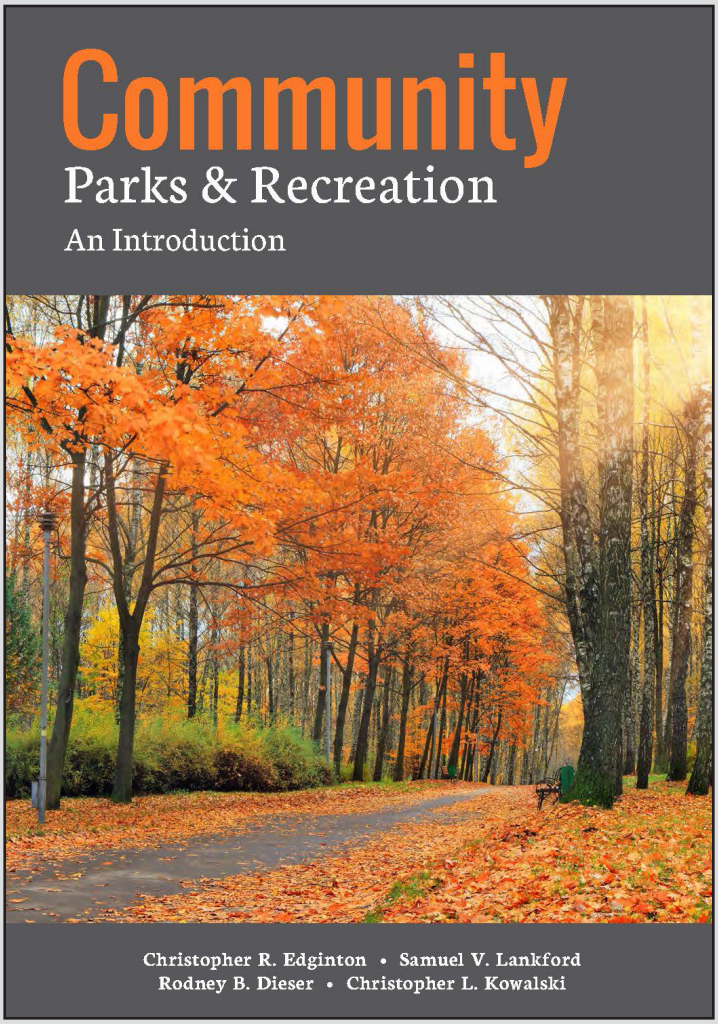
INSTRUCTOR'S GUIDE



SAGAMORE VENTURE

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1 Introduction to Community Parks and Recreation

I. Introduction
   a. Park and recreation services are the soul of a community
   b. Park and recreation services promote quality of life, livability, and health and well-being
II. Philosophical Foundations and Perspectives
   a. Building a sense of community
   b. Creating hope-builders, creators, and developers of hope
   c. Holistic, humanistic, and activist role
III. Mission Statements and Community Parks and Recreation
   a. Quality of life
   b. Stewardship
   c. Preservation of resources
   d. Promotion of health and wellness
   e. Affordable and accessible services
IV. Park and Recreation Professionals as Public Servants
   a. Public's welfare and trust
   b. Servant leadership
   c. View that human nature is basically good
V. Why Park and Recreation Services Move People
   a. Leisure-oriented communities promote quality of life
   b. Park and recreation services and Hertzberg's Hygiene-Motivation Theory
VI. What is a Community?
   a. Place
   b. Interest
   c. Sense of belonging
VII. Why are Community Parks and Recreation an Asset?
   a. Leadership
   b. Areas and facilities
   c. Programs and services
   d. Targeted community services
   e. Leisure education programs
VIII. Building Community Livability
   a. Environmentally sensitive practices
   b. Enhancement of community attractiveness
   c. Opportunities for leisure and cultural appreciation
   d. Programs that provide opportunities for the involvement of people
   e. Heritage management
IX. Strategies Used in Community Organization
   a. Social planning
   b. Community development
   c. Social marketing
   d. Social action
   e. Social policy
X. The Organization of Community Parks and Recreation
   a. Municipal government
   b. County government

c. Special district
d. Home rule legislation

TRUE/FALSE

1. Community life may be highly impacted through the provision of park and recreation services. True
2. An essential community function of park and recreation services involves nurturing the human spirit. True
3. Parks provide extrinsic, environment, aesthetic, and recreation benefits to communities. False
4. Park and recreation services can best be seen as ones that embrace an individual's hygiene needs. False
5. An important part of the mission and core values of public park and recreation agencies is that of encouraging environmental stewardship. True
6. A community can be thought of as a place where individuals share common interests, perspectives, and values. True
7. The key element in building community livability is ensuring that there are fiscal resources in place to acquire amenities and develop services. False
8. Targeted community services refer to the way in which a park and recreation department addresses the needs of a specific population. True
9. The enhancement of community attractiveness is primarily focused on sustainable, environmental concerns. False
10. Social policy is a strategy that is focused on the improvement on a community social, environmental, and welfare. True

MULTIPLE CHOICE

1. A strategy that best defines addressing the needs of disadvantaged populations is
   a. Social planning
   b. Community development
   c. Social marketing
   d. Social action
   e. Social policy
2. The most common form of government in the United States is
   a. Municipal government
   b. County government
   c. Special districts
   d. Federal districts
   e. None of the above
3. An essential function of community parks and recreation departments is
   a. Advocacy
   b. Creating hope
   c. Nurturing the human spirit
   d. Stewardship of natural resources
   e. All of the above

4. Teaching process skills is related to which approach to delivering services
   a. Social planning
   b. Community development
   c. Social marketing
   d. Social action
   e. Social policy
5. Robert Greenleaf's Servant Leadership Concept emphasizes which of the following characteristics
   a. A theological perspective
   b. To serve others first
   c. To help people develop their weaknesses
   d. A and B
   e. None of the above

ESSAY QUESTION

1. What does the statement, "There are no great cities in this world that do not have a great parks system" imply?

2 History of Public Parks and Recreation

I. Introduction
   a. In what ways has park and recreation movement contributed to the movement of the United States?
   b. How has the park and recreational movement transform the social, cultural and political fabric of America and institution?
II. Factors Influencing the Historical Development of Parks and Recreation
   a. Economic conflict and social disorder
   b. Urbanization
   c. Plight of immigrants in squalid conditions
   d. Need for social reform
III. Municipal Parks
   a. Early developments, Santa Fa, Boston, Philadelphia, Savannah, New York City, Washington DC
   b. Central Park and Fredrick Law Olmsted and Calvert Vaux
   c. Golden Gate Park, San Francisco
IV. Metropolitan/Comprehensive Park Systems
   a. Boston Metropolitan Park System, Charles W. Eliot
   b. Forest Preserve of Cook County, Jens Jensen
V. The Recreation Movement
   a. Boston San Gardens, Dr. Maria E. Zakrzewska
   b. New York City Playground
   c. *The Normal Course in Play*
   d. Hull House, Jane Addams and Ellen Starr Gates
   e. Works Project and Administration
   f. ORRRC, Land and Water Conservation Fund Act
VI. Professional Societies and Organizations
   a. American Institute of Park Executives
   b. Playground Association of America
   c. Society of Recreation Workers of America
   d. National Recreational Park Association

TRUE/FALSE

1. Major factors influencing the historical development of park and recreation in America has been the growth of discretionary time and income. False
2. Central Park in New York City was America's first municipal park. False
3. Dr. Marie Zakrzewska is known for work in establishing America's first playground The Boston Sand Gardens. True
4. The first system of recreational centers (Field Houses) and swimming pools (Public Baths) was established in Chicago, Illinois. True
5. The plan of Washington D.C called for species public parks, square, fountains, works, and tree-lined avenues. True
6. Golden Gate Park in San Francisco, California, represented an attempt at developing a large landscape park and interconnected park system which would rival those parks found in the eastern parts of the United States. True

7. Metropolitan/ Comprehended of park systems historically attempted to link together park resources across government jurisdictions. True
8. The New England Association of Park Superintendents can be thought of as the first profession organization of the park and recreational movement. True
9. Jane Addams served as the first president of the playground association of America. False
10. "Bureau Men" saw their work in government as a business and sort to find structural reforms to social problems. True

MULTIPLE CHOICE

1. The following individual is thought to be the father of landscape architecture in America
   a. Jane Addams
   b. Jens Jensen
   c. Marie Zakrzewska
   d. Fredrick Law Olmsted
   e. Luther Gulick
2. Who was the first president of the playground association of America?
   a. Jane Addams
   b. Jens Jensen
   c. Marie Zakrzewska
   d. Fredrick Law Olmsted
   e. Luther Gulick
3. One of the two founders of Hull House in Chicago Illinois is
   a. Jane Addams
   b. Jens Jensen
   c. Marie Zakrzewska
   d. Fredrick Law Olmsted
   e. Luther Gulick
4. The founder of the Boston San Gardens is
   a. Jane Addams
   b. Jens Jensen
   c. Marie Zakrzewska
   d. Fredrick Law Olmsted
   e. Luther Gulick
5. This individual was instrumental in the development of the Forest Preserve District of Cook County in Illinois
   a. Jane Addams
   b. Jens Jensen
   c. Marie Zakrzewska
   d. Fredrick Law Olmsted
   e. Luther Gulick

