidence of a policy in practice that requires screening for all camp staff with responsibility for or access to campers that includes: 2. Annually for all camp staff—paid, volunteer, and contracted: <ul style="list-style-type: none"> • A voluntary disclosure statement • A check of the National Sex Offender Public Website. 	<p>The Manager's Office will take this recommendation under consideration.</p>	<p>Human Resources</p>	<p>Department Director</p>	<p>August 2016</p>	<p>December 2016</p>	<p>Staff will consider it as part of Department's annual goals and will coordinate that research with the Human Resources Safety and Risk Division. Additionally, further review will be conducted to synthesize background checks with all departmental activities. Within six months, the Manager's Office will provide subsequent follow-up communication to the M&C regarding this matter.</p> <p>Background checks are conducted for all full-time, part-time, and seasonal staff through the Human Resources Department prior to being hired. Employee background screening policies are administered through the Human Resources Department. Volunteers and contract labor are addressed through the Department's background check policy which requires a national background check for any individual working alone with a vulnerable population. An expansion of this policy to include all volunteers will involve hundreds of additional background checks annually at a cost of \$18.50 each in order to address volunteers in all youth programs of the Leisure Services Department.</p>
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AUDITOR’S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
B. Conduct background checks on all camp staff prior to direct participation with minors. IV. For camp staff 18 years and older, volunteers, and contractors, a criminal background check (MANDATORY). V. At least two reference checks and verification of previous work (including volunteer) history.	The Manager’s Office will take this recommendation under consideration.	Human Resources	Department Director	August 2016	December 2016	See response to item 5A above. Furthermore, staff conducts two performance evaluations on all summer camp employees, one at mid-summer and the other upon completion of camp.

Financial Activities
 Operating Budget, Cost Recovery, Scholarship Program

1. The Department does not have a comprehensive budget tracking system tied to program activities; therefore, the financial impact and success of programs, in particular the Summer camp Program, have not been evaluated.

The Manager’s Office agrees with this finding. In August 2014, the Leisure Services Department began a comprehensive cost recovery project approved in concept and through funding by the ACCUG Mayor and Commission. As a part of this project, a comprehensive budget tracking system was developed in order to determine resource expenditures and revenues for 300+ Leisure Services Department programs, including the summer camp program. Information about this project was presented to the Mayor and Commission in a work session on December 8, 2015; however, the Mayor and Commission chose to delay approval of the cost recovery program for an undefined time.

The FY17 Recommended Capital Improvement Budget includes funding for a new enterprise reporting program (ERP) to replace the existing EDEN system. This new system will benefit all ACCUG departments who interact with HR and Finance in terms of budget, revenue, purchasing, and expenditure data and processes as well as all employee, payroll, workers comp, and benefit related matters. A new software package will enable much greater revenue and expense tracking and forecasting options at the Departmental level. This will not only assist Leisure Services in developing the true cost of programs and track revenues at the program level, but it will also assist all ACCUG departments on similar matters within their respective budgets.

AUDITOR’S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
A. Require staff to track direct costs of operating each program and determine if program fees are in alignment with the Department’s cost recovery goal.	The Manager’s Office agrees with this recommendation.	Finance Administrator	Department Director	Underway	Ongoing	This action was suggested to be implemented as part of the Department’s cost recovery project. The Manager’s Office is considering bringing the cost recovery project back to Mayor and Commission for consideration in the wake of this audit.

				<p>Internal Auditor Comment: Three areas of concern resonated from the presentation.</p> <ol style="list-style-type: none">1. The Commission did not like GreenPlay’s pyramid of services business model and thought that 48 people (the number of individuals who attended one of the four scheduled public input sessions to learn more about the cost recovery plan) were an accurate reflection of community views.2. The Commissioners expressed was instead of fee hikes, the Department seek sponsorships for programming.3. Perhaps the greatest of the three is the Commissioners concern about the lack of costs/expenditure tracking by the Department. <p>Ultimately, what appeared to lead to the Commission not approving the new pricing plan was the confusion about what was asked of them- to vote on the plan to establish cost controls or to adopt all of GreenPlay’s recommendations.</p>		
AUDITOR’S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
B. Train staff on budgeting principles and monitoring tools. Hold Division Administrators accountable for operating within budgets.	The Manager’s Office agrees with this recommendation as an effort to continually improve staff development and internal financial controls.	Finance Administrator	Department Director Finance Department	Underway	December 2016	Facility directors are trained on budgeting principles and monitoring tools and operate within their budgets; however, the Department will explore establishing an ongoing training program. Monthly expenditure reports from the Finance Department are promptly reviewed by Division Administrators and the Finance Administrator upon receipt, and any issues are quickly addressed. The Department has never over-spent its annual approved budget and strives to return funds at the end of each fiscal year to assist the Unified Government as a whole.

C. Establish the true cost for programs and create a cost recovery goal for each. Develop methods to track programmatic data, including attendance levels and fees paid. This data will assist in illustrating community impact of the Summer Camp Program.	The Manager's Office agrees with this recommendation.	Finance Administrator	Department Director	Underway	Ongoing	<p>This action was suggested to be implemented as part of the Department's cost recovery project. The Manager's Office is considering bringing the cost recovery project back to Mayor and Commission for consideration in the wake of this audit.</p> <p>Internal Auditor Comment: See 1A under Financial Activities.</p>
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2. It is extremely difficult to determine how the cost of the various summer camps was calculated.

The Manager's Office agrees with this finding. All Leisure Services Department program fees, including camp fees, are set using the Department's revenue and pricing policy that was approved by the Mayor and Commission in September 2006. In a work session presentation to the Mayor and Commission on March 18, 2014 about the proposed cost recovery project, staff explained that one reason to undertake the project was because it is difficult to explain the Department's pricing structure. The Department's cost recovery project that was presented to the Mayor and Commission on December 8, 2015 recommended a simpler, transparent and sustainable methodology for resource allocation, cost recovery and pricing strategies. It reviewed current tools used for pricing programs, and recommended changes as needed.

The report states that the many employees are not proficient in the CLASS software and also believed it to not be user friendly. The Rec 1 software program was selected partially due to its ease of use and was deployed as a departmental project resulting in a higher level of operational proficiency by a greater number of employees than the CLASS software.

As mentioned above in Finding #1, the transition to a new ERP program will greatly enhance staff's ability to effectively monitor cost centers, program revenue, and establish more robust reporting systems.

Internal Auditor Comment:

The complexity of the 2006 Revenue & Pricing policy appears to not be a factor in determining current camp fees as indicated on page 21 of the audit report, (Tennis Camp fee summary, Table 9); no pricing structure is applied.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
<p>A. Enhance controls over the cash receipt process, develop a formal revenue collection and deposit policy. In order to be in compliance with the ACCUG Cash Receipting Internal Control Recommendations: (Appendix N)</p> <ol style="list-style-type: none"> 1. Assign one individual in the Department to make all deposits on a daily basis by a designated time. If amounts are less than \$500, deposits can be made weekly. 2. Delegate one individual to collect cash per shift, per facility. 3. The individual recording the receipt should not be the same as that making the deposit. Receipt reports should be sent to the Financial Services Division of the Finance Department after each deposit. 4. Reconciliations should be completed by a specified individual who does not collect funds. Daily reconciliations should compare deposit information to the cash general ledger account in the EDEN Financial System. Any differences should be documented and resolved promptly. 	<p>The Manager's Office agrees with this recommendation.</p>	<p>Department Director</p>	<p>Finance Administrator</p>	<p>Underway</p>	<p>Ongoing</p>	<p>The actions listed in this Recommendation have been completed since the time of the audit in cooperation with the Finance Department. Also, the Rec 1 online registration now significantly reduces the amount of physical currency in the department.</p>

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
B. Collect and evaluate the cost and revenue data for each summer camp in order to produce meaningful data that will assist in developing long-term trend analyses.	The Manager's Office agrees with this recommendation.	Finance Administrator	Department Director	Underway	Ongoing	Completed. This action was implemented as part of the Department's cost recovery project. Even though the GreenPlay cost recovery program was not adopted by M/C, staff agreed the fundamental concept of documenting program costs and revenues was a very sound practice that needed to be implemented. FY14 was completed with guidance from the consultant. FY16 has been underway and will be completed this fall.
C. Establish strong budget monitoring procedures for Division Administrators. Ensure each cost center utilizes its assigned general ledger account number and operates within the approved budget.	The Manager's Office agrees with this recommendation.	Finance Administrator	Department Director	Underway	Ongoing	Although unclear about what is meant regarding "strong budget monitoring procedures", budget monitoring procedures are in place for Division Administrators to adhere to. It is expected that Divisions consistently operate within their approved budget.
D. Pursue efforts to establish corporate partnerships in order to increase programming opportunities, to include the Summer Camp Program. Corporate partners might include Caterpillar, Kroger, and Zaxby's.	The Manager's Office agrees with this recommendation.	Department Director	Community Outreach Coordinator	August 2016	February 2016	Staff will continue to review opportunities for expanded community partnerships and report to the Manager's Office within six months for subsequent follow-up communication to the M&C. Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.

3. The Department does not use a formal cost recovery policy.

The Manager's Office agrees with the recommendations under Finding #3. In August 2014, the Leisure Services Department undertook a comprehensive cost recovery project approved in concept and funded by the ACCUG Mayor and Commission. The purpose of the project was to establish a transparent and sustainable resource allocation and cost recovery plan for approval by the Mayor and Commission; to review current resource allocation, cost recovery and pricing strategies, and recommend changes as needed; to review current tools used for pricing programs, and recommended changes as needed; to move discussion from the pricing tools used to a philosophy of financial resource allocation; and to utilize a process that engages the community in the discussion. The Cost Recovery and Resource Allocation Plan was presented to the Mayor and Commission in a work session on December 8, 2015; however, the Mayor and Commission decided to delay approval of the cost recovery program to an undefined time. The Department is fully prepared to bring forward both the revised cost recovery and scholarship programs at the request of the Mayor and/or Manager.

Internal Auditor Comment:

See 1A under Financial Activities.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
A. Develop and implement a formal cost recovery policy for the Summer Camp Program to assist in annual budget planning.						Completed. Pending further review by M&C.
B. Identify the direct and indirect costs associated with providing summer camps to the community.						Completed.
C. Evaluate the SummerCamp Program operations by comparing the costs and the outcomes of the summer camp programs in comparison with the approved operating budget.	The Manager's Office agrees with this recommendation	Finance Administrator	Department Director	Underway	February 2017	<p>Staff will continue to review methodologies to accomplishing this recommendation and will report to the Manager's Office within six months for subsequent follow-up communication to the M&C.</p> <p>Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.</p>

4. The scholarship application review and approval process is inconsistent.

The Manager's Office agrees with this finding. However, since the time the audit was started in 2014, the scholarship review process was revised to provide a more consistent approval process. Staff continues to accept scholarship applications and documentation at staffed facilities; however, final approval is made only by the Administrative Secretaries of the Recreation Division and the Arts and Nature Division following a thorough review of all paperwork and confirmation of Athens-Clarke County residency.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
<p>A. Establish scholarship cost recovery guidelines where the subsidy is in line with the Department's cost recovery goals.</p> <p>1. Ensure scholarship levels are commensurate with program costs and do not produce a loss of revenue for the Department.</p>	<p>The Manager's Office agrees with this recommendation.</p>	<p>Department Director</p>	<p>Finance Administrator</p>	<p>August 2016</p>	<p>May 2017</p>	<p>In the cost recovery project presentation to the Mayor and Commission on December 8, 2015, one recommendation was to review and revise the scholarship program following approval of the cost recovery project. However, it is worth noting that the scholarship program is not a subsidy. It is foregone revenue to ACCUG, and therefore each scholarship produces a loss of revenue for the Department which decreases the level of cost recovery. Staff's trend analysis of scholarships indicates that the amount of foregone revenue will continue to increase if left unchanged and since program fees are not increasing, then the increasing level of scholarships will adversely affect the level of cost recovery.</p> <p>The Manager's Office is considering bringing the cost recovery project back to Mayor and Commission for consideration in the wake of this audit.</p> <p>Internal Auditor Comment: See 1A under Financial Activities.</p>

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
B. In order to serve the greatest number of people and maintain cost recovery goals, limit the scholarship award to a set amount per individual, and max amount per family per fiscal year.	The Manager's Office agrees with this recommendation.	Department Director	Finance Administrator	August 2016	May 2017	In the cost recovery project presentation to the Mayor and Commission on December 8, 2015, one recommendation was to review and revise the scholarship program following approval of the cost recovery project. The above recommendation was provided by Leisure Services Department staff to the Office of Operational Analysis as part of the summer camp audit. They will be further considered at the time the revised scholarship program is brought to the Mayor and Commission for approval.
C. Consider hiring an independent third party to perform income verification and scholarship eligibility in advance of registration.	The Manager's Office does not agree with this recommendation.					The scholarship program already forgoes revenue in excess of \$245,000 annually. Funding and logistics do not lend themselves to hiring an independent third party for this task. Instead, staff has centralized and streamlined the scholarship approval process to two trained Administrative Secretaries who follow all scholarship program policies and coordinate the intake process.
D. Reduce the number of scholarship levels.	The Manager's Office agrees with this recommendation.	Department Director	Finance Administrator	August 2016	May 2017	This recommendation was provided by Leisure Services Department staff to the Office of Operational Analysis as part of the summer camp audit to include a reduction in the number of discount categories, a per child or per family annual cap, and revising the forms accepted for verification. This action will be considered at the time the revised scholarship program is brought forward to the Mayor and Commission for approval.

Programming
Registration, community Needs, and Program Equity

1. The summer camp registration process is inefficient, time consuming, inconsistent among camp locations, and is the most complained about topic amongst parents.

The Manager's Office agrees with all recommendation noted in Finding #1. In 2008, under the previous Department Director, a new program registration and facility reservation program (CLASS) was purchased at a cost of approximately \$30,000. The program did not include on-line registration capabilities. Due to the significant cost of the program, staff tried to make it work, and they made consistent improvements to the on-site registration process as much as the process allowed.

In April 2014, staff began a comprehensive review of 12 different companies that provide program registration and facility reservation software or systems. After a thorough review of many criteria, chief among them price, on-line registration capabilities, and application of scholarship discounts, staff selected the Rec1 system. The Rec1 system is cloud-based and therefore did not require a software purchase. The annual fee for Rec1 is 1% of the revenue booked, which is close to the same amount that was paid annually to CLASS for software maintenance and support (approximately \$10,000 annually). The ACCUG Finance and IT Departments both consulted throughout the selection process and supported the decision. Upon selection, staff spent approximately six months laying the foundation for system use, developing new administrative policies and procedures, developing training programs and training staff, testing the system, updating the website with new program information, etc. On-line registration went live for winter program registration on November 14, 2015 and was made available again on February 20, 2016 for spring program registration. These two registrations in advance of summer camp registration on April 9, 2016 were intentionally planned to serve as a lead-up to a summer camp registration so staff and some public could become familiar with the process. The Rec 1 program has eliminated the need for multiple registration dates, redundant forms, and is used by all summer camps. Feedback from the on-line registration process for summer camp registration was overwhelmingly favorable.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
A. Improve the customer service experience during the registration process by streamlining processes.						Completed
B. Standardize program registration process across all summer camp locations.						Completed
C. Work in partnership with the ACC Information Technology Department to ensure that software and hardware needs are compatible with the ACCUG's network server.						Completed
D. When selecting financial management software, collaborate with the ACC Finance Department to ensure compatibility.						Completed

2. There are numerous operational, financial, and programmatic inconsistencies among the camps.

The Manager's Office will take this finding under consideration. In a desire to appeal to a variety of children's interests, no two summer camps are the same, nor should they be. Full-time staff develops a program theme for each week of their camp based on what is currently popular with the target demographic. Program themes vary from week to week and camp to camp, so children and their parents have an assortment of opportunities from which to choose. The cost of programming supplies varies between camps depending on the nature of activities associated with each theme as programmed by the Camp Supervisors. Not included in this analysis is the use of contract labor throughout the fiscal year as oftentimes a facility may choose to utilize more specialized contract labor for programming during other times (e.g. after-school programs) than during summer camp. The ratio of camper to counselor varies by camp depending on the age of the campers, the physical constraints present at various properties and facilities, and the type of camp it is (e.g. specific skill-based camps such as gymnastics and tennis have a lower camper to counselor ratio than general recreation camps).

In appropriate operational areas, staff have implemented consistent practices across the camps. For example, all full-day camps offer recreational and educational opportunities for seven hours a day, plus the option of early drop-off and late pick-up for parents. Although not a viable option for all families, experience has shown that camps such as tennis, art, dance, and some sports camps are not popular as all day camps and therefore are limited in the number of hours offered.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
A. Reinstate Program Evaluation Assessments to be completed at the end of the summer camp period each year	The Manager's Office agrees with this recommendation.	Division Administrators	Camp Supervisors	Underway	February 2017	<p>The cost recovery project is capturing the same information previously gathered in the Program Assessment report to include participation, total cost, revenue and cost per participant.</p> <p>Staff plans to conduct a program evaluation SWOT analysis as recommended in 1A above and will incorporate this recommendation into the review of the Department's strategic goals and report to the Manager's Office within six months for subsequent follow-up communication to the M&C.</p> <p>Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.</p>

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
<p>B. Complete an analysis of summer camp programs and services where program registrations by interest area are tracked and reviewed on a seasonal basis. Programs should fall under one of the categories below:</p> <ol style="list-style-type: none"> 1. New- Summer programs in the start-up phase that are beginning to increase in popularity 2. Established- Summer programs that have consistently high levels of registrations and are continuing to grow in popularity 3. Declining- Summer programs that are decreasing in popularity 	<p>The Manager's Office will take this recommendation under consideration.</p>	<p>Division Administrators</p>	<p>Camp Supervisors</p>	<p>August 2016</p>	<p>February 2017</p>	<p>To date, no summer camp has declined in attendance or popularity. All camps fall into the Established category. Funding and space constraints prevent growth at this time. The new Rec1 system will provide reports that allow staff to continue to monitor and analyze this information. Therefore, as mentioned earlier in this report (Operations – Finding #2), staff plans to concentrate efforts on reviewing program quality through a variety of qualitative feedback, survey, and performance review tools. Staff will incorporate this recommendation into the review of the Department's strategic goals and report to the Manager's Office within six months for subsequent follow-up communication to the M&C.</p> <p>Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.</p>

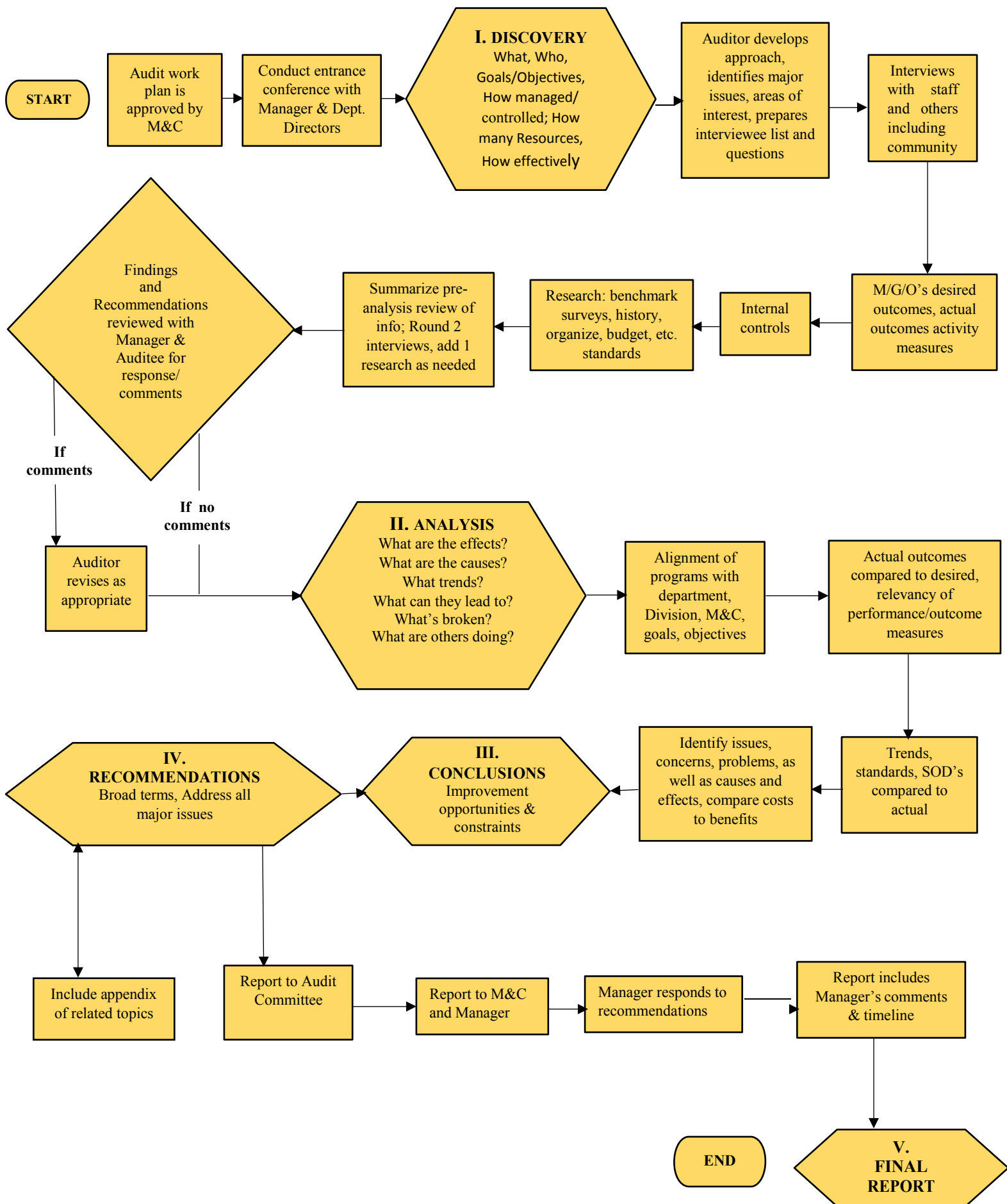
3. There is a perceived variance in program equality and offered services among the different camp locations.

The Manager's Office will take this finding under consideration. This issue is partially addressed in Finding #2 above. The Leisure Services Department prides itself on providing a variety of programs and camps throughout the park system. Although each camp does have differences in programming, it the department's goal to have equity in quality. Each off-season, full-time staff meet to discuss and propose new camp themes and programming ideas, then age-appropriate activities are developed to foster a creative, fun, and learning environment for every week of camp. Summer camp staff is then hired and provided with 40 hours of training in support of the camp plans.

