



Bryant Parks and Recreation Administrative Review

Strategic Organizational Design

The University of Arkansas

Department of Health, Human Performance and Recreation

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## BIOGRAPHIES

**Dr. Merry Moiseichik** has been working in recreation administration for nearly 40 years including the 27 years she has taught at the University of Arkansas. She was a recreation director for a small town in New York for nine years. She completed her Doctorate in Recreation Administration at Indiana University where she taught for the University and also acted as a Conference Coordinator. After completion of her doctorate she moved to Fayetteville to teach at the University of Arkansas. She has done administrative reviews for at least 27 departments across the state and into Oklahoma. She is a Fellow in the American Academy of Park and Recreation Administrators and is the editor for the book *Management of Park and Recreation Agencies* which was written specifically for professionals in the field who would like to have their agencies accredited by CAPRA, an association that certifies Park and Recreation Agencies that meet standards of excellence.

**Connie Edmonson** has been working in recreation for over 35 years. She received her Bachelor's in Recreation at Kansas State University and a Master's in Recreation Administration from the University of Kansas. She has been the director of Fayetteville Parks and Recreation since 1998. She is a NRPA certified parks and recreation professional. She is also a National Recreation and Parks Association Member, as well as an Arkansas Recreation and Parks Association Member.

**Rick Stocker** has been working in recreation for over 30 years. He was hired by the City of Rogers as the first-ever "recreation" employee in 1982. Rick has a Master's in Recreation from the University of Arkansas. Rick retired this past year as Roger's Recreation Director. In 2015, Stocker was inducted into the Arkansas Softball Hall of Fame, in recognition of his accomplishments as a league director, tournament director, umpire, District Commissioner, and State Director. His best-known softball accomplishment was as director of the "Snowball Classic" for 30 straight years. Under his direction, the tournament grew rapidly until, from 1999 to 2005, the winter tournament had over 60 teams entered for seven years in a row. In 2013, Stocker was responsible for bringing Rogers its first true "national" tournament, in any team sport, by hosting the National Softball Association Men's Elite Super World Series.

**Francisco Fuentes** grew up in Mexico and moved to the United States when he was 12. Sports is a huge part of who Francisco is, as soccer helped him make the transition process of the move easier. He has coached soccer for the city of Rogers for five years. He received his Bachelor of Science in Recreation and Sport Management from the University of Arkansas in 2014. While completing his Bachelor's Degree, he worked with the Rogers Activity Center to plan and propose an indoor soccer program for the city of Rogers. In the summer of 2013, he completed a practicum experience with All Sport Productions and worked with them to implement two different triathlon events. In the Spring of 2014, he worked with the Rogers Activity Center to plan and implement their youth soccer program. Additionally, he would help with the everyday operations regarding the facility management. He will receive his Master's degree the May in Recreation and Sport Management.

**Jessica Norris** grew up in Russellville, Arkansas and received a Bachelor's Degree in Psychology from Arkansas Tech University. She worked as a Mental Health Paraprofessional for a couple years before going back to school. While in graduate school, she worked for All Sports Productions, Landmark Event Staffing and the outdoor center at the University of Arkansas. She will receive her Master's Degree this May in Recreation and Sport Management. She hopes to work in a park department, university recreation center, or climbing center after completing her degree.

**Dean Rawlings** grew up in Batesville, Arkansas. He received his Bachelor's Degree in Kinesiology from the University of Arkansas in 2010. While attending graduate school he has worked at The Jones Center for Families in Springdale, Arkansas as the Recreation Coordinator. He worked to develop a full calendar of events ranging from hockey, gymnastics, ballroom dance, ballet, figure skating, movie nights, and special events. He will receive his Master's Degree this May in Recreation and Sport Management.

**Andrea Ritchie** grew up in Fort Smith, Arkansas. She received her Bachelor's Degree in Journalism in May 2011. For the past five years, she has been the Public Relations Director for the Fayetteville Disc Association and has worked as the liaison for the organization to the City of Fayetteville. She currently teaches Commercial Recreation and Tourism Enterprise at the University of Arkansas. She will receive her Master's Degree this May in Recreation and Sport Management.

## EXECUTIVE SUMMARY

Parks and recreation agencies are faced with many challenges in their day to day operations (e.g., funding, programming, and maintenance to name a few). The purpose of this project is to review the City of Bryant Parks and Recreation Department to assist in the development of strategies to better manage their department and programs to facilitate more feasible operations.

Parks and recreation impact communities by promoting positive health and wellness benefits, providing social equity for all, conserving the natural resources, helping in the prevention of youth delinquency and keeping teenagers from participating in dangerous behaviors. Parks and recreation helps to prevent obesity, promote mental well-being, provide opportunities for the whole community regardless of demographics (e.g., income, age, etc.), by providing opportunities for residents to connect with nature, be active and social and help to prevent crime in the community.