ESSAY QUESTION

1. What is the intent of the statement " Those who can remember the past are condemned to repeat it"?

3 Serving Diverse Communities and Populations

I. Introduction
   a. In what way is America is becoming more diverse with each changing day?
   b. In what year is it projected that more than half of all Americans will belong to a minority group?
II. Key Terms and Concepts
   a. Culture
   b. Three areas of cultural competence
   c. Difference individualistic culture and collectivistic cultures
   d. Cross-cultural training
III. Leisure Constraint Theory
   a. Intrapersonal constraints
   b. Interpersonal constraints
   c. Structural constraints
   d. Basic or individual constraints
   e. Intermediate constraints
   f. Fundamental constraints
IV. Prevent and Overcome Leisure Constraint
   a. Low-cost and free programming
   b. Project-based programming and outreach
   c. Free and low cost trolley transportation system
   d. Helena (Montana) Department of Parks and Recreation collaboration with the public health department, public transit, and Youth Connections
   e. Attractive and well-maintained infrastructure
   f. Hunter's Point South Park in Queens
V. Homeless Populations
   a. Conflict that between park participant and park professionals versus homeless people in various parks
   b. According to the National Coalition for the Homeless 20% to 25% of the homeless population in the United States suffers from severe mental illness (compared to 6% of the general population)
   c. Strike Night program by the Portland (Oregon) Park and Recreation department
   d. Columbus (Ohio) Recreation and Parks department partnership with the Dowd Education Center to help homeless youth
   e. Las Vegas (Nevada) Parks, Recreation and Neighborhood Services membership on the Southern Nevada Regional Planning Coalition Committee of Homelessness
   f. Gladys Park and San Julian Park (Skid Row Park) City of Los Angeles Department of Recreation and Parks
VI. Commitment to Diversity
   a. I-Triad
   b. Seattle (Washington) Parks and Recreation naming over 20 buildings and parks in honor of past African American community leaders
   c. Parks, Recreation and Culture of West Valley City (Utah) cultural advisory board
   d. City of Dearborn (Michigan) Recreation and Parks Department programming changes to accommodate people from the Muslim religion
   e. Washington (DC) Department of Parks and Recreation membership in the Youth Bullying Prevention Task Force to prevent all bullying and create a safe place for youth who are lesbian, gay, bisexual, and transgender
   f. City of Bloomington (Indiana) Parks and Recreation Department's full-time inclusive recreation coordinator who can help participants with disabilities and can train parks and recreation staff toward inclusive practices

TRUE/FALSE

1. In collectivistic cultures, direct eye contact during communication shows respect . False
2. Culture is defined as a learned system of beliefs, feelings, and rules for living in which groups of individuals organize their lives; the way people act and live their lives, which consists of shared assumptions, values, learned responses, and ways of being. True
3. Financial struggles that block an already existing desire to participate in community recreation is an example of a structural constraint. True
4. A 2010 web-based study of leisure access policies (e.g., sliding scale fees) suggest that most parks and recreation agencies give scant attention to such access policies and they are extremely difficult to find on agency websites. True
5. In project-based programming, a professional moves away from "explorer" to "expert." False
6. An important step parks and recreation professionals can take to ensure that people from diverse backgrounds have access to recreation is to make system-directed change specific to financial, transportation, and physical entree to leisure settings True
7. In regard to the I-Triad, printing community parks and recreation brochures and materials in different languages in an example of involvement. False
8. The Parks and Recreation Department in Larchmont (New York) refrains from scheduling recreational sports on Saturday and Sunday mornings due to Jewish and Christian religious beliefs. True
9. Hunter's Point South Park in Queens (New York) engaged in system-directed change by transformed a previously abandoned and post-industrial area (wasteland) full of crime, drug use, and prostitution into a dynamic site for recreation along the East River. True
10. According to the National Coalition for the Homeless, 20% to 25% of the homeless population in the United States suffers from severe mental illness (compared to 6% of the general population). True

MULTIPLE CHOICE

1. From the year 2014 to 2060, Hispanic populations will
   a. Increase from 5.4% of the American population to 9.3%
   b. Increase from 2.5% of the American population to 6.2%
   c. Increase from 17% of the American population to 29%
   d. Increase from 10% of the American population to 35%
   e. None of the above answers are accurate related to population growth among the Hispanic populations
2. A parks and recreation professional who is familiar with at least two models of minority identity development is an example of cultural competence related specific to
   a. Knowledge
   b. Skill
   c. Attitude/Beliefs
   d. Time orientation
   e. Social distance
3. Which of the following is an example of a primary dimension of diversity?
   a. Economic status
   b. Religion
   c. Occupation
   d. Sexual orientation
   e. Nationality

4. Which of the following accurately explains an interpersonal constraint?
   a. External conditions in the environment that inhibit participation in a leisure activity
   b. Arises out of interaction with other people
   c. Psychological factors that arise internal to the individual
   d. A fundamental constraint
   e. None of the above answers accurately explains an interpersonal constraint
5. Which of the following best describes system-directed change?
   a. Strategies put forth by parks and recreation agencies to improve communities and environmental factors
   b. Can include transportation to and from parks and recreation agencies
   c. Also known as an ecological approach
   d. Answers a, b, and c accurately explain system-directed change
   e. Answers a, b, and c (along with answer d) do not accurately explain system-directed change

ESSAY QUESTION

1. Explain how various community parks and recreation agencies have taken creative approaches to addressing homelessness in parks and the larger community.
2. Explain the difference between individualistic and collectivistic cultures, including concept of leisure and differing life features.

4 Benefits and Impacts of Parks and Recreation

I. Introduction
   a. Recreation is a fundamental human need
   b. Benefit as an advantage or value that one derives from involvement
II. The transformational influence of parks and recreation
   a. Transformation underscores how parks and recreation services is an active change agent
   b. City of Des Moines Principal Riverwalk as health and community development with $66,190,517 per year from tourism and business and $21,399,331 per year in health savings
   c. National Recreation and Park Association (NRPA) "The Benefits are Endless" strategy and 'Hearts N' Parks' program
   d. Social capital benefits to community building and civic engagement
   e. Research-based evidence of the economic value of community parks via health care savings, decrease air pollution, decrease storm-water costs, stimulate tourism, increase property values, and increase community cohesion
   f. Social justice benefits of parks as community gardens (City of Portland and Seattle)
III. Optimizing net benefits: Can parks and recreation services cause harm?
   a. Recreation can create negative impacts
   b. Awareness that recreation can cause harm is the first steps toward helping professionals optimize the net beneficial aspects of leisure
   c. Example of how golf course management can optimize net benefits by being aware of negative outcome related to water usage
   d. Program evaluation
   e. Intermediate constraints
   f. Fundamental constraints
IV. The Mayo Clinic/Foundation and Rochester Parks and Recreation: S partnership case study
   a. The world-famous Mayo Clinic and Rochester Parks and Recreation have a 100-plus-year partnership of benefiting and transforming the City of Rochester
   b. Rochester Parks and Recreation owns the Plummer House as a tourist and historical site
   c. Rochester Parks and Recreation are members of the Mayo Clinic/Foundation Destination Medical Community Planning Committee
   d. Dr. William Worrall Mayo, and his sons, Dr. William James Mayo and Dr. Charles Horace Mayo, advocated for parks and recreation services to enhance the City of Rochester from 1882 to 1939
   e. Central park
   f. Mayo Field
   g. Mayo Park
   h. Mayo Civic Auditorium

TRUE/FALSE

1. Over a half century ago, George Butler argued that community park and recreation leaders need to advocate that recreation is a fundamental human need. True
2. A benefit can be viewed as an advantage or value that one derives from their participation or involvement in a community park and recreation program. True
3. Crompton's historical analysis of tax revolts and tax reductions suggests that the parks and recreation profession is valued. False

4. There is little research-based evidence that community parks and recreation services provide psychological or mental health beneficial outcomes. False
5. Social policy research clearly outlines that risk factors related to the development of crime and juvenile delinquency are linked to scant leisure services for the constructive use of free time and boredom. True
6. The City of Portland (Oregon) Parks and Recreation provides over 20 community gardens and in 2014 was able to donated 23,693 pounds of produce to 12 community partner agencies to combat Portland's high poverty rate. False
7. Sometimes parks and recreation professionals can be overzealous to articulate the benefits of community parks and recreation services and forget to pay attention to the negative outcomes that can also occur in parks and recreation settings. True
8. Although there are management strategies to decrease water usage on golf courses, community parks and recreation agencies need to abandon supervision of golf courses because the negative impact of water usage is too high related to the benefits of golf. False
9. When William Worrall Mayo, founding father of the Mayo Clinic in Rochester (MN), was Mayor of Rochester in 1882, he waged a battle for the development of a city parks. True
10. A major reason why Charles Horace Mayo donated between $150,000 to $175,000 to pay half of the construction cost of the Mayo Civic Auditorium in 1938 in the City of Rochester (MN) was that he believed there was an urgent need for the City of Rochester to gain social and recreation resources. True

MULTIPLE CHOICE

1. Which of the following is not true about the benefits of the City of Des Moines (Iowa) Principal Riverwalk
   a. Increased tax receipts from increased property values, and from park and recreation related tourism, at $2.1 million per year
   b. Increase in personal property values for homes located close to parks, and profits from tourism and businesses at $66,190,517 per year
   c. Direct use, health, and community cohesion value calculated at $21,399,331 per year
   d. Storm water management and floodplain replacement value calculated at $2,181,642 per year
   e. Air quality improvements value calculated at $3,839,544 per year
2. A study in Washington D.C. demonstrated that the economic value of decreased air pollution due to trees in community parks was calculated at
   a. $1,130,000 per year
   b. $5,948,613 per year
   c. $6,953,377 per year
   d. $8,600,385 per year
   e. $19,871,863 per year
3. A study in Sacramento (California) demonstrated that the economic value of health care savings due to community parks was calculated at
   a. $40,033,031 per year
   b. $5,948,613 per year
   c. $6,953,377 per year
   d. $8,600,385 per year
   e. $19,871,863 per year

4. A study in San Diego (California) demonstrated that the economic value of tourism due to community parks was calculated at
   a. $40,033, 031 per year
   b. $5,948,613 per year
   c. $6,953,377 per year
   d. $8,600,385 per year
   e. $19,871,863 per year
5. Which of the following is not a mental health benefit derived from community parks and recreation
   a. Facilitate healthy coping behaviors in response to stressful life events
   b. Increase personal growth or human development
   c. Increase social capital
   d. Satisfy unmet needs in other life domains
   e. Allows identity formation to develop

ESSAY QUESTION

1. Explain the 100-plus-year partnership between the world-famous Mayo Clinic and Rochester Parks and Recreation and how this relationship has benefited and transformed the city of Rochester, Minnesota.