AUDITOR'S RECOMMENDATION	SUMMARY	RESPONSIBILITY Primary / Secondary (M&C, Manager, Department)		IMPLEMENTATION TIME FRAME Start / Completion		ACTIONS TO BE TAKEN / PLANNED TO BE IMPLEMENTED
<p>A. In order to foster enrichment, cultural, educational and recreational opportunities, expand popular programs to all camps equitably.</p> <p>1. Standardize camp opportunities and offer learning and cultural opportunities at all summer camp programs. Equalize staff levels according to camp size.</p>	<p>The Manager's Office will take this recommendation under consideration.</p>	<p>Department Director</p>	<p>Division Administrators</p> <p>Camp Supervisors</p>	<p>August 2016</p>	<p>February 2017</p>	<p>Some day camps have a greater emphasis on education than other camps, but learning takes place at all camps in different forms. Each child's camp experience provides learning about teamwork, sharing, collaboration, patience, communication, creative output, community, and many other important socialization traits. The Department places equal emphasis on the developmental qualities of Learn, Create and Play. Staff believes that camp experiences do not need to be carbon copies of each. However, additional review is needed to evaluate the equitable distribution of funding, staffing ratios, and programming enrichment. Staff will incorporate this recommendation into the review of the Department's strategic goals and report to the Manager's Office within six months for subsequent follow-up communication to the M&C.</p> <p>Internal Auditor Comment: The Office of Operational Analysis requests that the Manager's Office provide follow-up communication directly to Operational Analysis to be distributed as a Follow-up Report to the Mayor, Audit Committee, and subsequently to the Commission.</p>

<p>B. Develop an approach to identify and mitigate real and perceived inequities to maximize service and program delivery to the ACC community and surrounding area.</p> <p>1. Develop a measureable definition of equity and monitor progress.</p>	<p>The Manager's Office will take this recommendation under consideration.</p>	<p>Department Director</p>	<p>Division Administrators Camp Supervisors</p>	<p>August 2016</p>	<p>February 2017</p>	<p>Specific details regarding perceived variance in program quality among different camp locations is difficult to address without knowing the quantitative tool used to measure the program quality. Staff will study a strategic approach to eliminate inconsistencies, identify and meet community needs, and correct perceived inequitable conditions to maximize service delivery to all residents.</p>
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VIII. APPENDICES



ACC Department of Leisure Service
2014 Summer Camp Program Snapshot

CAMP NAME	Camp Snapshot								Expenditures- Labor***							Revenue			Scholarship	
	Age	# of weeks	Total # Slots Available Per Week	Total # of Slots Available for Summer	Weekly fees- Resident	Weekly Fees- Non- Resident	Actual # of Participants Registered	# of Individual Participants Registered	Full Time	Part Time No Benefit s	Part Time Seasonal	Contract Labor	Benefits	Rec Supplies	Total Labor and Supplies Costs	Potential Maximum Revenue	Actual Revenue Collected	Revenue loss due to Scholarship	Avg Scholarship (%) recorded by Department	Actual Scholarship (%) verified with registration
Sandy Creek Day Camp	7-12	7	90	630	\$70	\$105	633	292	\$10,413	\$0	\$38,030	\$0	\$6,548	\$5,965	\$60,956	\$44,100	\$36,689	\$7,621	28%	17%
Sandy Creek Explorers Camp	4-6	4	24	96	\$20	\$30	73	44	\$575	\$78	\$0	\$0	\$181	\$85	\$919	\$1,920	\$1,350	\$110	12%	6%
Sandy Creek Teen Camp	13-15	7	12	84	\$80	\$135	85	49	\$6,694	\$0	\$2,692	\$0	\$2,252	\$928	\$12,566	\$6,720	\$4,666	\$2,134	37%	31%
Lyndon House Mini Art Camp*	4-6	5	24	120	\$97	\$123	119	172	-	-	-	-	-	-	-	\$11,640	\$7,717	\$3,826	43%	33%
Lyndon House Mini Art Camp*	7-11	5	24	120	\$97	\$123	118	86	-	-	-	-	-	-	-	\$11,640	\$8,467	\$2,979	36%	26%
Lyndon House Art Day Camp*	12+	2	16	28	\$97	\$123	20	16	\$12,240	\$1,886	\$0	\$7,823	\$3,842	\$3,351	\$29,142	\$2,716	\$1,202	\$738	48%	37%
East Athens Day Camp	6-12	8	120	960	\$40	\$60	934	123	\$19,890	\$0	\$28,642	\$0	\$8,545	\$1,264	\$58,341	\$38,400	\$2,648	\$34,712	93%	93%
Lay Park Day Camp	6-12	8	120	960	\$40	\$60	907	134	\$19,890	\$0	\$28,642	\$0	\$8,545	\$3,212	\$60,289	\$38,400	\$4,868	\$31,412	94%	87%
Rocksprings Day Camp	6-12	8	90	720	\$40	\$60	696	102	\$17,000	\$5,594	\$14,688	\$0	\$6,926	\$2,873	\$47,081	\$28,800	\$6,540	\$21,300	87%	76%
Parkview Day Camp	6-12	8	30	240	\$40	\$60	224	32	\$0	\$2,797	\$4,896	\$0	\$693	\$762	\$9,148	\$9,600	\$728	\$8,232	92%	92%
Memorial Park Day Camp	6-12	8	90	720	\$40	\$60	686	130	\$0	\$0	\$23,463	\$0	\$2,113	\$2,372	\$27,948	\$28,800	\$10,872	\$16,568	69%	60%
Zoo Camp	7-9	4	20	80	\$85	\$125	82	53	-	-	-	-	-	-	-	\$6,800	\$4,741	\$2,229	39%	31%
Zoo Camp	10-12	4	20	80	\$85	\$125	75	48	\$0	\$0	\$6,755	\$0	\$609	\$775	\$8,139	\$6,800	\$5,649	\$726	25%	11%
Gymnastics Mini-Camp	3-6	8	24	192	\$50	\$75	192	123	-	-	-	-	-	-	-	\$9,600	\$6,988	\$2,612	34%	27%
Gymnastics Day Camp	6-12	8	40	320	\$70	\$105	311	187	\$26,775	#####	\$0	\$0	\$11,409	\$805	\$76,495	\$22,400	\$15,471	\$6,299	42%	29%
Tennis Mini-Camp (Tennis Center)	5-6	2	30	60	\$50	\$75	16	13	-	-	-	-	-	-	-	\$3,000	\$538	\$262	38%	34%
Tennis Day Camp (Bishop)	7-16	2	30	60	\$120	\$180	54	51	\$4,250	\$0	\$0	\$2,500	\$1,276	\$476	\$8,502	\$14,400	\$7,110	\$6,210	51%	49%
Tennis Day Camp (Tennis Center)	7-16	4	30	120	\$60	\$90	111	77	-	-	-	-	-	-	-	\$3,600	\$2,802	\$438	19%	12%
Teens In Action	13-15	5	10	50	\$58	\$87	52	32	\$4,612	\$0	\$2,176	\$79	\$1,580	\$694	\$9,141	\$2,900	\$2,052	\$964	45%	37%
Health Matters	11-14	8	20	20	\$250	\$375	8	8	\$8,628	\$0	\$0	\$4,765	\$2,590	\$2,152	\$18,135	\$5,000	\$1,950	\$1,950	5%	3%
Sports Time	4-5	2	15	30	\$65	\$98	29	24	\$1,020	\$0	\$0	\$0	\$306	\$114	\$1,440	\$1,950	\$1,183	\$702	45%	37%
Triathlon Camp	8-12	1	16	15	\$65	\$98	16	16	\$766	\$0	\$0	\$0	\$230	\$76	\$1,072	\$975	\$767	\$273	0%	26%
Skate Camp	6-12	2	15	30	\$65	\$98	28	14	\$1,276	\$0	\$0	\$1,050	\$384	\$68	\$2,778	\$1,950	\$1,333	\$487	29%	25%
Sports Camp	6-12	2	15	30	\$65	\$98	30	30	\$1,020	\$0	\$0	\$0	\$306	\$22	\$1,348	\$1,950	\$1,092	\$858	40%	48%
Cheerleading Camp	5-12	1	16	16	\$70	\$105	14	14	-	-	-	-	-	-	-	\$1,120	\$406	\$574	89%	59%
Total			941	5,781			5,513	1,870	\$135,049	\$47,861	\$149,984	\$16,217	\$58,335	\$25,994	\$433,440	\$305,181	\$ 137,830	\$ 154,215	46%	39%

*Lyndon House charges an additional \$15 lab fees per participant

** Calculated for 5 largest camps (SCNC, EADC, Lay, Rocksprings, Memorial). Camp to counselor ratio for Memorial Park includes Zoo camp, the ratio for Rocksprings includes Parkview; and the ratio for the SCNC includes Summer Explorers

***Labor costs for Zoo Camp, Art Camp, Gymnastics and Tennis are totals for all of the camps (day and mini) in that area. The data regarding labor costs came from EDEN and registration data is from the CLASS registration system.

Leisure Services

Description of Services and Program

Service 1: Leisure Programs - This service provides athletic, recreation, arts and nature opportunities for Athens-Clarke County residents of all ages.

Service 2: Park and Facility Access - This service provides for the use of parks and buildings staffed and maintained by the Athens-Clarke County Leisure Services Department

Service 3: Community Outreach - This service includes Department-wide provisions that facilitate or enhance customer experiences in their recreation selection.

Service 1: Leisure Programs

Program A: Instructional/Developmental Programs –Classes, workshops, courses or clinics in a structured environment, with pre-registration required, managed or directly supervised by the Department's with specific developmental purposes such as education, skill development, socialization or health.

Program B: Enrichment Activities – Structured offerings managed or directly supervised by the Department whose primary purpose is to provide recreation experiences to participants in safe and social environments

Program C: Day Camps –Programs offered for youth during the summer season or non-school contact weekdays, providing multi-faceted recreational activities and day-long experiences

Service 2: Park and Facility Access

Program A: Drop-in Non-Monitored Access –Access monitored by the Leisure Services Department, providing open access to Department-managed space without expected oversight or supervision. Includes trails, open space, playgrounds, etc.

Program B: Drop-in Monitored Access ·Consists of activities and facility use which do not require pre-registration and are not instructed. Includes indirect oversight at the facility, but not a constant presence in the designated use space. Includes services such as the skate park, open gym, exhibits at the Nature Center and Lyndon House Alts Center, etc.

Program C: Structured/Monitored Access –Consists of activities and facility use managed by the Leisure Services Department that do not require pre-registration but may require a drop-in fee or sign-in, and do provide direct supervision present in the designated use space during a specified time frame. Examples include open swim, guided walks and tours, etc.

Service 3: Community Outreach

Program A: Rentals –Exclusive use of equipment, facility or space scheduled for a specified date and time outside of the Leisure Services Department's offerings and activities

Program C: Specialized Services – Leisure opportunities or services for people with physical or cognitive disabilities that are designed and managed to be specific to the physical, cognitive, social and affective needs of these populations. Examples include interpretive services, Project Start and Special Olympics programs.

Program D: Enhancement Programs – These programs may be individual or community-wide. Examples include the Volunteer Program, Public Information, Community Outreach programs and the park maintenance program.

Summer 2014
JUNE-AUGUST 2014

Program & Events Guide



Camps & Mini Camps

DAY CAMPS

AGES: 6-12

Camp-a-looza Gymnastics Day Camps (706-613-3589)

The wild, wacky weekly adventure camps that combine summer fun and gymnastics! Campers will need to bring a sack lunch, drink and snack each day. Due to high demand, campers may register for a maximum of two weeks.

AGES: 6-12 (camper must be 6 June 1, 2014 and have completed Kindergarten by June 1, 2014)

DATES: Weekly, Monday-Friday, June 2-Aug. 1 (No camp June 30-July 4)

TIME: Monday-Friday, 9:00 a.m.- 4:00 p.m. (Before and After Care available for additional fee)

FEE: \$70 ACC resident/per camper/per week; \$105 Non-resident/per camper/per week

LOCATION: Bishop Park, 706-613-3589

REGISTRATION: Begins Saturday, March 22 from 8:30 – 11:30 a.m. for ACC residents at Bishop Park and continues Monday and Tuesday, March 24-25, 9:00 a.m. – 1:00 p.m. for ACC residents. Registration for everyone begins Wednesday, March 26 9:30 a.m. – 1:00 p.m. at Bishop Park

East Athens Summer Day Camp (706-613-3593)

Program includes a variety of activities, such as arts and crafts, team sports, arts and crafts, cooking, field trips, music, movies, swimming, and much more. Maximum enrollment per week is 120.

AGES: 6-12 (camper must be 6 and have completed Kindergarten by June 1, 2014)

DATES: Monday-Friday, June 2 – July 25 (No camp on July 4)

TIME: 9:00 a.m. – 4:00 p.m. (Before and After Care available for an additional fee)

FEE: \$40 ACC resident/per week; \$60 Non-resident/per week

LOCATION: East Athens Community Center, 706-613-3593

REGISTRATION: Begins Saturday, April 12 from 8:30 a.m. – noon for ACC residents at East

Athens Community Center. Registration for non-residents begins Wednesday, April 16 at East Athens Community Center

Lay Park Summer Day Camp (706-613-3596)

All Aboard! Join us aboard the S.S. Lay Park as we cruise to various destinations around the world. We'll learn about different countries and cultures. Our cruise itinerary includes a variety of activities, such as arts and crafts, cooking, field trips, games, movies, music, swimming, team sports, and more. Maximum enrollment is limited to 120 campers per week.

AGES: 6-12 (camper must be 6 and have completed Kindergarten by June 1, 2014)

DATES: Monday – Friday, June 2 – July 25 (No camp on July 4)

TIME: 9:00 a.m. – 4:00 p.m. (Before and After Care available for an additional fee)

FEE: \$40 ACC resident/per week;

\$60 Non-resident/per week

LOCATION: Lay Park, 706-613-3596

REGISTRATION: Begins Saturday, April 12 from 8:30 a.m. – noon for ACC residents at Lay Park. Registration for non-residents begins Wednesday, April 16 at Lay Park.

Memorial Park Day Camp (706-613-3580)

Program includes a variety of activities, such as team sports, arts and crafts, music, swimming, trail hikes, cooking, movies, field trips, and much more. Maximum enrollment of 90 campers per week.

AGES: 6-12 (camper must be 6 and have completed Kindergarten by June 1, 2014)

DATES: Monday-Friday, June 2 - July 25 (No camp on July 4)

TIME: 9:00 a.m. – 4:00 p.m. (Before and After Care available for an additional fee)

FEE: \$40 ACC resident/per week; \$60 Non-resident/per week

LOCATION: Memorial Park, 706-613-3580

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. – noon for ACC residents at Memorial Park. Registration for

non-residents begins Wednesday, April 2 at Memorial Park.

Parkview Summer Day Camp: Rock On: Music Makers (706-613-3602)

Is your wish to have a magical musical whimsical summer? Join us at Parkview Community Center for our Rock On Music Makers camp! We will delve into all things musical with dance, games, musical crafts, super swim time, community adventures, and much more. Maximum enrollment of 30 campers per week

AGES: 6-12 (camper must be 6 and have completed Kindergarten by June 1, 2014)

DATES: Monday-Friday, June 2-July 25 (No camp on July 4)

TIME: 9:00 a.m.- 4:00 p.m. (Before and After Care available for an additional fee)

FEE: \$40 per week ACC resident/per week; \$60 Non-resident/per week

LOCATION: Parkview Community Center, 706-613-3603

REGISTRATION: Begins Saturday, April 12 from 8:30 a.m. -noon for ACC residents; registration for non-residents begins Wednesday, April 16. Registration takes place at Rocksprings Park at 291 Henderson Ext.

Rocksprings Summer Day Camp: Super Heroes: Great and Small (706-613-3602)

Are you looking for some adventure this Summer? Join us at Rocksprings Community Center for our Super Heroes Great and Small camp! We will explore the paths of all our super heroes, find our own super powers and meet local community heroes and legends. Campers will explore exciting games, super swim time, community exploration, magical arts and crafts, and much more. Maximum enrollment of 90 campers per week

AGES: 6-12 (camper must be 6 and have completed Kindergarten by June 1, 2014)

DATES: Monday-Friday, June 2-July 25 (No camp on July 4)

TIME: 9:00 a.m.- 4:00 p.m. (Before and

After Care available for an additional fee)
FEE: \$40 per week ACC resident/per week;
 \$60 Non-resident/per week

LOCATION: Rocksprings Park, 706-613-3603

REGISTRATION: Begins Saturday, April 12
 from 8:30 a.m. -noon for ACC residents;
 registration for non-residents begins
 Wednesday, April 16. Registration takes
 place at Rocksprings Park.

AGES: 7-12

Sandy Creek Day Camp (706-613-3615)

Weekly sessions include outdoor and nature-based activities at both Sandy Creek Nature Center and Sandy Creek Park. Explore woods and waters.

Includes swimming, canoeing, archery, meeting live animals and more!

Maximum enrollment of 90 campers per week. Each camper is limited to a maximum of four one-week sessions.

AGES: 7-12 (camper must be 7 and have completed first grade by June 1, 2014)

DATES: Monday-Friday, June 2 - July 18
 (No camp on July 4)

TIME: 9:00 a.m. - 4:00 p.m. (Before and After Care available for an additional fee)

FEE: \$70 ACC resident/per week;
 \$105 Non-resident/per week

LOCATION: Sandy Creek Nature Center,
 706-613-3615

REGISTRATION: Begins Saturday, April 5 from
 8:30 a.m. - noon for ACC residents at
 Sandy Creek Nature Center. Registration
 for non-residents begins Wednesday,
 April 9 at Sandy Creek Nature Center.

Bear Hollow Zoo Camp (706-613-3580 or 706-613-3616)

Zoo Camp includes a variety of activities such as hiking, animal care, arts and crafts, swimming, nature games, outdoor skills and much more. Maximum enrollment of 20 campers per week. Due to high demand, campers may register for a maximum of two weeks.

AGES: 7-12 year olds. The first 4 weeks of camp (June 2 - 27) are available to 7-9 year olds. (Camper must be 7 and have completed first grade by June 1, 2014)

The last 4 weeks of camp (June 30 - July 25) are available to 10-12 year olds.

DATES: Monday-Friday, June 2 - July 25
 (No camp on July 4)

TIME: 9:00 a.m. - 4:00 p.m. (Before and

After Care available for an additional fee)
FEE: \$85 ACC resident/per week; \$125 Non-resident/per week

LOCATION: Bear Hollow Zoo, 706-613-3616

REGISTRATION: Begins Saturday, March 29
 from 8:30 a.m. - noon for ACC residents
 at Memorial Park. Registration for non-residents begins Wednesday, April 2 at Memorial Park.

AGES: 7-12

Musical Theatre Performance Camp: The Big Bad Musical (706-613-3628)

The notorious Big Bad Wolf is being slapped with a class-action lawsuit by storybooks of quirky characters who want to get even: Little Red Riding Hood, her Grandmother, the Three Little Pigs and the Shepherd in charge of the Boy Who Cried Wolf. With Sydney Grimm as the commentator on live Court TV, the two greatest legal minds in the Enchanted Forest — the Evil Stepmother and the Fairy Godmother — clash in a trial that will be remembered forever after. As our wronged fairy tale characters testify, the wolf seems deserving of all that's coming. Yet, even though the infamous Evil Stepmother resents doing pro-bono work on such an obviously futile defense, Mr. Wolf makes a good case for himself. Was he born a criminal, or made one?

AGES: 8-12

DATES: Monday-Friday, June 16 - 27

TIME: 9:00 a.m. - 4:00 p.m.

FEE: \$173 for ACC residents; \$260 for non-residents

LOCATION: Quinn Hall, 706-613-3628

REGISTRATION: Begins Saturday, April 5 at
 8:00 a.m. - noon for ACC residents.
 Registration for non-residents begins
 Wednesday, April 9 at Memorial Park

Theatre Performance Camp: The Pied Piper (706-613-3628)

Those rats are taking over Hamelin, and nobody, including the greedy mayor, knows what to do. Even Duchess Dingaling is at her wit's end. Rattytatty, the pest control officer, admits defeat. Just when things can't get any worse, who should turn up but an odd young gentleman who calls himself the Pied Piper? The town agrees to pay a fee for the Pied Piper to get rid of the pests, so he

disposes of the cheese nibblers, as promised. However, the townsfolk now claim they are too poor to pay! In retaliation, the Pied Piper leads the children from the town and hides them within a magic mountain. The townsfolk quickly realize the error of their ways and search for the mysterious musician.

AGES: 8-12

DATES: Monday-Friday, July 14- 25, 2014

TIME: 9:00 a.m. - 4:00 p.m.

FEE: \$173 for Athens-Clarke County residents; \$260 for non-residents

LOCATION: Morton Theatre at 706-613-3770

REGISTRATION: Begins Saturday, April 5 at
 8:00 a.m. - noon for ACC residents.
 Registration for non-residents begins
 Wednesday, April 9 at Memorial Park

AGES: 11 - 14

Health Matters Camp (706-613-3580)

Health Matters Camp is a new summer day camp program sponsored by Athens-Clarke County Department of Leisure Services, Athens Regional Health System, and the UGA Extension, Athens-Clarke County. It is designed to promote physical activity and good nutrition among young teens who are at-risk for health problems. Campers will participate in a variety of activities (both indoor and outdoor) focusing on physical health and nutrition, as well as some general day camp activities, such as games & arts/crafts. This program is not eligible for the ACC Leisure Services Scholarship Program.
AGES: 11-14 (Camper must be 11 by June 1, 2014)

DATES: Monday-Friday, June 2-July 11 (No camp on Friday, July 4)

FEE: \$250 ACC resident; \$375 Non-resident (for entire six-week session)

LOCATION: Sandy Creek Park

REGISTRATION: Applications must be submitted at Memorial Park by 5:00 p.m. on Friday, April 5. To obtain an application, visit <http://www.athensclarkecounty.com/5916/Day-Camps-Ages-11-14> or call 706-613-3580

AGES: 12 & OLDER**Sandy Creek Teen Camp (706-613-3615)**

Weekly sessions include outdoor and nature-based activities at both Sandy Creek Nature Center and Sandy Creek Park. A weekly daytrip to northeast Georgia forests and parks is included. Activities include swimming, hiking, archery, kayaking, geocaching, working with live animals and more.

Maximum enrollment of 12 campers per week. Each camper is limited to a maximum of two one-week sessions.

AGES: 13-15 (camper must be 13 by June 1, 2014)

DATES: Monday-Friday, June 2 - July 18 (No camp on July 4)

TIME: 9:00 a.m. – 4:00 p.m. (Before and After Care available for an additional fee)

FEE: \$80 ACC resident/per week; \$135 Non-resident/per week

LOCATION: Sandy Creek Nature Center, 706-613-3615

REGISTRATION: Begins Saturday, April 5 from 8:30 a.m. – noon for ACC residents at Sandy Creek Nature Center. Registration for non-residents begins Wednesday, April 9 at Sandy Creek Nature Center.

Teens in Action (706-613-3620, ext. 2)

A service based teen camp where participants learn the importance of volunteering and the impact of their efforts on the community. Mornings are spent volunteering with local non-profits and government organizations such as ACC Animal Control, Athens Community Council on Aging, Food Bank of Northeast Georgia, and others. Afternoons feature a variety of recreational activities. Teens may register for a maximum of two weeks.

AGES: 13 – 15 (camper must be 13 by June 1, 2014 and no older than 15 while attending camp)

DATES: Monday – Friday, June 9-June 20 and July 7-July 25 (No camp June 23-July 4)

TIME: 9:00 a.m. – 4:00 p.m. (Before and After Care are available for an additional fee)

FEE: \$58 ACC resident/per week; \$87 Non-resident/per week

LOCATION: Sandy Creek Nature Center, 706-613-3620, ext. 2

REGISTRATION: Begins Saturday, March 29 from 9:00 a.m.– noon for ACC residents at Sandy Creek Nature Center. Registration for non-residents begins Wednesday, April 2.

MINI CAMPS**AGES: 3-6****Kidventures Gymnastics Mini-Camps (706-613-3589)**

We've improved our weekly camps for 3-6 year olds even more! Weekly themes will offer campers challenge as they meet new friends. Due to high demand, campers may register for a maximum of two weeks.

AGES: 3-6 (Must be 3 by April 1, 2014 and turned 6 after June 2, 2014 and not have completed Kindergarten)

REQUIREMENTS: Campers must be potty trained and able to separate from parent(s)

DATES: Weekly, Monday-Friday, June 2-August 1 (No camp June 30-July 4)

TIME: 9:00 a.m.- noon

FEE: \$50 ACC resident/per camper/per week; \$75 Non-resident/per camper/per week

LOCATION: Bishop Park, 706-613-3589

REGISTRATION: Begins Saturday, March 22 from 8:30 – 11:30 a.m. for ACC residents at Bishop Park and continues Monday and Tuesday, March 24-25, 9:00 a.m. – 1:00 p.m. for ACC residents.

Registration for everyone begins Wednesday, March 26, 9:30 a.m. – 1:00 p.m. at Bishop Park

AGES: 4-6**Sportstime Camp (706-613-3589, ext. 222)**

Children will learn games, drills and relay races to introduce the player to soccer, football, basketball, golf, kick-ball, lacrosse and more. Participants will learn basic rules and fundamental skills and have water play each day. Participants must bring a bathing suit and towel, water bottle, and snack and wear tennis shoes.

AGES: 4-5 (camper must be 4 by June 1, 2014)

DATES: Monday-Friday, June 2-6 and

Monday-Friday, June 9-13

TIME: 1:00 – 4:00 p.m.

FEE: \$65 ACC resident; \$98 Non-resident
LOCATION: Bishop Park, 706-613-3589, ext. 222

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. – noon for ACC residents at the ACC Tennis Center and Bishop Park. Registration for non-residents begins Wednesday, April 2 at the Athens-Clarke County Tennis Center and Bishop Park

Art Camp: Under the Sea (706-613-3623)

Visit a world of fanciful fish, jazzy jellyfish, shiny starfish, magical mermaids, and more. Listen to stories and tales of the sea, then paint, draw and create beautiful art based on the enchantment found under the sea. Limit 24

AGES: 4-6

DATES: Monday-Friday, June 9 - 13

TIME: 9:00 a.m. – noon

FEE: \$82 ACC resident plus \$15 lab fee; \$123 non-resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center, 706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: Where the Wild Things Are (706-613-3623) New!

How would you like to sail in an imaginary boat to a land of imaginary wild things? Be inspired by Max, and wild animals as you use a variety of art media (drawing, painting, pastels, etc.), to create an exhibition fueled by our "wild" imagination.

Limit 24

AGES: 4-6

DATES: Monday-Friday, June 23 - 27

TIME: 9:00 a.m. - noon

FEE: \$82 ACC resident plus \$15 lab fee; \$123 non-resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center, 706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Non-residents may register beginning Wednesday, April 16 at Lyndon House Arts Center

Art Camp: The Art of France II (706-613-3623) NEW!

From the earliest cave paintings at Chauvet-Pont-d'Arc, to modern day masterpieces, France has long been considered a mecca for artists and artistic expression. We will use this inspiration to draw, paint, sculpt and create our own unique masterpieces. Vive La France! Limit 24

AGES: 4-6

DATES: Monday-Friday, July 7 - 11

TIME: 9:00 a.m. - noon

FEE: \$82 ACC resident plus \$15 lab fee; \$123 non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center, 706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: Under the Sea II (706-613-3623)

Visit a world of fanciful fish, jazzy jellyfish, shiny starfish, magical mermaids, and more. Listen to stories and tales of the sea, then paint, draw and create beautiful art based on the enchantment found under the sea. Limit 24

AGES: 4-6

DATES: Monday-Friday, July 14 - 18

TIME: 9:00 a.m. - noon

FEE: \$82 ACC resident plus \$15 lab fee; \$123 non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center, 706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: Where the Wild Things Are II (706-613-3623) NEW!

How would you like to sail in an imaginary boat to a land of imaginary wild things? Be inspired by Max, and wild animals as you use a variety of art media (drawing, painting, pastels, etc.), to create an exhibition fueled by our "wild" imagination. Limit 24

AGES: 4-6

DATES: Monday-Friday, July 21-25

TIME: 9:00 a.m. - noon

FEE: \$82 ACC resident plus \$15 lab fee; \$123 non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center, 706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

AGES: 5-6

Tennis Camp: Swingers (706-613-3991)

This week long camp will introduce 5-6 year olds to the game of tennis through fundamentals and games. Smaller racquets and balls will be used on a smaller court. This camp promises to be a "HIT" with the little ones.

AGES: 5-6

DATES: Monday - Friday, June 16-20 and June 23-27

TIME: 9:00-10:00 a.m.

FEE: \$50 ACC resident per week; \$75 non-resident per week

LOCATION: ACC Tennis Center, 706-613-3991
REGISTRATION: Begins Saturday, March 29 from 8:30 AM - noon for ACC residents at the Athens-Clarke County Tennis Center and Bishop Park. Registration for non-residents begins Wednesday, April 2nd at the Athens-Clarke County Tennis Center and Bishop Park.

AGES: 5-12

Cheerleading Camp (706-613-3589, ext. 222) NEW!

