SAMPLE OUTLINES

MANAGING RECREATION,
PARKS, AND LEISURE SERVICES
AN INTRODUCTION
4TH EDITION

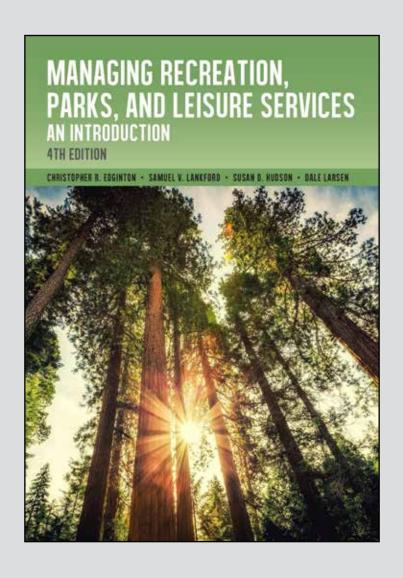CHRISTOPHER R. EDGINTON · SAMUEL V. LANKFORD · SUSAN D. HUDSON · DALE LARSEN

CHAPTER 1
RECREATION, PARKS, AND LEISURE SERVICES IN THE 21ST CENTURY

TOPICAL OUTLINE

I.   Introduction
   a.   The rise of management
   b.   The way we view and conceptualize work
   c.   The improvement to the population's basic quality of life

II.   Recreations, Parks, and Leisure Services Managers and Social Transformation
   a.   Creating social transformations
   b.   Improving the quality of life
   c.   An idea of social reform

III.   21st Century Management: A New Paradigm
   a.   The knowledge-based era
   b.   The roles and expectations of managers
   c.   New technologies
   d.   Governments becoming more accountable
   e.   The model of historic social transformation
   f.   The strength-based work revolution
   g.   Industry ecosystems
   h.   The applications of models of management

IV.   Management of Recreations, Parks, and Leisure Service Organizations
   a.   Defining management
   b.   Management in contemporary times
   c.   Productive management
   d.   Characteristics of managers
   e.   Three classifications of leisure service managers
   f.   Skills of the recreation, parks and leisure services manager
   g.   Defining a recreation, park and leisure service organizations

V.   Summary
   a.   The arrival of the 21st century.
   b.   Recreation, park, and leisure services managers' role in social transformation
   c.   Awareness of environmental systems

CHAPTER 2
THE EVOLUTION OF MANAGEMENT THEORY AND PRACTICE

TOPICAL OUTLINE

I. Introduction
    a. Practical applications of management theory in nonprofit and government agencies
    b. History of management in recreation, parks, and leisure service profession
    c. Evolution of social ideas relevant to management
    d. Emergence of management in industrial revolution, the social reform movement, transfer of technology
    e. Scientific management, human resources management, and contemporary management

II. The Evolution of Social Ideas and Recreation, Parks and Leisure Service Management
    a. The evolution of management
    b. The context of the industrial evolution
    c. The need for social reform
    d. Technology transfer

III. Management History
    a. Max Weber's Bureaucratic Form of Organization
    b. Frederick W. Taylor's Scientific Management
    c. Human Relations Management
    d. Management Science (Operations Research)
    e. Human Resources Management
    f. Contemporary Management

IV. Early Perspectives on the Management of Recreation, Parks, and Leisure Services (1850–1920)
    a. Urbanization
    b. Social economic stratification
    c. Ethnic and racial division
    d. Factory conditions
    e. Immigration
    f. Redefinition of daily life brought about by industrial society.

V. The Depression and the War Years (1930–1950)
    a. Federal funds for programs
    b. Work the Progress Administration (WPA)
    c. Civilian Conservation Corps (CCC)
    d. Structural reform and reorganization in parks and recreation

VI. The Zenith of the Movement (1960s–1970s)
    a. Outdoor Recreation Resources Review Commission (ORRRC)
    b. Land and Water Conservation Fund Act in 1964
    c. The Wilderness Act (1964)
    d. The Wild and Scenic Rivers Act (1968)
    e. The National Trail System Act (1968)

f.   Need for new management strategies
g.   Greater emphasis on managing the fiscal activities of park and recreation systems
h.   Administration of Public Recreation, Lynn S. Rodney (1964)
i.   Elements of Park and Recreation Administration, Charles E. Doell (1963)
j.   Management Strategy, Joseph J. Bannon, (1974)
k.   Leisure Service Delivery System: A Modern Perspective, Williams, Niepoth, & Brown (1973)
l.   Public Administration of Recreation Services, Hjelte & Shivers (1976)
m. Public Recreation Administration, Reynolds & Hormachea, (1976)
n.   Creative Administration in Recreation and Parks, Kraus & Curtis, (1973)
o.   Productive Management of Leisure Service Organizations: A Behavioral Approach, Edginton & Williams (1978)
p.   Problem Solving in Recreation and Parks, Joseph J. Bannon, (1972)

VII.   A Period of Reorganization and Growth (1980s–1990s)
a.   Greater emphasis on providing high-quality, participant- focused recreation, parks, and leisure services
b.   American Academy for Park and Recreation Administration (AAPRA) was established (1980)
c.   American Academy for Park and Recreation Administration, task force to develop accreditation procedures for agencies (1989)
d.   National Commission on Accreditation for Park and Recreation Agencies (CAPRA) established
e.   National Recreation and Park Association (NRPA)
f.   American Association for Leisure and Recreation (AALR)
g.   International City/County Management Association (ICMA)
h.   Council of Executive Directors (CED)
i.   National Association of County Park and Recreation Officials (NACO)

VIII.   New Challenges: Into the 21st Century (2000-present)
a.   Trends in in leisure patterns emerged
b.   Increase of place-bound, community-focused experiences
c.   New innovative management strategies resulting in provision of safe environments for individuals during their leisure
d.   Growth in expenditures for personal consumption
e.   Need to innovate and respond to change
f.   Financial aspects
g.   Building collaborative partnership
h.   Emphasis on marketing strategies

IX.   Summary
a.   Rise of management
b.   Complex organizations in the Industrial Era
c.   A need for social reforms
d.   Five approaches to management theory and practice
e.   Evolution of management in relation to recreation, parks, and leisure service

CHAPTER 3
VISION, MISSION, GOALS, AND POLICY

TOPICAL OUTLINE

I. Introduction
   a. Establishing a vision and mission
   b. The role of policymaking in recreation, parks, and leisure service management
   c. Managers must understand nature of visioning
   d. Managers must establish mission statements, practice goal setting, and understand policy-making process

II. Values, Visioning, Mission, and Goal Statements
   a. Pendulum swinging toward social, humanistic, and altruistic concerns
   b. Recreation, parks, and leisure agencies addressing social Issues
   c. Cultural diversity within communities
   d. Management of services-community oriented
   e. Recreation, parks, and leisure agencies must be stewards of community resources

III. A Fan of Recreation, Park, and Leisure Service Values
   a. Recreation, parks, and leisure profession responds to values of society and of individuals
   b. Beliefs and values are translated to individual and community goals then translated into objectives
   c. Fan of Values Model assist community recreation, parks, and leisure service managers to develop goals and objectives which coincide with community's values
   d. 21st century's complex and interconnected value systems
   e. Works Progress Administration (WPA) provided jobs, addressed social and aesthetic and political values
   f. Recreation, parks, and leisure service management as intervention process
   g. Park and recreation profession view services as a whole, guided by common philosophy and driven by environmental ethic

IV. Vision and the Recreation, Parks, and Leisure Services Manager
   a. Power of forward thinking
   b. Vision establishes philosophical direction for an organization
   c. Recreation, parks, and leisure service organization vision statement must reflect the culture of the organization within contextual framework of community values

V. Developing a Vision for a Recreation, Parks, and Leisure Service Organization
   a. Process of developing a vision statement involves identifying core values of both the organization and those it serves
   b. Identify values of importance

VI. The Role of the Recreation, Parks, and Leisure Service Manager in Promoting the Vision
   a. Recreation, parks, and leisure service managers role in visioning process includes identifying and maintaining the core values of an organization
   b. Vision of recreation, parks and leisure service organization, values drive culture

VII. Mission Statements
   a. Drawn from and similar to vision statements
   b. Focused on specific services, conditions, or benefits/outcomes produced by recreation, parks, and leisure service organization
   c. Mission statements short and direct
   d. Mission statements reflect concerns for quality and excellence and organizational value

VIII. Goals and Objectives
   a. Form the basis of community and internal strategic planning process
   b. Organizational intent to share with community the relevance of its programs, services, and operations
   c. Goals broadly defined, articulated values
   d. Objectives are specific, narrow, and measureable
   e. Lack of clarity in goals can lead to disorganization, inefficiency, and ineffectiveness

