American Academy for Park and Recreation Administration

Task Force on Learning Outcomes for

***Park and Recreation Administration Specialization***

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***9.0 Students graduating with a specialization in park and recreation administration should have the following performance-level and understanding-level knowledge:***

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| 9.1 Knowledge of park and recreation finance |
| Performance-Level Knowledge* *Ability to use key financial tools: budgets, variance reports, income statements, statements of cash flow, break-even analysis, balance sheets, key financial ratios, return-on-investment, net present value, future value, internal rate of return*
* *Ability to interpret basic accounting documents and describe accounting procedures used in park and recreation departments*
* *Ability to manage cash, including development and deployment of control procedures associated with cash handling*
* *Ability to manage contracts*
* *Ability to prepare proposals for grants, sponsorships, and donations*
* *Ability to establish policy and guidelines regarding the use of fees and charges*
* *Ability to prepare, present, and implement fundamental budgets*
 | Understanding-Level Knowledge* *Ability to name and recognize park and recreation revenue sources.*
* *Ability to describe the contents and use of capital improvement plans.*
* *Ability to describe and give examples of capital assets*
* *Ability to describe inventory control procedures*
* *Ability to describe the process of soliciting and accepting gifts*
* *Ability to describe fund raising and development processes*
* *Ability to describe the process of contract management*
* *Ability to describe personal selling techniques and strategies*
* *Ability to describe and give examples of indirect and direct costs*
* *Ability to establish policy and guidelines for the requisition and purchase of agency equipment and supplies*
* *Ability to describe the fundamental differences between accounting and budgeting*
* *Ability to describe the use and availability of Lease Revenue and General Obligation Bonding*
* *Ability to describe use of different types of taxes for parks and recreation (property tax, sales tax, calculate property taxes based on mill rates)*
* *Ability to describe audit processes*
* *Ability to describe the entrepreneurial approach to public parks and recreation programming*
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| 9.2 Knowledge of park and recreation facility operations and management |
| Performance-Level Knowledge* *Ability to plan and oversee operation and maintenance of physical facilities*
* *Ability to manage facilities and physical resources*
* *Ability to craft partnerships and collaborative agreements*
* *Ability to interpret and make decisions based on environmental assessments*
 | Understanding-Level Knowledge* *Ability to describe procedures for managing flora and fauna*
* *Ability to describe concepts and procedures for planning and cost estimating maintenance programs*
* *Ability to describe the contents of a facility and/or park operations manual*
* *Ability to describe park and recreation services for diverse populations, by ethnicity, language, disability, special needs, generational, socio-economics, and other federally protected categories*
* *Ability to assess the various functions of a facility*
* *Ability to describe functionality of use for multiple and diverse clientele*
* *Ability to describe the ADA requirements with respect to physical facilities*
* *Ability to describe the issues relating to natural resource management*
* *Ability to define key terms related to professional services, including engineering, landscape architecture, architecture, and skilled trades*
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| 9.3 Knowledge of park and recreation management and administration |
| Performance-Level Knowledge* *Ability to serve effectively as a front-line supervisor*
* *Ability to implement human resource management procedures and policies, including staffing (recruitment, development, retention, separation), labor law, ethics, personnel action, communication of benefits, training*
* *Ability to use quality assurance and quality management procedures*
* *Ability to market offerings of park and recreation agencies*
* *Ability to communicate effectively, both orally and in writing, with internal and external stakeholders, customers, consumers, and associates*
* *Ability to use knowledge of business ethics, including developing and enforcing codes of conduct, recognizing bases for ethical decision making, and conducting stakeholder analyses*
* *Ability to implement evaluation and use evaluation data for decision making*
* *Ability to create partnerships and agreements, establish collaborative relationships with other agencies*
* *Ability to craft memoranda of understanding*
* *Ability to use management information technologies*
* *Ability to use park and recreation foundations knowledge for making reasoned decisions and interpreting those decisions to boards and community leaders.*
* *Ability to use various media (print, internet/social media, television, radio) to reach specific markets*
* *Ability to negotiate agreements*
* *Ability to deliver engaging, informative, and persuasive public speeches*
 | Understanding-Level Knowledge* *Ability to describe the various legal foundations authorizing park and recreation service delivery; e.g., enabling legislation, special districts.*
* *Ability to describe basic human resources management concepts, principles, and procedures*
* *Ability to describe community outreach concepts, principles, and procedures*
* *Ability to describe political processes and political advocacy*
* *Ability to describe the composition, appointment, authority, and responsibility of boards and commissions*
* *Ability to describe how management personnel should interact with boards and commissions*
* *Ability to describe similarities and differences among the following concepts: marketing, advertising, public relations, public information (e.g., press release), and personal selling.*