Children will learn the basics of cheerleading through cheer, basic jumps, and stunts. Participants must bring a sack lunch and bathing suit, because after two hours of cheering, it's lunch in the park and then swimming for an hour in the pool.

AGES: 5-12 (camper must be 5 by June 1, 2014)

DATES: Monday-Friday, July 21-25

TIME: 10:00 a.m. - 2:00 p.m.

FEE: \$70 ACC resident; \$105 Non-resident

LOCATION: Bishop Park

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. - noon for ACC residents at the ACC Tennis Center and Bishop Park. Registration for non-residents

begins Wednesday, April 2 at the ACC Tennis Center and Bishop Park

AGES: 6-12

Sports Camp (706-613-3589, ext. 222)

Children will participate in games, drills and relay races to introduce the players to soccer, football, basketball, lacrosse, kickball and more. Participants will learn basic rules, fundamental skills and score keeping of each game. Participants must bring a snack, water bottle, towel and bathing suit and will have a chance to practice their swimming skills in the Bishop park pool. In the case of inclement weather, camp will be relocated to the conference room in the Bishop Park gym.

AGES: 6-12 (camper must be 6 by June 1, 2014)

DATES: Monday-Friday, June 16-20 or Monday-Friday, June 23-27

TIME: 1:00- 4:00 p.m.

FEE: \$65 ACC resident; \$98 Non-resident

LOCATION: Bishop Park, 706-613-3589

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. - noon for ACC residents at the ACC Tennis Center and Bishop Park. Registration for non-residents begins Wednesday, April 2 at the ACC Tennis Center and Bishop Park.

Skate Camp (706-613-3589, ext. 222)

Participants will work on skills, tricks and maneuvers used in skateboarding. Participants must provide their own skateboard, helmet and pads. NO scooters or bikes allowed, HELMET IS REQUIRED FOR PARTICIPATION. Equipment must fit properly and be in good repair. Please bring a water bottle and snack.

AGES: 6-12 (camper must be 6 by June 1, 2014)

DATES: Monday-Friday, July 7-11 and Monday-Friday, July 14-18

TIME: 9:00 a.m. - noon

FEE: \$65 ACC resident; \$98 Non-resident

LOCATION: Skate Park of Athens at Southeast Clarke Park

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. - noon for ACC residents at the ACC Tennis Center and Bishop Park. Registration for non-residents begins Wednesday, April 2 at the ACC Tennis Center and Bishop Park

AGES: 7-11**Art Camp: The Art of Language (706-613-3623) NEW!**

Art has been used as a form of communication for thousands and thousands of years. We will explore the beauty and artistic expression of language through the ages and cultures as we create drawings, paintings, and unique language inspired art. Limit 24

AGES: 7-11

DATES: Monday-Friday, June 2 - 6

TIME: 9:00 a.m. - noon

FEE: \$82 ACC resident plus \$15 lab fee; \$123 Non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center
706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: The Art of France I (706-613-3623) NEW!

From the earliest cave paintings at Chauvet-Pont-d'Arc, to modern day masterpieces, France has long been considered a mecca for artists and artistic expression. We will use this inspiration to draw, paint, sculpt and create our own unique masterpieces. Vive La France! Limit 24

AGES: 7 - 11

DATES: Monday-Friday, June 9 - 13

TIME: 1:00- 4:00 p.m.

FEE: \$82 ACC resident plus \$15 lab fee; \$123 Non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center,
706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: It's My Planet: Island Adventures I (706-613-3623)

Travel by imagination to one of the most fascinating group of islands in the world, the Galápagos. Galápagos is a "melting pot" of marine life filled with rich diversity in geology, flora and fauna. Learn about wildlife like the iguana of land and sea, the giant tortoise, sea lions, fur

seals, and many other birds and reptiles. Immersed in this learning environment, students will create an abundance of art works inspired by the intriguing life of these islands and the ocean surrounding them. Limit 24

AGES: 7-11

DATES: Monday-Friday, June 16 - 20

TIME: 9:00 a.m. - noon

FEE: \$82 ACC resident plus \$15 lab fee; \$123 Non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center,
706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: It's My Planet - Island Adventures II (706-613-3623)

Travel by imagination to one of the most fascinating group of islands in the world, the Galápagos. Galápagos is a "melting pot" of marine life filled with rich diversity in geology, flora and fauna. Learn about wildlife like the iguana of land and sea, the giant tortoise, sea lions, fur seals, and many other birds and reptiles. Immersed in this learning environment, students will create an abundance of art works inspired by the intriguing life of these islands and the ocean surrounding them. Limit 24

AGES: 7-11

DATES: Monday-Friday, June 23 - 27

TIME: 1:00 - 4:00 p.m.

FEE: \$82 ACC resident plus \$15 lab fee; \$123 Non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center,
706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: The Art of France III (706-613-3623) NEW!

From the earliest cave paintings at Chauvet-Pont-d'Arc, to modern day masterpieces, France has long been considered a mecca for artists and artistic expression. We will use this inspiration to draw, paint, sculpt and create our own

unique masterpieces. Vive La France! Limit 24

AGES: 7 - 11

DATES: Monday-Friday, July 7 - 11

TIME: 1:00 - 4:00 p.m.

FEE: \$82 ACC resident plus \$15 lab fee; \$123 Non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center
706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

AGES: 7-16**Tennis Camp: Swinging and Swimming (706-613-3991)**

Camp will include tennis instruction on basic strokes, serving, rules and score-keeping. Campers bring their own lunch and will end their day at the swimming pool!

AGES: 7-16 (campers will be divided by ages and/or skill)

DATES: Monday -Friday, June 2-6, June 9-13, July 14-18, July 21-25

TIME: 10:30 a.m. - 2:00 p.m.

FEE: \$120 ACC resident per week; \$180 Non-resident per week

LOCATION: Bishop Park Tennis Courts,
706-613-3991

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. - noon for ACC residents at the ACC Tennis Center and Bishop Park. Registration for non-residents begins Wednesday, April 2 at the ACC Tennis Center and Bishop Park.

Tennis Camp - Smashers/Rising Stars (706-613-3991)

For beginners and/or players with some experience. Campers will be divided by ages and/or skill and taught beginning skills including forehand, backhand, serve and volley. Participants are required to bring lunch and water every day. A great way to learn and improve on the game of tennis.

AGES: 7-16

DATES: Monday- Friday, June 16-20 and Monday-Friday, June 23-27

TIME: 10:30 a.m. - 1:00 p.m.

FEE: \$60 resident per week; \$90

non-resident per week

LOCATION: ACC Tennis Center,
706-613-3991

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. – noon for ACC residents at the ACC Tennis Center and Bishop Park. Registration for non-residents begins Wednesday, April 2 at the ACC Tennis Center and Bishop Park

AGES: 8-12

Triathlon Camp (706-613-3589, ext. 222)

Participants will improve fundamental skills of swimming, running and cycling and will work on endurance and speed. Participants must be able to swim and ride a bicycle and provide their own bicycle and helmet, bathing suit and appropriate running shoes. Please bring a water bottle and snack.

AGES: 8-12 (camper must be 8 by June 1, 2014)

DATES: Monday-Friday, July 21-25

TIME: 9:00 a.m. – noon

FEE: \$65 ACC resident; \$98 Non-resident

LOCATION: Bishop Park, 706-613-3589, ext.222

REGISTRATION: Begins Saturday, March 29 from 8:30 a.m. – noon for ACC residents at Athens-Clarke County Tennis Center and Bishop Park. Registration for non-residents begins Wednesday, April 2 at the Athens-Clarke County Tennis Center and Bishop Park.

AGES: 12 & OLDER

Art Camp: Mythical, Mystical Sculpture (706-613-3623)

Let's unlock the secrets of creating sculpture and 3 dimension art works. We will use a variety of art media to create beautiful, unique sculptures. Limit 16

AGES: 12 and older

DATES: Monday-Friday, June 16 - 20

TIME: 1:00 – 4:00 p.m.

FEE: \$82 ACC resident plus \$15 lab fee; \$123 Non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center, 706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

Art Camp: Teen Top Chef – French Edition (706-613-3623)

Long considered the epitome of classic cooking, we will study the unique culinary traditions; including cooking theory, kitchen technique, and ingredient handling of France. We will use this knowledge to create one of a kind dishes with a focus on food presentation as art. We will also draw and paint still life paintings, and create unique cook-books. Let the competition begin - who will win Teen Top Chef? Limit 12

AGES: 12 and older

DATES: Monday-Friday, July 14 - 18

TIME: 1:00 – 4:00 p.m.

FEE: \$82 ACC resident plus \$15 lab fee; \$123 Non- resident plus \$15 lab fee

LOCATION: Lyndon House Arts Center 706-613-3623

REGISTRATION: Begins Saturday, April 12, 9:00 a.m. - noon for ACC residents; Registration for non-residents begins Wednesday, April 16 at Lyndon House Arts Center

CHALLENGER SPORTS SOCCER CAMPS

Challenger Sports' British Soccer Camp* is the most popular soccer camp in the country based upon one of the most innovative approaches to coaching youth soccer in the US and Canada.

With programs for each age, the curriculum includes a variety of foot skills, technical drills, tactical practices, free-style soccer, small-sided games, coached scrimmages, and a mini tournament play. Campers are reminded to bring plenty of water, sunscreen and a snack. Free online jersey offer if you register prior May 23, 2014! All Challenger Sports Soccer Camps takes places at Southeast Clarke Park.

This camp is not scholarship eligible.

Camp I: First Kicks Soccer Camp

AGES: 3-4 (Camper must be 3 by June 1, 2014)

DATES: Monday-Friday, July 7-11

TIME: 9:00 a.m. - 10:00 a.m.

FEE: \$85

Camp II: Mini Soccer Camp

AGES: 4-6 (Child must be 6 by June 1, 2014)

DATES: Monday-Friday, July 7-11

TIME: 10:15 - 11:45 a.m.

FEE: \$99

Camp III: Half Day Soccer Camp

AGES: 6-16 (camper must be 6 by June 1, 2014)

DATES: Monday-Friday, July 7-11

TIME: 9:00 a.m. - noon

FEE: \$134

Camp IV: Full Day Soccer Camp

Full day campers are required to bring a packed lunch.

AGES: 8-16 (camper must be 8 by June 1, 2014)

DATES: Monday-Friday, July 7-11

TIME: 9:00 a.m. - 4:00 p.m.

FEE: \$189

REGISTRATION: for Challenger Sports Soccer Camps takes place online, only at challengersports.com

For more information, contact Lauren at 706-613-3589, ext. 222 or lauren.butzen@athensclarkecounty.com

Volunteer Today!

A variety of volunteer opportunities are available throughout the Leisure Services Department:

Athens Creative Theatre
Bear Hollow Zoo
East Athens Community Center
East Athens Educational Dance Center
Greenway
Lay Park
Lyndon House Arts Center
Morton Theatre
Rocksprings Park
Sandy Creek Nature Center
Sandy Creek Park

Call 706-613-3620 for details
www.athensclarkecounty.com/volunteer

Nature/Science Education

ALL AGES

Guided Trail Hike

Join naturalists from our community for a guided walk on the trails at SCNC. Discover the beauty and variety we have to offer. Then join us for coffee and a tour of the exhibit hall.

AGES: All (children under 13 must be accompanied by an adult)

DATES: Wednesday, June 4

TIME: 9:00 a.m.

FEE: Free

LOCATION: Sandy Creek Nature Center, 706-613-3615

Critter Tales

Listen to a story about nature, and then we'll bring it to life by visiting an animal or going outdoors for an activity. A different tale is read each month.

AGES: Families (children under 13 must be accompanied by an adult)

DATES: Saturdays, June 14, July 12, August 9

TIME: 2:30 - 3:00 p.m.

FEE: Free

LOCATION: Sandy Creek Nature Center, 706-613-3615

Family Fishing

Enjoy fun family fishing in our hidden Claypit Pond! We provide bait, cane fishing poles, and tips.

AGES: Families (children under 13 must be accompanied by an adult).

DATES: Fridays, June 20 and July 18

TIME: 6:00 - 7:30 p.m.

FEE: Pre-registration is required. \$7 ACC resident family; \$10 Non-resident family, per program

LOCATION: Sandy Creek Nature Center, 706-613-3615

Naturalist's Walk

Join us for a walk around the property to see what's happening this summer! Bring your camera and/or binoculars.

AGES: All (children under 13 must be accompanied by an adult)

DATES: Saturdays, June 21, July 19, August 16

TIME: 10:00 - 11:00 a.m.

FEE: Free

LOCATION: Sandy Creek Nature Center, 706-613-3615

Nature's Trading Post

The trading post is open! Trade one or two objects you have found in nature for points or other nature objects in our collection.

AGES: All (children under 13 must be accompanied by an adult)

DATES: Saturdays, June 21, July 19, August 16

TIME: 11:00 a.m. - noon

FEE: Free

LOCATION: Sandy Creek Nature Center, 706-613-3615

Family Program "Busy Beavers"

What has big front teeth, can chew down trees and is an excellent swimmer? Beavers! Join us for an evening walk around Claypit Pond in search of these busy creatures.

AGES: Families (children 4 and older, please!)

DATE: Friday, June 27

TIME: 7:00 - 9:00 p.m.

FEE: Pre-registration is required. \$7 ACC resident family; \$10 Non-resident family

LOCATION: Sandy Creek Nature Center, 706-613-3615

Celebrate International Mud Day

Play in the mud with us! Animals use mud to help build their homes or to keep cool when it is hot. Appreciate all the fun that mud has to offer. Dress to get muddy!

AGES: All - Anyone that likes to get dirty! (Children under 13 must be accompanied by an adult)

DATE: Saturday, June 28

TIME: 2:00 - 4:00 p.m.

FEE: Free

LOCATION: Sandy Creek Nature Center, 706-613-3615

Open House "Insects"

Kick off National Moth Week by joining us for an open house on insects. Discover the many types of insects that call SCNC home, and learn about a moth-related citizen science project with Discover Life.

AGES: Families (children under 13 must be accompanied by an adult)

DATE: Saturday, July 19

TIME: 10:00 a.m. - noon

FEE: Free

LOCATION: Sandy Creek Nature Center, 706-613-3615

Journey through the Stars for Families

Join us for our planetarium program in the Sky Center. We will journey through the night sky, exploring the great beyond. Each theme will explore a different aspect of astronomy.

AGES: Families (children 4 and up, please!)

DATES AND TIMES:

Saturday, June 14: "Moon Mania" at 10:00 a.m.

Saturday, July 12 "Red, White and Blue Stars" at 3:00 p.m.

Saturday, August 9 "Asteroids, Meteors and Comets, Oh My!" at 10:00 a.m.

FEE: Pre-registration required. \$7 ACC resident family; \$10 Non-resident family

LOCATION: Sandy Creek Nature Center, 706-613-3615

Family Program "Animal Appetites"

Interested in learning what the animals at Sandy Creek eat? Join us for a morning of learning about the animals' needs and participate in feeding the critters.

AGES: Families (no children under 6 please)

DATE: Saturday, July 12

TIME: 10:00 a.m. - noon

FEE: Pre-registration is required. \$7 ACC resident families; \$10 Non-resident families

LOCATION: Sandy Creek Nature Center, 706-613-3615

ACC LEISURE SERVICES FACILITIES AND PARKS

1 Administrative/Internal Services Offices

The Allen House
205 Old Commerce Road

2 Bear Hollow Zoo

293 Gran Ellen Drive

3 Bishop Park

705 Sunset Drive

4 Ben Burton Park

616 Mitchell Bridge Road

5 Dudley Park

100 Dudley Park Drive

6 East Athens Community Center

400 McKinley Drive

7 East Athens Community Park

200 Trail Creek Street

8 East Athens Education Dance Center

390 McKinley Drive

9 Holland Youth Sports Complex

250 Vincent Drive

10 Lay Park

297 Hoyt Street

11 Lyndon House Arts Center

293 Hoyt Street

12 Memorial Park

293 Gran Ellen Drive

13 Morton Theatre/Athens Creative

195 West Washington Street

14 North Oconee River Greenway

205 Old Commerce Road

15 North Oconee River Park

MLK Parkway

16 Parkview Community Center

Parkview Homes

17 Reese and Pope Park

395 Pope Street

18 Rocksprings Park

291 Henderson Ext.

19 Sandy Creek Nature Center

205 Old Commerce Road

20 Sandy Creek Park

400 Bob Holman Road

21 Satterfield Park

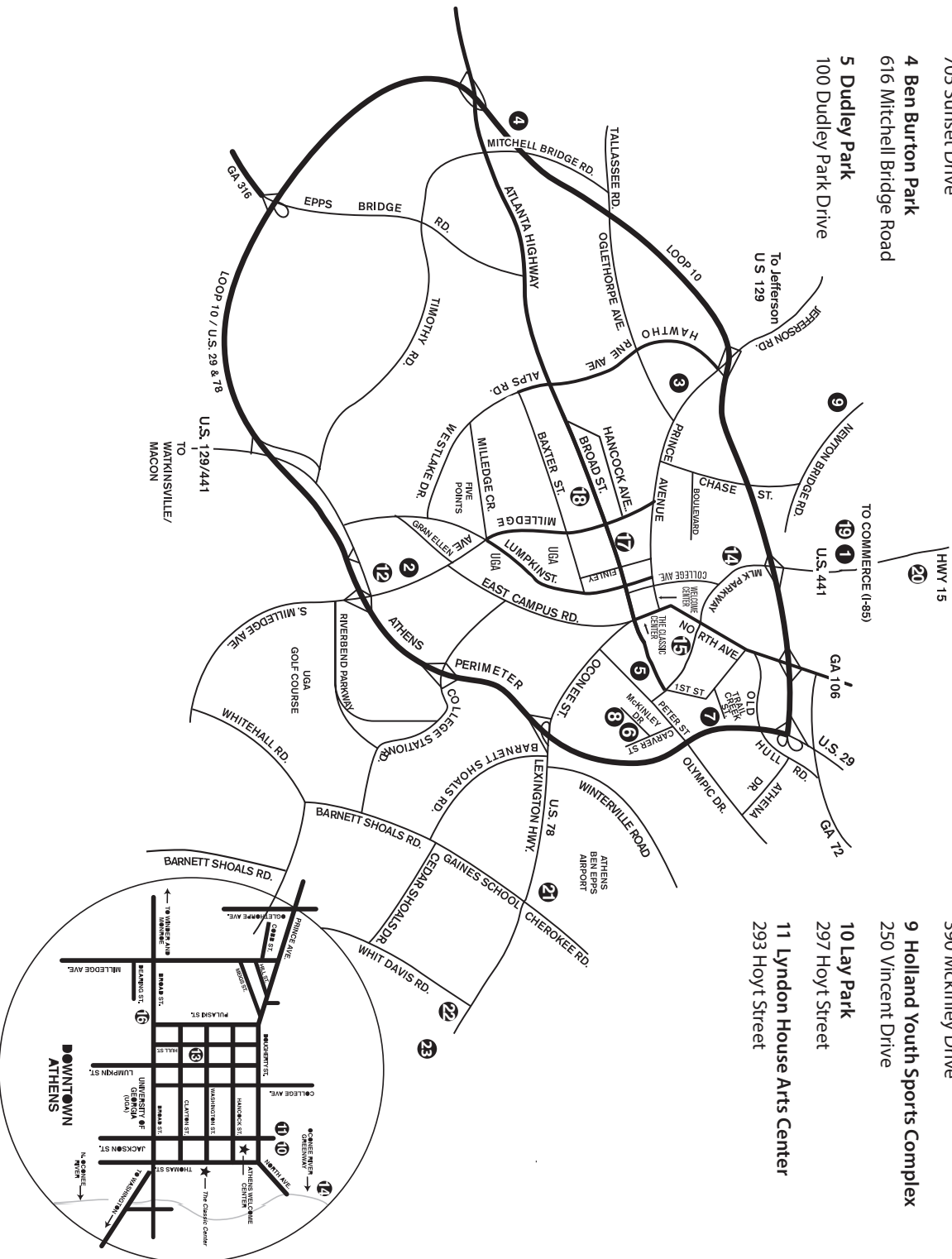
3028 Cherokee Road

22 Southeast Clarke Park

4440 Lexington Road

23 Tennis Center

4460 Lexington Road



ACC Leisure Services General Information



ADA Accessibility

ACC Leisure Services facilities are ADA accessible. If you have any questions or concerns in this area, call 706-613-3580.

Program Accommodation

ACC Leisure Services encourages and supports inclusion of individuals with special needs in all general programs. If you would like to participate and need accommodation, call 706-613-3580.

Upcoming Registration Dates:

Summer 2014

Camp Registration Begins in March.

Summer Program Registration Begins:

Saturday, April 26, 2014 (ACC residents)

Wednesday, April 30, 2014 (Non-residents)

Registration Fees:

Fees are due at the time of registration. Checks should be made payable to "Athens-Clarke County."

All payments made using a credit card will be charged a \$3 "convenience fee" to be added to the cost of services. There is not an additional fee charged for payments made with a debit card.

Refund Policy:

- If a class or program is canceled due to insufficient enrollment or other reason, ACC Leisure Services will issue a full refund to all registered individuals.
- No refunds will be granted after the start of the program or class. Collected fees of less than \$5 will not be refunded (unless the department cancels the program or class).
- Refund requests must be received no less than seven (7) business days prior to the first day of class or program.
- Refunds will be assessed a 25% administrative fee.
- After the seven (7) day deadline, refunds will not be granted without a written medical excuse from a licensed physician.

Scholarships

Any Athens-Clarke County resident under the age of 18 is eligible for consideration for a scholarship. A list of required documents to determine scholarship eligibility is available by calling 706-613-3800 or at www.athensclarkecounty.com/scholarships. Scholarships do not cover admission, entrance, field trips, rental fees, or adult programs.

Parents must apply for a scholarship prior to the day of program registration.

All scholarships expire June 30 and must be renewed.

Smoking Policy

Sec. 4-3-2. Smoking Prohibited in Athens-Clarke County Facilities. Smoking shall be prohibited in all enclosed facilities of, including buildings owned, leased, operated by the Unified Government of Athens-Clarke County. Smoking shall be prohibited within the boundaries of any park, youth sports complex, or recreation area owned, leased, or operated by the Unified Government of Athens-Clarke County, including any open area within such park, youth sports complex, or recreation area.

Rental Information:

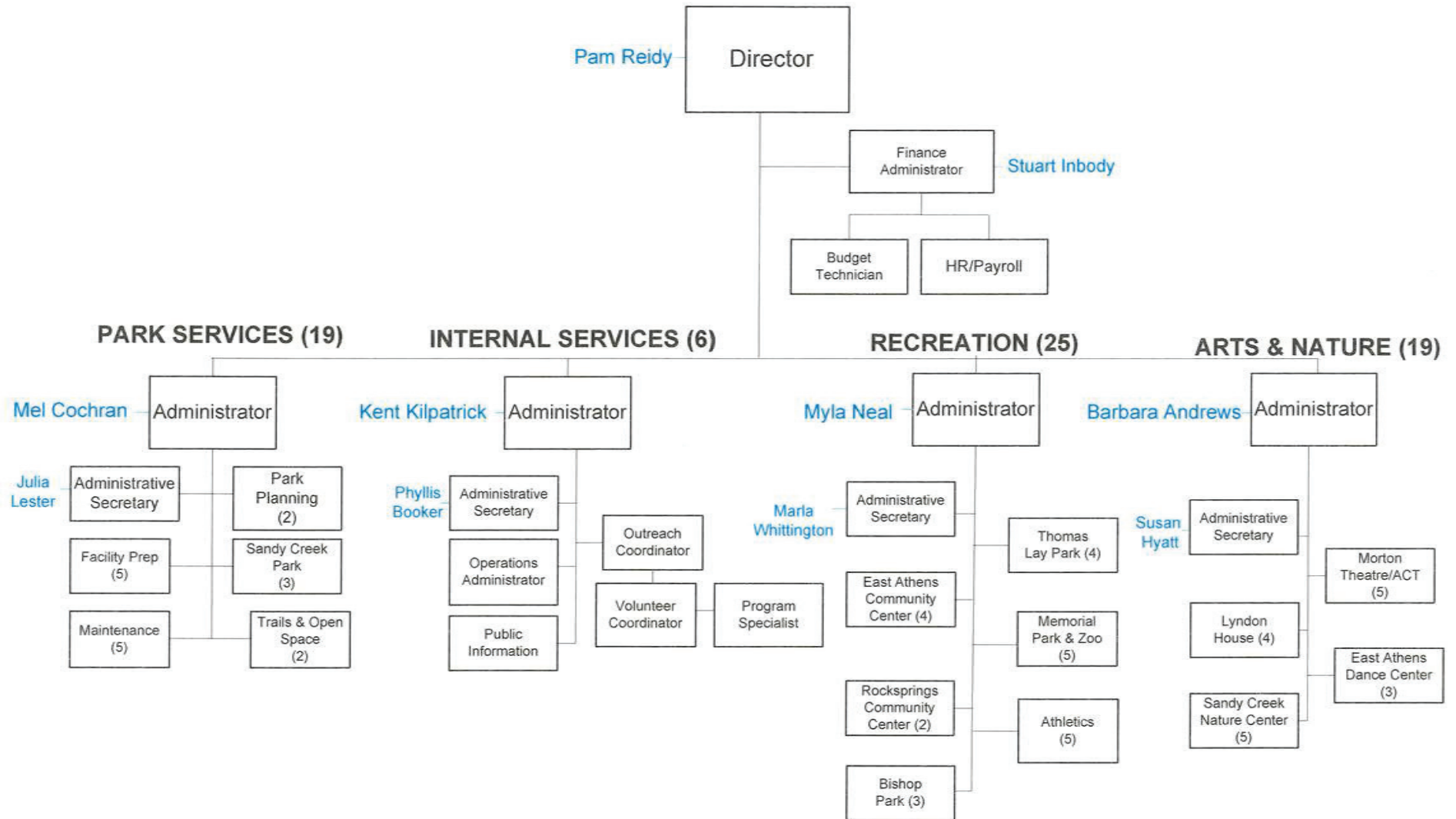
Several ACC Leisure Services facilities offer rental opportunities. Visit the Rentals page at www.athensclarkecounty.com/leisure or call 706-613-3800 for details.