IX. Priority and Measurement of Objectives
   a. Evaluating and ranking importance of objectives in order to move toward goals
   b. Prioritization of objectives must involve participants, the community, staff, and decision makers
   c. Effective managers must establish objectives in every area that contributes to overall organizational performance

X. Policymaking
   a. Policy is a course of action that guides human behavior
   b. Formal policies delineate the purposes, aims, goals, objectives, principles, procedures, and rules that provide direction to individuals.
   c. Informal policies consist of norms, mores, and customs present within organization that affect individual and collective behavior
   d. Three ways policy affects behavior in organizations include enabling behavior, regulating behavior, and inhibiting behavior
   e. Policies help clarify relationships and patterns of communication, establish networks of communication and levels of authority and responsibility
   f. Policies include philosophy, goals and objectives, and rules and procedures-make actions predictable

XI. Policy Structures
   a. Policies of an organization exist in a hierarchy
   b. General statements at the top of hierarchy
   c. Specific policies as lower end of hierarchy

XII. The Policy Process
   a. Process of policymaking carried out in three phases: formulation, implementation, and evaluation
   b. Formulating a policy must be related to overall mission or purpose of the organization
   c. Policy implementation is when a policy is put into operation
   d. Policy evaluation includes efforts of an organization to determine if policies have achieved desired end
   e. Element of risk in formulation and implementation of policies

XIII. Policy Units
   a. Policy in public recreation, parks, and leisure services usually vested in board or commission
   b. Policy in private recreation, parks, and leisure delivery systems formulated either by owners of organization or by elected or appointed board of directors
   c. Public policymaking board, council, or commission unit is appointed by legislative body or elected by the public at large to provided direction and control of public park and recreation services
   d. Public advisory board or commission has no final power or authority, but can exert considerable influence over policy decisions by other legislative bodies
   e. Corporation and board of directors' method of organizing profit- or nonprofit-oriented enterprises which has a legal existence of its own
   f. In a corporation, an elected or appointed board of directors is responsible for management

XIV. What Policymaking Boards Do?
   a. Policymaking
   b. Fund-raising
   c. Activity on board committees
   d. Recruiting new board members
   e. Engaging in community relations
   f. Evaluating the organization's budget
   g. Training new board members
   h. Conducting personnel practices

XV. Participants and the Policymaking Process
   a. Important component in process of policymaking in public sector is to involve the public being served
   b. Concerns with involving participants in policy process include difficulty in making objective and rational planning and evaluation
   c. Participants lack of expertise may cause difficulty in clarifying issues
   d. Political expediency may prevent participants from contributing to policymaking process
   e. Five factors that strengthen participants' involvement in policymaking process

XVI. The Role of the Manager
   a. Managers of organization with policymaking board administer policy decisions
   b. Legislative bodies deal with policy divisions regarding values
   c. Administrative bodies deal with factual policies
   d. Major management function of recreation, parks, and leisure service manager is policy implementation

XVII. Summary
   a. Policy is a plan that inhibits, enables, or regulates behavior
   b. Policies exist in hierarchical fashion
   c. Manager dual role in policy process including (1) helping policymaking bodies formulate policies and (2) carrying the responsibility for implementation and enforcement

CHAPTER 4
ORGANIZING AND STRUCTURING RECREATION, PARKS, AND LEISURE SERVICES

TOPICAL OUTLINE

I. Introduction
   a. Recreation, parks, and leisure service organizations structure activity to encourage productivity
   b. Characteristics of formal organizations
   c. Types of organizations providing leisure services
   d. Factors involved in structuring recreation, parks and leisure service organizations

II. Organizational Culture
   a. Organizations culture-the way it views itself and relates to the environment
   b. Defines expected behaviors and relationships among employees and population served by the recreation, parks, and leisure service organization
   c. Common ways meaning is transmitted

III. Key Elements Reflecting the Characteristics of Organizations
   a. Deliberately structured social units designed to attain a set of goals and objectives
   b. Four key elements as characteristics of organizations

IV. Structuring Recreation, Parks, and Leisure Service Organizations
   a. Form of any recreation, parks, and leisure service organization related to goals and objectives it strives to achieve
   b. Structure determines productivity
   c. Needs of leisure go unmet because organizations when organizations are too rigid to respond

V. Mechanistic versus Organic Organizations
   a. Organizational designs can be viewed as a continuum
   b. Organic structures capable of dealing with change
   c. Mechanistic organizations operate in stable environment
   d. Type of organizational structure depends on specific service being offered

VI. Types of Organization Used in the Delivery of Recreation, Parks and Leisure Services
   a. Models of organization
   b. Models have potential for delivery of recreation, parks and leisure services programs
   c. Bureaucratic Model of Organization
   d. Systems Approach
   e. Decentralization
   f. Federation Model of Organization
   g. Horizontal Organization
   h. Network Organization
   i. The Virtual Organization

VII. Recreation, Parks and Leisure Services as a Learning Organization
   a. Recreation, parks, and leisure service organization of the future will be highly adaptable organism
   b. Learning organizations have ability to transform themselves in environment of discontinuous, ongoing, rapid, and dynamic change
   c. Emphasis on shared decision making, collaborative thinking, and joint conflict resolution
   d. Basic focus on building a common commitment to the endeavor
   e. Employee role to determine strategies to enhance each component of organization

VIII. Summary
   a. Organizational designs
   b. Manager must recognize goals and objectives, basic work activities, and other environmental factors
   c. Elements affect amount of specialization, standardization, centralization, formalization, flexibility, and type of configuration
   d. Organizational structure continuum that runs from mechanic (rigid) organization to organic (flexible) organization

CHAPTER 5
ETHICS: HUMAN/SOCIAL, COMMUNITY, AND ENVIRONMENTAL RESPONSIBILITIES

TOPICAL OUTLINE

I. Introduction
    a. Related to ethics, integrity is most important characteristic public manager must possess
    b. Public must trust recreation, parks, and leisure service managers as taxpayer is stockholder in public goods and services
    c. Maintenance of the public's trust is important in terms of any agency relationship with those it serves
    d. Community members seek application of high ethical standards and quality and value in the delivery of services

II. Three areas of ethics addressed by recreation, parks, and leisure service managers include:
    a. Human–Social Responsibility
        i. Includes ethical standards established for dealing with people
    b. Community Responsibility
        ii. Refers to interaction between recreation, parks, and leisure service organization and the community
    c. Environmental Responsibility
        iii. Recreation, parks, and leisure service organizations by definition are committed to values that promote a strong environmental ethic

III. Ethics Defined
    a. Ethics are right behaviors as defined by society
    b. Important for manager to understand complexity of moral environment and adopt a personal code of conduct that promotes public trust
    c. Two important points in determining employees' ethical behavior include employees' own personal code and the behavior of the boss of company
    d. Recreation, parks, and leisure service managers must have good foundation of behavior, or "values"
    e. Corporate values or institutional values stated in mission or vision statements of organizations
    f. Code of ethics for recreation, parks, and leisure service professionals also found in ethical code of conduct developed by NRPA
    g. Codes of conduct and ethical standards provide guidelines for managers to carry out human-social responsibilities, community responsibilities, and environmental responsibilities in day to day operations of the agency

IV. Human-Social Responsibility
    a. Public expects integrity, openness, accountability, and service as fundamental principles of organization
    b. Operation of recreation, parks, and leisure services requires employees and members of boards, commissions, committees, and councils to be independent, impartial, and responsible to the public

      c. Employees and officials of public agencies are prohibited from participating in hiring, pro-motional work assignment, discipline decisions of a relative
      d. Use of technology under ethical scrutiny

V.   Community Responsibility
      a. Two major responsibilities to the community
      b. Public policy and decision making require adherence to fair and consistent treatment on rules, procedures and practices
      c. Conduct of public programs involves appropriate proactive management "best practices"

VI.   Environmental Responsibility
      a. Relationship between individual human being and nature important and fundamental
      b. Values of managers include environmental restoration, preservation, protection, mainte-nance and conservation
      c. Critically important for managers to lead environmental projects and community efforts

VII.   Summary
      a. Values and ethics of recreation, parks, and leisure service continually called into question
      b. Participants demand honest and fair services in return on investment
      c. Three general ethical areas of responsibility addressed by recreation, parks and leisure service managers include human-social, community and environmental
      d. Recreation, parks and leisure service managers must act with integrity in all interactions with others
      e. Integrity is the basis for public trust and recreation, parks and leisure service managers

