

Striving for Excellence

Standard 7

Facility and Land Use Management

Standard 9

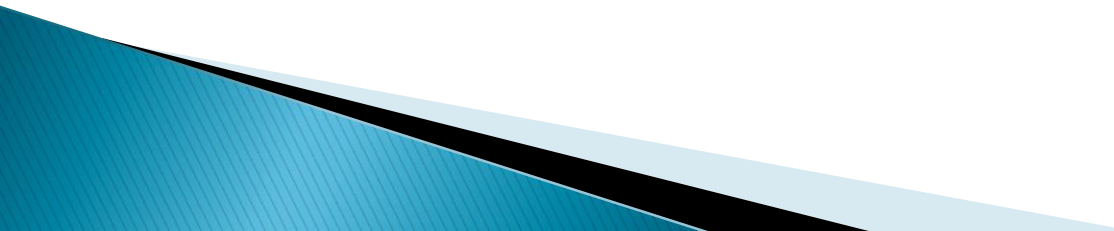
and Risk Management

Steve Cox, CPRP

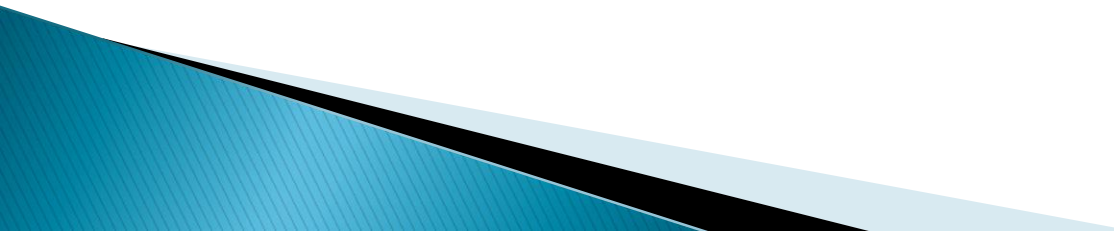
Kathy Cahill, CPRP

Session Overview

This session will cover the accreditation standards for Facility and Land Use Management (Chapter 7) and Risk Management (Chapter 9). Facility and Land Use Management focuses on physical resource planning. Risk Management covers how to create a comprehensive risk management plan and how to systematically evaluate its effectiveness. Suggestions for evidence of compliance will be reviewed to help ensure your agency is ready to provide supportive documents to meet the standards.



Session Objections

- ▶ Identify the standards for Facility and Land Use Management relative to national accreditation.
 - ▶ Define Risk Management and explore the standards required for national accreditation.
 - ▶ Identify the evidence your agency must provide to achieve these standards.
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Chapter 9 – Risk Management

A comprehensive risk management plan is essential to minimize legal liabilities and personal injuries. The agency shall implement approaches for identification and control of risks based on the specific needs of the agency. There is no prescriptive method for identification of all risks suitable for all entities; the method and tools used will vary. Risk management is an on-going process that must be systematically evaluated for effectiveness and adjustments made as appropriate. Responsibilities must be assigned and structure set in place to implement an effective plan. The analysis shall include the direct costs (staffing, insurance, prevention) and indirect costs (time lost from work by injured employees, damage to equipment and facilities, failure to provide services and loss of income).

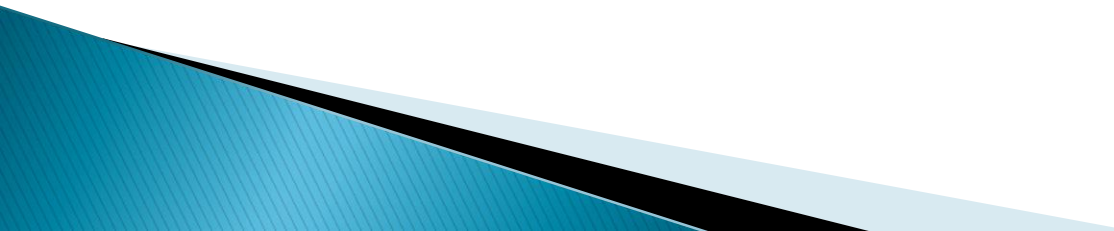
In some cases, the risk management plan and function may occur outside the park and recreation agency by another government authority. Special cooperative arrangements should be in place with other public departments and agencies, private contractors, and community organizations.

9.1 – Risk Management Policy

Standard: The agency shall have a policy for risk management that sets direction and gives appropriate authority for implementing operational practices and procedures that is approved by the proper authority.