ACC LEISURE SERVICES ADMINISTRATION

Administrative Office
The Allen House
205 Old Commerce Road
706-613-3800

Scholarship Information
706-613-3800
www.athensclarkecounty.com/scholarships

Leisure Services Department



Pam Reidy 6/27/15
 Pam Reidy Date
 Director

Total Authorized Positions: 73 Full-time
 Seasonal Positions: 200

W. Alan Reddish 7/17/15
 Alan Reddish Date
 Athens-Clarke County Unified
 Government Manager

Audit Findings and Recommendations

Department Operations

Goals & Objectives, Quality Control, Standard Operating Procedures, and Organizational Structure

1. The Summer Camp Program does not have a clear and defined mission and focus for the future.

- A. Develop a multi-year plan outlining priorities for the Summer Camp Program. The long range plan should include the following elements:
- **Assessment of the Summer Camp Program** - identify Strengths, Weaknesses, Opportunities for improvement, and Threats (SWOT).
 - **Vision and Mission** of the Department.
 - **Goals and objectives** related to the vision and mission for the Department at the program and facility levels.
 - **Action plans** for each objective that include approaches, assign responsibility and timelines by which each action will be completed.
 - **Evaluations/Measures** on progress in accomplishing established goals, objectives, and action plans. Evaluations are done on an annual and regularly scheduled basis.
- B. Develop and implement appropriate performance measures, goals and measures (input, output and outcome) for summer programs for the purpose of:
1. Determining the actual impact of the Department's efforts in the community by developing standards and measures for assessment.
 2. Assess success in achieving the Department's mission, goals, and objectives by developing a formal monitoring process.

2. Effective methodologies to obtain citizen feedback are not established.

- A. Conduct a community needs assessment every 3-5 years to include but not limited to:
1. Demographic trends
 2. Public's perception of availability and access to Summer Camp Programs.
 3. Best methods executed by the Department to inform the community of services and programs.
- B. Explore new options to measure community satisfaction, such as, online surveys, customer interviews, focus groups, and mystery shopping.
- C. Include customer feedback as a regular discussion item at staff meetings.
- D. Establish a comprehensive program evaluation process that gathers key information from participants as well as staff.
- E. Collaborate with the ACC Public Information Office to develop an electronic survey tool designed to allow the community to ask questions, share ideas, report problems, and to provide both positive and negative feedback.
- F. Establish an *anonymous* survey tool in order to solicit feedback from staff.

3. No written policies and procedures exist for Summer Camp Program.

- A. Create and formalize an official policies and procedures manual and make it available to all staff. Policies and Procedures manual should reflect current practices; industry best practices; work priorities, and mission, goals and objectives.

<ul style="list-style-type: none"> B. All program activities should follow a policy and procedure for intake, processing, responding, tracking, and regularly evaluating complaints to assure responses. C. Establish written SOPs for all summer camp programs that provide process instruction, performance standards, and a basis for measuring compliance with management expectations. D. Conduct monthly staff meetings with Division Administrators as well as facility leadership from each camp to communicate new or revised policies and initiatives, to share processes that have worked well and processes that have been identified to be challenging.
<p>4. <i>Specific job roles and expectations are not clearly articulated to staff nor are they well documented in writing or visually on the organizational chart.</i></p>
<ul style="list-style-type: none"> A. Update job assignments/titles to reflect current duties and responsibilities. B. Schedule regular and frequent meetings with line staff to discuss shared and common concerns, fees, cost recovery, goals and objectives, organizational changes, morale, and program modifications. C. Establish monthly meetings for Program Specialists (or highest level Program position) from each facility to convene and discuss programming ideas, survey results, complaint management techniques, and new and revised Department policies.
<p>5. <i>The Office of Operational Analysis cannot verify if summer camp volunteers underwent background screenings.</i></p>
<ul style="list-style-type: none"> A. Establish a background check policy modeled after the American Camp Association (ACA) guidelines (Appendix M). The ACA Standard on Staff Screening is: <ul style="list-style-type: none"> 1. A camp must have written evidence of a policy in practice that requires screening for all camp staff with responsibility for or access to campers that includes: 2. Annually for all camp staff – paid, volunteer, and contracted: <ul style="list-style-type: none"> • A voluntary disclosure statement • A check of the National Sex Offender Public Website. B. Conduct background checks on all camp staff prior to direct participation with minors. <ul style="list-style-type: none"> 1. For camp staff 18 years and older, volunteers, and contractors, a criminal background check (MANDATORY). 2. At least two reference checks and verification of previous work (including volunteer) history.
<p>Financial Activities <i>Operating Budget, Cost Recovery, and the Scholarship Program</i></p>
<p>1. <i>The Department does not have a comprehensive budget tracking system tied to program activities; therefore, the financial impact and success of programs, in particular the Summer Camp Program, have not been evaluated.</i></p>
<ul style="list-style-type: none"> A. Require staff to track direct costs of operating each program and determine if program fees are in alignment with the Departments cost recovery goal. B. Train staff on budgeting principles and monitoring tools. Hold Division Administrators accountable for operating within budgets. C. Establish the true cost for programs and create a cost recovery goal for each. Develop methods to track programmatic data, including attendance levels and fees paid. This data will assist in illustrating community impact of the Summer Camp Program.

<p>2. <i>It is extremely difficult to determine how the cost of the various summer camps was calculated.</i></p>
<p>A. Enhance controls over the cash receipt process, develop a formal revenue collection and deposit policy. In order to be in compliance with the ACCUG Cash Receipting Internal Control Recommendations: (Appendix O)</p> <ol style="list-style-type: none"> 1. Assign one individual in the Department to make all deposits on a daily basis by a designated time. If amounts are less than \$500, deposits can be made weekly. 2. Delegate one individual to collect cash per shift, per facility. 3. The individual recording the receipt should not be the same as that making the deposit. Receipt reports should be sent to the Financial Services Division of the Finance Department after each deposit. 4. Reconciliations should be completed by a specified individual who does not collect funds. Daily reconciliations should compare deposit information to the cash general ledger account in the EDEN Financial System. Any differences should be documented and resolved promptly. <p>B. Collect and evaluate the cost and revenue data for each summer camp in order to produce meaningful data to be used to develop long-term trend analyses.</p> <p>C. Establish budget monitoring procedures for Division Administrators. Ensure each cost center utilizes its assigned general ledger account number and operates within the approved budget.</p> <p>D. Pursue efforts to establish corporate partnerships in order to increase programming opportunities, to include the Summer Camp Program. Corporate partners might include Caterpillar, Kroger, and Zaxby's.</p>
<p>3. <i>The Department does not use a formal cost recovery policy.</i></p>
<p>A. Develop a formal and systemic cost recovery policy for the Summer Camp Program to assist in annual budget planning.</p> <p>B. Identify the direct and indirect costs associated with providing summer camps to the community.</p> <p>C. Evaluate the Summer Camp Program operations by comparing the costs and the outcomes of the summer camp programs in comparison with the approved operating budget.</p>
<p>4. <i>The scholarship application review and approval process is inconsistent.</i></p>
<p>A. Establish scholarship cost recovery guidelines where the subsidy is in line with the Department's cost recovery goals.</p> <ol style="list-style-type: none"> 1. Ensure scholarship levels are commensurate with program costs and do not produce a loss of revenue for the Department. <p>B. In order to serve the greatest number of people and maintain cost recovery goals, limit the scholarship award to a set amount per individual, and max amount per family per fiscal year.</p> <p>C. Consider hiring an independent 3rd party to perform income verification and scholarship eligibility in advance of registration.</p> <p>D. Reduce the number of scholarship levels.</p>

Programming

Registration, Community Needs, and Program Equity

1. *The summer camp registration process is inefficient, time consuming, and is the most complained about issue among parents.*

- A. Improve the customer experience service during the registration process by streamlining processes.
- B. Standardize program registration process across all summer camp locations.
- C. Work in partnership with the ACC Information Technology Department in order to ensure that software and hardware needs are compatible with the ACCUG's network server.
- D. When selecting financial management software, collaborate with the ACC Finance Department to ensure compatibility.

2. *There are numerous operational, financial, and programmatic inconsistencies among the camps.*

- A. Reinstate Program Evaluation Assessments to be completed at the end of the summer camp period each year.
- B. The Department should reinstate the Program Evaluation Assessment at the end of the summer camp period each year.
- C. Complete a lifecycle analysis of summer camp programs and services where program registrations by interest area are tracked and reviewed on a seasonal basis. Programs should fall under one of the categories below:
 - 1. **New-** Summer programs in the start-up phase that are beginning to increase in popularity
 - 2. **Established-** Summer programs that have consistent high levels of registrations and are continuing to grow in popularity
 - 3. **Declining-** Summer programs that are decreasing in popularity

3. *There is a perceived variance in program quality and offered services among the different camp locations.*

- A. In order to foster enrichment, cultural, educational and recreational opportunities, expand popular programs to all camps equitably.
 - 1. Standardize camp opportunities and offer learning and cultural opportunities at all summer camp programs. Equal staff levels according to camp size.
- B. Develop an approach to identify and mitigate real and perceived inequities to maximize service and program delivery to the ACC community and surround area.
 - 1. Develop a measureable definition of equity and monitor progress.

Summer Program Staff Manual

*Our **mission** is to provide high quality, diverse and accessible programs, services and facilities that enhance the quality of life for all ages, cultures, and abilities.*

“Obstacles are things we see when we take our eyes off our goals” Zig Ziglar

Introduction and Welcome

Welcome to Summer Programs! We are anticipating an exciting summer of activities for our campers, and you are an important part of the success. Excellent staff produce excellent programs, and that is our goal.

This manual has been prepared to give you the knowledge necessary to become an effective and responsible staff person. It will also help you understand the philosophy and goals behind the summer camp program, your role, and the conditions for your employment.

“Coming together is a beginning, staying together is progress, and working together is success”

- Henry Ford

“There is no substitute for excellence.”

Program Mission and Goals

Our Mission



Our mission is to provide high quality, diverse and accessible programs, services, and facilities that enhance the quality of life for all ages, cultures, and abilities.

Program Goals

Our Mission Statement (above) is the key principle that guides the summer camp program.

How does the Recreation Department define an outstanding camp?

- **An *Outstanding Camp* is a place where children are valued.**
- All Staff view each child as a unique individual with something special to offer.
- All Staff show an interest in each child, calling them by name, communicating individually with them, and listening to what they have to say.
- All Staff take time with the children, communicating that being with children in general and them in particular is fun.
- All Staff create an environment where the focus is on the interests and needs of children.

Making camp fun and safe throughout the day is the key to providing every child a terrific experience!

Program Goals (cont.)

An Outstanding Summer Program is a place that is fun and exciting for children.

- Activities are varied to meet a range of interests, abilities and needs.
- Activities invite participation; they are fresh, interactive and inclusive.
- Camp provides children with choices and opportunities for self-expression.
- Staff is enthusiastic, energetic and fun to be around; they are well-prepared and competent.

An Outstanding Summer Program is a safe place.

- Campers are well supervised in every situation throughout the camp day. Staff is
- vigilant; they constantly monitor the camp site for safety hazards. Safety is a first
- priority, and every activity takes safety into consideration. Campers are taught good
- safety measures as part of the camp routine.

An Outstanding Summer Program provides a great summer experience at a convenient location at an affordable price.

- Camps are offered at sites that are generally easy for parents to reach.
- Free transportation adds to the convenience and affordability for families.
- Camps are provided at the lowest possible price and are more affordable than camps offered by the private sector.
- Financial assistance is provided so all families can send their children to camp.

Program Planning

- Staff members are responsible for planning and delivering age appropriate creative recreation program activities following the camp goals and objectives. Each camp is
 - Two full-day rainy day programs with appropriate equipment and supplies should be planned before each session begins.
 - Back-up activities in the event that plans must be changed and transition activities for unscheduled moments, should be planned in advance and used as necessary.
 - A weekly activity plan, which becomes the basis for each session's newsletter, should be used to plan activities. It must then be used when implementing activities so that the camp activities actually are what the newsletter states. (See the weekly activity plan on p. 55.)
 - Camper participation and leadership opportunities should be incorporated into the program as much as possible.

Program Evaluation

- In an effort to continuously improve the summer camp program, both participants and staff are given the opportunity to provide feedback at the end of the session or the summer.
- If you perceive a problem any time during the summer, you should ask for an evaluation form in order to suggest improvements and changes.

Program Staff Meetings

- Scheduled staff meetings will be held at weekly intervals to discuss any relevant topics about camp and to discuss and plan the program for the following week. During staff meetings, every staff member has the opportunity to participate and contribute his/her ideas. Junior Counselors should be encouraged to participate in all staff meetings.
- Problems relating to campers, camp, and staff may be discussed and hopefully solved during these meetings. The meetings also provide an open forum for all staff and volunteers.
- The goal of these meetings is continuous improvement of the summer programs, staff, and the camp experience.

Don't forget: Providing an outstanding summer experience for our campers is the goal, and it's your job to make it happen!

Leisure Services Department Summary of Strategic Goals 2013-2016

- I. Ensure financial sustainability through improved fiscal policies, procedures and practices
- II. Develop a comprehensive plan for existing and future parks and facilities
- III. Enhance internal communication, operations and staff development
- IV. Enhance programs and services with a concentration on the Department mission and expressed public values

Strategic Goals With Objectives

I. Ensure financial sustainability through improved policies, procedures and practices

- A. Submit recommendations to the Mayor and Commission for a revised fees and charges policy to include a cost recovery philosophy and assessment methodology
- B. Submit recommendations to the Mayor and Commission for a revised scholarship program policy that reflects the Department cost recovery and sustainability objective
- C. Continue analysis of utilities and indirect costs to confirm correct billing, and align energy conservation practices with ACCUG policies, and Mayor and Commission goals and objectives

II. Develop a comprehensive plan for existing and future parks and facilities

- A. Update the Athens-Clarke County Code of Ordinances to ensure consistent, lawful and fair rules and regulations for Leisure Services Department patrons
- C. Create a GIS-based inventory map for facilities, cultural and natural resources
- D. Develop a life-cycle plan that connects to the inventory map and is utilized to prioritize projects, capital improvements and capital equipment purchases (*accomplished in partnership with the Central Services Department*)
- E. Develop approved standards for building and grounds materials and architecture, and the selection of park equipment and amenities

III. Enhance internal communication, operations and staff development

- A. Write, review and/or revise department policies and procedures, and develop them into a working manual
- B. Implement a new employee orientation program at the Department level, and ensure consistent dissemination of new employee information at all sites
- C. Assess current methods of internal communication, and make improvements as needed
- E. Create a professional development plan for each employee to assist in service delivery, employee growth and succession planning

IV. Enhance programs and services with a concentration on the Department mission and expressed public values

- A. Create a comprehensive program and services delivery plan for long-range planning and current-year implementation
- B. Review current partnerships and enhance opportunities for additional communication and coordination with outside agencies, organizations and individuals
- C. Develop and implement a marketing and branding campaign

Survey Questions for Parents of Summer Program participants:

1. Were you able to register your child for your desired weeks of summer mini or day camp?
2. What was your opinion of the registration procedures?
3. If your child attended two separate programs, please list them, and point out any discrepancies between the two camps in attendance, quality, or content.
4. Was the program clear about their goals or activities?
5. If you received scholarship assistance, how did you apply or qualify?
6. Were you asked to provide feedback about the camp by the staff? Did you complete a survey if asked? Why or why not?
7. How do you feel about the fees charged by ACC Leisure services for summer programming?
8. Are you a county resident or did you pay out of county fees to attend an ACC camp?
9. Do you have any suggestions to improve your experience of the ACC summer programs?
10. Did you have any complaints during the camp session and how were they handled?

Parent Evaluation Form Results

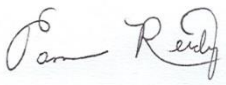
2013 Sandy Creek Day Camp

Total 108

- | | | Poor | | | | Excellent |
|----|---------------------------------------------------------------------------------|-------|-------|-------|--------|-----------|
| 1. | Was pre-camp information: | | | | | |
| | Not applicable | | | | | |
| | Clear? | 1 | 2 | 3 (2) | 4 (19) | 5 (83) |
| | Informative? | 1 | 2 | 3 (1) | 4 (16) | 5 (87) |
| | Complete? | 1 | 2 | 3 (1) | 4 (14) | 5 (83) |
| 2. | How can pre-camp information be improved? | | | | | |
| 3. | Was camp registration well organized? | 1 (3) | 2 (6) | 3 (6) | 4 (35) | 5 (57) |
| 4. | Do you feel that the camp was organized? | 1 | 2 | 3 | 4 (15) | 5 (93) |
| 5. | Was the staff helpful and responsive? | 1 | 2 | 3 (1) | 4 (13) | 5 (94) |
| 6. | How would you rate the educational activities of this camp? | 1 | 2 | 3 (5) | 4 (20) | 5 (80) |
| 7. | How would you rate the indoor/outdoor and recreational activities of this camp? | 1 | 2 | 3 | 4 (22) | 5 (86) |
| 8. | Which activities do you think your child enjoyed the most? | | | | | |
| | Arts & Crafts (3) | | | | | |
| | Hiking (11) | | | | | |
| | Swimming (45) | | | | | |
| | Canoeing (24) | | | | | |
| | Archery (25) | | | | | |
| | Playing games (10) | | | | | |
| | Matinee (2) | | | | | |
| | Fishing (17) | | | | | |
| | Creek walk (16) | | | | | |
| | Animals (2) | | | | | |
| | All activities (13) | | | | | |
| | Disc golf (2) | | | | | |
| | Owl pellets (2) | | | | | |
| | Planetarium (3) | | | | | |
| | Martial arts (3) | | | | | |
| | Outdoor recreation (1) | | | | | |



Leisure Services Department Policies and Procedures

Subject: Background Screening for Volunteers and Contract Labor	Dept./Division: Department Section: Operations Number: LSD-O-001
Approved:  <hr/> Pam Reidy, Director	Issue Date: 3-17-15 Rescinds: N/A

PURPOSE: To establish Leisure Services Department (Department) policies and procedures for screening individuals who volunteer in the Department's programs or serve as Contract Labor for the Department. Since many of the Department programs serve vulnerable populations, this policy seeks to preserve the safety and well-being of program participants as well as those participating in sponsored programs administered by User Groups. The policy identifies which groups are more vulnerable to harm, what criminal history disqualifies individuals from volunteering or serving as an independent contractor with those groups, and the procedure in which the screenings take place.

Definitions

Vulnerable Populations - Groups that include youth under 18 years of age, adults 70 years and older, and individuals with disabilities to include any person with a physical or mental impairment

Restricted Opportunities – Opportunities that allow volunteers ongoing unsupervised access to vulnerable populations who are participants in programs on property under the direction of the Department

User Group – Any approved group, organization or association that provides direct, regular programming utilizing Department facilities

Contract Labor – Independent contractors, who on their own or part of a company or group, are hired to provide direct, regular programming for the Department utilizing Department facilities.

POLICY:

The Department hereby adopts a policy requiring background screening for volunteers 18 years of age and older and for independent contractors who wish to volunteer or work with programs that are Restricted Opportunities as defined above. An exception is made for those individuals who are in training for a position. In these situations, an individual may volunteer up to two times without a screening, but must be directly supervised and accompanied by Department staff or a qualified and trained adult who has passed a background screening.

Sex Offenses - All Sex Offenses – Regardless of the amount of time since offense
Examples: Child molestation, rape, sodomy, prostitution, indecent exposure

Felonies - All Felony Violence – Regardless of the amount of time since offense
Examples: Murder, aggravated assault, kidnapping, robbery, aggravated burglary

All Felony offenses other than violence or sex within the past 10 years
Examples: Drug offenses, theft, embezzlement, fraud, child endangerment

Misdemeanors - All misdemeanor violence offenses within the past 7 years
Examples: Simple assault, battery, domestic violence

Drug Or Alcohol Misdemeanors - Any multiple misdemeanor drug and/or alcohol offenses within the past 7 years
Examples: Driving under the influence, simple drug possession, public intoxication, possession of drug paraphernalia.

Any Other Misdemeanor within the past 5 years that would be considered a potential danger to vulnerable populations or is directly related to the functions of that volunteer

Examples: Contributing to the delinquency of a minor, providing alcohol to a minor, theft

A person will be disqualified and prohibited from serving in Restricted Opportunities if the person has been found guilty of any of the above Disqualifiers. For purposes of this policy, guilty shall mean that a person was found guilty following a trial, entered a guilty plea, entered a no contest plea accompanied by a court finding of guilt (regardless of adjudication), or received court directed programs in lieu of conviction.

Appeals

In the event the individual believes a mistake has been reported in his/her criminal background check, it will be the individual's responsibility to appeal directly to the agency providing background screenings for the Department. The Department Volunteer Coordinator shall direct the individual to the screening agency and provide contact information, but will not have input or oversight into any disputed matter between the individual and the agency.

If an appeal is successful, the background screening agency will notify the individual and Volunteer Coordinator.

During the appeals process the individual will be considered ineligible to volunteer or work. If the appeal process reveals a mistake in the results, the appeal will be granted and the individual will be cleared to volunteer or work. If the appeal is not granted, the individual may not volunteer or work in Restricted Opportunities, but he/she may reapply for service with the Department in one year.

Background Screening for Contract Labor will follow the same steps below, starting with Step 2. Any reference to the volunteer database does not apply to Contract Labor.

PROCEDURE:

Step 1 – Volunteer Profile

All volunteers are required to complete an on-line profile within the Volunteer Database. If the volunteer applicant is unable to create the profile on-line, a paper application may be obtained from and returned to the Volunteer Coordinator who will transfer the information to the on-line program.

Step 2 – Consent Form

Individuals required to submit to a background screening must also complete an on-line consent form that is provided by the Department. The on-line form must be completed by the designated date specific to the volunteer or contract labor position. Failure to provide a completed consent form by the deadline or falsification of the information on the form may be grounds for disqualification.

Dear Volunteer:

In an attempt to ensure the safety for participants and volunteers, all Athens-Clarke County volunteers coaching in Youth Sports Program must now complete a criminal history check. This protects three parties- the volunteer (from accusations), the program participant, and the Athens-Clarke County government. Every effort will be made to ensure confidentiality of records and results.

The process includes the following:

1. The volunteer completes the attached form, has the form notarized and returns it to Bishop Park along with a photo copy of the volunteer's current driver's license.*
2. The Clarke County Sheriff's Department or the Athens-Clarke County Police Department utilizes a computer system which tracks criminal activity from the information provided by the volunteer.
3. The Sheriff's Department or the Athens-Clarke County Police Department will send information to the designated Leisure Services Department staff member.

In the event a volunteer's application is flagged due to the criminal history check, the volunteer will be contacted by letter and will not be permitted to serve as a volunteer Youth Sports Coach.

Please remember, the Criminal History Consent Form must be notarized and a photocopy of your driver's license must be included, as well. Your cooperation is appreciated! Please call (706) 613-3625 if you have questions or concerns.

**The Volunteer History Consent Form can be notarized and a photocopy of the volunteer's driver's license can be made, free of charge, at Bishop Park.*

1. All head coaches, coaches, and assistants must pass a Criminal History Check **before** being assigned a team.
2. Only the ACC Leisure Services Director or Volunteer Services Specialist may take the Criminal History Consent forms to the Sheriff's Department and/or ACC Police Department and retrieve the forms.
3. If convictions show up on the Criminal History Check, the following procedure will be implemented:

A. VIOLATION OF ANY CONTROLLED SUBSTANCE ACT (VIOLATION IN LAST 5 YEARS)

- B. Any conviction in any of the following areas will be grounds for ineligibility as a coach:

- Simple Battery, where the victim is a minor
- Aggravated Battery
- Cruelty to Children
- Contributing to the delinquency of a minor (Violation in last 5 years)
- Any sexual offense
- Violation of any controlled substance act (Violation in last 5 years)
- Alcohol related violations (Violation in last 5 years)
- Any Felony
- Criminal attempts to commit any above-named offenses
- Crimes involving family violence
- Any other crime that bears upon fitness to have responsibility for safety and well being of children
- Any other offenses committed in another jurisdiction which, if committed in Georgia, would be one of the crimes listed above
- For the purposes of the above, a criminal record shall mean a conviction; a plea of nolo contendere; first offender treatment without adjudication of guilt; or adjudication or sentence otherwise withheld or not entered on the charge.
- Criminal record shall also mean arrest and being charged for a crime if the charge is pending unless the time for prosecuting such crime has expired

If a head coach, coach or assistant is charged with any of the above violations, during the season, he/she is required to immediately notify the ACC Department of Leisure Services' Volunteer Services Specialist at (706) 613-3625.

_____ Volunteer's Initials and date

I,

Last Name

First Name

Middle Name

Social Security
Number

Height

Weight

Eye

Hair

Color

Color

Date of Birth

Race

Sex

Street Address

City

State

Zip Code

Authorize:

Athens-Clarke County Unified Government

ACC Leisure Services Department

Authorized Leisure Services Department Representative

Cathy Padgett

205 Old Commerce Rd, Athens, Georgia 30607 (706) 613-3625

to receive my criminal history record from the Athens-Clarke County
Police/Sheriff's/Corrections Department.

Signature of Subject

NOTICE: unless all blanks are completed on this form and the form is notarized no information will be released.

Sworn to and subscribed before Me

This _____ Day of _____, 20____.

Notary Public



**STAR
VOLUNTEERS**
providing

Service **T**hat **A**lways **R**ewards

VOLUNTEER INFORMATION GUIDE



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- 10** Volunteering: What To Expect



LEARN • CREATE • PLAY

DEAR VOLUNTEER,

Thank you for considering Athens-Clarke County Leisure Services Department as a place to give of your talent and time. We appreciate your willingness to help us build a healthier and more livable community.