5 Organizational and Administrative Practices

I. Introduction
- a. Administrator is in charge of the day-to-day operations
- b. Involves synchronization of the work of the organization
- c. Symbolic face of the organization
- d. Works to inspire employees

II. Organizational and Administrative Processes and Procedures
- a. Rallying the community to the vision/mission
- b. Decision-making
- c. Problem-solving
- d. Balancing support and control
- e. Connecting the staff to community
- f. Developing administrative practices and policies
- g. Conflict resolution
- h. Managing up, managing down
- i. Practicing acceptance, compassion, and forgiveness
- j. Removing barriers

III. Ways of Enabling Municipal/County Services
- a. Forms of municipal government
  - i. Council manager
  - ii. Mayor council
  - iii. Town meeting
  - iv. Representative town meeting
- b. Commission
- c. County government
  - i. Commission
  - ii. Commissioner/administrator
  - iii. Council-executive

IV. Structuring the Park and Recreation System
- a. Combined parks and recreation departments
- b. Separate park department
- c. Separate recreation department
- d. Community services, arts and culture, leisure and tourism

V. Roles and Functions
- a. Policy-making units
- b. Senior administration
- c. Mid-level management
- d. Direct service

TRUE/FALSE

1. Park and recreation administrators can be thought of as the symbolic face of a park and recreation department. True
2. A vision may be informed by a rational or non-rational way of thinking. False

3. Problem-solving is a distinct and deliberate process. True
4. The millennial generation values engaging in worthwhile work yet would rather work under tight, controlled supervision. False
5. Park and recreation administrators play a key role in the development and approval of policy. False
6. The council manager form of municipal government is the most widely used form of organization. True
7. The commission form of government finds individual commissioners being elected by the citizenry. True
8. There are over 3,000 counties in the United States that may provide some type of park and recreation services. True
9. School-sponsored programs are the most frequently used method of organizing park and recreation services. False
10. Most administrative schemes in park and recreation departments are layered in a bureaucratic structure. True

MULTIPLE CHOICE

1. Positions that are involved in face-to-face interactions with participants are known as
   a. policy-making
   b. senior administrative
   c. mid-level supervisory or management
   d. direct service
   e. none of the above
2. Typical titles for this type of position are known as park and recreation director, park and recreation superintendent, and general manager
   a. policy-making
   b. senior administrative
   c. mid-level supervisory or management
   d. direct service
   e. none of the above
3. This type of organization often involves administration of museums, libraries, and other similar type services
   a. Combined parks and recreation departments
   b. Separate park department
   c. Separate recreation department
   d. Community services, arts and culture, leisure and tourism
   e. None of the above
4. This type of organization directs its attention primarily towards the management and maintenance of parks, forests, grounds, and natural resources
   a. Combined parks and recreation departments
   b. Separate park department
   c. Separate recreation department
   d. Community services, arts and culture, leisure and tourism
   e. None of the above

5. Which of the following is not a type of area within which volunteers serve in a park and recreation system?
   a. administrative
   b. program-related
   c. service-oriented
   d. all of the above
   e. none of the above

ESSAY QUESTION

1. What does "managing up, managing down" imply?

6 Planning for Parks and Recreation

I. Introduction
- a. Park and recreation agencies are involved with long range planning in general and in more specific ways site master plans
- b. Planning is used for parks, facilities, policy, budgeting, personnel management, and civic engagement and involvement
- c. Successful park and recreation agencies invest in and rely on comprehensive community plans, park and recreation master plans, and strategic plans to promote organizational effectiveness

II. Importance of Planning
- a. Planning is an activity concerned with the systematic collection, analysis, organization, and processing of technical information to facilitate decision making
- b. Planning is the process of preparing in advance and in a systematic fashion, recommendations for policies and courses of action to achieve accepted objectives
- c. The process is as important as the plan

III. Comprehensive Community Plans, General Plans, and Park and Recreation Master Plans
- a. General plans are a statement of development policies in the form of a text, maps, and diagrams explaining objectives, standards, growth issues, environmental concerns, and alternative development proposals
- b. The comprehensive plan is the guide for all other community plans, such as parks and recreation plans
- c. Community members, local organizations, and city governments collaborate to produce plans

IV. Park and Recreation Elements and Comprehensive Plans
- a. Parks and recreation services and issues within a community-wide comprehensive plan are addressed in the "recreation element" of the comprehensive plan
- b. The recreation element or plan addresses both present and projected recreation needs
- c. Future directions are based on community surveys, policies that address citizen needs and concerns, and an implementation program to put these policies into effect

V. Park and Recreation Master Plans
- a. Park and recreation master plans are sometimes referred to as park and recreation comprehensive plans
- b. Master plans must be updated every five years
- c. Plans are based on the city comprehensive plan or general plan
- d. Plans address finance, capital health and wellness, youth and community engagement, recreation needs, park and open space and facility needs, trails, sports, and other items

VI. Roles and Responsibilities of the Park and Recreation Planner
- a. Planners are not decision makers; the agency director, park board, or park commission has that responsibility
- b. Decision makers rely on the planners' presentation of the situation, on those alternatives the planners have chosen to prepare, and on the planners' expertise
- c. The challenge is to produce a plan that can or will be accepted and carried out by the community
- d. The Statewide Comprehensive Outdoor Recreation and Open Space Plan (SCORP), provides the basic data for recreational acquisition and development by state and local agencies

VII. The Planning Process
- a. Planning goals state a desired end, objectives must state an overall purpose, consider the implications of action to achieve that purpose, and identify a specific target and course of action to reach that target

b. Data for plan development must be compiled on use and users, present and potential, and on the characteristics of the resource base.
c. Planners compile data and then work with citizens and special interest groups to interpret the findings
d. Alternatives and planned courses of action, which fulfill the stated objectives, should be delineated in the planning document
e. Plans are formally adopted by government agencies
f. Implementing measures include capital improvements and acquisition of lands

TRUE/FALSE

1. The comprehensive plan is the guiding document upon which all recreation plans are based. True
2. A park and recreation master plan is usually completed before the comprehensive city plan. False
3. Planning as a process makes parks and recreation organizations more effective in providing services. True
4. Planning hinders effective decision-making. False
5. Planning is used for parks, facilities, policy, budgeting, personnel management, and civic engagement and involvement. True
6. The recreation element or plan addresses both present and projected recreation needs. True
7. Park and recreation master plans are sometimes referred to as park and recreation comprehensive plans. True
8. Park and recreation master plans must be updated every 10 years. False
9. Planners are decision-makers the same as the agency director, park board, or park commission. False
10. Decision makers rely on the planners' presentation of the current situation, and on alternative plans. True

MULTIPLE CHOICE

1. Community park and recreation agencies are involved with
   a. Long-range planning in general
   b. Site master plans
   c. City general plans
   d. Comprehensive park and recreation plans
   e. All of the above
2. General plans are a statement of development policies in the form of a text, maps, and diagrams explaining
   a. Goals and objectives
   b. Development standards
   c. Growth issues and environmental concerns
   d. Alternative development proposals
   e. All of the above
3. Future park and recreation directions and strategies are based on
   a. Social planning
   b. A planning process that addresses citizen needs and concerns, public input, and an implementation program to put policies into effect
   c. Social policy
   d. Social action
   e. Site master plans

4. The following stakeholder(s) have responsibility for developing the park and recreation plan
   a. The park and recreation planner
   b. Agency director
   c. Park and recreation board
   d. Citizen advisory committee
   e. All of the above
5. The Statewide Comprehensive Outdoor Recreation and Open Space Plan (SCORP), provides the basic data for
   a. Maintaining parks and facilities
   b. Acquisition of lands
   c. Amount of park lands in acres
   d. Recreation deficiencies
   e. A and C
   f. B, C, and D

ESSAY QUESTION

1. Explain the differences and intersections of the city comprehensive plan and park and recreation master plan or park and recreation comprehensive plan.