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

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 21 – Risk Management, pp. 579–598.



9.1.1 – Risk Management Plan and Procedures

Standard: The agency shall have an established risk management plan and operating procedures that are reviewed periodically, accessible to all agency personnel and approved by the proper authority that encompasses analysis of risk exposure, control approaches and financial and operational impact for the agency. The plan shall analyze the programs/services offered and facilities/areas managed for personal injury and financial loss potential and identify approaches to manage such injury, loss, and business and operational impact.

Suggested Evidence of Compliance: Provide the current risk management plan with approval by the proper authority, the most recent review, and indication of how the plan and procedures are available to staff. The risk management plan shall reflect all three phases of risk management:

- a. Identification and assessment;
- b. Response strategies; and
- c. Management planning.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 21 – Risk Management, pp. 583–596.

9.1.2 – Accident and Incident Report Procedures

Standard: There shall be established procedures for accident and incident reporting and analysis of accident and incident reports. There shall be an accident/incident report form available to all employees. Data shall be obtained in an appropriate manner to support planned and coordinated accident prevention programs within the agency.

Suggested Evidence of Compliance: Provide the accident/incident form(s) and the procedures for documenting and analyzing accidents and incidents. The accident/incident form(s) shall include identification information (who), specific location of accident (where), and description of accident in terms of sequence of activity (what).

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 21 – Risk Management, pp. 583–589.

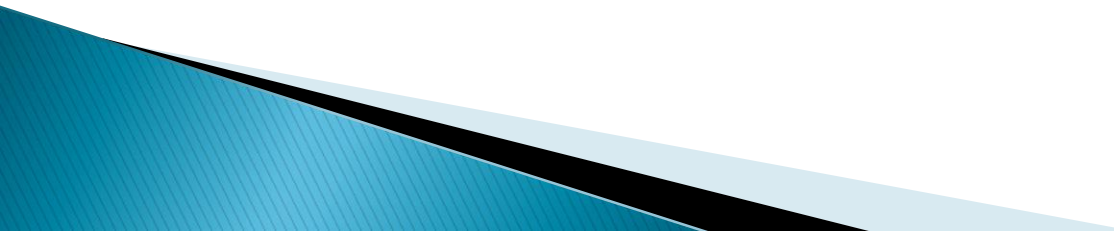


9.1.3 – Personnel Involvement and Training

Standard: The agency risk management function shall involve and train personnel at all levels on risk management procedures.

Suggested Evidences of Compliance: Demonstrate how personnel at all levels are involved and trained regarding risk management.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 21 – Risk Management, pp. 594–596.

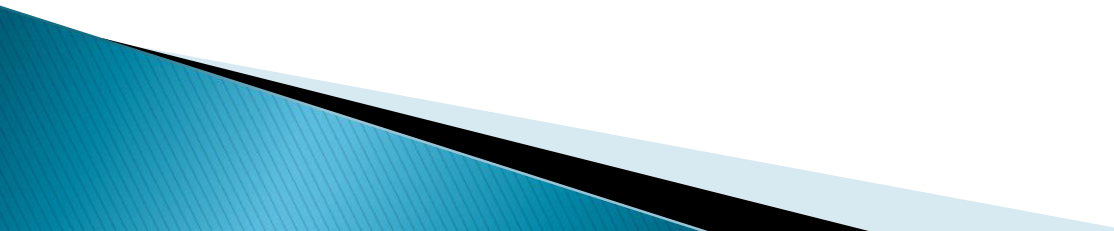


9.2 – Risk Manager

Standard: A specific position within the agency shall be designated with risk management responsibility and authority to carry out the policies established for risk management.

Suggested Evidence of Compliance: Provide the position description that includes responsibility for risk management.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 21 – Risk Management, pp. 582–583.



9.3 – ADA Compliance and Face-to-Face Resolution

Standard: There shall be a policy or procedure available to all members of the public and staff which address issues pertaining to ADA compliance, either in a written or electronic format.

Suggested Evidence of Compliance: Provide a written policy or procedure available to the public and staff that outlines the steps to resolve questions, concerns, or complaints of accessibility along with a reasonable timeline for completion and have a process for face-to-face meetings is in place.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 12 Physical Resource Management, p. 253; Chapter 13 – Management Operations, p. 287; Chapter 16 – Human Resource Employment, p. 400; Chapter 21 – Risk Management, pp. 584–588.