Volunteers contribute to the quality of our parks, programs, and facilities that are enjoyed by hundreds of adults and children every day. Devoted volunteers, working together with qualified staff, ensure that our patrons are able to learn, to create, and to play in one of the most highly regarded agencies within the Georgia Recreation and Parks network.

Our STAR Volunteer Program enables our volunteers to provide Service That Always Rewards. We want to provide you a meaningful volunteer opportunity that makes a positive impact on our programs and parks. Together, we can do our part in continuing to make Athens a great place to live!

Thank you in advance for your service and for being a shining STAR for our community!

Sincerely,

A handwritten signature in black ink that reads "Pamela Reidy". The script is cursive and fluid, with the first name "Pamela" and last name "Reidy" clearly distinguishable.

Pamela Reidy, CPRP
Department Director



WHO WE ARE

MISSION STATEMENT

We build a healthier and more livable community by providing opportunities to learn, to create, and to play in quality parks, programs, and facilities that are valued by our citizens.

DEPARTMENT OVERVIEW

More than a traditional parks and recreation department with close to 2,000 acres of parks and over 40 miles of trails, the ACC Leisure Services Department also maintains a historic vaudeville theatre, community centers, a dance center, a gymnastics center, a nature center, a tennis center, pools and splashpads, a Greenway and a zoo.

The diversity of the department and its programs has resulted in the Leisure Services Department being awarded the Georgia Recreation and Park Association's "Agency of the Year Award" numerous times.



The Department is organized into four divisions: Arts and Nature, Recreation, Park Services, and Administration/Internal Services. Department staff is responsible for managing the following facilities and parks:

ATHENS-CLARKE TENNIS CENTER | 4460 LEXINGTON ROAD

BEAR HOLLOW ZOO | 293 GRAN ELLEN DRIVE

BEN BURTON PARK | 616 MITCHELL BRIDGE ROAD

BISHOP PARK | 705 SUNSET DRIVE

BOULEVARD WOODS PARK | 298 BARBER STREET

DUDLEY PARK | 100 DUDLEY PARK ROAD

EAST ATHENS COMMUNITY CENTER | 400 MCKINLEY DRIVE

EAST ATHENS EDUCATIONAL DANCE CENTER | 390 MCKINLEY DRIVE

HOLLAND YOUTH SPORTS COMPLEX | 250 VINCENT DRIVE

LAY PARK | 297 HOYT STREET

LYNDON HOUSE ARTS CENTER | 293 HOYT STREET

MEMORIAL PARK | 293 GRAN ELLEN DRIVE

MORTON THEATRE | 195 WEST WASHINGTON STREET

NORTH OCONEE RIVER GREENWAY | 315 POUND STREET

NORTH OCONEE RIVER PARK | MLK PARKWAY

QUINN HALL (ATHENS CREATIVE THEATRE) | 293 GRAN ELLEN DRIVE

REESE AND POPE PARK | 375 REESE STREET

ROCKSPRINGS COMMUNITY CENTER | 291 HENDERSON EXTENSION

SANDY CREEK NATURE CENTER | 205 OLD COMMERCE ROAD

SANDY CREEK PARK | 400 BOB HOLMAN ROAD

SATTERFIELD PARK | 3028 CHEROKEE ROAD

SOUTHEAST CLARKE PARK | 4400 LEXINGTON ROAD

TRAIL CREEK PARK | 200 TRAIL CREEK STREET

VOLUNTEER OPPORTUNITIES

Provided below is a sample of the Department's most common volunteer positions. Other opportunities may be available or created in the future. Self-directed group or individual projects are also available.

AFTER-SCHOOL MENTORS

Helping students with homework and recreational activities.

ANIMAL CARE

Feeding animals and cleaning exhibits.

DOCENTS

Giving educational tours of Bear Hollow Zoo, or the Lyndon House Arts Center.

FRONT DESK ASSISTANTS

Greeting guests and helping with office duties.

GARDEN GROWERS

Helping with vegetable and flower gardens.

THEATRE USHERS

Ushering at one of the three performing arts facilities.

TRAIL KEEPERS

Helping to keep trails maintained.

TRAIL GUIDES

Leading guided hikes, primarily elementary age student groups.



SPECIAL EVENTS

Helping at large-scale events.

WEED WARRIORS

Removing invasive plants from greenspaces and trails.

YOUTH SPORTS COACHES

Helping youth learn and develop skills in soccer and basketball.

TEEN VOLUNTEER OPPORTUNITIES

COUNSELOR IN TRAINING

Developing job readiness skills in a camp setting.

NATURALIST ASSISTANT PROGRAM

Developing skills to care for animals and wildlife.

VOLUNTEERING: WHAT TO EXPECT

VOLUNTEER APPLICATION/PROFILE

1. Leisure Services Department volunteers are required to complete an online application which creates a profile of their interest areas, skills, certifications and availability. The online application can be found at www.athensclarkecounty.com/volunteer. If volunteers are unable to complete an online application, the profile information may be submitted to the Department Volunteer Coordinator or Facility Staff who will create the online application for them.
2. Once a volunteer profile is created, volunteers log into the Department's volunteer management system to view all the volunteer opportunities available in the Department and select an opportunity for which to apply or register.
3. Notification of the application is sent to the Volunteer Coordinator, who in turn, responds to the volunteer with instructions of next steps.

BACKGROUND SCREENING

To insure the quality of Leisure Services Department programs and the safety of their participants, volunteers are subject to a background screening if they have ongoing unsupervised contact with vulnerable populations (e.g. children under the age of 18, developmentally disabled persons, the frail, or the elderly). Upon applying for these positions, the volunteer must grant permission for a background screening to be conducted by the Leisure Services Department. The background screening is no cost to our volunteers.

Positions currently requiring background screening include:

- After-school Mentors
- Trail Guides
- Youth Sports Coaches

(Others may be added as new positions are created)

VOLUNTEER ORIENTATION & TRAINING

Volunteers are provided orientation and training by staff or experienced volunteers. The training is tailored to the position and may be more extensive for some assignments than others.

Individuals or groups who volunteer occasionally or for special events receive a brief overview of the event and instructions on the tasks assigned. Individuals who volunteer on a regular basis (at least once a month), however, are given an orientation to include an overview of the Department and program in which they are volunteering, expectations of volunteers, and training for their assigned work. For some positions, additional training may be required that includes operational and safety procedures.

CODE OF CONDUCT

While performing their duties for the Leisure Services Department, volunteers are expected to display appropriate behavior and dress. Volunteers are also expected to be familiar with and follow park rules. These expectations are covered during the volunteer's orientation and training.

RECOGNITION AND INCENTIVES

Volunteers self-report hours as they register for opportunities within the online registration system found at www.athensclarkecounty.com/volunteer. Volunteers with logged hours for the year are invited to attend a recognition event held in April as part of National Volunteer Week. The Department recognizes a STAR Volunteer from each program/facility during this event. Individual facilities may also hold volunteer appreciation events throughout the year.

FOR MORE INFORMATION:

Department Volunteer Coordinator
706-613-3625
lsvolunteer@athensclarkecounty.com



STANDARDS-AT-A-GLANCE, 2012 Edition (Updated January 2016)

This is a general overview of the ACA standards. While each standard is listed here, the specific details, contextual education, and compliance demonstration information are not included. Standards-at-a-Glance is a reference to the basics. Camps or individuals who need complete details should refer to the book titled *Accreditation Process Guide, 2012 Edition*, which can be ordered online or by calling 888-229-5745. **Note:** Standards that begin with an asterisk* are mandatory standards and must be met in order for a camp to be accredited. ** Indicates revision of standard in Oct. 2014 (all revisions noted are mandatory standards).

If you are having trouble finding the information you need, please contact ACA at 800-428-CAMP with your specific questions.

SF — SITE AND FOOD SERVICE

General Site/Facility

***SF.1 Emergency Exits:** Buildings used for sleeping must have at least two options for exit.

***SF.2 Care of Hazardous Materials:** Must be used only by trained persons, stored appropriately.

SF.3 Contact with Local Officials: Camp must annually notify fire and law enforcement officials of camp operation.

SF.4 Water Testing: Camp must have written verification of safe drinking water.

SF.5 Utility Systems: Camp must have blueprints available for lines, cut off points, etc.

SF.6 Electrical Evaluation: Qualified personnel must conduct annual exam.

SF.7 Condition of Facilities: Buildings, structures, activity areas must be maintained in a clean/safe/sanitary condition.

SF.8 Power Tools: Must be used only by trained persons, safety devices intact, in good repair.

SF.9 Fire and Safety Equipment Evaluation: Camp must conduct annual safety examination on smoke detectors, fire extinguishers, etc.

SF.10 Playgrounds: Camp staff should check all playgrounds to verify they are in good repair prior to camper use.

Sleeping Quarters

SF.11 Smoke and Carbon Monoxide Detectors: Smoke detectors must be in all buildings used for sleeping. CO2 detectors must be in all buildings used for sleeping that have fuel-burning equipment within the building.

SF.12 Permanent Sleeping Quarters: Must have ventilation, temperature control, space for movement, space between beds.

SF.13 Bunk Guardrails: Upper bunks must have guardrails if used for children under 16.

Food Safety

SF.14 Hand Washing Facilities: Sinks near toilet area and in areas where food is prepared and consumed.

Food Service Areas

SF.15 Food Service Areas: Must be clean and protected from rodents/insects.

SF.16 Refrigeration: Perishable food must be kept below 40 degrees, checked and logged daily.

SF.17 Food Service Supervisor: Must have documentation of training/experience in food service management.

SF.18 Food Temperatures: Food must be cooked and held at safe temperatures.

SF.19 Sanitized Utensils and Surfaces: Staff must follow procedures for cleaned/sanitized utensils and food contact surfaces.

SF.20 Dish Washing: All dishes and utensils must be cleaned and sanitized.

SF.21 Dish Drying and Storage: Dishes must be air dried, covered.

SF.22 Food Handling Procedures: Must supply advice to rental groups about clean/sanitary utensils and surfaces, and safe temperatures for food. (Rental)

SF.23 Dishwashing Procedures: Must supply advice to rental groups about appropriate washing, sanitizing, drying procedures. (Rental)

TR — TRANSPORTATION

Types of Vehicles

***TR.1 Emergency Transportation:** Must be available at all times; may be provided by the camp, user groups, or prearranged with community services.

.TR.2 Non-passenger Vehicles: Transportation in non-passenger vehicles must be prohibited.

TR.3 Private Vehicle Use: Camp must obtain written permission from owners to use private vehicles to transport campers.

Transportations/Vehicles Procedures

TR.4 Arrival and Departure: Must use procedures for safe arrival and departure, loading and unloading vehicles

TR.5 Transportation Information to Parents: Parents must be provided with written pick-up/drop-off times, safety procedures, and safety rules for van/bus.

TR.6 Supervisor: Vehicles transporting 15 or more campers must have a staff person, in addition to the driver, trained in safety responsibilities and group management.

TR.7 Accident Procedures: A staff member trained on accident procedures must be in each vehicle transporting campers.

TR.8 Safety Procedures: Procedures must include seating limits, use of seat belts, passengers remaining seated, convoy procedures, and wheelchair-handling procedures.

TR.9 Transportation Orientation: All passengers must be oriented to the safety regulations and procedures.

Vehicle Checks and Equipment

TR.10 Emergency Equipment: All vehicles must be stocked with first aid kits and emergency accessories.

TR.11 Leased, Rented, or Chartered Vehicles: Camp must select providers who have regular maintenance/safety checks and verify record/experience of provided drivers.

TR.12 Mechanical Evaluations: All vehicles used by the camp must be evaluated for mechanical soundness.

TR.13 Safety Checks: Policy must specify frequency and details of vehicle safety checks.

Driver Requirements and Training

TR.14 Driver Requirements: Driving records must be reviewed, license must be appropriate for vehicle to be driven, and any required drug tests must have been passed.

TR.15 Training for Drivers: Drivers must be trained on written procedures for backing up, loading/unloading passengers, breakdowns, evacuation, camper behavior, refueling, and safety checks. Drivers must all have behind-the-wheel training and practice when the vehicle to be driven differs in size/capacity from the driver's regularly driven vehicle.

HW — HEALTH AND WELLNESS

Healthcare Personnel

HW.1 Health Care Provider: Resident camp must have a licensed physician or registered nurse on site daily. Day camp may have prearranged phone access.

***HW.2 First Aid and Emergency Care Personnel:** A staff member with training in the appropriate level of first aid and CPR must be on duty at all times in camp and on camp trips.

HW.3 Away from Main Camp: For times away from the main camp, a staff member must be oriented to provide routine health care for participants and to handle emergencies.

HW.4 Staff Training: Staff must be trained in role/responsibilities in health care.

Health Screening and Assessments

***HW.5 Camper Health History:** Health history information must be gathered from parents/guardians that includes current health conditions, past medical treatment, immunizations, and allergies.

HW.6 Health Exam: Each resident must assess the need for their campers to have a health exam. If one is required for the camp, it must be within 12 months.

HW.7 Health Screening for Resident Camps: The appropriate staff person must conduct health review and screening for incoming campers.

HW.8 Health Information Review and Screening for Day Camps: Procedures that require staff to review health histories of campers within 24 hours of arrival and collect any medications to be dispensed.

HW.9 Permission to Treat: Parents of minors must sign a permission form for camp to provide routine health care, administer prescribed medications, and seek emergency medical treatment.

Healthcare Practices

HW.10 Parent Notification: Parents/guardians must know when they will be notified of illness/injury of their camper.

HW.11 HealthCare Policies: Written policies must include scope and limits of services provided and authority/responsibilities of camp staff, and supplies, emergency health care assistance, etc.

HW.12 Treatment Procedures: Health care staff must follow written treatment procedures for reasonably anticipated injury/illness.

HW.13 Inform Staff of Special Needs: Camp must inform appropriate staff of any special needs of campers for whom they're responsible.

HW.14 Special Medical Needs: For camp sessions primarily serving persons with special needs, the camp must have available sufficient medical staff, a system for evaluating the camp's ability to serve persons with specific needs, and information about the camp's philosophy and approach to serving this population.

Healthcare Center and Equipment

HW.15 Health Care Center: Camp must have an area available that provides protection from the elements, has space for treatment, has an available toilet and drinking water, has 1 bed for every 50 persons in camp, and has a place for isolation/privacy.

HW.16 Healthcare Equipment, Supplies, and Emergency Assistance: The camp must identify necessary supplies, methods to obtain them, and procedures for emergency health care assistance.

HW.17 Availability of an AED: The camp must have access to an AED.

HW.18 Supervision in Healthcare Center: Persons in the health care center must be supervised continually.

HW.19 Medication Storage and Administration: All drugs must be stored under lock. Prescription drugs must be dispensed only under directions of physician. Nonprescription drugs dispensed only under written health care procedures or signed instruction of parent/guardian.

Recordkeeping and Health Records

HW.20 Contact Information: Information must be gathered on campers that includes name, birth date/age, name/address/phone of adult responsible for each minor, phone of emergency contact, and name/phone of individual's physician.

HW.21 Recordkeeping: Camp must keep a health log and reports of all incidents requiring professional medical treatment.

HW.22 Record Maintenance: All forms and records must be kept at least for the period of statutory limits.

Staff Health Information

***HW.23 Staff Health History:** Health history information must be gathered from seasonal staff that includes current health conditions, date of last tetanus, emergency contact information and permission to treat.

HW.24 Health Screening for Resident Camp Staff: The appropriate staff person must conduct health review and screening for staff members.

HW.25: Contact Information for Staff Members Who Are Minors: Information must be gathered on staff members that are minors that includes name, birth date/age, and name/address/phone of adult responsible for each minor.

Short-Term Residential, Family Programs, and Camps Serving Rental Groups

***HW.26 Emergency Care Personnel:** Camp must either provide or advise group to provide appropriately certified first aid/CPR persons.

HW.27 Health Care Planning: For groups, camp must identify who is responsible for first aid/emergency care and transportation, availability of first aid supplies/equipment, and training/information for staff, families, and groups concerning emergency procedures and reporting requirements.

HW.28 Health Information: Camp must gather or advise group to gather emergency contacts for all participants, any persons with allergies or health conditions, and signed permission to treat minors. (ST/Rental)

OM — OPERATIONAL MANAGEMENT

Risk Prevention and Management

OM.1 Risk Management: Camp must identify and analyze risk exposures, and take risk control measures.

OM.2 Incident Analysis: Camp must annually review incidents, accidents, or injuries, and modify or change procedures as needed.

OM.3 Insurance Coverage: Camp must have applicable coverage for general liability, fire, and extended risk on buildings, motor vehicles, workers' compensation, and campers.

OM.4 Personal Property Regulations: Camp must advise all participants of regulations for possession and use of alcohol/drugs, personal sports equipment, vehicles, animals, and weapons while at camp.

OM.5 Incident Reporting: Staff must complete written reports on incidents/accidents.

Emergency Prevention/Preparedness and Response

***OM.6 Firearms Control:** Any firearms and ammunition in camp must be stored under lock.

OM.7 Intruders: Camp must review security concerns and train staff/campers about steps to take to address possible intruders.

OM.8 Emergency Plan and Rehearsal: Emergency plans must be established and rehearsed to respond to reasonably foreseeable emergencies in camp (such as fire or weather).

OM.9 Safety Orientation: Campers, staff, and groups must be oriented to established, written safety regulations and emergency procedures.

OM.10 Missing Person Procedure: Camp must develop procedures and train staff for persons lost, missing, or runaway.

OM.11 Emergency Communications: Camp must have a system of communication back to camp regarding emergencies, for contacting parents/guardians, and for dealing with the media.

OM.12 Campers in Public Areas: Camp must have policies for when campers are in contact with the public that include ratios, location, and responsibilities of staff, safety regulations and behavior guidelines, and emergency procedures if someone gets separated from group.

OM.13 Camper Security: Camp must have procedures for release of campers and verification of absentees.

Additional Requirements Related to Rental Groups

OM.14 Use Agreement: For groups, camp must have a written use agreement that includes terms of use, cancellation, minimum fees, refund policy, etc.

OM.15 User Group Responsibilities: The user group agreement must specify parties responsible for emergencies, supervision, recreational activities, insurance coverage, etc.

HR — HUMAN RESOURCES

Staff Qualifications

HR.1 Director Qualifications: The on-site director must have a bachelor's degree, at least two seasons of camp supervisory experience, have attended an average of 5 hours/year of professional development offerings, and be at least 25 years old. (If special needs camp, director must have 24 weeks experience with that special population.)

HR.2 Special Needs Staff Requirements: In special needs camp, 25% of staff with supervisory responsibilities must have a bachelor's degree relevant to clientele served OR at least 16 weeks experience with population.

Screening, Selection, and Employment

****HR.3 Hiring Policies:** Policies must include application and screening process for each job category, have been reviewed by legal counsel/human resources personnel within last 3 years, and define additional/periodic screening requirements which must include a criminal background check for year-round staff based on camp property at least every five years.

****HR.4 Annual Staff Screening:** Policies must require a voluntary disclosure statement, check of the National Sex Offender Public Website, and criminal background check for all camp staff based on camp property.

****HR.5 New Staff Screening:** The camp must require a criminal background check, at least two references, and a personal interview for all new staff based on camp property.

HR.6 Job Descriptions/Information: Staff must have job descriptions and information on nature/diversity of the camp program and population served.

HR.7: Personnel Policies: Written policy must address benefits, time off, performance evaluation, personal conduct, etc.

Staff Supervision Ratios

HR.8 Camper Supervision Ratios and Staff Age: General minimum ratios of staff on duty with campers in day and resident camp settings are recognized. 80% of staff used to meet supervision ratios must be at least 18 and all staff are at least 16 years old and 2 years older than the minors with whom they're working.

HR.8.B One on One Camper/Staff Interaction: All camp staff must receive training to minimize the potential of being in a 1:1 camp/staff situation out of the sight of others.

HR.9 Supervision Ratio Exceptions: Camp may specify exceptions/or any times that a minimum of 2 staff members are required.

Staff Training

HR.10 Job Training: All staff must have training on specific job functions and expectations of acceptable performance.

HR.11 Diversity: Staff training for acceptance and respect of diversity.

HR.12 Precamp Staff Training: Precamp staff training (actual instruction time) must address the specific topics specified in the standard.

HR.13 Late-Hire Training: Camp must provide training for any late-hired staff.

HR.14 In-Service Training: Camp must provide in-service training to staff.

HR.15 Camp Staff Responsibilities for General Camp Activities: Staff must be trained on camper supervision responsibilities during structured and unstructured time including nighttime supervision.

HR.16 Staff/Camper Interactions: Staff must be trained and expected to speak with and listen to campers respectfully, focus attention primarily on the campers, and promote physical and emotional safety.

HR.17 Behavior Management and Discipline: Staff must be trained to teach problem-solving skills to achieve positive outcomes, help staff recognize and address bullying, and implement fair and consistent disciplinary steps appropriate to the camper and situation.

HR.18 Sensitive Issue Policy: Staff must be trained to respond appropriately to socially sensitive issues.

Staff Supervision

HR.19 Supervisor Training: Supervisory staff must be trained to monitor performance and to reinforce or correct staff performance, and carry out their responsibilities in the camp's performance review system.

HR.20 Staff Observation: Camp must have a system of regular observations of staff to provide support, and ensure acceptable job performance criteria are continually practiced.

HR.21 Staff Time Off: Resident camp staff must have time daily when they are not assigned camp responsibilities plus 24 hours each 2 weeks (in at least 12-hour blocks). Special needs camps, 24 consecutive hours off each 2 weeks.

PD — PROGRAM DESIGN AND ACTIVITIES

Promoting Camp Quality and Camper Welfare

PD.1 Camp Goals and Outcomes: Camp must have a written statement of goals, which identifies intended behavioral outcomes, have shared them with staff, and use them to evaluate the program. Also includes informing parents of goals.

PD.2 Camp Experience Evaluation: Camps need multiple sources of feedback on the accomplishment of the established outcomes related to all areas of camp to help improve the quality of camp.

PD.3 Program Progression: Camp must allow for campers to experience progression, challenge, and success. (D/R)

PD.4 Program Eligibility: Camp must identify any eligibility requirements necessary for a camper to participate in each program activity offered.

PD.5 Social Development: Camp programs should provide specific activities that are designed to help campers develop socially.

PD.6 Activity Information and Permission: Camp must inform campers and parents of anticipated activities and gather written permission to participate.

PD.7 Environmental Activities: Camp must provide program activities that help develop comfort, appreciation, awareness, and responsibility toward the natural environment.

PD.8 Program Equipment Maintenance and Safety Checks: Equipment used must be appropriate to the size and ability of users and stored to safeguard effectiveness. Equipment must be safety checked prior to each use and regularly inspected and maintained in good repair.

Promoting Safety in Overnights and Trips

***PD.9 Overnights and Trips:** Campers and staff must be trained in food preparation, use and care of camp stoves, testing/treating drinking water, cleaning cooking utensils, and minimizing environmental impact.

PD.10 Emergency Information: Leaders of out-of-camp activities must know how to access emergency information on the participants, including health histories, insurance information, and signed permission-to-treat forms.

PD.11 Details and Designated Person: Details of out-of-camp activities must be planned in advance and made known to a designated person remaining at camp. Information must include roster of group, departure/return times, bad weather plans, intended route, and communication plans.

Staff Qualifications and Supervision for Specialized Activities

PD.12 Supervisor Qualifications: The overall supervisor for each specialized activity (such as archery) must be an adult with certification or documented training and/or experience within three years in that activity.

PD.13 Adventure/Challenge Supervisor: The overall supervisor for adventure/challenge activities must be an adult with certification or documented training and recent experience in those activities. The overall supervisor must have at least 6 weeks of experience in a management/supervisory role in similar types of programs within the past 5 years.

PD.14 Horseback Riding Supervisor Qualifications: The overall supervisor of horseback riding facility, staff, and program must be appropriately certified, experienced in managing/supervising at a horseback riding facility, and be at least 21 years old.

PD.15 Staff Skill Verification: Staff teaching specialized program activities must have their skills verified and evaluated prior to leading activities.

PD.16 Supervision of Activity Leaders: Camp must document regular observations of specialized activity leaders.

Activity Support and Supervision

PD.17 First Aider: Camp must have an appropriately certified first aid/CPR person on duty at all specialized activities.

PD.18 Safety Orientation: Participants in specialized activities must have a safety orientation before participating.

PD.19 Competency Demonstration: Participants of specialized activities must be strictly monitored until competency is demonstrated with appropriate activity equipment.

PD.20 Access of Specialized Activity Areas: Camps should control access to specialized activity areas.

PD.21 Spotters and Belayers: Must be trained and supervised, and must be located in positions to observe and assist.

PD.22 Supervision Ratios for Specialized Program Activities: Camp must establish minimum ratios of trained staff to participants required for each type of specialized activity.

Equipment and Facilities

PD.23 Safety Regulations and Emergency Procedures: Camp must specify safety rules and emergency/rescue procedures for each type of specialized activity offered.

PD.24 Annual Inspection of Adventure/Challenge Course Elements: Camp must have annual inspection by qualified personnel of all adventure/challenge elements.

****PD.25 Archery Safety:** Archery activity leaders must utilize clear safety signals and range commands. Camp must have a range that has a supplemental backstop or specific safety zones and range must have clearly delineated rear and side safety buffers. Bows and arrows must be locked when not in use.

****PD.26 Additional Firearm Safety:** Camps must require a system for redundant safety of all firearms and ammunition requiring separate locations or access systems. Camps should also require that activity leaders must utilize clear safety signals and range commands to control activity and firing line and during the retrieval of targets.

PD.27 Go-Kart Safety: Go-karts must be equipped with roll bars and restraint devices when applicable to the type of vehicle being used and recommended by the manufacturers.

PD.28 ATV Safety: ATVs must have size and speed restrictions for younger drivers. No passengers allowed on ATVs, and ATVs must not be operated on paved or public roads.