CHAPTER 6
MANAGERIAL LEADERSHIP AND MOTIVATION

TOPICAL OUTLINE

I. Introduction
    a. Focus of on managerial leadership and motivation
    b. Optimal managerial leadership style is leader-manager
    c. Leader manager combines great visionary skills, vision, and action combined
    d. Managerial leadership is process of influence
    e. Managerial leadership transforming the lives of people
    f. Leadership key to producing dedicated, committed, hardworking, action-oriented organizations

II. Managing or Leading?
    a. Managers do things right, leaders do the right thing
    b. Leadership included three major contexts: commitment, complexity, and credibility
    c. Four areas of competency: (1) attention through vision, (2) meaning through communication, (3) trust through positioning, and (4) the deployment of self

III. Empowerment and Managerial Leadership
    a. Recreation, parks, and leisure service managers create environment where people are free to identify work methods and pursue organizational goals
    b. Key element in work of successful recreations, parks, and leisure service managers is ability to empowering individuals

IV. Empowering Leaders within Organizations
    a. Delegating within a traditional hierarchy
    b. Creating community
    c. Liberating a spirit of enterprise

V. Commitment to Quality
    a. Successful recreation, parks, and leisure service organizations are committed to quality
    b. Quality is perception of excellence that is measured against standards
    c. Exceeding basic standards, gets higher and higher levels of quality
    d. Deming Model of Management
    e. Hallmarks of quality

VI. Learning Organizations and Managerial Leadership
    a. Focus on continuous learning
    b. Ability to cope and deal with change
    c. Importance of human resources of an organization in knowledge era
    d. Work of the recreation, parks, and leisure service manager will require openness, critical thinking, information processing, collective decision making
    e. Three roles managers play in improvement-driven organizations: 1) the manager/leader as a designer, 2) the manager/leader as a steward and 3) the manager/leader as a teacher

VII.   A Conceptual Appraisal of Managerial Roles
  a.   Work of managers includes four competencies specific to field of recreation: planning, organizing, influencing, and controlling

VIII. Basic Leadership Theories
  a.   Conceptual frameworks
  b.   Recreation, parks, and leisure service managers theoretical foundation to base actions on
  c.   Great Man Theory
  d.   Trait Theory
  e.   Group or Exchange Theory
  f.   Situational or Contingency Theory
  g.   Excellence/Transformational Theory
  h.   Collaborative Leadership Theory
  i.   The Servant Leadership Approach

IX.   Motivation: Why Is It Important?
  a.   Success of organization will rest on efforts of individuals within organizations
  b.   Factors related to motivation include abilities of individuals to respond to challenges, to put forth effort, to be action oriented, and to learn and grow

X.   The Basic Motivation Process
  a.   Motivation is anything that moves people to perform
  b.   Motivation is process that moves person toward a goal
  c.   Motivation is concept associated with having individuals meet their needs
  d.   Motivation viewed as cyclical process involving needs, drives and goals

XI.   Integrating Needs and Organizational Goals
  a.   Major responsibility of recreation, parks, and leisure service manager is to coordinate needs of individual with goals of the organization
  b.   Concept of work alignment important to motivation process
  c.   Recreation, parks, and leisure service managers as leaders must help individuals and employees meet their needs

XII. Understanding Motives
  a.   Primary and secondary motives

XIII. Defining Motivation
  a.   Motivation as a process of influence in a person's life
  b.   Work motivation culturally defined
  c.   Work motivation is creating environment that enables individuals to be stimulated to take actions that fulfills goals of organization
  d.   Effective recreation, parks, and leisure service manager creates environment wherein people can be self-motivated

XIV. Factors Influencing Motivation
  a.   A function of needs
  b.   A function of opportunity
  c.   A function of ability
  d.   A function of reinforcement

XV.   Creating a Motivating Environment
  a. Three characteristics of motivating environment include 1) shared view of organizational goals and contributions, 2) support of management, and 3) ensuring that employees feel worthwhile

XVI.   Theories of Work Motivation
  a. Three categories of work motivation theories include: (1) content theories, (2) process theories, and (3) contemporary theories

XVII.   Motivation Studies and Recreation, Parks, and Leisure Services
  a. Studies focused on factors that motivate individuals
  b. Studies focused on differences in perceptions between workers and managers about what motivates employees
  c. Recreation, parks, and leisure service personnel motivated by elements in the work environment that provide for job satisfaction

XVIII. Summary
  a. Managerial leadership is key to success of recreation, parks, and leisure service organizations
  b. Leadership includes influencing others by creating a credible, attractive, and realistic vision for the future and motivating people towards action
  c. Vision is fundamental to work of recreation, parks, and leisure service manager
  d. Key contemporary concepts for recreation, parks, and leisure service managers involve empowering others, promoting quality, establishing learning opportunities, and operating in an ethical fashion

CHAPTER 7
PLANNING FOR RECREATION, PARKS, AND LEISURE SERVICES

TOPICAL OUTLINE

I.   Introduction
   a.   Functional and effective organizations plan for the future
   b.   Recreation, parks, and leisure service managers must be informed about planning to manage their facilities, resources, and services
   c.   Recreation, parks, and leisure managers link community values, needs, and priorities with organizational goals, policies, and plans
   d.   Strategic planning, and comprehensive recreation, parks, and leisure planning
   e.   Characteristics of effective planning

II.   Planning And The Recreation, Parks, And Leisure Service Manager
   a.   Developing and initiating a goal-setting process
   b.   Preparing and monitoring the operating and capital budgets
   c.   Monitoring and evaluating citizen participation involvement
   d.   Process of planning sequence where direction of action through planning is continually adjusted based on new realities action reveals
   e.   Planning is decision making to solve problems
   f.   Well-developed recreation and park planning processes and plans improve community public relations

III. Strategic Planning
   a.   Strategic planning is process for identifying internal external strengths weaknesses of organization
   b.   Identifying future trends, opportunities, problems, internally and externally
   c.   Identifying means to innovate and create opportunities in management and service provision
   d.   A process for decision making
   e.   A process for organizing tasks, setting priorities, goals, and objectives
   f.   Seven basic distinct steps in the strategic management planning process

IV.   Recreation, Parks, And Leisure Plans In Relationship To The Community Comprehensive Plan
   a.   Planning for parks and recreation leads to increased value for community in terms economic development
   b.   Content, process, and decision-making procedures impact recreation, parks, and leisure service system in community
   c.   Parks and recreation tied to economic development, community livability, and social change
   d.   Improving recreational facilities and resources in the area
   e.   Address recreational standards designed to determine deficiencies

V.   Essentials Of Effective Recreation, Parks, And Leisure Services Planning
    a. Enhance government's ability to respond to changes in service needs, potential acquisitions, and opportunities to improve service.
    b.   Eight essential elements reflected in local recreation, parks, leisure services plans

VI. Summary
    a. Relationship between decision making and planning
    b. Planning includes Interaction of staff, management, citizens, decision makers

CHAPTER 8
DECISION MAKING AND PROBLEM SOLVING

TOPICAL OUTLINE

I. Introduction
    a. Planning and decision making interrelated in the delivery of recreation, parks, and leisure services
    b. Problem solving process for making decisions
    c. The role of planning and evaluation process
    d. Information systems, computers and design of support systems

II. Decision Making and Problem Solving
    a. Problem identification requires an analysis of the situation
    b. Three types of problems: opportunities, crises, or routine
    c. Manager, community, and staff work together to solve problems
    d. Solutions match organizational goals, resources, and constraints
    e. Implementation process or action must occur
    f. Evaluation of decisions, implementation, and impact on objectives

III. Decision Making And Planning
    a. Act of planning offers basis for making decisions
    b. Management decision making one method for solving problems
    c. Decision-making process is creative
    d. Traditional view of planning, action informs thought
    e. Planning approach is decision-making process over time
    f. Public interest reflects society's values
    g. The more values a solution addresses, the better the solution
    h. Process that directly involves public reflects public interest
    i. Planning and management functions at neighborhood level
    j. Societal values more important than individual levels

IV. Decision Making and Evaluation
    a. Manager dual responsibility to specify problem and evaluate output
    b. Recreation, parks, and leisure service manager must know research and evaluation processes
    c. Systematic research leads to informed decisions and problem solving
    d. Four functions facilitate dialogue and systematic informed decision making
    e. Collective decision making is broader spectrum and more perspectives
    f. Engaging public or clients combines community values with organizational goals
    g. Objectives improve quality of life and human condition
    h. Policy, planning, evaluation, service implementation address needs of community

V. Decision Making And Information Systems
    a. Data collection
    b. Budget defines objectives and determining organizations future activities
    c. Management indicatory and monitoring increase efficiency and effectiveness
    d. Strategic alignment must coordinate budget and resources

VI. Decision Making and Computers
   a. Decision-making process assists managers to convert information into action
   b. Contribution of computing decision making includes improved information and condensing large amounts of information
   c. Decision support systems (DSSs) provide manager with information to make decisions
   d. Types of information needed by managers using DSS and MIS include planning, control, and operations

VII. Designing A Decision Support System
   a. Clients, regulations, community values, expectations, and users behaviors
   b. External and internal information
   c. Planning, control, and operations information flows vertical and horizontal in recreation, parks, and leisure organization
   d. Determination of management and organizational needs
   e. Information gathering and processing
   f. Information use in decision making

VIII. Summary
   a. Recreation, parks, and leisure service organizations must organization information
   b. Information must be timely and accurate
   c. Planning and evaluation processes and outcome important part of decision making
   d. Computers impact decision making
   e. Managers must be involved with management information systems (MIS)

CHAPTER 9
PROMOTING COLLABORATION AND COOPERATION

TOPICAL OUTLINE

I. Introduction
   a. Identification of strategies to assist recreation, parks, and leisure service managers in development of cooperative arrangements
   b. Collaboration models, partnering, contracting, outsourcing, and privatization
   c. Differences between partnerships and outsourcing
   d. Formulation of cooperative agreements
   e. Constant state of change due to social, political, economic, cultural, and environmental factors.