Chapter 7 – Facility and Land Use Management


Physical resource planning is a process focusing on physical resources. The planning process conforms to the vision and mission statement of the controlling agency. Natural resources planning stretches across a continuum that has strict preservation at one end and complete modification at the other.

The planning, development and management of physical resources are functions of all park and recreation managers, whether they are in the public, nonprofit, or for-profit sectors. Physical resources include natural undeveloped lands and waters, and developed areas including urban parks, special complexes (such as sports and aquatics), and buildings of various functions (such as fitness centers, community centers and interpretive centers).

Ready access to accurate land and facility records is a basic requirement for program planning and facility management. Floor plans with square foot areas for each program space allow programmers and facility managers to determine how to most efficiently use program spaces. Building plans and specifications are invaluable for facilities management and capital programming because they provide insight into the design, materials, and equipment used in construction. Information from these documents is often used to determine the remaining useful life of building systems. Grants to purchase parkland and construct recreation facilities from such programs as the 1965 Land and Water Conservation Act (LAWCON) and the 1978 Urban Park and Recreation Recovery Act (UPARR) place restrictions on use and disposition.

High-performing maintenance operations organizations insure quality experiences through well-managed spaces and places. Customized systems' approaches and solutions to operations management, satisfy accreditation standards through the development, consistent use, and periodic review of management plans, policies, programs, and procedures as well as inspections and assessment schedules and records.

Chapter 7 – Facility and Land Use Management

- ▶ Policy – a formally approved written directive for handling situations that arise (The WHAT)
 - ▶ Procedure – specific steps, set forth by the administrator and staff to facilitate the implementation of policies, how something is to be done, and by whom. (The HOW)
 - ▶ Plan – Written or graphic account of a current course of action or intended future course of action aimed at achieving specific goal(s) or objective(s) within a specific timeframe. It may explain in detail what needs to be done, when, how, and by whom. (The STEPS FOR ACTION)
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7.1 – Parkland Acquisition Procedures

Standard: The agency shall have established policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes that are backed by legal authority and periodically reviewed. This authority usually originates in state enabling acts, is delegated to local governments and is implemented through local charters and ordinances.

Suggested Evidence of Compliance:

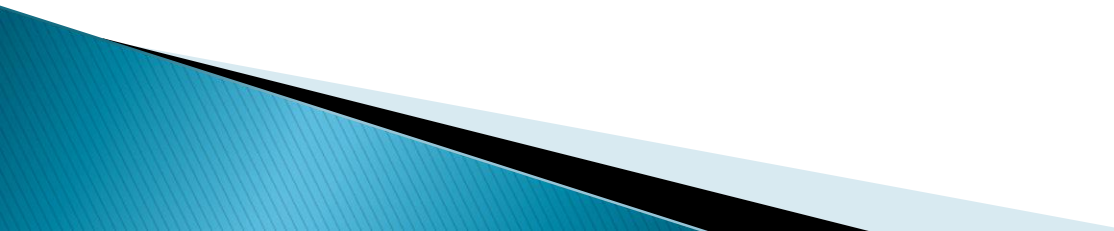
Provide policy and procedures for land acquisition, the citation of legal authority to acquire lands, and last review.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 207–229.

7.1 – Parkland Acquisition Procedures

- ▶ Florida State Statute 125.355
 - Governs acquisition of land

 - ▶ Comprehensive Plan
 - ▶ Administrative Codes
 - ▶ Ordinances

 - ▶ Evidences for this standard require a date of last review by approving authority
 - management team, advisory board, review committee
 - Notes or minutes reflecting review are beneficial
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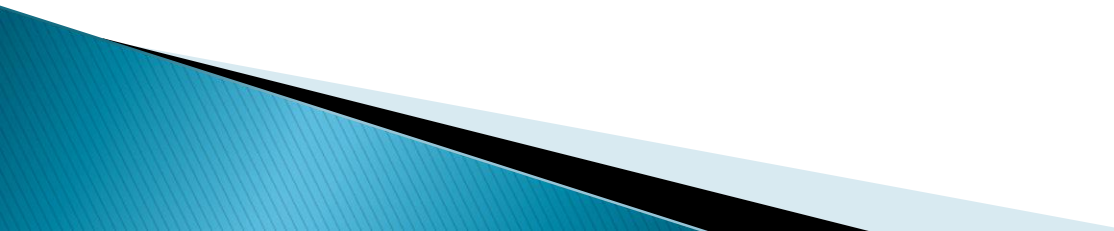
7.2 Areas and Facilities Development Policies and Procedures

Standard: The agency shall have established policies and procedures for the development of park and recreation land and facilities that are reviewed periodically. Policies and procedures should consider market projections, applicable open space and design standards and coordination with overall planning for the jurisdiction.