Protective Headgear and Apparel

***PD.29 Protective Headgear:** Protective headgear must be worn by all campers and staff participating in motorized vehicle or bicycle activities, rock climbing, repelling, spelunking, high ropes, vertical climbing walls/tower, and activities involving boarding, in-line skating, and hockey.

***PD.30 Protective Headgear for Horseback Riding:** Protective headgear must be worn by all campers and staff under the age of 18. For staff/campers age 18 and over, an acknowledgement of risk form must be signed if they choose not to wear a helmet.

PD.31 Safety Apparel: Camps must require campers and staff to wear safety apparel appropriate to the specialized activity.

PD.32 Horse and Livestock Medication: Camp should require that all horse medications are handled only by persons trained or experienced in their safe use, and secured in an area away from camper access and locked up when not in use.

Additional Safety Requirements for Horseback Riding

PD.33 Pony Rides: Camps must have procedures for pony rides that require adequate number of qualified persons available to assist riders and use ponies/horses that are sound.

PD.34 Classifying Horses: Before use by participants, riding staff must classify horses for rider skill levels.

PD.35 Horse Suitability: Riding staff must daily check physical soundness of each horse and remove unsound horses from the riding program.

PD.36 Rider Classification: Camp must evaluate and classify riding abilities and assign participants to appropriate horses, equipment, and activities.

PD.37 Riding Facilities: Stables, corrals, paddocks, and rings must be located away from camp living areas, have controlled access, and be clean with a supply of fresh water.

Oversight of Public Providers of Program Activities and Rental Groups

PD.38 Public Providers of Specialized Activities: Camp must select public providers for specialized activities that provide an adequate number of qualified instructors/leaders and use equipment that is appropriately sized and in good repair.

When using public providers for adventure/challenge course activities, the facilities and areas must meet nationally recognized guidelines for construction and maintenance. When using public providers for horseback riding, the horses must be physically sound and suitable for the skill level of participants.

PD.39 Camper Supervision Off Site or with Public Providers: Staff accompanying campers to activity sites away from camp must be trained in their supervisory roles and responsibilities.

PD.40 User-Group Conditions: Groups must be advised of any conditions for use, safety guidelines, requirements, warnings, etc. for activities, equipment and facilities that are available to them.

PA — PROGRAM/AQUATICS

Personnel and Supervision

PA.1 Aquatics Supervisor Qualifications: The overall supervisor of the aquatic facility, staff and program must be a person who is appropriately certified, has experience or training in managing/supervising a similar aquatic area, and is at least 21 years old.

PA.2 Supervision of Activity Leaders: Camps must document regular observations of aquatic activity leaders.

***PA.3 Swim Lifeguard Qualifications:** Camp must have an appropriately certified lifeguard for each swimming activity.

***PA.4 Swim Lifeguard Skills:** Camps must have written documentation that every lifeguard has demonstrated skill in rescue and emergency procedures specific to the aquatic area and activities guarded.

***PA.5 First Aid/CPR:** Camp must have an appropriately certified first aid/CPR person at each separate swimming location.

PA.6 Lookouts: Lookouts must be oriented to responsibilities and able to demonstrate elementary forms of non-swimming rescue.

Safety/Emergency Procedures and Systems

PA.7 Supervision Ratios: Camps must specify ratios of aquatic-certified persons and lookouts on duty at each aquatic area, with a minimum of one adult and one other staff member. Certified persons and lookouts must be attentive to their responsibilities and located in appropriate positions for observation and assistance.

PA.8 Safety Regulations: Camps must orient participants of aquatic activities to safety rules and regulations.

PA.9 Emergency Procedures: Aquatic staff must rehearse emergency procedures.

PA.10 First-Aid Kits: Every aquatic area must have an appropriately stocked first aid kit.

PA.11 Safety of Persons with Impaired Mobility: Camps must remove seatbelts or ties from persons in wheelchairs while in boats, and must provide a physical barrier to keep wheelchairs from accidentally rolling into the water from docks or water's edge.

PA.12 Safety Systems: Camp must have a system in place to quickly account for all participants in each aquatic activity.

PA.13 Participant Classification: Camp must evaluate and classify participants' swimming abilities and assign them to appropriate swimming areas, equipment, facilities, and activities.

Aquatic Venues and Activities

PA.14 Swimming Pools: Pools must have a fence to control access, water depths clearly marked, posted rules, available rescue equipment, and adequate maintenance procedures for sanitation and safety.

PA.15 Natural Bodies of Water Used for Aquatic Activities: Natural bodies of water used in camp for aquatic activities must have controlled access, designated activity areas, and posted rules for use. Known hazards must be eliminated. Equipment must be maintained. Rescue equipment must be available.

PA.16 Aquatic Sites Away from Camp: Camp staff must orient participants to rules and boundaries, assess conditions, and limit camper access. Equipment must be maintained. Rescue equipment must be available. Staff is trained on their roles and responsibilities regarding supervision.

***PA.17 Staff Swimming:** Camp must require certified lifeguards to be present for staff swimming times.

***PA.18 SCUBA Diving Activities:** Camp must have an appropriately certified SCUBA instructor to supervise SCUBA diving activities.

PA.19 Swimming Lessons: Swimming lessons must be conducted by an appropriately certified swim instructor and be guarded by someone who is out of the water.

Watercraft Activities

***PA.20 Watercraft Guard Certification:** Camps must have an appropriately certified instructor or lifeguard for boating activities.

***PA.21 Watercraft Rescue skills:** Camp must have written documentation that every camp watercraft guard had demonstrated skill in water rescue and emergency procedures specific to the type of water and activities being conducted.

***PA.22 Watercraft Safety for Staff and All-Adult Groups:** Camps must have written evidence that participants are supervised by certified personnel or instructed on written procedures that specify to wear a PFD at all times, the safety regulations to be followed, and that a checkout system must be used.

***PA.23 First Aid/CPR:** Camp must have an appropriately certified first aid/CPR person at each separate boating location.

***PA.24 PFDs:** All persons in watercraft must wear safe and appropriate PFDs.

PA.25 Personal Watercraft: Use must be prohibited by anyone under age 16.

PA.26 Watercraft Activity Orientation: Participants must know how to enter and exit a boat, use PFDs, and how to react if boat capsizes.

PA.27 Watercraft Instruction: Boating instructors must be appropriately trained and certified.

PA.28 Motorized Watercraft Training: Boat drivers must be trained on laws, rules of the road, safe loading and unloading of passengers, mechanical failure, and refueling. On-the-water training also required.

PA.29 Watercraft Maintenance: Camp has written evidence that boats have safety checks and regular maintenance.

Aquatic Activities with Public Providers

***PA.30 Public Providers of Swimming:** Camp must use only staffed public facilities that provide persons with appropriate certification in lifeguarding, first aid, and CPR.

***PA.31 Public Providers of Boating:** Camp must use only staffed public facilities that provide persons with appropriate certification for watercraft instruction, lifeguarding, first aid, and CPR.

***PA.32 PFDs at Public Aquatic Facilities:** All persons in watercraft must wear safe and appropriate PFDs.

PA.33 Watercraft Activity Orientation with Public Facilities or Providers: Participants must know how to enter and exit a boat, use PFDs, and how to react if boat capsizes.

PA.34 Public Aquatic Sites: Camp staff must orient participants to rules and boundaries, assess conditions, and limit camper access. Equipment must be maintained. Rescue equipment must be available.

PA.35 Camper Supervision at Public Aquatic Facilities: Staff accompanying campers to aquatic sites away from camp must be trained in their supervisory roles and responsibilities.

PA.36 Personal Watercraft at Staffed Public Aquatic Facilities: Use must be prohibited by anyone under age 16.

PT — PROGRAM TRIP AND TRAVEL

Personnel, Supervision, and Training

PT.1 Trip Leader Qualifications: Trip leader must have skills relevant to the trip activities, good judgment, experience in handling camper behavior, experience on similar trips, and be at least 21 years old.

PT.2 Trip Staff Training: Trip staff must be trained to assess safety concerns, enforce safety regulations, handle emergencies, etc.

PT.3 Evaluations of Trip Leaders: Camp must evaluate leaders and document their performance.

PT.4 Supervision Ratios: Each trip group must have at least one staff member in addition to the leader and sufficient staff to meet camp's established ratios.

Safety and Emergency Procedures

***PT.5 Trip Orientation:** All participants must be oriented to safety regulations, emergency procedures, first aid procedures, health/sanitation practices, environmental protection, off limits areas, rendezvous times/places, and how to obtain medical and emergency assistance.

PT.6 Trip Requirements: Camp must specify eligibility requirements, inform campers and parents about trip details, and establish procedures to follow if a participant cannot continue with the trip or travel program.

PT.7 Trip Procedures: Camp must specify safety, emergency, and rescue procedures for the trip/travel program.

PT.8 Pretrip Health Screening: Participants must be screened within 18 hours of departure on the trip, and trip staff must be advised of any medications to be administered or other concerns or restrictions.

PT.9 Trip Documentation and Emergency Information: Trip leader must carry emergency information for each group member, including health forms and permission-to-treat forms, in addition to documents that fully identify the group, its leadership, insurance, and a home base contact.

PT.10 Trip Itinerary: A written trip itinerary must be filed with the base camp or office.

PT.11 Equipment Maintenance: Camp must safety check, maintain, and replace equipment used on trips.

PT.12 Travel Camp Procedures: Transportation procedures must specify emergency procedures, provision for non-travel days, and guidelines for acceptable travel times, conditions, etc.

PT.13 Camper Supervision with Public Providers: : Staff accompanying campers to activities with public providers must be trained in their supervisory roles and responsibilities.

Aquatics

***PT.14 Aquatic Supervisor Qualifications:** Aquatic staff must have appropriate certification and be trained in water rescue and emergency procedures specific to the location and activity.

PT.15 Aquatic Supervision Ratios: Camp must specify ratios for lifeguards specific to activity, area, and characteristics of participants.

PT.16 Aquatic Locations: Camp staff must orient participants with rules and boundaries, assess conditions, and limit camper access. Equipment must be maintained. Rescue equipment must be available.

PT.17 Camper Supervision at Aquatic Activities and Areas: Staff accompanying campers to aquatic activities on trips must be trained in their supervisory roles and responsibilities.

***PT.18 PFDs:** All persons in watercraft must wear safe and appropriate PFDs.

PT.19 Watercraft Activity Orientation: Persons using watercraft must be trained in the specific craft to handle, trim, load, and move on the craft, use life jackets, and self-rescue.



FISCAL POLICIES
OF
ATHENS-CLARKE COUNTY, GEORGIA

ORIGINALLY ADOPTED BY MAYOR AND COMMISSION ON JANUARY 2, 1991
LAST REVISED ON DECEMBER 1, 1998

Athens-Clarke County Fiscal Policies

OPERATING BUDGET POLICIES

- 1. The Unified Government will finance all current expenditures with current revenues. The Unified Government will avoid budgetary procedures that balance current expenditures through the obligation of future resources. The Unified Government will not use short-term borrowing to meet operating budget requirements.**
- 2. The operating budget will provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.**
- 3. All Governmental Funds are subject to the annual budget process. Budgets will be prepared for Proprietary Funds (Enterprise and Internal Service) to establish fees and charges and control expenses.**
- 4. The budget must be balanced for all budgeted funds. Total anticipated revenues and other resources available must equal total estimated expenditures for each fund.**
- 5. All budgets will be adopted on a basis of accounting consistent with Generally Accepted Accounting Principles (GAAP). Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, a liability has been incurred, and the liability will be liquidated with current resources.**
- 6. All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be re-appropriated in the following fiscal period in accordance with Generally Accepted Accounting Principles.**
- 7. The budget shall be adopted at the legal level of budgetary control which is the fund/department level (i.e., expenditures may not exceed the total for any department within a fund). Transfers of appropriations within a Department shall require only the approval of the Budget Officer. Transfers between departments or funds, an increase of a personal services appropriation, or an increase in the level of authorized positions shall require the approval of the Mayor and Chair and Commission in accordance with Section 7-408 of the Unified Government charter. Department heads and management personnel are directed to operate within budget limitations to prevent "emergency" situations.**
- 8. The Unified Government will strive to include an amount in the General Fund budget approved by the Mayor and Chair and Commission (i.e., a line item for contingencies) for unforeseen (e.g., emergency type) operating expenditures. The amount of the contingency will be no more than 5% of the operating budget.**
- 9. The Unified Government will integrate performance measurement and objectives and productivity indicators within the budget.**
- 10. The Unified Government will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts.**

11. The operating budget shall be developed to control both the direct and indirect costs of programs and services whenever practical.
12. The Unified Government shall comply with all state laws applicable to budget hearings, public notices, public inspection, and budget adoption.
13. Enterprise and Internal Service fund budgets shall be self supporting whenever possible. Excess revenues of Enterprise funds shall not be transferred to other funds unless authorized in the Annual Budget.

CAPITAL BUDGET POLICIES

1. Capital projects will be undertaken to:
 - A. Preserve infrastructure and public facilities.
 - B. Promote economic development and enhance the quality of life.
 - C. Improve the delivery of services.
 - D. Preserve community and historical assets.
 - E. Improve economically depressed areas and those with low and moderate income households.
2. The Unified Government will develop a five year Capital Improvement Program (CIP) and update the CIP annually to direct the financing of and appropriations for all capital projects. The Unified Government defines a capital project for inclusion in the CIP as any asset or project in excess of \$20,000 with an estimated useful life of three years.
3. The Unified Government will coordinate the development of the Capital Improvement Program with the development of the operating budget to insure that future operating costs are projected and included in the operating budget where appropriate.
4. The Unified Government will develop a program to replace authorized vehicles and equipment without significant impact to the capital budget.
5. The Unified Government will aggressively seek public and private grants, contracts, and other outside sources of revenue to fund projects included in the Capital Improvement Program.
6. The balances of appropriations for capital projects will be designated by management at yearend and re-appropriated in the following years until the project is completed.
7. Proprietary Funds will depreciate capital assets in accordance with GAAP and all annual depreciation amounts available from earnings will be appropriated for replacement of existing capital plant and equipment.
8. Unreserved, undesignated fund balances for governmental funds should be used only for one time capital non-operating expenditures as appropriated by governing authority.

RESERVE FUND POLICIES

1. The Unified Government will strive to accumulate a General Fund working reserve at least equal to one month of the total General Fund budget. This reserve shall be created and maintained to provide the capacity to:
 - A. Offset significant downturns and revision in any general government activity.
 - B. Provide sufficient working capital.
 - C. Provide a sufficient cash flow for current financial needs at all times.
2. The Unified Government will maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds.
3. The Unified Government will accumulate sufficient cash reserves in Enterprise Funds to equal three months of operating expenses to provide sufficient working capital without short-term borrowing.
4. In periods of economic decline and recessionary periods, the Unified Government will reduce expenditures and direct reserve funds using the following sequence of actions:
 - A. Reduce or eliminate current year funding for the Capital Additions and Improvements Program;
 - B. Reduce or eliminate current year funding for Capital Maintenance and Repair projects and fund essential Maintenance and Repair Projects;
 - C. Utilize General Fund Working Reserve to sustain essential services;
 - D. And if necessary, reduce essential services

REVENUE ADMINISTRATION POLICIES

1. The Unified Government will try to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of an economic downturn.
2. The Unified Government will estimate its revenues by an objective analytical process in a prudent manner.
3. The Unified Government will follow a policy of paying for services with user charges when possible to reduce the reliance on taxes and other general revenue sources.
4. The Unified Government will aggressively seek public and private grants, contracts, and other outside sources of revenues for funding projects where appropriate.

5. The Unified Government will establish the levels of all user charges based on an analysis of the cost of providing the services. User charges will be evaluated annually.
6. The Unified Government will set fees charges for each Enterprise and Internal Service Fund, at a level that fully supports the total direct and indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets and requirements for future capital costs.

ACCOUNTING, AUDITING, & FINANCIAL REPORTING

1. An independent audit in compliance with Generally Accepted Audit Standards will be performed annually by a qualified external auditor in accordance with GA. Code 36-81-7 and Section 7-411 of the charter.
2. The Unified Government will maintain a strong internal audit function to conduct: financial, operational, compliance, and performance audits.
3. The Unified Government will prepare a Comprehensive Annual Financial Report in accordance with Generally Accepted Accounting Principles (GAAP). The Unified Government will strive to prepare the Comprehensive Annual Financial Report to meet the standards of the GFOA Certificate of Achievement in Financial Reporting Program.
4. The Unified Government will establish and maintain a high degree of accounting practice, accounting systems will conform to Generally Accepted Accounting Principles.
5. The Unified Government will maintain accurate records of all assets to insure a high degree of stewardship for public property.
6. The Unified Government will develop an ongoing system of financial reporting to meet the needs of the governing authority, the manager, department heads, and the general public. Reporting systems will monitor the cost of providing services where possible. The reporting systems will promote budgetary control and comparative analysis.

DEBT POLICIES

1. The Unified Government will confine long-term borrowing to capital improvements and moral obligations.
2. The Unified Government will not use short-term debt for operating purposes.
3. The Unified Government will follow a policy of full disclosure on every financial report and bond prospectus.
4. General obligation debt will not be used for enterprise activities.

5. The Unified Government will use voted general obligation debt to fund general purpose public improvements which cannot be financed from current revenues, available fund balances, or other current sources of capital financing.
6. Enterprise Fund debt will be used only when revenues are sufficient to satisfy operating expenses and debt service requirements.
7. The Unified Government will limit the use of lease purchase and other short term debt when possible.

INVESTMENT POLICIES

1. The Unified Government will maintain an aggressive program of investing all government funds under the direction of the Manager or designate.
2. All investments shall be made with consideration for environmental and human rights impact.
3. The investment program shall be operated based on the following principles, in the order listed.
 - A. Legality - all investments comply with state and local laws.
 - B. Safety - principal is protected from loss with secure investment practices and collateralization.
 - C. Liquidity - investments are readily convertible to cash when needed without losses.
 - D. Yield or Return on Investment - earnings are maximized without diminishing the other principles.
4. The investment program shall comply with all Georgia laws and federal/state regulations for investing public funds and safekeeping/security requirements.
5. The investment program should use a competitive selection process for investments in excess of 30 days. Investments should be placed with only qualified financial institutions.
6. The investment program should provide for a system of internal control over investments and timely financial reporting over investing activities.

PURCHASING POLICIES

1. It is the intent of the governing authority of the Unified Government of Athens-Clarke County, Georgia, to establish uniform regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services necessary for the effective operations of the Unified Government. The administration of this system will comply with the highest ethical and fiscal standards and applicable laws.
2. The Manager shall be responsible for the operation of the Unified Government's purchasing system.

Athens-Clarke County Fiscal Policies

(continued)

- 3. All departments and agencies of the Unified Government must utilize competitive bidding procedures, as specified in an ordinance adopted by Commission. Bids will be awarded on a nondiscriminatory basis with appropriate efforts to include local and minority businesses.**
- 4. The Unified Government will strive to obtain the highest quality of goods and services for the most economical costs. Bulk purchases, quantity discounts, standardization of common items, and other approaches will be used to economically acquire goods and services.**

**ATHENS-CLARKE COUNTY UNIFIED GOVERNMENT
CASH RECEIPTING INTERNAL CONTROL RECOMMENDATIONS**

SEGREGATION OF DUTIES

Cash handling duties can be divided into three stages: receiving, depositing, and reconciling. Ideally, all three stages would be performed by different individuals. The purpose of this segregation of duties is to minimize the opportunity for an employee to misappropriate funds and avoid detection. In a smaller department, it may not be feasible to fully segregate all of the cash-related duties. In these circumstances, the department may rely on compensating controls to mitigate the risk that cash is misappropriated (e.g., increased monitoring). Examples of such controls are as follows:

RECOMMENDED CONTROLS – RECEIVING CASH

Receiving Cash:

- Specific persons should be delegated the authority to receive cash.
- All collections should be immediately recorded. Maintain a receipt ledger of all monies received. The receipt ledger can be in manual or electronic format and should contain the date of the receipt, the amount received, the name of the payer, purpose of the payment and its form (cash, check, or money order). The receipt ledger may also contain information that links the receipt to other data (customer number, case number, account number, invoice number, etc.)
- The payer should be given a copy of the receipt at the time of payment. Ideally receipts should be pre-numbered and two-part. One copy should be provided to the payer while the other copy is kept on file. Total deposits can be verified independently by another person by accounting for each sequentially numbered receipt.

Receiving Checks and Money Orders:

- All checks and money orders should be made payable to “Athens-Clarke County Unified Government”. More specific payable information is also recommended. For example, “ACCUG Stormwater”, “ACCUG Municipal Court”, “ACCUG Leisure Services”, etc.
- All checks should be restrictively endorsed at the time of receipt with “For Deposit Only – ACCUG”. Additional information is also encouraged (“For Deposit Only – ACCUG Stormwater”, “For Deposit Only – ACCUG Municipal Court”, etc.).
- The numeric amount of the check must agree with the written amount.
- Checks must have the current date (no postdated checks).
- Change should not be given for a check over the amount due.
- Personal checks should not be cashed.

Safeguarding Handling and Storage of Cash:

- A mail log should be used to document collections received through the mail.
- Collections should be held in a secure manner until deposited. This may be accomplished by such means as a fireproof safe, a locked desk drawer, or other

locked device. The amount of collections should be considered when choosing the locking device.

- Access to secure locations via keys or combinations should be limited to authorized individuals only.
- Collections should be handled by as few people as possible. Accountability is lost when several people handle cash before it is deposited. If transfers must take place be sure to document it. If you are the transferor you should get a receipt, if you are the transferee you should verify what you are told you are receiving is actually what you are receiving before you provide a receipt. Use of a drop-off/pick-up log can be beneficial when transporting deposits.
- If cash is transferred to another person in a department, accountability procedures should be followed.

RECOMMENDED CONTROLS – DEPOSITING CASH

- Make timely deposits. The sooner you deposit cash/checks the less exposure to theft or loss of funds. Ideally deposits should be made within 24 hours. If amounts are insignificant (less than \$500) then deposits can be made weekly. Deposits should be weekly regardless of the amount collected.
- The person recording the receipt should not be the same as that making the deposit.
- Receipt reports should be sent to the Financial Services Division of the Finance Department after each deposit detailing the general ledger accounts and amounts to properly record the deposit in the Eden financial system. Copies of deposit receipts and bank deposit slips should accompany the receipt report.

RECOMMENDED CONTROLS - RECONCILING CASH RECEIPT ACTIVITY

- Reconciliations should be completed by a specified individual who does not collect funds. If this is not feasible within a department, someone outside of the collections process should review the reconciliation. This helps ensure accuracy as well as safeguard against theft.
- Daily reconciliations should be performed by a specified individual, comparing the following:
 - Cash receipt records (e.g., pre-numbered receipts, bank generated deposit slip)
 - Receipt ledger or system generated report for daily receipts (if applicable)
- Monthly reconciliation should be performed by a specified individual, comparing deposit information to the cash general ledger account in Eden.
- Any differences should be documented and resolved promptly.
- Signoffs should be made to identify the person and date of any reconciliations performed.

**ATHENS-CLARKE COUNTY UNIFIED GOVERNMENT
COMMISSION AGENDA ITEM**

SUBJECT: Leisure Services Department Revenue & Pricing Policy

☒ Recommendation

DATE: August 9, 2006

☐ Policy Discussion

☐ Status Report

☐ Other

BUDGET INFORMATION: N/A

REVENUES:

EXPENSES:

ANNUAL:

CAPITAL:

OTHER:

FUNDING SOURCE:

COMMISSION ACTION REQUESTED ON: September 5, 2006

PURPOSE:

To request that the Mayor and Commission approve the proposed Leisure Services Department Revenue and Pricing Policy described in Attachment A.

HISTORY:

1. The 1994 Leisure Services Master Plan, states, "There has been an "established understanding" of revenue, pricing, and scholarships, resident and nonresident fees, non-profit discounts, etc., but no formalized blanket revenue and pricing policy."
2. In FY00 Leisure Services staff was asked to investigate the potential for generating revenue through fees associated with program services.
3. In July 2002, the Auditor's Office completed a review of the Leisure Services Department and suggested, "the development of a policy to develop fees based on community needs."
4. In May 2003, the Mayor and Commission adopted the Leisure Services Program Fees and Charges as an attached table of fees for programs and services. The purpose was to approve revision to the Athens-Clarke County (ACC) ordinance by removing all Leisure Services' fees and charges and inserting new language to allow fees to be adopted by resolution and/or administrative action by the Manager's Office.
5. The May 2003 agenda report also described how staff established fees, "Staff has traditionally set fees so as to keep services affordable to the middle income level with mechanisms established to provide access to programs for lower income youth and families. Recommended fees were established on the "incremental" cost to produce the service, market value of the service, and other program goals/objectives (low-income populations, promotional/educational value, etc.)."
6. In February 2006, the Department presented an overview of the proposed Leisure Services Department Revenue and Pricing Policy and Scholarship Program at a Mayor and Commission Work Session.

-
7. In February 2006, the Auditor's Office reviewed the draft Revenue and Pricing Policy and offered suggested changes and modifications relative to the definition of direct and indirect costs, non-county resident fees, and the fee determinant process. After discussion with the Manager's Office, the Department made the suggested changes to the document.
 8. In April 2006, the Department presented the proposed Revenue and Pricing Policy at a Mayor and Commission Work Session.
 9. In May 2006, the Mayor and Commission directed the policy to be reviewed by the Government Operations Committee.
 10. In July 2006, the Department presented the policy to the Government Operations Committee. The Committee recommended including a 100% scholarship option based upon household income. The income table in Attachment B uses federal poverty standards to establish such a program.
 11. In August 2006, the Department presented an overview of the proposed Leisure Services Department Revenue and Pricing Policy at a Mayor and Commission Work Session.