II. The Need For Collaboration In Recreation, Parks, And Leisure Service Delivery
   a. Growth in need for collaboration and partnering
   b. Models of Change in Municipal Parks and Recreations (Havitz, 1995)
   c. Effective youth development programs involve strategic partnerships between public and private institutions
   d. Need for creation of coalitions, councils, or coordinationg bodies
   e. Draw national attention to positive youth development
   f. Ensure programs complement one another
   g. Collaboration and partnering among public, private and nonprofit recreation, parks and leisure organizations address complex community problems
   h. Panning, development and management a joint venture
   i. Privatization of parks, facilities and programs through sub-contracting
   j. Corporate assistance for programs and projects
   k. Public, voluntary and businesses provide cooperative sponsorship of varied programs

III. Understanding Partnerships And Collaborative Efforts
   a. Partnership as dynamic arrangement between two or more parties with mutually recognized needs
   b. Collaboration allows process to explore beyond limited vision
   c. Partnership includes identifiable and readily flexible relationship on intended outcome
   d. Partnership addresses specific needs and predetermined outcomes
   e. Partnership is working relationship high level of trust and cooperation
   f. Partnership effort to form collaboration or combined operation
   g. Foundations of cooperation, collaboration and partnering are built on incentives and information exchange in contractual relationship
   h. Partnering is form of contracting but not contractual agreement
   i. Contracting services are act of paying fee for specified service
   j. Outsourcing is contracting services, granting franchises and use of volunteers to deliver services

IV. Examples Of Partnerships, Cooperation, And Collaboration
   a. Cooperative efforts for improving parks, health services, youth services, sports and facilities, and administrative
   b. 1980s and 1990s Service agreements among governmental organizations

     c. Council of Governments (COGs) to provide fire, safety, transportation, and recreation, parks and leisure services for metropolitan areas

     d. Administrative examples, health services, parks and recreation, services, sport facilities and leagues, youth services, and multi-sector partnerships and collaborations

V.   Collaboration And Partnering Processes

     a. Collaboration needed for complexity of society and interdependence of economies

     b. Collaborative processes within social and political systems

     c. Collaborative model concepts

     d. Partnering includes stakeholders involved in process of developing agreement, goals, implementation, and evaluation of service delivery program

     e. Four general phases exist in partnering: planning, implementation, evaluation, and adjustment

     f. Three phases of collaborations including problem setting, direction setting, and implementation of the agreement

     g. Five steps to building partnerships including educating oneself, conducting a needs assessment and resources inventory, identifying perspective partners, developing a partnering proposal and drafting a written document

     h. Recreation, parks, and leisure service organizations contemplating partnerships and cooperative ventures should make sure formal agreements exist

VI.   Summary

     a. Success of entrepreneurial government including collaboration, partnerships, outsourcing, franchising, and privatizing depends on effective leadership

     b. Management of recreation, parks, and leisure service organizations need to be committed to adopting, facilitating, and enabling approach to service delivery

     c. Complexity of organizing requires planning and coordination

     d. Complex fiscal, management, and accountability issues

CHAPTER 10
HUMAN RESOURCES

TOPICAL OUTLINE

I. Introduction
   a. Recreation, parks, and leisure services organizations must employ persons with variety of skills and knowledge
   b. Three broad areas of functions and responsibilities
      i. Organization and delivery of program services
      ii. Supervision and leaderships in program services and administration
      iii. Business-related duties
   c. Employees should have affinity for parks, recreation, and leisure services
   d. Human resource management is staff function within organization, supporting primary line functions of creating, distributing, and financing services
   e. Human resources includes personnel planning, job analysis, recruitment and hiring procedures, performance appraisals and promotions, compensation, disciplinary actions and grievances, and in-service training

II. Human Resource Management
   a. People Resources
   b. Functions include:
      i. Position, analysis, and classification
      ii. Recruitment, selection, and orientation
      iii. Assignments, appraisals, and promotion
      iv. Compensation
      v. Disciplinary actions and grievances
      vi. In-service training

III. Position Analysis And Classification
   a. Three important components:
      i. Forecasting personnel needs
      ii. Job analysis of work activities
      iii. Development of sound detailed plan to meet future personnel needs

IV. Classification Systems
   a. Civil service systems two categories of employees
      i. Classified
         1. Permanent skilled and professional staff of agency
      ii. Classified
         1. Political appointees or elected officials
         2. Department or division heads
         3. Classification to equate dissimilar job titles across an agency

V. Recruitment of Qualified Individuals
   a. Two main sources organization uses to secure positions
   b. Internal promotion of individuals
   c. External sources become potential employees

d. National Recreation and Parks Association source for professional positions
e. State and provincial professional organizations
f. Colleges and universities
g. Newspaper advertising
h. Private employment agencies
i. Personal referrals

VI. Screening of Prospective Employees
   a. Candidate should have appropriate degree
   b. Manager has understanding of job duties and responsibilities for potential candidates
   c. Fair and equitable process of screening applicants

VII. Interviewing Prospective Employees
   a. Prior to interview; agency run preliminary background check
      i. Authenticate academic degrees and certifications
      ii. Checking public records to insure applicants have no criminal records
      iii. Check references
   b. Formal interview process structured
      i. Between job applicant, immediate supervisor and members of staff
   c. Purpose of job interview
      i. Provide exchange of relevant information
      ii. Assess job relevant knowledge, skills, and abilities of potential candidates
      iii. Provide candidate with overview of job duties
      iv. Create positive impression of organization
      v. What, when, where, and who of interview process
      vi. Interview use uniform interview questions
      vii. Avoid asking illegal or discriminatory questions

VIII. Selection Process
   a. Employer to determine potential qualified applicant to fit organization's culture and work environment
   b. Positive or negative interaction of individual members of organization
   c. In-depth interviews assess how well job candidates organizationally fit within existing culture
   d. Determines if job members are capable of working within organization
   e. Screening and interview process must follow legal guidelines

IX. Orientation
   a. Critical to new employees success

X. Assignments, Appraisals, And Promotions
   a. Assign the right people to the right tasks
   b. Evaluate how employees are carrying out assigned tasks
   c. As organizations evolves, promote individuals to new responsibilities and job duties

XI. Assignment of Employees
   a. Process of integrating individual abilities to work setting
   b. Utilize employee's skills

c. Human resources integrates individual abilities and needs with organizational requirements

XII. Performance Appraisals
    a. Periodic staff evaluation
    b. Personnel audited
    c. Effective performance appraisal system guides decision making of promotions, training, and long-range planning
    d. Point out areas where employees can improve
    e. Useful in long-range planning
        i. Allows organization to identify problem areas and take corrective action
        ii. Identifies individuals within organization who have promise for future

XIII. Performance Appraisal Techniques
    a. Exist on continuum
    b. Individual personality traits to result-oriented appraisal mechanisms

XIV. Conducting Evaluation Interviews
    a. Manager and subordinate discuss evaluation
    b. Appraisal opportunity for employee to receive feedback
    c. Identify factors that improve performance

XV. Promotions
    a. Advancement of employees way of rewarding excellence
    b. Organization should promote individuals within organization rather than pursue potential candidate from outside
    c. Two factors in promotion
        i. Merit-Demonstrated ability to perform well, proven knowledge, ability to perform job tasks
        ii. Seniority-Giving preference to individual with long service record