7 Social Marketing

I. Introduction
   a. Origins of social marketing
   b. Public parks and recreation agency is the hub of social marketing
II. What is Social Marketing?
   a. Monopolization
   b. Canalization
   c. Supplementation
   d. Force
   e. Direction
   f. Mechanism
   g. Adequacy and compatibility
   h. Distance
III. Exchange Theory
   a. Definition of exchange theory
   b. Central questions to social marketing
   c. The "calling" of community-based recreation agencies
IV. What is a target market in the recreation field?
   a. How markets are differentiated
   b. Strategies used to identify target markets
   c. Development of target market segments
V. The Four Ps of Marketing
   a. Product
   b. Price
   c. Place
   d. Promotion
   e. Impact of the Internet and social media
   f. Partners in Marketing
VI. Public Relations and Social Marketing
   a. Defining public relations
   b. Methods of attracting new users

TRUE/FALSE

1. There are only 3 Ps affiliated with social marketing: price, promotion, and product. False
2. Exchange theory in public parks and recreation involves users buying programs or services. False
3. The "calling" of community-based recreation agencies is to highlight the importance of immediate AND long-term benefits. True
4. Markets can be differentiated by population size and psychosocial characteristics. True
5. The maturation stage of the product life cycle is when competing programs or services are introduced. True
6. There is a positive correlation between high usage rates and enjoyment via participation; meaning, if there are a lot of people involved in a program, every person is satisfied or enjoying the experience. False

7. Some benefits of digital accessibility to recreation programs and services are that individuals can register for programs and services at any time or day, and the community parks and recreation agency can distribute environmentally friendly marketing materials. True
8. The organizational process of communicating each component of the marketing strategy is called public relations. True
9. A groupon is an example of incentive-based sales. True
10. A sliding scale is a variance in the program participation fees for potential users, from the onset of participation, based upon their geographic location. False

MULTIPLE CHOICE

1. The "added value" that helps a participant discern between two similar programs is referred to as:
   a. Peripherals
   b. Public image
   c. Public relations
   d. None of the above
2. Tailoring a marketing strategy for each target market is called:
   a. Undifferentiated marketing
   b. Differentiated marketing
   c. Concentrated marketing
   d. None of the above
3. What is the order the product life cycle stages?
   a. Introduction, Maturation, Growth, Saturation, Decline
   b. Introduction, Growth, Saturation, Maturation, Decline
   c. Growth, Introduction, Saturation, Maturation, Decline
   d. Introduction, Growth, Maturation, Saturation, Decline
4. What are the four Ps of marketing?
   a. Product, Price, Place, Promotion
   b. Product, Peripherals, Place, Promotion
   c. Product, PerInfo.Com, Peripherals, Personal Sales
   d. None of the above
5. Various types of pricing that can be employed when constructing programs and services include:
   a. Multiple-unit
   b. Full-line
   c. Leader
   d. Skimming
   e. All of the above

ESSAY QUESTION

1. Describe the product life cycle, the stages associated with it, and hallmarks of each stage.

8 Budgeting and Financial Management for Parks and Recreation

I. Introduction
   a. Questions to consider when funding public parks and recreation programs
   b. Recreation expenditure trends
II. Sources of Revenue for Public Parks and Recreation
   a. Taxes
   b. Fees and charges
   c. Grants
   d. Donations
   e. Bonds and bond programs
III. Expenditures
   a. Operating expenditures
   b. Capital expenditures
IV. Budgets within Public Parks and Recreation
   a. The budget cycle
   b. Line-item budgeting
   c. Program budgeting
   d. Performance budgeting
   e. Zero-based budgeting
   f. Capital budgeting
V. Financial Trends in Community Parks and Recreation
   a. Equitable funding
   b. Changing climate patterns

TRUE/FALSE

1. Most of the revenue used to support public parks and recreation efforts are from property taxes, specifically personal property taxes. False
2. Tax rates are established by local government authorities, and are subject to yearly fluctuation depending on the needs of a community. True
3. Rental fees are payments made to a public parks and recreation agency for exclusive usage of an area or facility. True
4. A personal donation to a foundation is under the governmental umbrella that encompasses the parks and recreation agency; therefore, it is not tax deductible to the donor. False
5. Revenue bonds are guaranteed and backed by property taxes as a form of repayment. False
6. In order to move forward with general obligation bonds as a revenue source, voter approval needs to occur within the community. True
7. A fiscal year may often start in the middle of a calendar year. True
8. The oldest and most common form of budgeting used by public parks and recreation agencies is the zero-based budget. False
9. Capital budgeting is connected to one-time expenditures that generally have a life expectancy of over 10 years. True

10. Usage of a zero-based budgeting process requires the organization to justify the total request for funding from a zero base level. True

MULTIPLE CHOICE

1. In most government jurisdictions, the assessed value of property is a percentage of the full value of the property; this is referred to as the:
   a. Rollback value
   b. Real property value
   c. Capital value
   d. None of the above
2. What type of fee is charged to participants when they enter recreational building or structure?
   a. Rental fee
   b. Admission fee
   c. Sales fee
   d. License fee
3. What type of bond is not backed by the local municipality, and repayment usually comes from a source other than taxes?
   a. General obligation bond
   b. Capital bond
   c. Revenue bond
   d. None of the above
4. What is an example of an operating expenditure for a public parks and recreation agency?
   a. Utilities
   b. Equipment purchases
   c. Salary
   d. All of the above
   e. None of the above
5. Which of the following steps is a part of the budgeting process?
   a. Preparation
   b. Design
   c. Presentation
   d. Implementation
   e. All of the above

ESSAY QUESTION

1. Explain how The National Recreation and Park Association's Pillar of Social Equity is recognized in the financial development of community parks and recreation programs and services.

9 Boards and Commissions

I. Introduction
   a. Citizens have a strong role in the advancement of park recreation
   b. Boards and commissions have a strong role in the process of advancing parks and recreation
II. Types of Boards and Commissions
   a. Independent policy-making board
   b. Semi-independent policy-making board
   c. Advisory board
   d. Commission

Why do we have a Board or Commission?

   e. Integrity and transparency
   f. Legality
   g. Vision and mission statements
   h. Establishing and recommending policies
   i. Financial resources
   j. Connections/engagement with the community
   k. Professional staffing
   l. Strategic planning
   m. Building of cooperative relationships
   n. Developing the board
   o. Accountability and evaluation
III. Board Commission and Policy-Making
   a. Enabling behavior
   b. Regulating behavior
   c. Inhibiting behavior
IV. The Role of a Board Member
   a. Represent the broader community constituency and not narrow special interest
   b. Avoid conflict of interest
   c. Open and transparent meetings and transactions
   d. Provide leadership
   e. Comply with local, state, and federal laws
   f. Work through the park and recreation director/superintendent/general manager
   g. Trust and respect fellow board members
   h. Attend and be prepared for board meetings
   i. Hire responsible, professional staff
   j. Hold professional staff accountable
   k. Make sure the board and professional staff work in a collaborative fashion
   l. Board members' relationship with other board members
   m. Promotion of the agency
   n. Knowledge of the park and recreation field
   o. Encourage citizen participation
V. Structuring the Park and Recreation Board
   a. Directors
   b. Chairperson
   c. Vice chairperson

d. Recording secretary
e. Board committees
f. Role of the board chair
g. Board directors and staff problem areas
h. Establishing a meeting agenda

TRUE/FALSE

1. Laypersons have quite a strong role in the park and recreation movement by contributing their time, financial resources, and ideas. True
2. Boards and commissions have a responsibility ensuring that the park and recreation organization has the necessary resources for the future. True
3. Boards are not responsible for their own development but rather one may assume that they have the expertise necessary for decision-making in place. False
4. Two of the major reasons for a board or commission are to ensure integrity and transparency as well as meet appropriate legal mandates. True
5. A major responsibility of any policy-making board is to establish and provide oversight to an organization's policies. True
6. A park and recreation board or commission is responsible for engaging competent, capable staff. True
7. Boards and commissions are not engaged in building cooperative and collaborative relations with other organizations and entities. False
8. Enabling behavior refers to routine activities within the park and recreation organization. False
9. Formal policy statements of a park and recreation department are found in written documents that are directed to its employees and participants of its programs. True
10. One of the most important questions in forming a policy deals with whether or not it is realistic and achievable. True

MULTIPLE CHOICE

1. This type of board has the ability to make policies but is responsible to another governmental decision-making unit
   a. Independent policy-making board
   b. Semi-independent policy-making board
   c. Advisory board
   d. Commission
2. This type of board primarily reviews policy and presents their recommendations to other policy-making units
   a. Independent policy-making board
   b. Semi-independent policy-making board
   c. Advisory board
   d. Commission
3. This type of board blends together legislative and executive functions into a single unit
   a. Independent policy-making board
   b. Semi-independent policy-making board
   c. Advisory board
   d. Commission

4. Board and commissions play a primary role in which of the following?
   a. gaining public trust
   b. fostering partnerships
   c. securing funds
   d. all of the above
   e. none of the above
5. When board members should avoid situations where they may benefit directly or indirectly from decision-making activities is known as
   a. conflict of interest
   b. leadership
   c. holding professional staff accountable
   d. promoting the agency
   e. none of the above
   f. all of the above

ESSAY QUESTION

1. What are some of the major board of directors and staff problem areas? How does one avoid such problems?

10 Engaging the Community

I. Introduction
   a. Successful recreation and park management is based on meaningful and collaborative citizen involvement.
   b. To engage the citizens is to broaden the bases of public support for the park and recreation organization.
II. Foundations of Civic Engagement
   a. Providing assistance in the decision-making process
   b. Creates informed and engaged residents that feel connected to their communities
   c. Provides residents with a venue for engagement, provide a sense of place and enhance community and individual well-being
   d. Members of a community are less engaged in civic affairs
   e. Planners find it increasingly difficult to encourage involvement
   f. The lack of social capital has created less interest and involvement in civic related, and community service activities
   g. Deliberative democracy engages citizens and fosters community cohesion, exiting norms of trust and reciprocity, civic engagement, and participatory governance
III. Community Participation and Planning in Practice
   a. Involvement includes informing, consulting, involving the citizens in deliberations, collaborating, and deciding together on final recommendations
   b. Agencies must build trust
   c. Agencies must use social media for instant feedback
   d. Agencies must develop a response system to engage citizens
IV. Volunteer Engagement
   a. Volunteers play a valuable role with parks and recreation systems
   b. Volunteers have an effect on financial, human built and bonding social capital.
   c. Strong social capital operating within a community has an economic value
   d. Social networks reduces crime or the need for expanded social and health services
   e. Involvement can be passive or active
V. Types of Volunteers
   a. Individual volunteers
   b. Friends groups
   c. Docents
   d. General interest groups
   e. Special interest groups
   f. Citizen committees
   g. Advisory groups
   h. Governing bodies
VI. Evaluation and Recognition of Volunteers
   a. Volunteers often provide a critical base of personnel support
   b. Evaluation helps retain excellent volunteers
   c. Evaluation helps volunteers develop better skills
   d. Recognition of volunteers
   e. Use of media to recognize and thank volunteers