Suggested Evidence of Compliance: Provide land development policies and procedures, with the last review.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 230–236.

7.2 Areas and Facilities Development Policies and Procedures


- ▶ Agency's Comprehensive Plan
 - ▶ Departments Operation's Manual
 - ▶ Evidences for this standard require a date of last review by approving authority
 - management team, advisory board, review committee
 - Notes or minutes reflecting review are beneficial
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7.2.1 – ADA Existing Facility and Site Access Audit

Standard: The agency shall complete an access audit of all existing sites and facilities. Pursuant to the US Department of Justice Title II regulation at 35.105, the agency must evaluate its existing facilities and sites against the most current final and enforceable Standard for Accessible Design.

Suggested Evidence of Compliance: Submit completed checklists, digital images and site reports as evidence of completion of the access audit.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 226 and 236; Chapter 12 – Physical Resource Management, pp. 253 and 263; Chapter 13 – Management Operations, p. 288.



7.3– Defense Against Encroachment Procedures

Standard: The agency shall have procedures for protecting park and recreation lands and facilities from encroachment. The procedures should include progressive steps to address escalated encroachment issues.

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

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 208 and 224.



7.3– Defense Against Encroachment Procedures

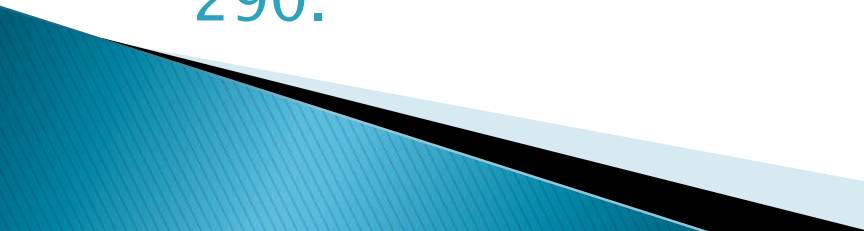
- ▶ Ordinance
- ▶ Operations Manual

7.4 – Disposal of Lands Procedures

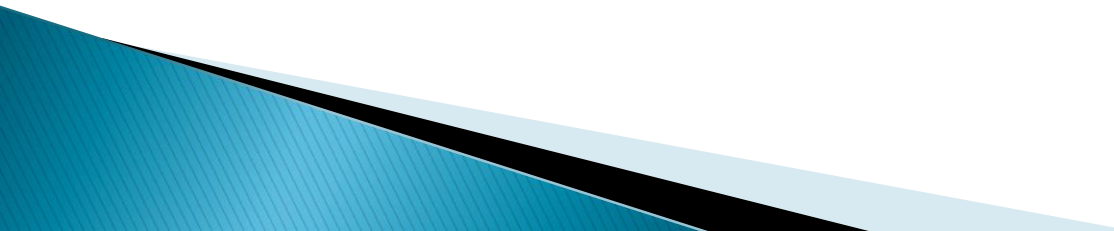
Standard: The agency shall have established procedures regarding the disposal of park and recreation lands to ensure that public recreational benefits are not diminished through the sale or transfer of parkland.

Suggested Evidence of Compliance: Provide the procedures for disposal of park and recreation land.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 208, 210–213; Chapter 12 – Physical Resource Management, p. 250; Chapter 13 – Management Operations, pp. 286 and 290.



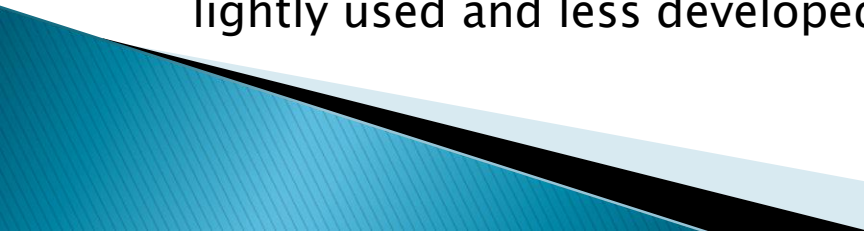
7.4 – Disposal of Lands Procedures

- ▶ Florida State Statute 125.355
 - Governs acquisition of land
 - ▶ Such as with the Parkland Acquisition Procedures, Administrative Codes and Ordinances may outline your organization's policy and procedure on Land Acquisition.
 - ▶ Once you locate your Acquisition policies and procedures, you will most likely find your Disposal of Lands Procedures in the same area.
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7.5 – Maintenance and Operations Management Standards

Standard: The agency shall have established maintenance and operations standards that are reviewed periodically for management of all park and recreation areas and facilities, including specialty facilities such as marinas, ice rinks, golf courses, zoological facilities, equestrian facilities, aquatic or athletic facilities, nature centers, where applicable. Parks, facilities and other recreational elements should be identified according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed via a park classification or maintenance classification system. Each of these areas should be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality.