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| 9.4 Knowledge of park and recreation risk, safety, and security |
| Performance-Level Knowledge* *Ability to establish and implement basic safety practices*
* *Ability to assess and manage risk*
* *Ability to manage localized emergencies and participate in management of community-wide crises*
* *Ability to manage disruptive behaviors*
 | Understanding-Level Knowledge* *Ability to describe basic concepts, principles, and procedures associated with risk, safety, and security*
* *Ability to describe legislation related to risk, safety, and security including, but not limited to the Americans with Disabilities Act, liability, public health regulations, Tort Claims Act and ability to describe management practices usually implemented to deal with these legal requirements*
* *Ability to describe concepts, principles, and procedures for emergency response management*
* *Ability to describe the basic function and process of law enforcement typically implemented in park and recreation venues*
* *Ability to describe issues related to traffic and crowd control management when hosting special events*
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| 9.5 Knowledge of park and recreation service delivery |
| Performance-Level Knowledge* *Ability to design, train and supervise a staff capable of delivering excellent customer service*
* *Ability to design and implement food and beverage operations for park and recreation venues*
* *Ability to plan , implement, and evaluate a diverse range of public parks and recreation programs and activities designed to meet the needs of a selected community*
* *Ability to provide appropriate levels of supervision for all levels of services delivered*
 | Understanding-Level Knowledge* *Understand concepts, principles, and procedures for comprehensive services planning, implementation, and evaluation*
* *Ability to assess and describe park and recreation needs of diverse populations*
* *Ability to identify basic regulatory requirement for food and beverage operations and where the regulations can be accessed.*
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| 9.6 Knowledge of park and recreation planning and development |
| Performance-Level Knowledge* *Ability to design outcome-based mission statements, process-based vision statements, values statements, and tag lines*
* *Ability to create and use the following types of plans:*
* *Facility Operations Plans*
* *Site Concept Plans*
* *Strategic Plans*
* *Business Plans*
* *Risk Management Plans*
* *Recreation Program Plans*
* *Financial Plans*
* *Operational Pro-Forma Plans*
* *Feasibility Studies*
* *Resource Management Plans*
* *Phased Development Plans*
 | Understanding-Level Knowledge* *Ability to describe concepts, principles, and procedures for developing and implementing comprehensive recreation and park master plans.*
* *Ability to describe concepts, principles, and procedures for developing and implementing maintenance management plans and comprehensive recreation and park master plans*
* *Ability to describe the concept and need of involving individuals, special interests, and community in planning processes*
* *Ability to describe the issues and concepts of a consultant selection process*
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| 9.7 Knowledge of park maintenance and operations |
| Performance-Level Knowledge* *Ability to plan and manage park grounds maintenance operations*
* *Ability to inspect and operate irrigation systems*
* *Ability to set up an athletic field with appropriate markings and support structures*
* *Ability to operate and sustain a grounds maintenance equipment and vehicle inventory*
* *Ability to work with grounds maintenance staff in an effective and efficient manner*
* *Ability to interact effectively with public groups and individuals in the field*
* *Ability to implement and manage a turf maintenance program*
* *Ability to identify playground equipment safety hazards and risks*
* *Ability to implement a parks equipment preventative maintenance program.*
 | Understanding-Level Knowledge* *Ability to describe procedures for managing of flora and fauna*
* *Ability to describe budgeting procedures for the park grounds and maintenance operations*
* *Ability to describe legal aspects related to park grounds*
* *Ability to describe maintenance operations*
* *Ability to describe operations and contract for services maintenance operations*
* *Ability to describe the value and involvement of an Urban Forester/Arborist*
* *Ability to describe the use of park ordinances in relation to park management (e.g., leash laws, sound, traffic)*
* *Ability to describe aspects of construction management*
* *Ability to describe the differences between in-house contracted maintenance services and self provided services.*
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