TRUE/FALSE

1. Having citizens contribute to the work being done by a parks and recreation organization is not a good idea? False
2. Volunteers should fill out an application just like a job applicant. True
3. Public meetings and hearings for a parks and recreation organization are a form of engagement. True
4. Citizens play an important role in the decision-making process of parks and recreation organizations? True
5. In crafting a civic engagement process, it is important to provide guidance on the role and responsibilities of citizen groups. True
6. Arnstein's ladder of participation demonstrates the power and potential of citizen participation. True
7. Having extensive engagement processes helps promote social capital. True
8. Volunteerism is a form of citizen engagement. True
9. Volunteers do not need to be evaluated. False
10. Managing civic engagement requires significant time on the part of the agency. True

MULTIPLE CHOICE

1. Increasing civic engagement in parks and recreation promotes
   a. Better decision making
   b. Social capital
   c. Social bonding
   d. Increases support for the agency
   e. All of the above
2. Arnstein's ladder of citizen participation suggests that consultations with the public is
   a. Tokenism
   b. Nonparticipation
   c. Citizen power
   d. Deliberate democracy
   e. Social action
3. Weeks noted the characteristics of deliberative democracy are
   a. Broad and representative participation
   b. Informed public judgement
   c. Bonding and Bridging
   d. A and B
   e. A, B, and C
4. Volunteers provide personnel support and input from the public. What are reasons why people volunteer for park and recreation organizations
   a. Recognition
   b. Share interests with others
   c. Share knowledge
   d. Gain experience
   e. All of the above

5. Types of volunteers include
   a. Individual volunteer
   b. Friends groups
   c. Docents
   d. General and special interest groups
   e. Citizen committees
   f. A, B, & C
   g. All of the above

ESSAY QUESTION

1. Explain what is meant by "establishing formal means of civic engagement strengthens social capital and provides a foundation of support for the park and recreation organization."

11 Acquisition of Parks and Open Space

I. Need for Parkland and Open Space Acquisition
   a. Approved plans facilitate acquisition of lands
   b. Park and recreation agencies lack open space and land for parks
   c. Other land uses preempt park and open space
   d. Acquisition of lands is expensive and political
   e. Floodplains make good park land and greenways
II. Partnerships for Land Acquisition
   a. Civic engagement creates strong public and private partnerships
   b. Railroad rights of way
   c. Rails to trails
   d. Trust of Public Lands
   e. American Trails
   f. Public – private partnerships
III. Tools for Park and Recreation Open Space Acquisition – Fee and Less Than Fee
   a. Outright purchase
   b. Donation
   c. Stipulation of deed
   d. Condemnation
   e. Easements
   f. Dedications
   g. Fee in lieu
   h. Transfer of property/development rights
IV. Acquisition and the Capital Improvement Process
   a. Plan adoption
   b. Financial plan
   c. Capital budget

TRUE/FALSE

1. In the U.S. there isn't a recreational open space problem. False
2. It is becoming difficult to acquire lands, beyond just fiscal resources. True
3. Rails-to-Trails Conservancy works with park and recreation agencies to acquire and/or facilitate trails. True
4. The Trust for Public Lands takes lands from park and recreation agencies and deeds it to the government. False
5. The City of Seattle acquisition program is a good example of partnerships. True
6. Cooperative and negotiated agreements include conservation banks. True
7. Cooperative and negotiated agreement acquisition examples include land trusts, exchanges and donations. True
8. The local recreation master plan acquisition program, adopted by the governmental organization provides for park land dedication ordinances. True
9. Park and open space lands can be acquired by condemnation. True
10. A park land dedication ordinance shifts development costs of parks to the developer, not the home buyers. False

MULTIPLE CHOICE

1. Which factors add to the recreational open space problem?
   a. More and more residents are using park lands more frequently
   b. Older parts of cities have fewer acres of parks due to the historic lack of land dedication or fees when the area was developed
   c. Competition with developers over lands for recreation vs. other uses
   d. Perceptions from elected officials that maintenance costs of parks are prohibitive for the future budget
   e. A, C
   f. All of the above
2. American Trails advocate:
   a. An Interconnected National System of Trails and Greenways—used regularly by Americans and foreign visitors
   b. Myriad trails and greenways uses—with a full range of activities both nonmotorized and motorized
   c. Trails and greenways that promote the conservation of resources—with a system that optimizes wildlife preservation and land and water stewardship
   d. Trails and greenways that promote economic development—enhancing property values, business opportunities, tourism and marketability of communities
   e. Helping developers with trails to make more money and make community attractive
   f. All of the above
   g. A, B, C, D
3. The Trust for Public Lands (TPL) is another unique resource for land management agencies. The Trust for Public Land provides the following ways
   a. It buys the lands and manages them as conservation areas
   b. It creates partnerships with government and nonprofits to transfer lands
   c. It sells lands, makes a profit, and buys more important lands
   d. A and C
   e. B
4. The City of Seattle, in its acquisition program used which means:
   a. Use of public funds and grants, donations, and community self-help
   b. Acquisition of life estates, where appropriate, to protect current owners
   c. Acquisition of voluntary conservation easements or similar mechanisms for preserving the open space qualities
   d. Dedication or leasing from other public agencies, including the Seattle School District
   e. Condemnation or removal of existing development to preserve or re-create open space in highly developed areas lacking open space
   f. D and E
   g. All of the above
5. Park land dedication ordinances are
   a. Shift forward to new development the cost of park infrastructure based on the new population projected
   b. Developers support this type of ordinance
   c. All states authorize this ordinance
   d. The fee in-lieu of land can be used for other parks
   e. A

12 Programming

I. Introduction
   a. Programming is central to park and recreation departments
   b. Core elements of programming include: leisure programming approaches, program areas/formats, goals and objectives, program philosophy, physical areas and facilities, and evaluation
II. Essential Elements of Programming
   a. Leisure programming approaches
   b. Program areas and formats
   c. Goals and objectives
   d. Programming philosophy
   e. Physical areas and facilities
   f. Program evaluation
III. Examples of Programming Approaches
   a. Benefits-based programming/outcomes-focused paragon at the Columbia (Missouri) Parks and Recreation
   b. Cafeteria programming at the Montpelier (Vermont) Recreation Department
   c. Human services and synergistic approach at Seattle (Washington) Parks and Recreation
   d. Traditional approach at Pawtucket (Rhode Island) Parks and Recreation
   e. Programming by desires of participants at Seattle (Washington) Parks and Recreation
IV. Programming of Community Parks
   a. Promote peace, inspiration, meaning-making, and solitude
   b. Encourage health
   c. Classroom of learning
   d. Allow social justice and hope
   e. Stimulate economic engines
   f. Historical markers of a community
   g. Create cultural and community identity
   h. Nature-based and environmental responsibility

TRUE/FALSE

1. Objectives are general or broad statements of intent. False
2. Whereas formative evaluation is a method of evaluating a program at the end of the program activities, summative evaluation is a method for evaluating while the program activities are in progress or occurring. False
3. Qualitative evaluation refers to the use of words for data collection and result in patterns ascertained through analyses. True
4. A programming philosophy acknowledges a basic set of beliefs and values and identifies leisure programming approached that will be utilized. True
5. Valuing the concept of sportsmanship is an example of a cognitive domain within objective writing. False
6. Millennium Park in Chicago (Illinois) primary park programming is based on it being an economic engine. True
7. Activities that are created in order to bring about interaction between individuals is an example of a volunteer program area. False
8. The program area of aquatics is defined as activities that take place in and around both natural and artificial water areas. True

9. The prescriptive approach to programming sees programming as an instrumental activity or a form of therapy. True
10. Parks can be powerful reminders of local, state, and national history. True

MULTIPLE CHOICE

1. Which of the following is not one of the nine steps of a facility inventory?
   a. Service radius/reach
   b. Imagination and brainstorm
   c. Long-term potential for use
   d. Condition assessment
   e. Classification systems
2. The annual Halloween Festival in Slater Park from the Pawtucket (Rhode Island) Parks and Recreation is an example of what type of programming approach
   a. Benefits-based programming
   b. Programming by Desires of Participants
   c. Synergistic Approach
   d. Cafeteria programming
   e. Traditional programming
3. Programming that promotes a social ethic and views programs as purposefully linked to community and health-related programs is
   a. Synergistic Approach
   b. Human services approach
   c. Benefits-based programming
   d. Traditional approach
   e. Reaction approach
4. Which of the following accurately explains the program format of a special event?
   a. An unusual activity
   b. Expand and extend services
   c. A group of people organized for some particular purpose
   d. Intense content conducted over a relatively short period of time
   e. None of the above answers accurately explains the program format of a special event
5. The example of Vinyard Park from Freehold (New Jersey) is an example of what type of park programming?
   a. A park that allow social justice and hope
   b. A park that encourage physical health
   c. A park that promotes peace, inspiration, meaning-making, and solitude
   d. A park that is a classroom for learning
   e. A park that encourages nature-based and environmental responsibility

ESSAY QUESTIONS

1. Explain benefits-based programming/outcomes-focused paragon, including the four key components. Further, the example in chapter 12 of the City of Columbia (Missouri) Parks and Recreation website would be located in which component?
2. Explain how the Seattle (Washington) Parks and Recreation partnership with Greenwood Senior Center, the Alzheimer's Association, Aegis on Madison, Elderwise and Outdoors for All is an example of programming by desires of participants .