XVI. Compensation
    a. Individuals motivated by intrinsic and extrinsic factors
    b. Establish and administer equitable pay programs
    c. Wages and fringe benefits

XVII. Wages and Salaries
    a. Wages and salaries remain competitive; fixed hours
    b. Wages paid to nonprofessional employees
    c. Salaries to professional employees; nonfixed hours
    d. Comparable salary techniques
        i. Job ranking
        ii. Job classification
        iii. Factor comparison
        iv. Point system

XVIII. Fringe Benefits
    a. Paid Vacations
    b. Paid Public Holidays

   c. Employee Breaks
   d. Sick Leave
   e. Reduced and Flexible Worksheet
   f. Overtime Payment
   g. Bonuses
   h. Pension and Insurance Plans
   i. Other Benefits

XIX. Disciplinary Action And Grievances
   a. Primary object of discipline program to create and maintain productive and responsive work force
      i. Unsatisfactory job attendance
      ii. Unsatisfactory safety practices
      iii. Unsatisfactory performance
      iv. Unsatisfactory job behaviors or conduct

XX. Grievances
   a. Employee initiated process
   b. Formal grievance process helps management
      i. Fulfill employers needs for recognition
      ii. Establishes orderly process for employees to vent
      iii. Reduces abusive supervisory practices
      iv. Used to evaluate and revise labor contracts

XXI. In-Service Staff Training And Development
   a. Organizational resources investing in training to increase employee output
   b. What is Training
   c. Process enables organization to reach goals
   d. Reduces organizational costs
   e. Helps organization deal with inexperienced employees

XXII. Types of Training
   a. Orientation
   b. in service training
   c. developmental training

XXIII. Summary
   a. Human resources involved with acquisition, work relationships, retention and development of employees
   b. Training of employees based on changing employee behavior
   c. Human resource management is management of people

CHAPTER 11
FISCAL RESOURCES

TOPICAL OUTLINE

I. Introduction
    a. Managing the economic resources of recreation, parks, and leisure services organization
    b. Financial management concerned with influencing future outcomes of its operations
    c. Fiscal resource management includes: planning, importation, allocation, control, recording/ reporting, evaluating
    d. Managers responsible for financial well-being of agency and must understand fundamental principles of acquisition, control, and allocation of funds.

II. Financial Similarities And Differences Between For Profit And Nonprofit Organizations
    a. Acquire external resources in order to maximize income
    b. Provide similar goods and services
    c. Distribute goods and services
    d. Incur financial obligations
    e. Stay financially viable
    f. Limited pool of resources and resource providers
    g. May charge fees for services

III. Sources of Revenues
    a. For-profit agencies are free to garner resources in free enterprise system
    b. Nonprofit agencies rely on direct and indirect subsidies from public monies and development of internal and external resources.
    c. Taxes
        • Public recreation, park, and leisure service agencies financed through mixture of tax revenue and fees and charges.
        • Property Taxes
        • Personal property tax
            1. Tangible and intangible
        • Real Property Tax
        • Special Tax
            1. Levied specifically for recreation, parks, and leisure services
            2. Sales tax, amusement tax and special product of service tax
        • YWCAs, YMCAs, Boys & Girls Clubs, etc.
            1. Rely indirectly on taxes
            2. Tax-exempt
            3. IRS 503 (c) (3) of tax code
    d. Common Types of Fees and Charges for Recreation, Parks and Leisure Services
        • Entrance Fees
        • Admission Fees
        • Rental Fees
        • User Fees
        • Sales Revenues
        • License and Permit Fees
        • Special Service Fees

e. Bonds
- Two major types of bonds
  1. General obligation bond
  2. Revenue bond

f. Grants
- Grants from federal, state, or provincial governments
- Grants programs are for limited time period and will be terminated
- Many communities have used federal and state grant funds that are of one-time or short-term nature for capital projects

g. Donations
- Financial arrangements made within organization to receive gifts and other donations
- Establishment of foundation
- Advantages of establishing recreation, park, and leisure foundations:
  1. Foundations are not "government"
  2. Foundations can offer tax benefits to the contributor
  3. Foundations are in a position to leverage gifts
  4. Foundations can act without political impediments
  5. Foundations are good public relations tools

h. Investments
- Investment of unneeded or excess cash revenue
- Invested on long- or short-term basis

IV. Budgets
a. Plan and control for use of organizational resources
b. Profit-oriented and nonprofit-oriented
c. Stated in dollars, works hours, units of production, or other descriptive or measurable unit
d. Three basic stages of budgeting
- Developing a budget plan expressed in dollars that anticipates results of a future period
- Coordinating these dollar estimates into a well-balanced program
- Comparing actual performance with the estimated balance programs
e. Budget cycle planned on fiscal year
f. Budget Design
- Line item, program, performance, and zero-base
g. Budget Procedures
- Budget preparation
- Budget design
- Budget preparation
  1. Operating expenditures
  2. Capital expenditures
- Budget Transfers
h. Methods of Expending Funds
- Budget and financing activities of an agency
- Action to pay for services, supplies, equipment, and salaries are provided for budget
i. Budget Audit
- An outside firm determines honesty and integrity adhered to handling of public funds

j.   Expenditures
- Two components of basic structure of budget
  1. Revenues
  2. Expenditures
- Operating Expenditures
  1. Personnel
  2. Materials
  3. Supplies
  4. Service
- Capital Expenditures
  1. Land acquisition
  2. Park and building construction
  3. Used for equipment, automobiles, trucks, and recreation equipment or a capital budget
  4. Manager must also include expense of capital projects on operating costs
- Cost/Benefit Analysis
  1. Tie finances directly to the impact of effectiveness of given service
     A. Analysis of economic efficiency
     B. Analysis of nonefficiency cost/benefits
  2. Organization must consider potential benefits of program in relationship to overall goals of organization (serving community as a whole).
- Control
  1. Budgetary control is system whereby an organization records collection of revenues and expenditures of its funds
  2. Two types of account methods
     A. Cost accounting
     B. Accrual accounting

V.   Summary
a.   Entire budget and financial process intended to give manager financial plan to follow
b.   Process ensures a system is in place for budgeting and financial processes to occur.

CHAPTER 12
MARKETING

TOPICAL OUTLINE

I.   Introduction
  a. Marketing is method of directing activities toward the satisfaction of participants' needs and demands.
  b. To be successful, recreation, parks and leisure services programs must:
      - attract sufficient resources
      - convert resources into programs, facility, or services
      - distribute those programs or services to various consuming publics

II. The Nature Of Exchanges
  a. Underlying concept of marketing facilitating a voluntary exchange.
  b. In exchange for services or programs delivered, recreation, parks, and leisure services organization receives resources in form of tax dollars and/or direct user fees.
  c. Two conditions of exchange
      - Must be two or more parties for transaction to take place
      - Each party in exchange must have something valued by other party
  d. Profit-oriented organization
      - One party seeks to obtain revenue from another through goods or services
      - Marketing based on satisfaction of customers
      - Marketing serves to find out what specific customers or target markets want and providing those services
  e. Nonprofit arena
      - Concept of exchange is more complex
      - Members of target audience asked to incur costs or make sacrifices
      - In exchange for sacrifices, consumers of nonprofit enterprises receive benefits
        1. economic in form of goods and services
        2. social in terms of forming community and individual relationships
        3. psychological or sense of well-being

III. Types of Markets
  a. Markets are specific groups of people
  b. Leisure market
  c. Before 1980s lack of marketing in recreation, parks, and leisure service programming resulted in
      - standardized services at uniform prices
      - services reaching on small number of potential target market
      - loss of potential resources from missed opportunities
  d. Issue for recreation, parks, and leisure services agencies transform an intangible idea (leisure experience) into a tangible item – benefits
  e. Nonprofits seek support from variety of populations
      - Reciprocal public-Public interested in agency and agency interested
      - Sought public-Agency interested in gaining this populations support
      - Unwelcome public-Individuals who are interested in agency but agency is not interested in them

      f.   Market Segmentation
- Recreation, parks, and leisure service managers need to segment larger group into smaller groups in order to better facilitate the exchange process
- Three criteria in developing meaningful market segments
    1. Size
        a. Each segment should be sufficiently large
        b. Each segment should be worth consideration for development of distinct programs or services
    2. Measurability
        a. Recreation, parks, and leisure service manager should be able to quantify a market size
        b. Demographics variables
    3. Accessibility
        a. Ability to communicate with customer
        b. Imaginative and unusual marketing approaches

IV.   Selection of Target Markets
- a. How agency resources will be allocated among segments
- b. Private sector
    - Priority given to developing marketing segments that are responsive to offerings and provide largest profit
    - Public recreation, parks and leisure agencies in nonprofit sector must select which segment of population to market to
- c. Three basic strategies to select target markets
    - Undifferentiated
    - Differentiated
    - Concentrated