Suggested Evidence of Compliance: Provide the maintenance standards for all parks, facilities and specialty areas, including evidence of park maintenance classification according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed. Provide the most recent review or update.



7.5 – Maintenance and Operations Management Standards

- ▶ This is a Fundamental Standard and must be met to achieve accreditation
- ▶ Changes to this standard now require more detail as to intended use of area, and a range of that use from heavily used and high developed areas to lightly used and less developed areas. The standard of care or frequency of maintenance may vary depending on usage.
- ▶ Evidences for this standard require a date of last review by approving authority
 - management team, advisory board, review committee
 - Notes or minutes reflecting review are beneficial



7.5.1 – Facility Legal Requirements

Standard: There shall be a regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto. Special attention should be given aquatic facilities, child care facilities, concessions, kitchens, and zoos.

Suggested Evidence of Compliance: Provide a matrix showing a representative sample of facilities and the types of regulatory permits, licenses or inspections that are required including copy of last review or update.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 208–210, 214–216, 225–227, 231; Chapter 12 – Physical Resource Management, pp. 251, 259, 263; Chapter 13 – Management Operations, pp. 267, 269, 286, 291.

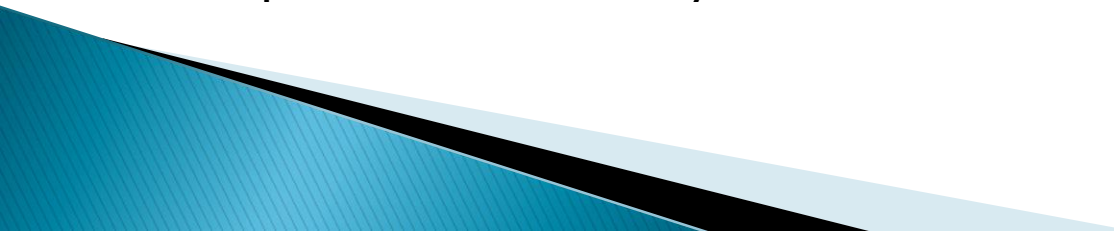
7.5.1 – Facility Legal Requirements

  <p>Facility Legal Requirements Matrix CAPRA Standard 7.5.1</p> <p>D = Document(s) Provided Last Review – July 13, 2015</p>		Boiler Inspection Certificate	Elevator Inspection Certificate	Fire Extinguisher Inspection	Food Concessions	Playground Inspection	Permit for Pool Facilities/ Water Features	Storage Tank Registration	Water Plant Certificate
Alison Hangerup Beach Park									
Alva Community Center / Park				♦		♦			
Alva Boat Ramp									
Andy Rosse Lane Park (no parking)									
Avocado (Miramar) Park/Russell Park				♦					
Bayshore Soccer Complex				♦					
Boca Grande Community Center/Park				D		♦			
Boca Grande Ballfield				♦					
Boca Grande Beach Accesses									
Bokeelia Boat Ramp/Lavender's Landing				♦					
Bonita Beach Park				♦		♦			
City of Palms Stadium	D	♦	♦	♦					
Bowditch Point Regional Preserve									
Bowman's Beach									
Brooks Community Park				♦					
Buckingham Community Park				♦		♦			
Buckingham Community Center				♦		♦			
Bunche Beach Preserve-San Carlos Bay				♦					