13 Public Services for Youth

I. Introduction
   a. Historical development of public parks and recreation programs for children and youth
   b. Ideas for community recreation child and youth program development
II. Programming for Children and Youth
   a. How does the context of time influence children and youth programs and services?
   b. Linear and developmental approaches to programming
III. Child and Youth-Centered Programming
   a. Children Today
   b. Lifestyle Profile of Children
   c. Community Park and Recreation Department Organizational Patterns for Providing Children's Programs
   d. Children's Program Benefits
   e. Typical Children's Programs Provided by Parks and Recreation Departments
   f. Issues and Children's Programming
IV. Youth Today
   a. Lifestyle Profile of Youth
   b. Community Park and Recreation Department Organizational Patterns for Providing Youth Programs
   c. Youth Program Benefits
   d. Typical Youth Programs Provided by Parks and Recreation Departments
   e. Issues and Youth Programming

TRUE/FALSE

1. There should be a linkage within public parks and recreation programs between the context of the program and the basic needs of children and youth. True
2. There are two ways to view child and youth participation in relationship to the context of time – linearly and developmentally. True
3. The youth program planning process should prioritize the organization's needs first, then children and youth's needs. False
4. Public parks and recreation departments do not provide programs and services for children under six years of age. False
5. Because bullying tends to occur more at school, there is not a need to discuss or address bullying at a public parks and recreation agency. False
6. "Helicopter parenting" may include parental peer pressure. True
7. The program framework for youth development includes peer mentoring, vocational and career interests, and character education. True
8. Clubs and interest groups provide youth with a sense of place and importance, as well as a sense of belonging and loyalty. True
9. The Millennial Generation reflects individuals born after 2000. False
10. Cyberbullying includes bullying through email, instant messaging, or texting, and can have the same effects as bullying on youth. True

MULTIPLE CHOICE

1. Essential pieces of youth program design and implementation are:
   a. The physical impact of program participation on youth
   b. A developmentally appropriate program structure
   c. Moral support from staff members
   d. All of the above
   e. None of the above
2. Basic needs of youth to consider in programming are:
   a. Social interaction
   b. A sense of belonging
   c. Creative expression
   d. All of the above
   e. None of the above
3. What type of program participation means specific program goals and objectives should be accomplished within a specific timeframe?
   a. Developmental program participation
   b. Linear program participation
   c. Interdependent program participation
   d. None of the above
4. Public parks and recreation programs for youth have been shown to:
   a. Increase parental stress in association with pickup and drop-off of children
   b. Increase aggressive behavior through contact sports
   c. Increase self-confidence and initiative through decision-making
   d. None of the above
5. Health promotion programs for youth have addressed topics, such as:
   a. Stress management
   b. Sexual behavior
   c. Fitness
   d. All of the above
   e. None of the above

ESSAY QUESTION

1. Describe two issues facing youth program development, and how those issues can be addressed by public parks and recreation administration and staff members.

14 Services for Adults and Seniors

I. Introduction
   a. Significance of adulthood
   b. Adulthood perspective
II. Adulthood and Programmatic Guidelines
   a. Early adulthood
   b. Middle adulthood
   c. Late adulthood
   d. Older adulthood
   e. Changes during adulthood
III. The Impact of Baby Boomers and Seniors on Programming
   a. Assumptions of older adults and programming
   b. Current trends for baby boomers and programs
   c. Definition of senior adults
   d. Baby boomers and seniors' reasons for program participation
   e. Community partnerships when developing programs
   f. Guidelines for older adult program design
IV. Why Prioritize Older Adult Recreation Programming?
   a. Changing demographic trends
   b. Important items associated with seniors' status
   c. What is "gray power"?
V. The Importance of Intergenerational Programs
   a. The impact of interconnectedness
   b. Intergenerational program models
VI. Senior Programmer Positions in the Community Parks and Recreation Field
   a. Duties and qualifications for senior programmer positions
   b. Benefits of hiring senior programmers

TRUE/FALSE

1. "Empty Nest" syndrome often occurs during early adulthood. False
2. Integrity during older adulthood includes a sense of "wholeness" with the life one has lived. True
3. Prior to the 21st Century, the overarching assumption that older adults experience a loss in independence and decline in mental or physical capabilities led to less active programs for older adults and seniors. True
4. The description of older adults and seniors as "frail elderly" has been a common perception for decades. False
5. The Baby Boomer Generation reflected individuals born before the beginning World War II. False
6. The Baby Boomer Generation includes survivors of two major events in global history – the Great Depression and World War II. False
7. Seniors prioritize the physiological benefits of parks and recreation program participation higher than Baby Boomers. True
8. "Gray power" is the political and social influence of seniors and older adults. True
9. Intergenerational programming improves cross-age attitudes and interactions, as well as enhances the psychological well-being in older adults. True

10. The only adult population group that has seen a continued increase in income growth over the past decade is seniors. True

MULTIPLE CHOICE

1. Examples of public parks and recreation programs for Baby Boomers include:
   a. Overnight trips
   b. Fitness classes
   c. Bingo
   d. All of the above
   e. None of the above
2. Most public parks and recreation senior centers cater to adults over the age of:
   a. 30
   b. 40
   c. 50
   d. None of the above
3. Older adult programmatic guidelines include:
   a. Focusing on participatory benefits
   b. Staff members who can connect with the older adult population
   c. Broad-based objectives
   d. A and B
   e. None of the above
4. What is an important item associated with seniors' status that may impact program prioritization, from the public parks and recreation perspective?
   a. Enhanced discretionary income
   b. The lack of political influence
   c. The growing usage of social media
   d. None of the above
5. Qualifications of Senior Programs Recreation Specialist include:
   a. Effective marketing skills
   b. Collaborating with volunteers
   c. Supervising aquatic programs
   d. A and C
   e. All of the above

ESSAY QUESTION

1. Discuss one of the stages of adulthood, significant changes in this stage, and public parks and recreation programs that would be beneficial for this stage.

15 Event Management

I. Introduction
   a. Park and recreation agency roles have expanded
   b. Motivations to host events include economic benefits and enhancing image of place
   c. Events and festivals are varied
II. Purpose of Special Events
   a. A specifically planned and focused event
   b. A singular occurrence, an extraordinary activity of some importance, deviating from the routine, an event outside the normal program of activities of the agency, an opportunity for a recreation experience outside the normal range of choices or beyond the everyday experience
   c. A "crowd" participating, either by specific invitation or open invitation
   d. A publicized occurrence of finite length
III. Typologies of Events
   a. Fairs, expositions, and shows are considered hall mark events, such as county and state fairs, hobby and craft shows, garden shows, pet shows, art expositions, business and trade events.
   b. Holiday celebrations, festivals, music festivals, and parades that focus on folk festivals, cultural and heritage events, and carnivals.
   c. Sports competitions such as golf events, tournaments for youth and adult amateur for soccer, softball, etc., marathons and mini marathons, fishing, hunting and boat races. Included would be spectator events such as college and professional sports, dog and horse racing etc.
   d. Performing arts such as dance, music drama including folk festivals and community theatre.
IV. Factors of Success and Management of Special Events
   a. Agency should have clear goals, objectives, and a vision statement.
   b. Important questions to consider are:
      i. Why is the event being held?
      ii. Who will the stakeholders (those who are interested or involved in the event) be?
      iii. When will the event be held?
      iv. Where will the event be staged?
      v. What is the event content or product/experience sought?
      vi. How will the event be evaluated?
   c. Consideration of the following management aspects:
      i. Staffing
      ii. Scheduling
      iii. Location
      iv. Financing and budget, as well as sponsorships
      v. Marketing and media relations
      vi. Risk management and legal considerations
      vii. Event production
      viii. Evaluation
V. Event production committees:
   a. Decorations (banners, signs, plantings)
   b. Entertainment (assures quality including talent, appearance and content appropriate to event)
   c. Operations and Maintenance (set up, clean up, seating, removal of equipment, trash, etc.)
   d. Signage (collects, inventories and stores all signs for event)
   e. Transportation (parking, bus shuttles, handicap access, etc.)
   f. Concessions (food and beverage and supervision of vendors)

g. Parking and traffic (coordinates with police a parking and traffic plan)
h. Children's activities (as appropriate for entertainment and child care)
i. Prizes and awards

TRUE/FALSE

1. Communities hold special events and festivals to bring tourists so they can spend money. True
2. Typologies of special events include community celebrations, sports, business/education, and private events? True
3. A characteristics of special events is that it is a specifically planned and focused event. True
4. Special events do not have an interdependency among the tourism industry, community, businesses, and parks and recreation agencies at the local level. False
5. By communicating goals to partners, a community can gather more support (fiscal, human resources, etc.) for the events. True
6. Parks and recreation agencies do not have a role in local special events. False.
7. The event manager is responsible for the formation of an event management team. True
8. The special event team needs persons with expertise in finance, budgeting, marketing, communications and public relations, permits and vendor compliance, and evaluation. True
9. Primary benefits of special events include improvement of the local economy, employment, but NOT increased quality of recreational attractions. False
10. It is more important to focus on businesses success and not resident population concerns in the staging of special events. False

MULTIPLE CHOICE

1. Special events have the following characteristics
   a. A specifically planned and focused event
   b. A singular occurrence, an extraordinary activity of some importance, deviating from the routine, an event outside the normal program of activities of the agency, an opportunity for a recreation experience outside the normal range of choices or beyond the everyday experience
   c. A "crowd" participating, either by specific invitation or open invitation
   d. A publicized occurrence of finite length
   e. A and C
   f. All of the above
2. Primary benefits of community based special events include
   a. Improvement of the local economy, employment, and increased quality of recreational attractions
   b. Jobs, a chance to clean up the town, help businesses
   c. Community pride, obtain new equipment and help businesses
   d. Create interest in town, help attract investment
3. Factors of success for community special events include
   a. Community support
   b. Volunteers
   c. Festival management
   d. Coordination/cooperation with businesses
   e. All of the above