V.   Market Positioning
- a. Determines expectations for various program services and facility features
- b. Assess target markets
- c. Identifies similar or substitute programs and facilities
- d. Develop position matrix
- e. Determines ways to enhance or change different elements of marketing mix

VI.   Marketing Mix
- a. The Four Ps
    - Product
    - Place
    - Price
    - Promotion

VII.   The Role of Public Relations in Marketing
- a. Communication tool
- b. Marketing differs from public relations
- c. Marketing includes needs assessment, product development, pricing and place
- d. Marketing involved in defining goals of organization, mission, customers and services

VIII. The additional Ps
    a. Parameters

IX. Summary
    a. Marketing is method of directing activities
    b. Based on voluntary exchange
    c. Must be two or more parties for the transaction to take place
    d. Each party in exchange must have something valued by other party

CHAPTER 13
LEGAL ISSUES

TOPICAL OUTLINE

I.   Introduction
- a. Any group of individuals has set of rights, privileges, power, and authority that allows them to operate within society
- b. Rights derived from formal legal codes
- c. Legal considerations fall within the political environmental subsystem
- d. Increase of litigation, recreation, park, and leisure service organizations have to pay serious attention to risk management
- e. Risk management is process by which agency attempts to protect participants from injury and organization from financial loss

II.   Legal Aspects Of Recreation, Parks, And Leisure Services
- a. Laws enable recreation, park, and leisure service organizations to exist and operate
- b. Law is code that governs or regulates people's lives and behaviors
- c. Laws enable or insure people's rights to engage in activities that society deems acceptable
- d. Laws regulate or prohibit activities that society maintains are unacceptable
- e. Law is formal code of behavior that exists to maintain welfare of the culture
- f. Laws enable individuals and organizations to prioritize needs of organizations in relationship to society as a whole

III. Types of Law
- a. Common types of laws that affect recreation, parks, and leisure services
  - Public law
  - Civil Law
  - Common Law
  - Statutory Law
  - Administrative Law

IV.   Powers of Government
- a. Government at the federal, state, or provincial or local level endowed with certain powers by virtue of its sovereignty
- b. Sovereignty is the legitimacy that a government body maintains in its jurisdiction
- c. A government's sovereignty enables it to exercise certain powers
  - levy and collect taxes
  - provide services for general welfare of citizens
  - establish and enforce certain laws, rules and regulations
  - exercise eminent domain
- d. Federal Authority
  - The initial authority for providing leisure services in Canada and the United States rests at the federal level of government
  - Two important documents
    1. U.S. Constitution and the Canadian Constitution Act
    2. Canadian Constitution Act

3. Legal documents provide for establishment of sovereignty and serve as legal basis for government
4. U.S. Constitution establishes a federal system whereby federal government shares power with state governments
5. Canada was established as a federal state in 1867 by an act of the British Parliament
6. British North American Act now called Constitution Act
   a. Federally united existing provinces under one dominion

e. State or Provincial Authority
   - Federal constitutions of both governments of United States and Canada reserve powers for state or provincial governments
   - In the United States powers are outlined in 10th amendment of Constitution-States Rights Amendment
   - State or provincial governments
     1. State and provincial governments engage in variety of activities that result in provision or regulation of leisure activities
     2. Maintain law and order
     3. Regulate business
     4. Operate public service programs including state or provincial recreation, parks, and leisure systems
   - Local Authority
     1. Granted to local jurisdictions by state or province
     2. Established in the form of city or county charters
     3. Documents and authority form basis on which local agency offers recreation, parks and leisure services
     4. Local laws and ordinances apply to profit-making recreation, parks, and leisure services organizations.
     5. These five types are enabling acts; special purpose laws; regulatory laws; special districts; and provisions for home rule.
   - Types of Legislature
     1. Enabling Acts
     2. Special Purpose Laws
     3. Regulatory Laws
     4. Special Districts
     5. Home Rule
   - Eminent Domain
     1. Controversial power
     2. Government has power to take private property it deems necessary for public use
     3. Eminent domain based on notion that all property is subject to control of the state and under its sovereign power
     4. Process utilized by government to facilitate this maneuver is known as "condemnation"

V. Risk and the Legal Environment
   a. Risk is defined as the chance of injury, damage or loss; a hazard
   b. Natural elements causing property damage
   c. Loss of property
   d. Lawsuits pose a second potential source of loss

e. Lawsuits may be filed against recreation, parks, and leisure service agencies by participants because of real or imagined acts done by agency employees or volunteers

f. Lawsuits may also be filed because participant perceives an employee or volunteer didn't do something they should have done

g. Recreation, park, and leisure service agencies also face potential for loss from lawsuits based on acts that are unrelated to agency's mission statement
- Performing building and facilities maintenance
- Supervising programs
- Clearing sidewalks
- Operating agency's motor vehicles

h. Loss may occur due to error or omission of required act on part of staff member or director of organization

i. Embezzlement and dishonest employees

j. Failure of contracted service provider to properly maintain agency's computer and/or other equipment

VI. Civil Law and Recreation, Parks, and Leisure Services

a. People have fundamental right to be free from wrongful acts of others

b. Laws that serve to regulate the conduct of persons who are in close contact with one another

c. Filing a lawsuit is one method that may be used to ensure laws are obeyed

d. United States two broad divisions of law
- Civil
    1. Defines the rights individuals have in protecting themselves and their property
    2. Judgment standard is based on the preponderance of evidence
- Criminal
    1. Crimes against society
    2. Standard is that the defendant must be proven guilty beyond a reasonable doubt
- Person or organization accused of wrongdoing is plaintiff
- Person accused of wrongdoing is defendant

e. Torts
- Civil wrongs
- Three elements
    1. Breach of legal duty that requires person to conform to certain standard to prevent injury or damages
    2. Some direct connection between legal duty and resulting injury or damage
    3. Actual loss or damage person or property of another

f. Governmental Immunity
- In the United States, the legal system based on English common law
- In 1946, Congress passed the Federal Tort Claims Act
    1. Act made the United States liable for torts filed because of negligence, wrongful acts, omissions of federal employees or agencies
    2. Does not allow for punitive damages
    3. Suit must be filed within two years
    4. Government will not be liable for actions done with due care while executing a statute or regulation

- Individual states have implemented state statutes that contain essentially same concepts as Federal Tort Claims Act
g. Doctrine of Respondeat Superior
    - Private corporations, not governmental in nature and are not offered immunity from liability
    - Offered limited immunity from liability because of public service
    - Limited liability
        1. Protecting employees and volunteers of public entities
        2. Protecting private corporations from liability
        3. Doctrine of respondent superior or "let the master answer"
            a. Corporation liable for negligent acts of administrators, trustees, and board officers in the carrying out of a board policy or direction.
            b. Individual board, commissioner member, coach, and not liable
h. Contract Liability
    - Recreation, park and leisure service manager understand elements of contract liability
    - Transaction or contract is transferring of goods and services from one party to another
    - Contracts permit organizations to enter into agreements, to provide or receive certain products or services
    - Contracts created by mutual agreement between two or more parties
    - Enforceable by law
    - Contract law covers entire field of business law
i. Recreation Land Use Statutes
    - Recreation Land Use Liability Statues
        1. Claimant must prove gross negligence in order to establish basis for suit under Recreation Use Liability Statutes
        2. Gross negligence defined as intentional failure to perform duty in reckless disregard of consequences
        3. Level of negligence called "Willful and Wanton Negligence"
            a. More outrageous behavior
            b. Demonstrate utter disregard for physical wellbeing of others
            c. Strong element of intentional action by defendant so obvious that he/she must be aware of it
            d. Under recreation land use liability statute, landowner owes not duty to care for recreational users to guard or warn against known or discoverable hazards on premises
            e. Protection from suit under this statue is lost when fee is charged for use of premises or if landowner is guilty of gross or willful and wanton misconduct

VII. Elements of Negligence
    a. Primary basis for most lawsuits is negligence
    b. Lack of due diligence
    c. Lack of due diligence or care by recreation, park and leisure service agency or its employees
    d. Laws and court decisions are very complex
    e. In cases where negligence is alleged to occur
        - Must be proved that defendant has legal duty of care or legally responsible to the plaintiff