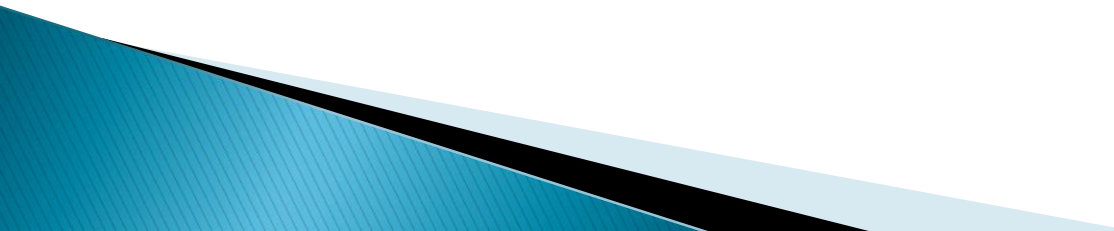
7.5.2 – Preventative Maintenance Plan

Standard: There shall be a comprehensive preventative maintenance plan to provide periodic, scheduled inspections, assessment and repair, and replacement of infrastructure, systems and assets. This includes certifying, checking or testing for optimum operation based on applicable industry standards, local guidelines, city requirements and/or manufacturer's recommendation for maintenance and replacement of parks, with the intent to ensure that park assets are maintained for optimum use and safety and have the ability to reach or extend its full life cycle and expected return on investment.

Suggested Evidence of Compliance: Provide the preventative maintenance plan and examples of detailed preventative maintenance programs for identified parks, recreation areas and facilities with special attention given to playground equipment, aquatic facilities, pedestrian pathways, building infrastructure and other high impact assets, along with copies of completed, recent inspections and safety checks for a sampling of facilities/areas.



7.5.2 – Preventative Maintenance Plan

- ▶ Who is responsible for the different aspects of buildings, lighting systems, irrigations systems, ice machines, automated gates, plumbing, HVAC. systems and various park amenities
 - ▶ Lee County has a Facilities Management department with a written plan.
 - ▶ Monthly inspection forms and reports
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7.6 – Fleet Management Plan

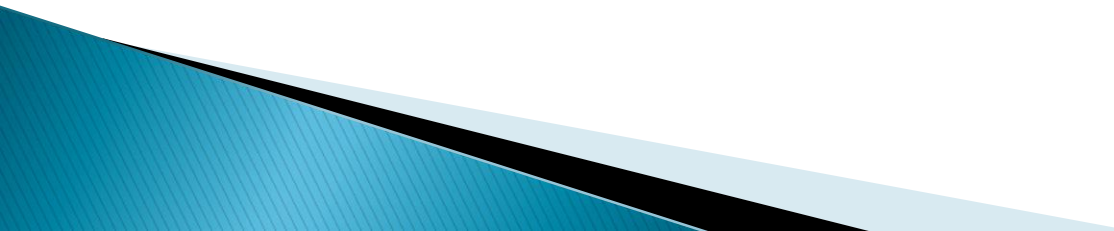
Standard: The agency shall have an established fleet management plan comprised of an inventory of all vehicles, rolling stock and other major equipment and inspection and replacement schedules.

Suggested Evidence of Compliance: Provide the fleet management plan.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 13 – Management Operations, pp. 296–297, 299–300.



7.6 – Fleet Management Plan

- ▶ Whether your department's fleet is controlled and maintained in-house or by an outside source, there should be a plan outlining policies and procedures for inventory of all rolling stock as well as inspection and replacement schedules.
 - ▶ Lee County has a Fleet Department, who is responsible for these tasks. We use their plan as evidence for this standard.
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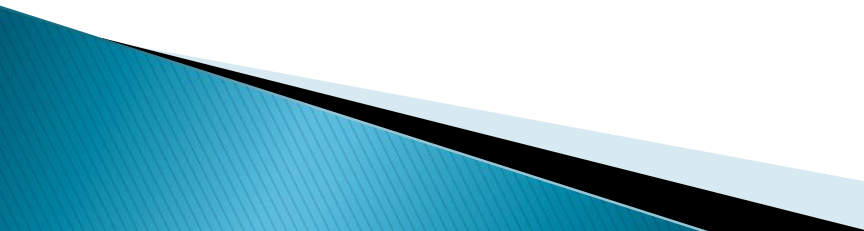
7.7 – Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures

Standard: There shall be policies and procedures for the management of and accountability for agency-owned equipment, materials, tools, and supplies, including procedures for purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order. Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment, and personal wear items used by agency personnel.

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

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 213, 217, 229, 236; Chapter 12 – Physical Resource Management, pp. 251, 253–255, 259–259, 261, 264; Chapter 13 – Management Operations, pp. 267, 277–278, 282–284, 292–293, 295–300.