4. Typically, special events can be categorized as the following, which one is NOT one of the major categories
   a. Community celebrations
   b. Business and education
   c. Sports – recreational, amateur, and professional
   d. Private
   e. Reunions and Weddings
5. Stakeholders in a community special event include the following, which one is NOT one mentioned in the chapter
   a. Government Agencies
   b. Businesses
   c. Professional Event Associations
   d. Festival Supporters
   e. Residents

ESSAY QUESTION

1. Describe the challenges and factors of success for staging special events.

16 Community Based Therapeutic Recreation/Inclusive Recreation

I. Introduction
   a. Close to 19% of the civilian noninstitutionalized population, aged 15 or older, had a disability in 2010 with 12.6% having a severe disability
   b. Only 41.1% of adults with disabilities aged 21 to 64 were employed and that 10.8% of adults with disabilities experience persistent poverty
   c. Three reasons why the parks and recreation profession should include people with disabilities: (1) it's the law (Americans with Disabilities Act), (2) it makes marketing sense to serve these 56.7 million people (18.7% of the adult population), and (3) it harkens to the basic philosophy of leisure services of providing personal freedom, justice, and equality to all people.
   d. Therapeutic recreation is defined as a service that uses activity therapy, education, recreation, and leisure to promote health, well-being, and quality of life of persons who require specialized care because of illness, disability, or social condition

II. The Nature and Spectrum of Disability and Human Variation
   a. A strengths-based approach defines disability as a variation in the human condition, rather than a deceit, and outlines an acceptance of human variation as part of mainstream culture
   b. The World Health Organization International Classification of Functioning, Disability and Health (ICF) is a framework for defining human variation that recognizes the complexity and environmental factors of disability and functioning.
   c. There are many different frameworks that classification types of disabilities

III. Historical Link Between Community Parks and Recreation and Therapeutic Recreation
   a. One of the tragic aspects within the profession of therapeutic recreation in the modern era is the hyper focus on the clinical/medical orientation and scant attention that is focused on community based therapeutic recreation
   b. The "Play Ladies" of Hull House settlement movement (e.g, Jane Addams, Ellen Gates Starr) were some of the first therapeutic recreation specialists
   c. Many of the community recreation programs that Hull House provided were simultaneously community-based therapeutic recreation facilitation and intervention strategies (e.g., expressive arts, bibliotherapy, leisure education, nature-based therapy and stress management).
   d. Beyond Hull House the College Settlement in Mount Ivy, New York, and the Henry Street Settlement in New York City are other examples of settlement houses that simultaneously provided community parks and recreation and community-based therapeutic recreation.

IV. Inclusion Through Accessibility, Accommodations, Adaptations
   a. Inclusion is an attitude and behavior, on the part of parks and recreation professionals, of providing the needed adaptations, accommodations, and support so that people with disabilities can participate in leisure opportunities with friends, family, and community members as an equal participant
   b. The City of Bloomington (Indiana) Parks and Recreation Department's normative registration forms have an inclusive service request section, a specific adult and child version inclusion questionnaire, and a full-time inclusive recreation coordinator who help people with disabilities experience leisure and trains parks and recreation staff toward inclusive practices
   c. Accommodation is defined as the removal of barriers that might otherwise prevent leisure participation
   d. Adaptation is when qualified professionals manage variables and services in order to meet the unique needs of people with disabilities and achieve desired outcomes
   e. Accessibility is provided via universal design
   f. Universal design is a broad-spectrum approach by making products, communications, and environments useable for all people

g. A study by Olsen and Dieser in 2012 that examined 57 community parks with playground structures in two neighboring cities (combined population of 102,000 people) reported that most playground structures are not accessible to children and people with disabilities

V. Special Recreation as Inclusion
   a. Whereas inclusive recreation generally means equal and joint participation of people with and without disabilities, special recreation occurs when people with disabilities participate in recreation with other people with disabilities (usually separate from people without disabilities).
   b. Special Olympics is the most common example of special recreation programming
   c. The Special Recreation Association Network of Illinois list 33 Special Recreation Cooperatives in Illinois serving 206 Communities which represent 158 park districts, 44 municipalities, and 1 township
   d. Gladys Park and San Julian Park (Skid Row Park) City of Los Angeles Department of Recreation and Parks

VI. Accessible Playgrounds and Aquatic Environments
   a. Accessible playgrounds should have: (1) accessible route, (2) accessible surfaces, (3) ground-level play components, (4) entry points and seats, (5) play tables, and (6) maneuvering space and clear or ground space
   b. Accessible aquatic environments should have: (1) pool entry, (2) basic accessibility guidelines, (3) locker rooms and restrooms, (4) aquatic equipment

TRUE/FALSE

1. The Americans with Disabilities Act (ADA) of 1990 (P.L. 101-336) mandates that all states and local public accommodations and services must be accessible to people with disabilities. True
2. Therapeutic recreation is defined as a service that uses activity therapy, education, recreation, and leisure to promote health, well-being, and quality of life of persons who require specialized care because of illness, disability, or social condition. True
3. According to a strengths-based approach, a disability is a specific impairment or deceit. False
4. The "Play Ladies" of Hull House settlement movement were some of the first therapeutic recreation specialist. True
5. The three prerequisites of inclusion are accessibility, accommodations, and adaptations. True
6. Whereas special recreation generally means equal and joint participation of people with and without disabilities inclusive recreation occurs when people with disabilities participate in recreation with other people with disabilities. False
7. In regard to accessible playgrounds, a play component must have a maneuvering space measuring 50 x 50 inches. False
8. An accessible aquatic environment should designate an area on the pool deck for assistive companions, guide dogs, crutches, wheelchairs, and other support and mobility equipment. True
9. In beep ball, a fielding players record outs by gaining control of a hit ball and raising it up in the air. True
10. Play tables in accessible playgrounds must be at least 20 inches in height. False

MULTIPLE CHOICE

1. The U.S. Census Bureau identified what percentage of the civilian noninstitutionalized population, aged 15 or older, as having a disability in 2010?
   a. 18.7%
   b. 12.6%
   c. 41.1%
   d. 10.8%
   e. None of the above answers are accurate related to the percentage of the civilian noninstitutionalized population, aged 15 or older, as having a disability in 2010

2. Which of the following is not a major components of functioning and disability according to the World Health Organization International Classification of Functioning, Disability and Health?
   a. Activity
   b. Leisure
   c. Environmental factors
   d. Participation
   e. Body functions
3. Which of the following provides an accurate understanding of mental health disabilities?
   a. Result from congenital conditions or progressive neuromuscular diseases
   b. Conditions affecting one or more of the body's systems
   c. Interfere with the acquisition and use of listening, speaking, reading, and writing that typically has an onset in the developmental period
   d. Refer to a wide range of behavioral variation
   e. None of the above answers accurate explain mental health disabilities
4. The Hull House labor museum was a community recreation program that simultaneously was what type of community-based therapeutic recreation intervention?
   a. Therapeutic community
   b. Leisure education
   c. Expressive art
   d. Stress management
   e. Physical activities
5. Which of the following best describes accommodations?
   a. Qualified professionals manage variables and services in order to meet the unique needs of people with disabilities
   b. People with disabilities participate in recreation with other people with disabilities
   c. Equal and joint participation of people with and without disabilities
   d. Participation in special recreation districts
   e. The removal of barriers that might otherwise prevent leisure participation

ESSAY QUESTION

1. Explain the difference between inclusive recreation and special recreation.
2. Explain how many of the community recreation programs that Hull-House (1889–1930) provided were simultaneously community-based therapeutic recreation facilitation and intervention strategies

17 Area and Facility Management

I. Introduction
   a. Park and recreation agencies develop, maintain, and operate a wide array of areas and facilities to meet the leisure needs and interests of the participants whom they serve
   b. Areas and facilities can provide opportunities for passive and/or active recreation
   c. The areas and facilities operated and managed by park and recreation agency are key factors that promote and contribute to the livability and quality of life of a community
II. Types of Areas and Facilities
   a. Areas can be thought of as a space or surface that is utilized for recreation purposes
   b. Areas include open spaces parks, natural preserves, wetlands, and/or other sites which are used for recreation and/or preserved for a variety of purposes including the survival of wildlife and the natural environment.
   c. Facilities can be thought of as structures that enable some type of service to be holistic, humanistic, and activist role
   d. Facilities include but not limited to, recreation centers, museums, swimming pools, basketball courts, tennis courts, ice rinks, and senior centers.
III. Planning and Management Considerations
   a. Policies
   b. Funding and budgeting
   c. Park and facility planning
   d. Visitor services
   e. Safety, first aid, emergencies
IV. Staffing and Supervision
   a. Supervision is an action which involves providing oversight to the management of park and recreation areas or facilities
   b. Types of supervision
   c. Direct supervision
   d. Indirect supervision
   e. General supervision
   f. Staffing refers to those positions involving individuals for specific job functions within a park and recreation agency
V. Universal Design and Accessibility
   a. Universal design, also known as inclusive design, design-for-all, or human-centered design, provides a framework for designing places or products without special or separate accommodations
   b. The Architectural Barriers Act of 1968
   c. Section 504 of the Rehabilitation Act of 1973
   d. The American's Disabilities Act of 1990
VI. Safety and Risk Management
   a. Waivers
   b. Participation agreements
   c. Invitees, licensees, and trespassers
   d. Addressing risk
   e. Hazards
   f. Security and protection