- Plaintiff must prove there was either a failure to perform required task or breach of duty
- Must be some direct connection between damages and actions or lack of actions by defendant
- Proximate cause-plaintiff must prove breach of duty was cause of injury
- Courts expect recreation, parks and leisure service managers to practice common good sense
- Negligence
    1. Doctrine of unforeseeable consequences
    2. Court determines if legal duty exists
    3. Jury's responsibility to determine if the defendant conformed to a standard of care of reasonable prudence and foresight sufficient to protect the plaintiff against unreasonable risk
    4. Failure to conform to the duty
        a. Three ways defendant may be involved in duty
            i. Nonfeasance
            ii. Misfeasance
            iii. Malfeasance
    5. Negligence
        a. Plaintiff proving there was relationship between the plaintiff's injury or damage and an act or omission by the defendant
        b. Plaintiff must show the defendant by doing or not doing something with the proximate cause of the injury or damage
        c. Proximate cause is complex problem
        d. Defendant can point to someone or something else as actual cause of incident
        e. Plaintiff must make connection between defendant and cause
        f. Final element in negligence is proof of actual loss or damage to plaintiff
        g. Damage
            i. Loss, injury, or deterioration caused by negligence
            ii. Physical/mental harm or damage to property
        h. Plaintiff awarded three types of damages
            i. Compensatory damage
            ii. Punitive damage
            iii. Consequential damage
    6. Defenses of negligence
        a. Assumption of risk
        b. Comparative negligence
        c. Failure of proof
        d. Notice of claim
        e. Statute of limitation
        f. Waivers, releases, and agreements to participate

VIII. Risk Management
  a. Best defense of negligence is prevention
  b. Recreation, park, and leisure service manager must be proactive in risk management
  c. Risk Management Planning Steps
    - Step 1 – Identification of potential sources of risk

- Step 2 – Creation and Adoption of Philosophical Statements
- Step 3 – Risk Analysis and Evaluation
- Step 4 – Risk Control and Reduction of Loss Exposure
- Step 5 – Plan Implementation
- Step 6 - Periodic Plan Review

   d. Three main categories of risk
- Property damage
- Public liability
- Business operation

   e. Philosophical Statement
- Develop philosophical statements with agency's mission
- Provide the framework for risk management plan
- Incorporate risk management into philosophical statement

   f. Risk Evaluation
- Evaluate the extent of loss of exposure
- Recreation, parks, and leisure service agencies must remember risk evaluation extends beyond financial costs of a harmful act
- Agencies lose public goodwill and volunteer resources if they cause a serious accident

   g. Risk Control
- Minimize potential losses
- Four general approaches to control risk
  1. Eliminate the risk
     a. Avoidance
     b. Discontinuance
  2. Transfer the risk to others by contract
  3. Retain the risk
  4. Risk reduction

   h. Plan Implementation
- Two-Step Process
  1. Best management approach
  2. Policies and procedures developed

   i. Periodic Plan Review
- Leisure service manager must understand elements of risk and implement a risk management plan that protects the organization from loss

IX. Summary
   a. Recreation, parks, and leisure services managers must have basic understanding of the laws that affect operation of their agency
   b. Laws from federal, state, and local level impact recreation, parks, and leisure services agencies
   c. Manager must also identify potential risks
   d. Manager must understand negligence and possible defense again negligence charge
   e. Best way to avoid lawsuit is knowledge of risk management

CHAPTER 14
EVALUATING COMMUNITY SERVICES

TOPICAL OUTLINE

I. Introduction
   a. Effective evaluation efforts of recreation, parks, and leisure services organizations include:
      - Marketing research
      - Needs assessments of impact and outcomes of services and events
      - Identification of needs and market opportunities within communities
   b. Evaluation assists recreation, parks, and leisure service organizations to:
      - Develop a better understanding of constituencies
      - Provide needed services
      - Develop effective marketing and promotion programs
II. Evaluating Community Services
   a. Recreation, parks, and leisure service managers come from wide array of disciplines and are responsible for wide range of programs and services
   b. In evaluation, recreation, parks, and leisure service professionals must be able to:
      - Interview
      - Construct questionnaires
      - Observe behavior
      - Evaluate programs
      - Conduct experimental research projects
   c. Needs of recreation, parks, and leisure services can be met through systematic, carefully designed research and evaluation studies that include:
      - The need to improve, test, or apply new practices to upgrade leadership and management operations
      - The need to understand the leisure experience and needs of clients
      - The need to measure outcomes of experiences to provide documentation and support
   d. Eight reasons to evaluate recreation, parks, and leisure services:
      - Determine accountability of services
      - Assess or establish baseline data on programs
      - Assess the attainment of goals and objectives
      - Ascertain outcomes and impacts of programs
      - Determine keys to success and failure
      - Improve quality control
      - Set future directions
      - Comply with complex external standards
   e. Evaluation should consider the organizational goals, personnel, facilities, and programs
   f. The recreation, parks, and leisure service professional must better acquaint themselves and staff with:
      - Evaluation methods and applications
      - Ability to collect better data to influence decisions or justify needs, proposals, and programs
   g. Recreation, parks, and leisure service personnel must have ability to conduct a systematic evaluation

h. Questions to be asked for making an informed decision through systematic means of analyzing and addressing issues
- What is being studied?
- Why is it a problem, or opportunity, for the organization?
- What concepts or models are available to justify use of various problem-solving approaches?
- What accepted studies, theories or assumptions are these concepts or models based on?
- What will be the expected result from the research endeavor?

III. Systematic Procedure for an Evaluation
    a. Conducting an evaluation for recreation, park, and leisure service organization
- Draft and approval phase
- Data collection and analysis phase
- Data interpretation
- Solution
- Questionnaire design
      1. Focus group
      2. Intercept survey
      3. Mail-out survey
      4. Trend analysis survey
      5. Final steps include staff meetings and discussion of program implications with evaluator

    b. Preliminary Steps
- Determine objectives of the study and obtain approval to conduct the evaluation
- Select most appropriate survey method (mail, interview, telephone, observation, or a combination of methods)
- List necessary resources (people, money, and materials)
- Establish the accuracy level desired
- Make budget estimate and secure necessary financial support
- Develop a timeline for the project (with exact tasks for each person and due dates)

    c. Operational Steps to the Evaluation
- Implemented after evaluator, manager, staff, and others (community members and decision-making groups) agree on preliminary steps
- Draw a sample (choose people or units to be interviewed or questioned)
- Develop an initial questionnaire
- Pretest the questionnaire and make final changes, develop final questionnaire
- Distribute the survey via mail, intercept, or interview method
- Collect the data
- Edit and code questionnaire for analysis, checking for errors
- Analyze data using descriptive statistics and cross-tabulations of male/female, age, user/nonuser, and occupation
- Report the results (summary, findings, conclusions, and recommendations)

    d. In analysis and writing, evaluator should consider three questions:
      (1) How much?
      (2) How many?
      (3) Compared to what?

IV. Choosing Subjects-Sampling Considerations
    a. Generalizability related to problem of external validity and data collection (sample size)
    b. Evaluator attempts to determine what other situations the results apply

      c.   Results obtained in study are limited to population under study

      d.   Recreation, parks, and leisure service professionals must ensure randomized studies conducted in order to obtain valid and reliable results for improved decision making

V.   When Deciding on Sample Size, the Following Questions Should Be Considered:

      a.   Statistical probability level desired

      b.   Available resources and time constraints

      c.   Number of subsets to compare or differentiate

      d.   Refusal and bad addresses

VI.   Sampling

      a.   Sample of target population

      b.   Target population
- Group to be studied

      c.   Sampling Frame
- Lists, registers, maps used to determine sampling frame
- Necessary to have all people represented

      d.   Two Types of Sampling Frames
- Those with telephone numbers listed in discovery covering the study area
- Those who do not; involve using lists of elements to be sampled
- Provide a systematic description of elements

      e.   Random
- Ensures every sampling unit has an equal chance of being selected
- Probability Sampling
  1. Any individual has chance to be included in survey
- Sampling Error (Bias)
  1. Refers to discrepancies between distribution of characters in sample population and population as a whole

      f.   Sampling Error and Confidence Levels
- Quantity is not substitute for quality
- Does not gain in accuracy when numbers are increased if procedures are biased
- Levels of error in sample
  1. 95% confidence level

      g.   Simple Random Sample
- Random selected units are chosen from sampling frame with nor regard to demographic or social characteristics of target population

      h.   Stratified Random Sample
- Population divided into subpopulations stratified by census tracts, income, age, etc.
- First divide populations into groups which are homogeneous but differ by selected characteristics
- Key is to select a variable that may influence the ability of one group to participate or use a service
- Further stratify sample by subdividing groups according to rural and urban families for two-state stratified random sample

      i.   Systematic Sample
- Strategy to pick every nth person with the first selected at random
- Determine the size of sample desired

      j.   Cluster Sample
- Sampling technique used to survey all units in census tract
- Cluster samples save time and money

   k. Sample Size
    • Budgetary reasons, representativeness of community, decision making
   l. Sample Size
    • Questions will arise with regard to what sample size should be used for a study for both budgetary reasons and representativeness of community and decision making