FACTS & ISSUES:

1. A policy and procedure document does not currently exist to guide revenue and pricing for the Leisure Services Department. Because a policy and procedure document does not exist to guide revenue and pricing for the Leisure Services Department, it has been difficult for program staff to determine fees. This lack of clarity has generated numerous questions from the public.
2. The proposed Revenue and Pricing Policy outlines the philosophy and methodology to be applied in the determination of user fees for the Leisure Services facilities and programs. The philosophy of the Leisure Services Department can be summarized as follows:
 - a) Paying even a modest fee appears to give the patron a "pride of ownership" and a greater sense of appreciation for the service or activity.
 - b) Charging fees tends to reduce the frequency of vandalism and promotes a sense of ownership.
 - c) Fees and charges create measurable value for the services offered and facilities provided.
 - d) Charging an entrance fee can aid in traffic control and reduce park congestion.
3. The proposed Revenue and Pricing Policy will provide a systematic framework for staff to develop recommended fees to the M&C; allow staff to explain pricing structure to citizens; provide a fair, equitable and simple pricing structure; and serve as an implementation guide for staff to determine fees and charges. The Revenue and Pricing Policy is intended to:
 - a) establish a standardized approach in assessing fees for residents and nonresidents for the use of ACC Leisure Services Department facilities and programs,
 - b) provide a guideline for determining which user groups should pay and at what cost recovery percentage,

- c) include assurances that low-income residents will not be denied access,
 - d) keep fees at a fair market level in order to encourage participation,
 - e) strive for a high degree of cost recovery (where possible), and
 - f) encourage other sources of revenue to lessen the burden on the ACC taxpayer.
4. Leisure Services Department Director recommends no changes to the current Leisure Services Department fees and charges. The Revenue and Pricing Policy and fee schedule will be reviewed on an annual basis during the budget process by Department Director to ensure equitable services and reasonable fees to the public. ACC residents may submit suggested policy changes in writing to the Director of Leisure Services for annual consideration. The Revenue and Pricing Policy would be used to determine fees for the FY08 budget cycle.

OPTIONS:


1. Mayor and Commission to approve the proposed Leisure Services Department Revenue and Pricing Policy described in Attachment A.
2. Mayor and Commission to deny request to approve the Leisure Services Department Revenue and Pricing Policy.
3. Mayor and Commission to define option.

DEPARTMENT RECOMMENDED ACTION:

Option #1

DEPARTMENT:

Prepared by:


John Dargle, Jr., August 9, 2006

ADMINISTRATIVE COMMENTS:

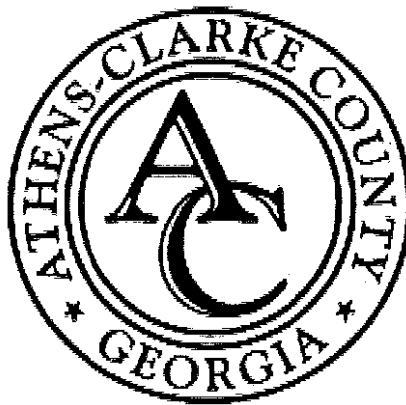
ADMINISTRATIVE RECOMMENDATION:

Date: August 11, 2006

Manager

ATHENS-CLARKE COUNTY LEISURE SERVICES DEPARTMENT

REVENUE AND PRICING POLICY



08/06

Mission Statement:

To enrich the lives of our citizens through the stewardship of the community's natural resources and the efficient and responsive provision of quality leisure opportunities, experiences, and partnerships.

REVENUE AND PRICING POLICY

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SECTION 1 POLICY DEFINITIONS

The following definitions are provided to clarify the meaning of terms used within this policy document:

I. TYPES OF FEES AND CHARGES

- A. Entrance Fees: Fees to enter a developed park, recreation area, cultural or historic area. Example includes Sandy Creek Park. This does not include buildings or enclosed structures which are categorized as admission fees.
- B. Admission Fees: Fees to participate in and/or view a special event. Example includes ACT performances.
- C. Rental Fees: Fees for the privilege of exclusive use of Athens-Clarke County (ACC) Leisure Services Department designated property or building structures for activities not associated with an ACC sponsored program. This fee may be set based on actual costs to ACC and/or market rate. Examples include facility room rentals, picnic shelters, athletic fields, or other park amenities.
- D. Program/Activity Fees: Fees for the participation in an activity such as a group program or instructional class, trips, tours, camps, clinics, workshops, etc.
- E. Sales Revenues: Revenue obtained from the operation of concessions and from the sale of goods and services. These fees may be established based on market rate criteria. Examples include arts and crafts supplies or merchandise related to programs and services.
- F. Non-County Resident Fees: Those additional fees charged to non-county residents for the use of ACC facilities, programs, etc.
- G. Special Service/Recovery Fees: Fees for supplying extraordinary articles, commodities, activities, materials, or services as an accommodation to the public and/or intended to recover a portion of the costs associated with a basic service. Examples include field preparation, field lights, staff, custodial, processing fees.

II. SERVICE CLASSIFICATIONS

Services offered by the Leisure Services Department may be broadly identified as "basic services", "traditional services", and "special services". These classifications determine, in part, a percentage of each service's cost that will be recovered through user fees and charges.

- A. Basic Services: These services generally represent a base level of leisure opportunities available to all residents. These services are often provided free of charge, such as greenway trails and outdoor playgrounds. Recovery fees may be required for some basic services. Examples include self-directed facility use and/or entrance to Sandy Creek Park.
- B. Traditional Services: These services may be described as customary public leisure services. Considerable staff planning and supervision is required. These services benefit both the participant and the community due to their educational, cultural, physical, and/or economic value. Generally, all or a portion of the direct costs of these services will be recovered through fees and charges. Examples include instructional classes, camps, special events, clinics, leagues, trips/excursions, etc. Also, there may be occasions such as holiday special events when there is no fee associated with the program.
- C. Special Services: These may be described as services beyond the scope of basic and traditional public leisure services. The individual user or participant enjoys the benefits of these services exclusively. Direct costs and a portion of the indirect costs will be recovered through fees and charges. An example is rentals.

III. TYPES OF REVENUE/REVENUE SOURCES

- A. Compulsory Revenues: Revenue from mandatory payments such as tax revenues.
- B. Alternative/Supplementary Revenues: These revenues may include gifts, sponsorships, donations, grants, fees and charges.
- C. Contractual Revenues: Revenues from vending/concessionaire contracts, leases, and management agreements.
 - 1. Concessionaire Contracts: Awarded to individuals or businesses to sell goods in ACC parks. A contract to sell is issued to the concessionaire and the Department generally receives a percentage of the concessionaire's gross receipts. Concession prices will be set at fair market rate and shall be intended to generate offsetting revenue for Department.
 - 2. Service Contracts: Awarded to provide specific or specialized services for the department. When applicable, the Department may receive a fee and/or share of the gross receipts.
 - 3. Management Agreements: Awarded for the operation of a specific facility and/or components thereof. The Department generally receives a percentage of the gross receipts and/or a minimum monthly or annual fee.

IV. OTHER DEFINITIONS USED WITHIN THE POLICY

- A. Service: Any program, class, event, activity, sales or rental opportunity provided by the Department.
- B. Resident: Any person who has proof of residence within the property boundaries of Athens-Clarke County.
- C. Direct Costs: Those operating costs that change incrementally as program specifications change and can be directly and exclusively attributed or assigned to a specific program or service. These costs include part-time staff, supplies, materials, and advertising.
- D. Indirect Costs: Costs that can be attributed or allocated to more than one program or service to include staff salaries, utilities, maintenance costs, and/or life cycle replacement.
- E. Full Costs: These are both the direct costs and the indirect costs that can be attributed or allocated to a specific program or service.
- F. ACC Sponsored: Services that are organized, promoted, and conducted exclusively by Department staff and are the responsibility of the Department.
- G. ACC Co-Sponsored: Services that are organized, promoted, and conducted by Department staff in conjunction with an outside agency, organization, or individual(s) and are the negotiated responsibility of both parties as defined by a service contract.
- H. ACC Facilitated: Services that are organized, promoted, and conducted by an outside agency, organization, or individual(s) with limited assistance from Department staff as defined by the service contract. These services are the responsibility of the outside group. Department involvement often includes permission to use a facility or promotional assistance. Normally, these levels of service are defined by the warranties/guarantees of a contract. Any fees assessed to the outside group for facility use or staff time may be established to recover the Department's costs.
- I. Household: For the purpose of establishing a "household" fee, the definition of a "household" is defined as the spouse and legal dependants. Proof may be required for legal dependents. It does not include grandparents, grandchildren, cousins, etc. unless there is a legal guardian relationship, such as a grandparent having custody of a child or similar circumstance.
- J. Market Rate Fee: If full cost-based pricing is prohibitive to the success of the program and the ability of citizens to participate in recreation services, or if ACC is undercutting private enterprise or undercharging for a program, the "Market Rate Fee" may be established. Determining the market rate requires that an informal or formal survey of prices charged by other similar agencies of a similar service be

undertaken. This approach establishes a range of prices which may then be adjusted in order to assure that the public opportunities do not impede the success of private ventures, or vice versa.

SECTION 2 REVENUE POLICY

I. PURPOSE

The Revenue and Pricing Policy is intended to establish a standardized approach in assessing fees for residents and nonresidents for the use of ACC Leisure Services Department facilities and programs. This policy provides a guideline for determining which user groups should pay and at what cost recovery percentage, to include assurances that low-income portions of the population will not be denied access, to keep fees at a fair market level in order to encourage participation, to strive for a high degree of cost recovery, and to lessen the burden on the ACC taxpayer.

II. STATEMENT OF AUTHORITY

The Leisure Services Department will develop fees and guidelines for all appropriate uses of its facilities and participation in various programs and services. During the annual budget process of each fiscal year, adjustments to fees and charges for services will be recommended by Department staff, reviewed by the Department Director, forwarded to the Manager's Office for review/approval, and submitted to the Mayor and Commission for approval.

III. STATEMENT OF NEED

It is the responsibility of the Leisure Services Department to offer a comprehensive, year-round diversified leisure program, provide public parkland, and to provide services that enrich the lives of ACC residents. Because of heavy demands for new and expanded services, growing population, capital project needs, and because of the rapid increase in operating expenses, it has become necessary to adopt a sound and consistent policy that will guide the search for and generation of supplementary revenues to tax dollars.

IV. STATEMENT OF PHILOSOPHY

The underlying principle of the Department's fiscal program is to efficiently offer the most diversified leisure services possible within its appropriated budget, ensuring that all residents of ACC have a fair and equitable opportunity and choice in participation, while providing those services at an appropriate cost. This objective is accomplished through tax dollars, user fees, and other supplementary revenues and resources. Tax dollars provide basic operational costs for recreation, parks, and human services. Fees offset operating costs and continue to be an important source of income to assist in narrowing the gap between the levels of tax subsidy and revenue. It is the Department's goal to decrease the reliance of tax based funding by striving to collect 20% of its operating budget through user fees and charges.

Beyond passing along all or a portion of the cost of services to those who benefit most directly from those services, the Department recognizes other less tangible benefits from

the use of a fair and equitable system of fees and charges. According to national trends and surveys, paying even a modest fee appears to give the patron a "pride-of-ownership"

feeling and a greater sense of appreciation for the service or activity; charging fees tends to reduce the frequency of vandalism and promote a sense of ownership; fees and charges creates value for the services and facilities; and, where appropriate, charging an entrance fee can sometimes aid in traffic control and reduce park congestion.

SECTION 3 FEE ADJUSTMENTS

Fee adjustments are assigned to each service classification based on participant age, type of program or facility, income level, and residency. In this section, associated fees and any related adjustments are identified. These categorical adjustments may guide staff in determining fees and charges for department programs and services.

I. CATEGORY FEE ADJUSTMENTS

- A. Adult (Age 18 and above) Programs & Facility/Equipment Rentals: Generally recover 100% of direct and a portion of indirect costs. Adjustments are made accordingly if this fee exceeds market value and/or industry standard.
- B. Youth (under the age of 18): Reduced fees may be established for youth under eighteen (18) years of age. Fees for traditional services generally attempts to recover 50% of direct and a portion of indirect costs. Adjustments are made accordingly if this fee exceeds market value and/or industry standard.
- C. Non-County Residents: Many non-county residents use Athens-Clarke County parks and leisure services without making compulsory tax contributions to help support these services, therefore, it is reasonable to establish non-resident differential fee rates. It is not equitable for these citizens to enjoy the facility or service while ACC residents are taxed for its maintenance and operation. In general, an additional fee may be added to program fees and charges for non-residents that is equal to 100% of the full cost of service which includes full-time program staff cost per participant, direct costs per participant, and indirect costs per participant, or 50% higher than the fee charged to ACC resident/patron, whichever is greater. Adjustments are made accordingly if this fee exceeds market value and/or industry standard.

II. OTHER FEE ADJUSTMENTS

Discounts are reductions in fees due to special circumstances. Discounts to ACC Leisure Services fees are offered for the following:

- A. Scholarships: Scholarships offer qualifying ACC residents an opportunity to pay reduced or no fees and charges. Each application will be considered on an individual basis to determine eligibility for a scholarship. The Scholarship Policy and Procedures for Athens-Clarke County Leisure Services Department is attached in Appendix A.

- B. Co-Sponsored events/programs: Fees and charges for co-sponsored events and programs are negotiated by both parties and outlined in the individual service contract.
- C. Season Passes: Annual/Season passes may be offered at certain facilities or amenities for various services to encourage use and to reduce the costs of fee collection and provide a higher level of convenience for repeat users.
- D. Gold Card: On rare occasions, fees and charges may be reduced or waived completely when such action is determined by the Department Director to be in the best interest of the Athens-Clarke County Leisure Services Department and the card recipient. These waivers will be issued in the form of a "Gold Card". The Gold Card Program is described in Appendix B.
- E. ACC Employees: ACC employees may receive free admission to Sandy Creek Park and one free ticket to designated Athens Creative Theater performances. Employees must show their ACC ID to receive the discount. Family members are not included in the discount. Any other special considerations for discounts must be approved in advance by the Department Director.
- F. ACC Departments: Rental requests of Department facilities will typically be free for ACC departments for work related use during normal business hours based on availability. Written requests must be submitted from the appropriate Department Director to the Leisure Services Department Director no less than five (5) working days in advance. Rental request(s) from ACC departments for non-operating hours will be assessed a fee.
- G. Clarke County School District: It may be general policy to develop reciprocal use agreements with the Clarke County School District allowing joint use of facilities at no charge to either party unless uses require special needs which require high costs to the school district or ACC.
- H. Special Interest Groups: These groups may be granted no special consideration in the form of reduced rates or free services, with the exception of those groups affiliated with the Department. Special interest groups may include, but are not limited to, religious and political organizations, commercial businesses or clubs and associations.

SECTION 4 DETERMINING FEES AND CHARGES

Fees will be established administratively by the following fee determinant process. The fee determinant process will consider both direct and indirect costs, anticipated participation/use, and market/demographic variables. All fees and charges are evaluated in a similar manner, which includes the following process:

- A. Determine the target audience for the service.
- B. Determine the number of program contact hours per unit (could be individual or team depending on the program).
- C. Determine the direct costs of the service, which includes part-time staff, material and supplies, transportation and any other incremental costs specifically associated with a program or service.
- D. Determine the number of participants for a program. Consider the facility/classroom occupancy requirements, program goals and objectives, contract obligations, team limits, teacher/coach to participant ratio, and/or budget.
- E. Determine the fulltime program staff costs per participant. This is based on the average per hour rate of fulltime program staff involved (facility supervisors, program specialists, and/or program leaders). Formula: Program Contact hours times average per hour rate divided by minimum number of participants.
- F. Determine direct costs per participant. Formula: Direct costs divided by the minimum number of participants.
- G. Determine direct cost recovery per participant based on target audience. Formula: (If target audience is adult then direct costs per participant times 100% or 1.) Formula: (If target audience is youth then direct costs per participant times 50% or .50).
- H. Determine indirect costs per participant. The Department's indirect costs for programs are generally 41% of direct costs. Formula: Direct cost recovery per participant times 41% or .41. Department will use average rental hours for facility/equipment rentals and a percentage of the lifecycle replacement costs multiplied by direct cost, or other ACC Manager approved cost allocation method.
- I. Determine the preliminary program fee. Formula: Fulltime program staff cost per participant plus direct cost recovery per participant plus indirect cost per participant. . Determine the total costs of the facility/equipment rental by adding the direct costs and indirect costs.
- J. Identify the market rate or current fee being charged for a similar service and consider possible adjustments.

- K. Take into consideration any budget mandates as related to reliance on revenue to relieve tax burden on public and make possible adjustments.
- L. Consider any “Fee Adjustments” as described in Section 3.
- M. All new fees or adjustments to existing fees must be approved by the Department Director, the Manager’s Office and ultimately the Mayor and Commission.

Fee Determination Process Examples

Example 1 - Youth Basketball

Audience	youth
Participants	200
Program Contact hours	30
Direct Costs	\$3,500 (Contract Labor \$2,200; Uniforms \$1,300)
Fulltime Staff Involved	Program Specialist, Grade 18, \$45,260, Hourly Rate=\$21.76 Facility Supervisor, Grade 21, \$50,092, Hourly Rate=\$24.08

A. Audience: youth

B. Contact hours: 30

C. Direct Costs: \$3,500

D. # of participants: 200

E. FT Program Staff Costs:

Program Contact hours 30 X \$22.92 Average Fulltime Staff Rate = \$687.60/200 = \$3.44

F. Direct Costs per participant: Direct Costs \$3,500/200 # of participants = \$17.50

G. Direct Cost Recovery: \$17.50 X .50 = \$8.75

H. Indirect Costs: \$8.75 X .41 = \$3.59

I. Preliminary Fee: \$3.44 + \$8.75 + \$3.59 = \$15.78 (Round up or down to the dollar)

J. Market Rate Adjustment if required:

K. Budget Mandates:

L. Fee Adjustments: Non-County Resident Fee: 100% of Full Cost

\$3.44 + \$17.50 + \$7.18 = \$28.12 or 150% of Preliminary Fee = \$15.78 X 1.50 = \$23.67

whichever is greater (Round up or down to the dollar)

M. Approval

Example 2 - Stained Glass

Audience	adult
Participants	10
Program Contact hours	12
Direct Costs	\$230 (Contract Labor \$230)
Fulltime Staff Involved	Program Specialist, Grade 18, \$45,260, Hourly Rate=\$21.76

A. Audience: Adult

B. Contact hours: 12

C. Direct Costs: \$230

D. # of participants: 10

E. FT Program Staff Costs:

Program Contact hours 12 X \$21.76 Average Fulltime Staff Rate = \$261.12/10 = \$26.11

F. Direct Costs per participant: Direct Costs \$230/10 # of participants = \$23.00

G. Direct Cost Recovery: \$23.00 X 1 = \$23.00

H. Indirect Costs: \$23.00 X .41 = \$9.43

I. Preliminary Fee: \$26.11 + \$23.00 + \$9.43 = \$58.54 (Round up or down to the dollar)

J. Market Rate Adjustment if required:

K. Budget Mandates:

L. Fee Adjustments: Non-County Resident Fee: 100% of Full Cost

\$26.11 + \$23.00 + \$9.43 = \$58.54 or 150% of Preliminary Fee = \$58.54 X 1.50 = \$87.81

whichever is greater (Round up or down to the dollar)

M. Approval

SECTION 5 FACILITY/EQUIPMENT RENTAL

- I. Reservations can be made only for those ACC structures identified as rental facilities and/or equipment. A facility can only be rented within posted operational hours, unless otherwise approved by the Department Director. If a request is granted for after hours use, all operating expenses incurred will be added to the established facility rental fee.
- II. Equipment rentals must be used on ACC property or adjacent temporary site.
- III. No facility use requests should be guaranteed unless a facility/equipment use application has been submitted. Application must be completed and fees collected prior to any scheduled facility or equipment use.
- IV. A minimum of 50% of the full rental fee is due upon completion of the reservation form. Payment in full is due no less than thirty (30) days in advance of the rental date. Failure to confirm with payment before the deadline may result in loss of the reservation. If a reservation is received less than thirty (30) days prior to the requested reservation date, full payment is required at the time of the reservation. No rented facility will be occupied prior to receiving payment.

SECTION 6 OTHER SOURCES OF REVENUE

The Athens-Clarke County Leisure Services Department encourages grants, service-in-kind or donations for the purposes of parkland acquisition, planning, development, maintenance, and operations/administration of parks and leisure facilities, programs and services. Donations are tax deductible contributions to the Department.

I. DONATIONS

A donation through the Leisure Services Department may be in the form of goods, services, and/or funds. Donations with a value in excess of \$100,000 may require the approval of the Mayor and Commission. Donations with a value between \$5,000 and \$100,000 may require the approval of the Manager's Office. The ACC Leisure Services Department Director is authorized to accept donations with a value less than \$5,000 without Mayor and Commission action or approval of the Manager's Office. The ACC Donor Form and Donations Agreement are attached in Appendix C.

II. VOLUNTEERS

Volunteers play a prominent role in the Department. Leisure Services receives direct benefits from the enhanced, extended, and expanded services that volunteers provide. Everyday volunteers can be found throughout the Department sharing their time, expertise, and energy. The Department accepts individuals desiring to help with a program or project, and groups or organizations on a more formal basis. Volunteers may apply through the Department's Public Information Coordinator and/or Volunteer Coordinator.

III. GRANTS

Department staff may investigate the possibilities of securing a grant or outside funding source for Department facilities and programs. All Department grant applications should be reviewed and approved by the Department Director, the Manager's Office and Mayor and Commission. Staff does not commit government time or funds through any grant application without review and approval by the Department Director, Manager's Office, and Mayor and Commission. Receipt of grant funds may be formally accepted, and the budget amended, if required, by the Mayor and Commission.

IV. CORPORATE SPONSORSHIPS

Department staff pursues corporate sponsorship of events, programs, and facilities on an ongoing basis. These arrangements may involve the donation of funds, volunteer time, equipment, supplies, or labor by the corporate sponsor in return for name recognition of that sponsor's contribution and involvement. The decision of whether or not to enter into a sponsorship agreement should depend on Department mission, community needs, and the goals and priorities of the Department. Generally, sponsorships will be solicited through established programs or campaigns.

V. CONTRACTUAL GUIDELINES

- A. Concessionaire Contracts: Concession or novelty sales cannot take place in an ACC park without prior approval of the Department. The Department is authorized to issue concessionaire contracts to qualified individuals, groups and businesses. The primary purpose of the concessionaire program is to offer park visitors the opportunity to purchase food, beverages, ice, and other goods at special events and activities in ACC parks. Secondly, the concessionaire program is intended to generate revenues for the Department. The Department will retain first right of refusal to provide concessions conducted on Leisure Services Department property/facilities. Concessionaire guidelines, responsibilities, and Concession Agreement form are included as Appendix D.
- B. Service Contracts: The Department uses service contracts for specialized services and/or instruction in activities that may include instructional classes, activity lessons, athletic programs, or officiating events. Fees and charges for contract instruction may include, but are not limited to, the costs of materials and supplies, instructor's fee, any direct costs related to facility or support staff, and a percentage of the Department's indirect costs. Contracts will be awarded to individuals, groups or businesses offering reputable services that meet the current service goals of the Department. In contract instruction programs, a contract or formal agreement shall be created and approved between the Department and the instructor. When revenues are generated, the Contractor shall pay a predetermined flat fee, share gross receipts earned, and/or percentage split of collected program fees according to the terms of the negotiated contract. Service contracts are generally no more than one (1) year in length, but may be for longer or shorter periods if the cyclical nature of the business, capital demands of the operation, or other factors justify the term length. Contracts should be arranged using one of the following options:

1. A maximum percentage split of 70% of collected program fees to the contractor, minimum of 30% of program fees to the Department. This option may be used when both the contractor and the Department are sharing the direct costs of the program. Examples include but are not limited to dog obedience or instructional programs.
 2. A predetermined flat rate fee agreed upon by the contractor and the Department. The rate should be determined either by session, per participant, or by the hour.
- C. Management Agreements: Management Agreements are negotiated and awarded for the complete and/or partial operation of a special facility. This type of agreement is instituted when departmental operation(s) of the facility is either cost prohibitive or is not cost-effective, when the operation(s) require a level of expertise beyond the capabilities of departmental staff, or for other reasons deemed appropriate by ACC Management. The Department may receive a percentage of the gross receipts and/or a minimum monthly rental fee. The length of terms and conditions of renewal may vary based on the approval of the Department Director, Manager's Office, and/or Mayor and Commission.
- D. Leases: The Department may lease property to organizations for the development and/or provision of park and recreation facilities that meet the mission of the Department. Facilities developed on property leased from the Department will be open and available to the public, and may not be exclusive in any manner that is discriminatory on the basis of race, sex, origin, or physical ability. Certain negotiated leases may require Manager's Office and/or Mayor and Commission approval.

SECTION 7 PAYMENTS AND REFUNDS

I. PAYMENT SCHEDULE

Generally, all payments or deposits must be received before services will be rendered and made payable to ACC. Some programs and/or facilities may require non-refundable deposits.

II. RETURNED CHECKS

All returned checks will be assessed a \$25.00 service fee in accordance with ACC policy.

III. REFUNDS

A. Program Refunds: Refunds for ACC Leisure Services programs are granted according to the following policy:

1. If Leisure Services is responsible for the cancellation of a program or class, then a full refund will be issued to all registered participants.

2. No refunds will be granted after the start of the program session or class. Fees collected of less than \$5.00 will not be refunded (unless the Department cancels the program or class.)
3. All refund requests must include a completed Refund Request Form (Appendix E) and be received no less than seven (7) business days prior to the first day of the class or program.
4. Refunds will be assessed an administration fee of 25% of the amount paid. This fee applies to all programs with a fee of \$5.00 or more.
5. After the seven (7) business day deadline, refunds may not be granted without a written medical excuse from a licensed physician.
6. Requests must be received from and refunds will be issued to the individual who registered the participant.
7. Where applicable, programs in high demand may require a non-refundable deposit in lieu of the administrative refund fee of 25% of the amount paid.
8. In unusual situations (patron is relocating, has an illness or becomes physically unable to continue program, etc.) where a refund is requested for services that have been paid in advance (such as annual passes), the balance of remaining value may be refunded after receipt of a written request.
9. Behavior related dismissals may not be eligible for refund.
10. All requests for refunds will be forwarded to the Department Director for final approval.