7.7 – Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures

- ▶ Specific Administrative Codes may hold the policy for the agency's tangible property.
 - ▶ There should be policies and procedures for obtaining new equipment, whether within your department or through your agency's purchasing or procurement management department
 - ▶ Maintenance, inventory, and storage procedures are usually part of the department's Operations manual.
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7.7.1 – Building Plans and Specifications

Standard: The agency shall have on file floor plans, specifications, and/or as-built drawings for major facilities constructed since 1965. These records contain information necessary for efficient programming, quality facility maintenance and effective capital project programming. Projects funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions on use and disposition.

Suggested Evidence of Compliance: Provide evidence that plans and specifications for facilities with greater than 10,000 square feet of indoor space constructed since 1965 are on file.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 8 – Recreation Program Planning, pp. 139–141; Chapter 12 – Physical Resource Management, pp. 239, 243, 250–256; Chapter 13 – Management Operations, pp. 267, 276–275, 278–288, 299.

7.7.1 – Building Plans and Specifications

- ▶ This is a new standard in 2014
- ▶ Provide as-built plans and building specs for facilities over 10,00– square feet

7.7.2 – Land and Lease Records

- ▶ ***Standard:*** The agency shall have records on file of all lands owned or property leased by or for the agency. Each record shall include ownership, leases, legal description, and easements and covenants that restrict use or disposition. The records shall also include date and manner of acquisition. The manner of acquisition can limit right to use and dispose of parkland, for example acquisitions funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions. Gifts and bequests often contain restrictive covenants that reflect the desires of donors.
- ▶ ***Suggested Evidence of Compliance:*** Provide evidence that land records for land acquired since 1965 are on file.
- ▶ Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 208–213, 216–217.

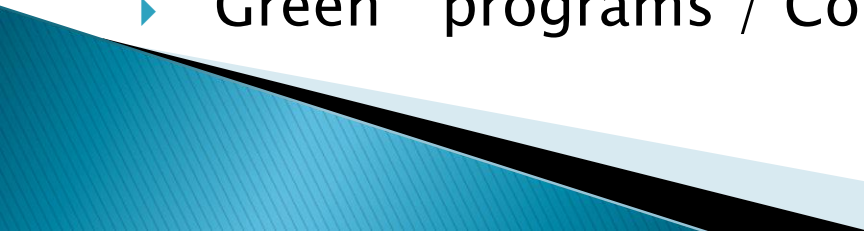
7.7.2 – Land and Lease Records

- ▶ This is a new standard in 2014

7.8 – Environmental Sustainability Policy and Program

- ▶ ***Standard:*** The agency shall have an established policy on environmental sustainability that states the agency position on energy and resource conservation. The policy should address sustainable product purchasing; reduction and handling of waste; wise use and protection of land, air, water and wildlife; and sustainable design/construction of buildings and facilities.
- ▶ ***Suggested Evidence of Compliance:*** Provide the agency's environmental sustainability policy and examples of projects and initiatives that demonstrate the agency's commitment to implementation. Examples include ecosystem and green infrastructure plans/programs, capital improvements utilizing green/sustainable designs, carbon footprint analysis and reduction goals, internal/external communication and outreach programs.
- ▶ Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 210, 215–216, 226, 232–233, 236;
Chapter 12 – Physical Resource Management, pp. 240, 247;
Chapter 13 – Management Operations, pp. 286–295.

7.8 – Environmental Sustainability Policy and Program

- ▶ Sustainability is a broad term that generally means that a person or society lives within the means of what the Earth can provide over the long-term. When a process is sustainable, it can be carried out over and over without negative effects on the environment or high costs.
 - ▶ Sustainability Assessments and Strategies
 - ▶ Environmental programs / Site assessments
 - ▶ Household Chemical/Hazardous waste disposal programs
 - ▶ “Green “ programs / Conservation Programs
- 

7.9 – Natural Resource Management Plans and Procedures

- ▶ ***Standard:*** There shall be natural resource management plans for environmentally unique or sensitive areas such as valuable wetlands, riverbanks and woodlands and there shall be environmental protection procedures, such as for erosion control, conduct of nature studies, wildlife and habitat preservation, and protection of water supply reservoirs and water recharge areas. Even if the agency does not own or control the natural resource, there shall be procedures to encourage and ensure environmental stewardship through volunteer steward programs and/or interpretive education and other learning opportunities. The agency should work with other agencies to meet and promote environmentally sound maintenance and land management standards.
- ▶ ***Suggested Evidence of Compliance:*** Provide the natural resource management plan(s) and procedures and examples of outreach and education.