TRUE/FALSE

1. Areas can be thought of as a space or surface that is utilized for recreation purposes. True
2. Facilities can be thought of as structures that enable some type of service to be holistic, humanistic, and activist role. True
3. Policies emanate from legislative actions, court rulings, and agency self-determination. True
4. Park and recreation departments often are supported by a constituent lobbying group. False
5. General obligation bonds pledge the full faith and credit of the municipal agency and are backed with tax revenues. True
6. One of the main functions of park and recreation facilities is to protect park and open space areas from visitor impacts. True
7. Supervision is an action that involves providing oversight to the management of areas or facilities. True
8. There are few models of staffing that can be identified within park and recreation services. False
9. Safety strategies can effectively implanted when a risk management plan is in place. True
10. Universal design, also known as inclusive design, design-for-all, or human-centered design, provides a framework for designing places or products without special or separate accommodations. True

MULTIPLE CHOICE

1. Which of the following is NOT considered to be a park and recreation facility?
   a. Recreation center
   b. Swimming pool
   c. Tennis court
   d. Museum
   e. Parkway
2. Which of the following is NOT considered to be a park and recreation area?
   a. Open space
   b. Parks
   c. Natural preserves
   d. Wetlands
   e. All of the above are areas
3. Which of the following is NOT a typical type of bond issued by park and recreation department?
   a. Interest-bearing certificates
   b. General obligation bonds
   c. Revenue bonds
   d. Special assessment bonds
   e. Special purpose bonds
4. Which of the following are considered to be functions of facility design?
   a. Serve the need of park visitors
   b. Protect the park from visitor impact
   c. Necessary to the management and maintenance
   d. Create the park image
   e. All of the above

5. When individuals are engaged in supervision under the direction of a manager this is known as
   a. Direct supervision
   b. Indirect supervision
   c. General supervision
   d. All of the above
   e. None of the above

ESSAY QUESTION

1. In what ways can park and recreation areas and facilities be thought of as a program?

18 Trends, Issues, and Opportunities

I. Introduction
   a. Understanding of trends, issues, and opportunities can serve to provide important insights to assist in the provision and management of park and recreation services
   b. A trend is a general tendency which a course of events takes
   c. An issue can be thought of as a problem or topic that requires some action
   d. trends and issues also create opportunities for park and recreation agencies
   e. trends and issues should be viewed not as problems, but rather as opportunities for new development and resolution to challenges that may be occurring

II. Community Livability and Quality of Life
   a. Community park and recreation departments play a key role in advancing community livability and quality of life
   b. The idea of community livability is a subjective one
   c. Quality of life as being concerned with the well-being and happiness of individuals and communities

III. Building Community- Expanding Social Capital
   a. Social capital refers to one's networks which are essential in order to build trust and reciprocity between individuals
   b. Individuals and communities have lost a great deal of social capital over the past several decades
   c. Community park and recreation departments provide numerous opportunities for people to engage in both social bonding and social bridging
   d. Social bonding involves strengthening one's existing relationships, whereas social bridging involves expanding one's social networks

IV. Partnerships and Building Collaborative Relationships
   a. The development of cooperative, collaborative partnerships is essential
   b. A partnership can be thought of as a relationship between organizations that enable programs to be provided collectively that would be difficult if one were to go at it alone
   c. The crafting of partnerships creates many new opportunities to expand and enhance programs and services by sharing resources
   d. Partnerships take many different forms

V. Blurring of Traditional Limits on What Park and Recreation Does
   a. As society evolves and changes, the traditional boundaries of community park and recreation programs are ever changing
   b. Not only are new programs being added to community park and recreation departments, but organizations are often undergoing continuous restructuring in order to meet emerging needs

VI. Areas and Facilities
   a. There has been an annual increase between 2012 and 2016 in the use of park and recreation facilities
   b. Planned additions to park and recreation areas and facilities include:
      i. Splash play areas (23.4% of the respondents)
      ii. Playgrounds (22.4% of the respondents)
      iii. Dog Parks (22% of the respondents)
      iv. Fitness trails and outdoor fitness equipment (21.5% of the respondents)
      v. Hiking and walking trails (20.3% of the respondents)
      vi. Bike trails (20.1% of the respondents)
      vii. Park restroom structures (19.5% of the respondents)
      viii. Park structures such as shelters and gazebos (17.7 % of the respondents)
      ix. Synthetic turf sports fields (16.1% of the respondents)
      x. Wi-Fi services (14.4% of the respondents)

VII. Relevance and Importance of Park and Recreation Planning
   a. It is imperative that parks and recreation managers and their staff become more involved in local development efforts
   b. The challenge is to help the general public, decision makers, and some city planners become aware of and appreciate the economic, social, community, and environmental benefits of parks and open space
   c. Park and recreation planning adds value and relevancy to a community in the following ways:
      i. Ensures the public health, welfare, and safety of the community
      ii. Assesses the current state of the park and recreation system
      iii. Guides the development of the park and recreation system within a community
      iv. Provides a foundation for financial security of the department
      v. Develops a tool for rational decision-making
      vi. Engages the public in discussing issues and developing solutions
      vii. Coordinates the various functions of the department and other municipal agencies
      viii. Creates feasible actions to translate the strategic concepts of the plan into actual implementation
   d. Planning helps community park and recreation agencies make critical decisions
   e. Planning and plans also allow organizations to prioritize available funding and staff to provide most efficient delivery of services.

VIII. Importance of Engaging the Public for Planning and Future Decision-Making
   a. Successful recreation and park management is based on meaningful and collaborative citizen involvement
   b. Plans, policies, and future direction are misguided without adequate and meaningful citizen engagement
   c. The goals of citizen engagement are to revitalize civic culture, improve public discourse, and generate the political will to take action

IX. Acquisition of Park and Open Space
   a. Recreation and parks agencies are under increasing pressure to acquire enough lands and contiguous parcels for greenways due to development pressures
   b. Six important factors adding to the recreational space problem:
      i. More and more residents are using park lands more frequently
      ii. There is far less open space owned by private citizens or companies available for residents to use, resulting in greater use of public parks and recreation areas
      iii. Older parts of cities have fewer acres of parks due to the historic lack of land dedication or fees when the area was developed. Newer parts of the city often has more acreage in parks per 1,000 people due to ordinances in place
      iv. Competition with developers over lands for recreation vs. other uses
      v. Perceptions from elected officials that maintenance costs of parks are prohibitive for the future budget
      vi. Technology (web-based information) has made access to these lands easier and has vastly increased the demand for special areas to handle particular needs (off road vehicles, horse trails, etc).
   c. Acquiring needed parklands has become increasingly difficult, particularly in urban areas where needs are greater, but where conflicting demands are formidable due to development pressures
   d. There are several ways recreation or park agencies can acquire land including:
      i. outright purchase, donation
      ii. stipulated deed
      iii. condemnation
      iv. easements
      v. dedications
      vi. fee in lieu and/or park development fee
      vii. transfer of property or development rights

X. Sustainability: An Area of Concern for All
   a. The concept of sustainable development is still ambiguous even in definition
   b. Park and recreation organizations have an advantage over many organizations because the core of their mission includes principles of sustainability to maintain, improve, and guide the long-term health and well-being of the entire community and the elements on which they rely—the people, flora and fauna of earth, water, air.

c. Many public park and recreation organizations and the communities in which they operate have adopted efforts to identify policy and practices to effectively advance the economic, environmental and social objectives of a sustainable parks system
d. Sustainability efforts include administration, engineering, energy, water, air quality, health, interpretation services, operations and maintenance, park management, revenue enhancement, partnerships, habitat preservation, and transportation

TRUE/FALSE

1. A trend can be thought of as a movement, tendency, or shift and can be differentiated from fads, which are short lived. True
2. Community park and recreation departments are not primarily involved in promoting community livability and quality of life. False
3. The United States leads the world in citizens with mental illness. True
4. By 2044, more than half of all Americans will belong to a minority group. True
5. In 2015, there was an increase in the number of public parks and recreation agencies reporting revenue increases than in 2013-2014. True
6. Construction of new facilities and acquisition of land for public parks and recreation are two significant challenges highlighted by parks directors in 2015. True
7. The only reason we don't acquire more park land in our communities is because of money. False
8. It is more important to involve the businesses and schools in park and recreation planning than involve the general public. False
9. It is imperative that parks and recreation managers and their staff become more involved in local development efforts. True
10. Splash play area, playgrounds and dog parks have been identified as important additions to park and recreation departments in the future. True

MULTIPLE CHOICE

1. Community livability at the turn of the century was a quality called
   a. Environmental well-being
   b. Sociability
   c. Sustainability
   d. Community sensibility
   e. None of the above
2. Which of the following can decrease global climate change by reducing greenhouse emissions?
   a. Providing trees throughout a city though park development
   b. Creating roof top gardens on city buildings
   c. Developing bicycle infrastructure through a city.
   d. All of the above
   e. None of the above
3. Popular programmatic options being developed by public parks and recreation agencies include the following:
   a. Prenatal fitness
   b. Life sports
   c. Environmental Awareness
   d. None of the Above
   e. All of the Above

4. There are several ways recreation or park agencies can acquire land including:
   a. Outright purchase, donation
   b. Stipulated deed
   c. Condemnation
   d. Easements
   e. All of the above
5. Social capital refers to:
   a. One's network
   b. One's social bonds
   c. One's social bridges
   d. None of the above
   e. All of the above

ESSAY QUESTION

1. Why is it important for park and recreation departments to gain knowledge and appreciation of trends and issues? How do such trends and issues impact on the crafting of opportunities?