B. Facility Rental Refunds: For facility rental refund requests due to inclement weather for outdoor facility rentals, the department reserves the right to issue a credit for a future reservation for the same type of facility within twelve (12) months in lieu of refunds.

1. There will be no refund of the facility fee or deposit, if applicable, if the cancellation is made less than thirty (30) days prior to the reservation date.
2. A refund less a 25% service charge of amount paid may be approved when the Renter submits a written request at least thirty (30) days before the rental date.
3. All requests for refunds will be forwarded to the Department Director for approval.

C. Independent Contractors: Refunds will be made in accordance with the individual service contract.

SECTION 8

POLICY REVISIONS

The Athens-Clarke County Leisure Services Department Revenue and Pricing Policy and fee schedule may be reviewed on an annual basis during the budget process by the Leisure Services Department Director to ensure equitable services and reasonable fees to the public. The Department Director may approve changes in administrative procedures described in the policy that do not impact the decision-making authority of the Manager's Office and/or Mayor and Commission. ACC residents may submit suggested policy changes in writing to the Director of Leisure Services for annual consideration.

SCHOLARSHIP POLICY

Athens-Clarke County Department of Leisure Services grants scholarships in the following circumstances. Applications for scholarships will be accepted at any time and must be submitted annually. Approval will be based on the information contained on the application. Applicants are guaranteed that their personal finances will not be discussed outside the Department.

1. Any Athens-Clarke County resident under the age of 18 may apply for a scholarship.
2. Scholarships apply to programs with a fee of \$10 or more.
3. Documentation used to determine the amount of a scholarship may include:
 - a. Federal Income Tax Return
 - b. Current Athens Housing Authority "Tenant Account" Worksheet
 - c. Current Section 8 Letter
 - d. Peach Care
 - e. Medicaid
 - f. TANF
 - g. Social Security Benefit/SSI
 - h. Unemployment Benefits
 - i. Current pay stub
4. Scholarships do not apply to entrance, admission, rental fees or adult programs.
5. Contracted programs may offer limited scholarships.
6. Scholarships are awarded based on the annual Federal Poverty Level table.
7. Scholarships are issued in incremental percentages of the associated program fee.

SCHOLARSHIP PROCEDURES FOR APPLICATIONS

Scholarships offer qualifying ACC residents an opportunity to pay reduced or no fees and charges. Each application will be considered on an individual basis to determine eligibility for a scholarship. The following procedure is an internal directive for staff that outlines the standard operating procedure for processing a scholarship application.

1. Scholarship fees are available under the following guidelines:
 - A. Youth program with a fee in excess of \$10 per person.
 - B. Program participant is under 18 years of age.
 - C. Requesting party is a resident of Athens-Clarke County.
 - (1) Verification must be a photo ID and utility bill;
 - (2) If used, a Drivers License should identify Clarke County as # 029.
 - D. A Scholarship Application Form is completed and verified by staff.
 - (1) The application must be signed by the applicant
 - (2) Scholarships are not awarded for entrance, admission, or rental fees.
2. Scholarship Application Form is used when:
 - A. An applicant requests financial assistance when registering for a youth program.
 - B. An applicant wishes to qualify for financial assistance for the purpose of future program registrations.
3. Upon completion of the Scholarship Application Form, staff must confirm that the applicant qualifies for financial assistance by the following:
 - A. If the applicant checked one of the eligible state/federal programs listed on the form (Peachcare, Medicaid, or TANF),
 - (1) Verification of these benefits must be provided as part of the approval process.
 - (2) A copy of the documentation must be attached to the application and maintained as part of the permanent file.
 - (3) SSN must be marked through on the file copy for security reasons.
 - B. If the applicant checked income tax return, then their current income tax return must be provided as part of the approval process. Use the adjusted gross income for verification purposes. (Form 1040 - line #35 or 36; Form 1040A - line #21 or 22; Form 1040EZ - line #4). Other methods of proving income are listed in D below.
 - C. To confirm dependents in a household, applicants may provide one of the following documents if applicable:
 - (1) Current Income Tax Return
 - (2) Current letter from Clarke County School District that lists the parents name, child's name, and address. (Must be signed by a school official.)
 - (3) Current legal/notarized credentials stating guardianship/custody of child
 - (4) Current Housing Authority "Tenant Accounting" worksheet
 - (5) Current DFACS letter
 - (6) Current rental lease that lists names of individuals in the household
 - (7) Current Section 8 letter
 - (8) Current statement/letter with dependent's name(s) from a local, state or federally funded agency

- D. To verify income, applicants may provide one of the following documents if applicable:
- (1) Current income tax return
 - (2) Current statement/letter/card from a local, state or federally funded agency such as:
 - a. TANF card (20%)
 - b. Peachcare card (40%)
 - c. Section 8 statement (40%)
 - d. Social Security Benefits/SSI (Supplemental Security Income)
 - e. Unemployment verification
 1. Current Check stub (gross earnings)
 2. Award Letter
 - f. Weekly Check stub (52 x gross earnings = total annual earnings)
 - g. Bi-weekly check stub (26 x gross earnings – total annual earnings)
 - h. Monthly check stub (12 x gross earnings – total annual earnings)
 - i. Current W-2 form (total annual gross earnings)
- E. To verify residency, applicants may provide one of the following documents if applicable:
- (1) Current Housing Authority “Tenant Accounting” worksheet
 - (2) Current utility bill with applicant’s name on it
 - (3) Current rental lease with address listed
 - (4) Current Section 8 letter
 - (5) Current statement/letter from a local, state or federally funded agency
 - (6) Current letter from Clarke County Schools District that lists the parent’s name, child’s name and address. (Must be signed by a school official.)
4. Once the registration form and verification are complete, the income level and # of household members should be compared to the Scholarship Table to determine the scholarship percentage to be awarded.
- A. An updated Federal Income Chart will be provided annually.
- B. Some forms of verification will have a pre-determined percentage to be awarded.
- (1) Medicaid – 20% paid by participant
 - (2) TANF – 40% paid by participant
 - (3) Peach Care – 40% paid by participant
 - (4) Section 8 – 40% paid by the participant
 - (5) If more than one form of verification is available and/or provided, then staff should choose the verification method that provides the greatest benefit to the applicant.
5. After the scholarship percentage has been determined, a copy of the application will be given to the registrant as a temporary (45 days) scholarship card.
- A. Each facility will hand deliver scholarship information to Division Administrative Secretaries a minimum of once each week.
- B. Administrative Secretaries will bring applications to a monthly meeting at Administration to complete processing.
- C. Administration will maintain a department-wide master file and list of all scholarship recipients.
- D. Permanent cards will be prepared and mailed to approved applicants at the monthly meeting.

6. Scholarships become effective once all submitted information has been confirmed and verified. No registrant will be awarded a retroactive scholarship percentage.
7. There will be a maximum of two scholarship cards given per household.
 - A. There is a \$5 replacement fee for lost or stolen cards.
 - B. Cards can be used for reduced program rates at any Leisure Services Facility for one year from the date of qualification.
8. When a parent/guardian uses their scholarship card, the name of the child to be registered must be on the card.
9. Staff should check the expiration date on each card prior to awarding the scholarship for a program. If expired, a new application form and verification will need to be submitted to receive a new card.

DONOR FORM

Donor Name _____

Organization/Business _____

Address _____ City _____

State _____ Zip _____ Phone _____ Phone2 _____

Date of Donation _____

Type of Donation:

☐ In Kind ☐ Equipment/Supplies (List) _____

☐ Cash Amount \$ _____ ☐ Check Amount \$ _____ # _____

☐ Other _____

Awards and recognition to be received by donor:

☐ Thank-you letter _____ Date Awarded _____ ☐ Certificate(s) _____ Date Awarded _____

☐ Plaque(s) _____ Date Awarded _____ ☐ Media Coverage _____ Date Awarded _____

☐ Other _____ Date Awarded _____

Department Staff Contact _____ Title: _____

Athens-Clarke County Revenue Account # _____

I understand that my gift, described above, is to be used by the Leisure Services Department for the following:

➤ General Use In (describe program/service): _____

➤ Specific Use In (describe program/service): _____

➤ Other (describe): _____

➤ If applicable, my gift will receive recognition for _____ (specify length of time)

I further understand that all donations become the property of Athens-Clarke County Government and are subject to the following:

➤ All non-cash donation will, when appropriate, be disposed of at the discretion of ACC.

➤ In cases where a recognition plaque is attached to a donation by the donor, ACC is unable to maintain such plaques and will be able to replace them when they deteriorate and are removed.

My signature below indicated agreement to the above stipulations.

Donor Signature _____ Date _____

Donation Accepted By _____ Date _____

Division Administrator _____ Date _____

Department Director _____ Date _____

DONATIONS AGREEMENT

This Agreement entered into this _____ day of _____, 20____, by and between the Unified Government of Athens-Clarke County, Georgia (hereinafter referred to as "ACC") and _____ (hereinafter referred to as "Donor"). In consideration of the mutual promises and benefits contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

I. DESCRIPTION, PURPOSE AND USE OF DONATION

This document forms the master Agreement between Donor and ACC for the donation to ACC by Donor of the following goods, services, and/or funds listed in Attachment A, Donation Transfer Form, attached hereto and incorporated herein by reference.

It is the intent of Donor to donate said goods, services, or funds in accordance with the Concept Plan as developed by the Department of _____ (insert name of ACC Department here; hereinafter referred to as "Department"). See Attachment B, Concept Plan, attached hereto and incorporated herein by reference.

The donated goods, services, or funds are intended to be used by the Department for the facility or for the program described in the Concept Plan, in order to effect delivery of Department services.

II. MANAGEMENT POLICIES

Where applicable, departments will develop and utilize policies for the acquisition and management of donated items following the Management Policy Outline, Attachment C.

III. GENERAL CONDITIONS

The donation of the above-described goods, services, or funds is accepted under the following conditions:

- A. The donation helps ACC fulfill the approved goals and mission of the Department.
- B. The donation is intended to complete or aid in the completion of the attached Concept Plan.
- C. ACC will attempt to use the donation for the purposes desired by the Donor. However, all items donated become the property of the Unified Government of ACC and, should circumstances warrant, will be altered, disposed of or reallocated as deemed necessary by the Department Director. Donor hereby gives, assigns, transfers, and delivers to ACC all rights, title, and interest in and to the property described herein.

- D. ACC must receive all donated funds before work can be authorized to begin on any proposed project to be paid for by the funds.
- E. The maintenance of the donation shall be the sole discretion, and control of ACC. The insurance provided for the donation shall be under the sole discretion and control of ACC.
- F. The Donor certifies that the donation is in good and usable condition.
- G. ACC shall have all rights to photograph or reproduce images by other conventional means, the donated item(s) for all purposes.
- H. The Donor warrants that Donor, as sole owner, has full right, title, and interest in and to the donations listed on this Agreement, and that Donor or the legal representative of the Donor hereby transfers such property to ACC.
- I. This Agreement constitutes the entire agreement among and between the parties.

IV. SPECIAL CONDITIONS

The attached Special Conditions set forth the details of the Agreement that have been agreed upon between both parties due to unique, unusual, or rare circumstances or conditions that are applicable to this donation. See Attachment D, Special Conditions, attached hereto and incorporated herein by reference.

THE PARTIES HERETO hereby certify that they have full power and authority to enter into this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement and set their seals as of the date first written above.

[Signature page follows]

THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY, GEORGIA

BY: _____
Mayor

Attest: _____ (SEAL)
Clerk of Commission

Signature lines below are for Corporate DONOR

Name of Corporation: _____

By: _____
President or Vice President

Attest: _____ (SEAL)
Secretary of Corporation

Signature lines below are for Individual DONOR

Signature of Individual (SEAL)

Unofficial Witness

Notary Public

Date: _____

NOTARY SEAL

Approved As to Form: _____
ACC Attorney

Approved As to Content: _____
ACC Manager

13. Failure to comply with any Athens-Clarke County Leisure Services Department rules, regulations, instructions, and/or ordinances.

Violation of any of the above will be grounds for immediate termination of the contract with ACC.

ACC reserves the right to assign concessionaires to specific parks and other sites within parks to ensure a controlled sales environment appropriate for public property. Concessionaires are not permitted to show up at parks unannounced and are not allowed to park trailers or carts without advance approval of the appropriate supervisor.

IN WITNESS WHEREOF, the parties have duly executed this Contract as of the date first above written.

CONTRACTOR:

ATTEST:

Print Contractor Name

(N/A for Sole Proprietor)

BY: _____

Signature

Address

City, State, Zip

Phone/Fax _____

Social Security #/Federal I.D. # _____

Division Administrator

Date

Department Director

Date

REFUND REQUEST FORM

Date: _____

Name of Activity or Program: _____ Original Start Date: _____

Participant's Name: _____ Parent or Legal Guardian's Name: _____

Home Address: _____ Phone: _____
Street City, State, Zip

Person Requesting Refund: _____

Requests can only be received from and checks issued to the individual that registered the participant.

Reason Given for Refund: (IF MEDICAL, PLEASE ATTACH DOCTOR'S STATEMENT)

Staff Person Contacted: _____

Do Not Write Below This Line

OFFICE USE ONLY-COMplete the following section for REFUND CHECK REQUESTS ONLY

Account Number: _____ *Date AFP Submitted: _____

Amount Paid: \$ _____ Less 25% Administrative Fee: \$ _____ Amount to be Refunded: \$ _____
(Applies to programs over \$5.00)

Staff Person Initiating Refund: _____

* Registration receipt required to accompany the AFP (for backup).

☐ Approved ☐ Denied

Comments: _____

Facility Supervisor Date

☐ Approved ☐ Denied

Comments: _____

Division Administrator Date

☐ Approved ☐ Denied

Comments: _____

Department Director Date

ATHENS-CLARKE UNIFIED GOVERNMENT

COMMISSION AGENDA ITEM

SUBJECT: Establishment of a *Scholarship*
Policy For Leisure Services
Department Programs

☒ **RECOMMENDATION**
☐ **POLICY DISCUSSION**
☐ **STATUS REPORT**
☐ **FOR INFORMATION ONLY**

DATE: January 7, 1998

BUDGET IMPACT: None
ANNUAL-
CAPITAL-

COMMISSION ACTION REQUESTED ON: February 3, 1998

PURPOSE: Seek Mayor and Chair and Commission approval of Leisure Services Department proposal on Scholarship Policy (attached) that has been developed for program participants who might be in need of financial assistance.

HISTORY: Almost all of the Leisure Services Department programs have a registration fee. There are many in the community who cannot afford these fees but who need and request the service. Previously, rather than prohibiting participation, we have provided either full or partial scholarships for the majority of programs. However, there has not been a standardized policy for the entire department to follow as to how scholarships are applied.

FACTS AND ISSUES:

1. A policy has been established in an effort to standardize how we handle and award scholarships within the entire department.
2. This Scholarship Policy enables residents to participate regardless of income status.
3. This policy will take effect immediately and will be publicized within all department literature.

OPTIONS:

1. Accept Scholarship Policy that has been developed by the Leisure Services Dept.
2. Do not accept the Scholarship Policy that has been developed.
3. Commission directed option

RECOMMENDED ACTION:

Option #1

DEPARTMENT: Athens-Clarke County Leisure Services Department

Deborah Mockus, CLP
DIRECTOR

ADMINISTRATIVE COMMENTS:

a) THIS IS A LONG TERM PRACTICE THAT WE ARE SEEKING
TO UPGRADE TO POLICY.

b) FOR YOUTH PARTICIPANTS WE ARE TRYING TO ESTABLISH

A "PRE-APPROVAL"
SYSTEM.

ADMINISTRATIVE RECOMMENDATION:

BMS

OPTION #1

Al Prosser

(Deputy) MANAGER

DATE: 1-13-98

ATHENS-CLARKE COUNTY LEISURE SERVICES DEPARTMENT

SCHOLARSHIP POLICY

- 1. Scholarships are awarded to Athens-Clarke County residents only and are based on financial need.**
- 2. Up to 20% of the total participation in a program will be eligible for scholarships. In programs where participants are needed to fill in team rosters, etc., a higher percentage can be used with the approval of the department director.**
- 3. Scholarships will be available to individuals who are signing up for programs, workshops, classes, etc. which cost in excess of \$10. and/or which involve sessions numbering greater than or equal to two.**
- 4. No additional discounts, where applicable, are available to scholarship recipients.**
- 5. Scholarships are not available for groups (ex: softball team, basketball team, etc.)**
- 6. Performances, events, etc., may not be logistically conducive to providing reduced rates, but may instead sponsor a special performance or tour for low-income targeted audiences at the request of those audiences. These performances, events, etc. will be filled on a first-come, first-served, and limited basis.**
- 7. ACC residents are encouraged to be "pre-approved" for scholarship eligibility. Information and application forms are available through the Leisure Services Department offices during regular business hours. Residents must be approved on at least an annual basis. The Leisure Services Department reserves the right to change scholarship status should there be a change in the participant's income status.**
- 8. To qualify for a scholarship, parents/guardians or the participant must have the following: photo ID, proof of residency, and a copy of their most recent income tax return.**
- 9. The scholarship sliding fee scale determinations will be made using information endorsed and established by the Department of Family and Children Services and reviewed and updated annually. The maximum scholarship award will be 80% of the program fee.**
- 10. Individuals and/or businesses may be encouraged to sponsor children in classes, etc. of the department, on an as-needed basis, or at the request of the sponsoring individual or business.**
- 11. If approved by the Department Director, other restrictions may be placed on**

scholarship fees and charges for the purpose of supporting programmatic objectives.

policy/schlrshp

9/97

Leisure Services Camp Timeline

January

- Summer part-time seasonal camp/aquatics jobs are posted
- Child care tax credit tax forms issued to parents requesting documents for tax preparation

February

- Summer camp parent handbook reviewed and revised
- Summer staff interviews begin
- Registration forms reviewed, revised, and printed
- Registration reminder post cards mailed and/or calls made to past participants
- Camp planning (curriculum, logistics, themes) begins and continues until start of camp
- Vehicle assignments made and bus contract initiated

February – March

- Majority of ACCLS scholarships are processed for renewal
- Summer camp orientation is planned

March

- Parent handbooks are printed
- Camp registration begins over multiple Saturday dates (will change with online registration to an opening day for residents, and an opening day for non-residents)
- Staff recruit summer staff at UGA's job fair
- Interviews and hiring of staff continues

April

- Summer staff guidelines reviewed, revised, and printed
- Contract labor contracts for summer camp are collected and processed
- Background checks and driver's license history reports are conducted on new hires
- Accommodation (ADA) aides and interpreters are recruited and contracted

May

- Summer staff orientation takes place
- Payroll paperwork for 150+ seasonal staff is completed
- Staff training – First Aid, CPR, van operator training, and Summer Lunch Program training takes place
- Vans are taken to Fleet for preventive maintenance
- T-Shirts for summer campers and staff are ordered
- Camp refunds are processed – majority of refunds processed in May
- Contract labor contracts continue to be collected and processed
- State exemptions from day care law secured

- Some camp staff brought on board for curriculum planning prior to training week

June

- All-Parent meetings take place before camp starts
- Camp begins
- Parent newsletters and “Camp Connection” weekly publications begin

Mid-June

- Summer day camp counselor mid-summer performance reviews are conducted
- Program evaluation forms are sent home with parents

July

- Program evaluation forms are sent to parents
- End of camp shows and events take place
- End of camp counselor performance reviews are conducted
- Supply inventories are completed and sites have clean up week(s)

August

- End of camp wrap-up discussions and full-time staff meetings covering issues and highlights of completed camp season take place

September

October

- Operating and part-time seasonal personnel budgets are reviewed for upcoming year
- Any related budget proposals are prepared (Operating or New Initiatives)

November

December

- Summer job posting information if proofed, edited and submitted to Human Resources
- Camp registration dates are selected

NEW _____ RENEWAL _____

CONTRACT NUMBER (Purchasing use only) _____

**GEORGIA, ATHENS-COUNTY OF CLARKE
AGREEMENT FOR CONTRACT LABOR
(INDIVIDUAL)**

This **AGREEMENT**, made and entered into this ____ day of _____, 20____ between **THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY, GEORGIA**, a political subdivision of the State of Georgia (hereinafter referred to as "Athens-Clarke County") and _____ of the State of Georgia, County of _____ (hereinafter referred to as "Contractor"),

WITNESSETH:

WHEREAS, both Athens-Clarke County and Contractor are desirous of entering into an agreement whereby Contractor shall provide certain services for Athens-Clarke County; **THEREFORE**, for and in consideration of the mutual promises contained in this agreement, the parties agree as follows:

1. TERM Work related to this agreement shall begin on _____, 20____, and end on _____, 20____. The agreement may be terminated by either party, in such party's sole discretion, by giving two (2) weeks prior written notice to the other party at the address provided by the party or at another address chosen subsequent to execution of this agreement and duly communicated to the party giving notice.

2. SERVICES

- a) Type of service/instructor: _____
- b) Name of class or activity: _____
- c) Fee for class or activity: _____ (Note: All funds shall be collected by Athens-Clarke County staff.)
- d) Instructor to student ratio shall not exceed _____; minimum class size is _____. (If applicable)
- e) Location: _____
- f) Describe duties of Contractor or Performer: _____

The Contractor is responsible for the manner, method of details of performance, and provision of services.

3. The DEPARTMENT STAFF SUPERVISING this contract is: _____.

4. COMPENSATION In accordance with this agreement, Athens-Clarke County shall pay to the Contractor or Performer:

- 1. Sum of \$_____ per hour/game/class
 - 2. A flat fee of \$_____ per session/performance
 - 3. A _____% of registration fees collected OR a fee of _____ per class/session, whichever is higher
- Unless otherwise stated in special stipulations (below), the payments will be made in accordance with the accounts payable schedule of the Finance Department of Athens-Clarke County beginning on _____, 20____. (Date to be completed by Department Admin Office.)

5. SPECIAL STIPULATIONS (if applicable): _____

6. FACILITIES, SUPPLIES, AND EQUIPMENT The designated party shall be responsible for providing the following facilities, supplies and equipment which may be required to perform the services under this agreement:

- a) Athens-Clarke County (do not leave blank) _____
- b) Contractor (do not leave blank) _____

7. INDEMNITY The Contractor shall be an independent contractor and not an employee of Athens-Clarke County and shall indemnify and hold harmless Athens-Clarke County from any claims arising from any act or omission of the Contractor.

8. RESPONSIBILITIES OF CONTRACTOR a) Taxes. Contractor shall assume full responsibility for making all proper income tax and social security deductions and payments and file all returns and forms required in connection therewith; b) Insurance. Contractor acknowledges that Athens-Clarke County has no obligation to provide any benefits to Contractor, such as health, disability or life insurance, and Contractor shall assume full responsibility for obtaining any such benefits in his or her sole discretion.

9. BACKGROUND CHECK All contractors with ongoing unsupervised access to vulnerable populations must receive a background screening prior to providing services for Athens-Clarke County. "Vulnerable populations" is defined as youth age 17 and under, elderly, and disabled participants. Upon request, an email containing a link to the screening procedures will be sent to Contractor by Department staff.

10. In accordance with the AMERICANS WITH DISABILITIES ACT (ADA), all programs, within reason, must be accessible to persons with disabilities. Contractors shall accept persons with disabilities into their programs and will work with Athens-Clarke County to provide reasonable modifications and adaptations.

11. NO EMPLOYMENT CONTRACT Nothing contained in this agreement shall be construed to constitute the contractor as agent or employee of Athens-Clarke County, nor shall either party have any authority to bind the other in any respect. This contract is not exclusive. Athens-Clarke County retains the right to hire other contractors to provide similar services. Furthermore, Contractor acknowledges that Contractor's performance hereunder is subject to all of the rules, regulations, policies, ordinances and laws governing the activities described in this Agreement, and any breach of same by Contractor may result in immediate termination of this Agreement.

12. ENTIRE AGREEMENT This agreement contains the entire understanding of the parties and supersedes all previous oral or written agreements; and no other agreement, statement, or promise relating to the subject matter of this agreement that is not contained herein shall be valid and binding. All amendments to this agreement shall be in writing.

**13. THE FOLLOWING PAPERWORK HAS BEEN COMPLETED AND ATTACHED:
REQUIRED FOR ALL CONTRACTS:**

1. ☐ SAVE Affidavit
2. ☐ Verifiable Document (See SAVE Affidavit for options; both sides of document must be copied.)
3. ☐ Signed invoice (only if immediate payment is part of Special Stipulations)
4. ☐ Background check verification (if working with vulnerable populations; attachment of approval provided by Leisure Services Department Admin Office)

IF NEW OR UPDATED CONTRACT (in addition to required items above):

1. ☐ Vendor Master Form
2. ☐ W9 Form
3. ☐ Determination Test Form

14. INDEMNITY To the fullest extent permitted by law, _____ agrees to defend, pay on behalf of, indemnify, and hold harmless Athens-Clarke County, its elected and appointed officials, employees and volunteers and other working on behalf of Athens-Clarke County against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from Athens-Clarke County, its elected and appointed officials, employees, volunteers or others working on behalf of Athens-Clarke County, by reason of personal injury, including bodily injury or death and/or property damage, including loss of use thereof, which arises out of or in any way connected or associated with this contract/agreement.

IN WITNESS WHEREOF the parties have executed this agreement on the day and date first written above.

UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY, GEORGIA

BY:

Julie Ann Donahue, CPPB

ATTEST:

CONTRACTOR:

Contractor Name - Print

Social Security Number or EIN

Contractor Signature

Address, City, State, Zip Code

Telephone

Vendor #

STAFF WITNESS:

Print Name

Signature

NOTARY PUBLIC: _____

DEPARTMENT APPROVAL:

Staff Supervisor Signature

Administrator Signature

Department Director or Designee Signature