7.9 – Natural Resource Management Plans and Procedures

- ▶ Operations Manual
 - Land Stewardship
 - Environmental Programs
- ▶ Management Status Reports for preserves
- ▶ Lee County has the Conservation 20/20 Program
 - Annual Report

7.9.1 – Recycling and/or Zero Waste Plan

- ▶ ***Standard:*** There shall be a recycling and/or zero waste plan for park and recreation facilities and administrative offices that is systematically monitored and periodically reviewed. The plan shall also include an educational component for both users and employees. The recycling and/or zero waste plan should include all major products suitable for recycling in the given region with an emphasis on making the recycling process easy and convenient for park and recreation users.
- ▶ ***Suggested Evidence of Compliance:*** Provide a description of the recycling and/or zero waste plan for facilities and administrative offices and provide the last review with statistics on the amounts of materials recycled or the percent of total waste recycled for the most recent reporting period.
- ▶ Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed.,
▶ Chapter 13 – Management Operations, pp. 290–292.

7.9.1 – Recycling and/or Zero Waste Plan

- ▶ Agency's Comprehensive Plan
 - ▶ Operations Manual
 - ▶ Education materials for staff and public
 - Flyers, posters
 - Trainings, workshops
 - ▶ Evidences for this standard require a date of last review by approving authority
 - management team, advisory board, review committee
 - Notes or minutes reflecting review are beneficial
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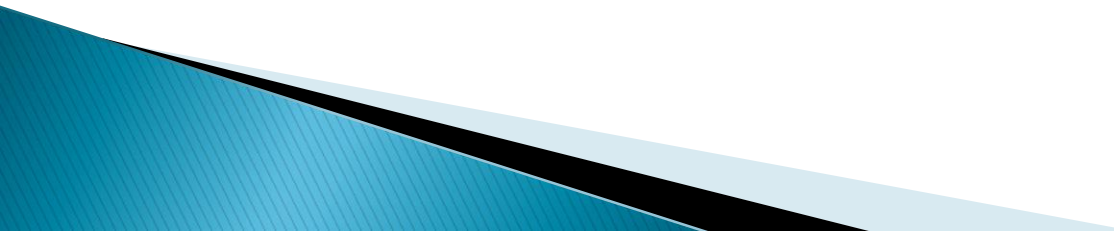
7.10 – Maintenance Personnel Assignment Procedures

- ▶ ***Standard:*** The agency shall have procedures for the assignment of competent personnel with clearly defined duties for routine maintenance, repairs, and improvement of areas, facilities, and equipment, including responsibility for general cleanliness and overall attractiveness.
- ▶ Effective maintenance of grounds and facilities requires the selection, training, and supervision of workers in a wide variety of tasks ranging from seasonal laborers to skilled trades.
- ▶ Supervisory staff must be able to focus on maintenance management, such as workload control, as well as supervise the technical details of maintenance work.
- ▶ ***Suggested Evidence of Compliance:*** Provide examples of methods used by the agency to assign staff.
- ▶ Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 12 – Physical Resource Management, pp. 254 and 259; Chapter 13 – Management Operations, pp. 284 and 295.

7.10 – Maintenance Personnel Assignment Procedures

- ▶ How does your agency recruit qualified staff
 - New Position Request instructions/forms
 - Job Descriptions for various maintenance positions

 - ▶ Training new staff
 - New Employee training information
 - Operations procedures pertaining to facility maintenance

 - ▶ Keeping good staff
 - Salary survey results
- 

7.11 – Capital Asset Depreciation and Replacement Schedule

- ▶ ***Standard:*** The agency shall have an established depreciation and replacement schedule for all park and recreation capital assets including buildings, facilities, and equipment that have predictable life cycles. Schedules should identify the useful life of each element and the associated costs of replacement. Capital asset depreciation and replacement schedules, including projected costs of replacement, should be reflected in the agency's financial plan.
- ▶ ***Suggested Evidence of Compliance:*** Provide the capital asset depreciation and replacement schedule.
- ▶ Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 208, 213–215, 217–218, 220, 225–259, 231; Chapter 12 – Physical Resource Management, pp. 240 and 247; Chapter 13 – Management Operations, pp. 289 and 294.

7.11 – Capital Asset Depreciation and Replacement Schedule

- Business Plan
 - Spreadsheets
 - Long term maintenance schedules
 - Capital Improvement Program
 - IT/Computer Replacement schedule
 - Fleet Replacement
 - Playground Replacement Schedule
 - Site/Building Inventory – Asset/Cost/Value data
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