VII. Summary
   a. Research, evaluation research and applied research
   b. Systematic research
    • Specific, purposive steps to ensure that findings are representative and reliable
    • Methodology is valid
    • Evaluation research referred to as applied in nature
    • Conducted when answers needed on immediate problems and to suggest changes in programs, policies, goals, and objectives
    • Important for recreation, parks and leisure service manager to understand basic terminology to develop requests for proposals or internal work plans for evaluative work
    • Successfully evaluate consultants work plan and final product

CHAPTER 15
FUTURE PERSPECTIVES

TOPICAL OUTLINE

I. Introduction
   a. Recreation, parks, and leisure service managers confronting challenging times in the 21st Century
   b. Demands for quality services and programs grows
   c. General fund budget support flat or in decline
   d. Pressure on environment causes strict regulations and compliance
   e. Open space becoming unaffordable
   f. Partnerships between government and other sectors
   g. Growth of baby boomer population

II. The New Global Economy and Environment
   a. Balance between work and leisure has challenging impact on our lives
   b. Future of leisure shaped by larger economic context
   c. Rapidly changing economy based on innovation and automation
   d. Myth of more "free time" and "leisure time"
   e. Americans working more to support lifestyles
   f. Balance between civilization and appreciation of nature places enormous challenge on recreation, parks and leisure services managers
   g. American Recreation Coalition
      • Correlation between growth and ownership of cable TV, Internet, and cell phones
      • Recommendations
         1. Link recreation participation with environmental attitudes
         2. Market family fun and fitness as motivation for outdoor recreation
         3. Counter rise of technology by including new technologies such as geocaching or use of PDAs to enhance outdoor experiences
   h. Creating bike trails linking residential, commercial, and economic development with parks, open spaces and trails
   i. Hiking and biking activities will take place of golf as recreational and environmental amenity
   j. Building and parks with trees for shade and plants will allow people to reconnect with nature and cause healthier balance between civilization and nature

III. New Work New Skills
   a. Globalization causes individuals and organization challenges regarding earning a living and nonwork time
   b. Employment gains in occupations that rely on right brain skills
      • Empathy
      • Problem-solving
      • Imagination
      • Play
      • Creativity

c. Recreation, parks, and leisure service managers must take ownership of right-brain thinking and demonstrate quality programs and facilities
d. Need for sponsored activities emphasizing creative expression
e. Leisure influenced communication plan must identify new work and skill development as emerging trend and perspective for parks and recreation field
f.   Create innovative collaboration with an entirely unique approach of addressing programs

IV. New Science, Health, and Ability
a. New era in medicine and health
b. Successful communities will include quality collaboration of governments, universities, medical centers, clinics, hospitals, and rehabilitation centers
c. Community-based recreation, parks, and leisure services will adopt model of service emphasizing greater focus on providing services for full range of abilities
d. Marginalized citizens demanding leisure services, programs, and facilities
e. New science and health practices making it possible for new participants desiring services
f. Continue to foster partnerships with health care agencies
g. Strategies for program facilities include adaptability, equal accessibility, program communication, and accommodation for all citizens.
h. Partnerships improve productivity and citizenship in community.
i. Innovative communities include collaborative relationships among cities, universities, resorts, and restaurants and offer healthy tourism and building of preventative amenities
j. Positioning recreation, parks and leisure services globally as new science, health, and ability decision making will improve and protect public support base

V. Talent Gap, Education, And Quality After-School Programs
a. U.S. labor market experience a shortage due to aging workforce and plateaus in education
    • Shortage will hit harder at cutting edge of scientific and technological creativity
    • Employment trends will have impact on recreation, parks, and leisure services facilities
    • Community centers need to become full-service centers and reach nontraditional users
    • Recreation, parks, and leisure service providers who sponsor after-school programs must create curriculums that include math, science, and reading manipulatives
        1. Fun and fitness must be part of the environment
        2. After-school programs can be critical first step in process of making communities more "kid friendly"
        3. Building better communities must become essential foundation for recreation, parks, and leisure service leaders

VI. Demographic Changes
a. Most significant demographic trends affecting recreation, parks, and leisure services
    • Continuing changes in aging, racial and ethnic diversity, and growing differences between rich and poor populations
    • One stop community centers
        1. Feature recreation, human services, development services, police, and health services
        2. More "activist" in nature
        3. Include conservation , trails, and the environment

- Marketing material emphasize issues in dealing with youth, grandparents, preservation, park protection, and ADA compliance
  b. More racial and ethnic diversity of country, people of color becoming majority
  c. Latino/Hispanic populations fastest growing ethnicity group
  d. Meeting cultural needs in recreation and park setting is powerful motivator for special event programming, neighborhood celebrations and outreach for diversified workforce
  e. Special event planning key to reaching diverse populations
  f. Golf tourism has declined
    - Cities reaching out to Latino/Hispanic population to serve on advisory committees
  g. Growth of disparity and differences between rich and poor populations
  h. Public parks are gathering locations for public assembly, celebration, recreation, and sports
  i. New methodologies will be required to provide adequate recreation, parks, and leisure opportunities to disadvantaged and disenfranchised community populations

VII. Privatization And Contracting Of Services
  a. Decline in budget support and revenue has forced agencies to look at contracting services to private or nonprofit sectors
  b. Recreation, parks, and leisure service managers must be able to compete with contacting or bidding on services
  c. Careful evaluation of outsourcing or privatizing recreation, parks, and leisure service operations must occur
  d. All applicable interests must be considered, including financial, audit, personnel, capital improvements, fees, stakeholders, maintenance, and contract considerations
  e. Must include innovative and creative form of management partnership

VIII. Community Partnerships
  a. Coordination and collaboration in community partnerships
  b. Public sector must take lead in surveying community for placement of recreation, parks, and leisure services facilities
  c. Proactively engage other public and nonprofit agencies into formal facility and program surveys
    - Empowers parks and recreation department
    - Enhances reputation of parks and recreation department as a leader

IX. Public Access and Stewardship
  a. Frederick Law Olmsted, Father of Landscape Architecture
  b. Olmsted designed parks
    - Designed as a stress reliever for city dwellers
  c. Recent research and study has promoted the tremendous economic and property values of public parks
  d. Value placed on maximum public access
  e. Parks designed to invite public in, not build walls or barriers to limit public access
  f. Public can feely and equally visit parks and similar facilities throughout the country
  g. Recreation, parks, and leisure service managers must find creative funding opportunities to build new parks and acquire public lands for open space and conservation; but never at the expense of limiting public access and equal usage
  h. Foundation for recreation, parks, and leisure service management and leadership is stewardship required for future generations

X. Foundation and Friends Groups
   a. Trend in recreation, parks, and leisure service agencies is establishment and strengthening of Parks Foundations or "Friends of the Parks" groups
   b. The 501-c-3 private nonprofit groups formed to provide five essential functions:
      - (1) Act as IRS-authorized fiduciary organization eligible to accept and administer tax free donations
      - (2) Raise private funds and apply for grants (that governmental agency is unable to do)
      - (3) Harness, recruit, and train volunteers to perform significant community service projects on behalf of department or city
      - (4) Recruit and sign up members or "friends" to rally support for department capital improvement campaigns, bond elections, and budget support
      - (5) Serve as recognized "Land Trust," thereby serving as in land acquisition/transfer partnership with city or accept fees in lieu of development mitigation responsibilities ordered by federal agencies (Army Corps of Engineers or U.S. Fish and Wildlife Agency)
   c. Future perspective includes park foundations and support groups
      - Must incorporate public decision making
      - Professional recreation, parks, and leisure service managers cannot do it alone
      - Executive management will need to take active role and responsibility to help ensure success of park foundations and "friends" support groups

XI. Summary
   a. Future perspectives and trends of delivery of recreation, parks, and leisure service management
   b. Priorities include trends of global economy, work and skill development, science and health, equality and accessibility, talent gap, education, partnerships, environment, after-school programs, demographic changes, privatization, and foundations
   c. Ultimate objective of addressing trends and perspectives to position managers and leaders into stronger public policy platform
   d. Recreation, parks, and leisure services profession has ability to adapt, change and to move forward to meet 21st century needs
   e. Need to remain agile, innovative, and continue to serve in meaningful, relevant, and creative ways
   f. Managers, leaders, educators, practitioners, and students are deeply involved in protecting youth and children, reinvigorating neighborhoods, preserving environment, fighting for equality and inclusion, celebrating diversity, and demonstrating the healing values of play