To understand what changes need to be made, 30 stakeholders, including city leaders, employees and involved citizens, were interviewed in order to obtain opinions on what they believe were the strengths and weaknesses for parks and recreation. Bishop Park and The Center facilities were also evaluated in great depth. The information collected from the stakeholders' interviews was then used in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to determine the areas that need improvement. The issues identified were funding, staffing, contract structure, and parks and recreation documents. The mission and vision statements were also assessed in this process. Benchmark studies were then completed to determine what other quality recreation and parks departments do in order to make recommendations on how to solve the issues identified.

A demographic analysis showed that Bryant is composed of young and educated middle class citizens. A benchmark analysis compared the City of Bryant to other cities in the state of Arkansas with similar populations and two National Recreation and Park Association Gold Medal awarded cities. The cities were registered with PRORAGIS, a National Recreation and Park Association database. The cities used to compare the City of Bryant were Erie, CO, Fairfax, VA, Jacksonville, AR, and Siloam Springs, AR. It was found that while the City of Bryant spends more per capita than the two Arkansas cities, it spends half the dollars per capita that the Gold Medal winners spend. The city of Bryant spends less in budget dedicated to personnel. It was also found that Bryant, has the least full-time equivalent employees compared to Erie and Fairfax who have less park acreage and are gold medal cities. Bryant is blessed to have such a significant amount of green space, yet the ratio of maintenance workers to park acreage is significantly lower in comparison with the other cities involved in this study. Bryant also has no capital budget while the other cities do.

In order to address funding related concerns several additional revenue opportunities were outlined, such as field sponsorships, programming, and an adjusted membership structure.

A new organizational structure is recommended. The new structure will help to differentiate between the various positions and improve the chain of command. The department was broken into two sections, recreation and parks, under the director. The marketing and events coordinator positions were separated, an athletic coordinator, program coordinator, and center director positions were added to help the department be more productive.

Another issue that was identified in the SWOT analysis was the costs of mowing. The mowing costs were analyzed to determine what would be more cost-effective for the city of

Bryant. This analysis examined the dollars that Bryant would save by outsourcing mowing services. Most of the assets that the department owns have far exceeded their expected lifespan and the department is sorely lacking maintenance personnel. These issues reflect the need to consider outsourcing the mowing. Outsourcing of custodial duties would have a lower cost compared to having custodians in-house.

Current outsourcing of sport programs was evaluated as well. The city of Bryant is currently outsourcing baseball, softball, swimming, soccer and football. At this time it is recommended that Bryant Parks and Recreation should continue to outsource sport programs, however, the contract needs to be reevaluated to provide financial benefits to the department. Additionally, when looking at other communities, it was determined that the city should charge a fee per player for all sports that are outsourced to help support the cost of field maintenance.

The department is currently offering aerobics classes, morning yoga, sports, and swimming. Only about 30% of the general population participate in sports. There is a large percent of the population who does not have their recreational needs met. This gives the department the opportunity to provide more non-sport related programming. The Center also has unused meeting rooms, in parks and recreation space and time equals money. This means that if the space is not being used, it is not generating revenue. The department should partner with community talent to provide classes such as art, music, drama, or intellectual programs etc. in those unused meeting rooms. The department should offer different types of activities for all ages (e.g. children, teens, adults, seniors, disabled, etc.). This will not only create benefits for citizens, it will bring in additional members and revenue, and pay for the added position of programmer.

The membership rate was also evaluated and compared to other community centers. It was found that the membership for the center is more expensive than other community centers. Lower membership fees may increase memberships and therefore revenue.

The city should look into the option of outfield fence sponsorships, this would provide a steady revenue source. A common goal that all stakeholders demonstrated during the interviews was the desire to make Bishop Park a tournament destination. In order to achieve this goal, the city of Bryant needs to address some of the most common complaints that they receive such as limited shading area, and bleacher seating, to name a few.

This project also evaluates the department's mission statement and the implementation of a vision statement. The current mission statement reads:

*The Bryant Parks and Recreation Department is committed to delivering effective, courteous, and responsible leisure services, and is also responsible for maintaining, preserving and developing the natural resources entrusted to us. We strive to provide adequate type, quantity, and quality of leisure opportunities to aid all citizens in the proper use of leisure time.*

The word that was a problem was "adequate". It is recommended it change to excellent or exemplary.

The vision statement did not exist. A vision helps one envision where the department would like to be, if completely successful. Using the mission statement, the newly formed vision statement might read as follows:

*Bryant is a healthy community- physically, mentally, and socially- where all citizens are connected through meaningful activities and beautifully maintained resources.*

The recommended priorities of Bryant Parks and Recreation Department are:

- Change organizational chart
  - Fill new positions
- Develop brand and increase marketing
  - Mission and Vision
- Add Programs
  - Needs assessment
- Develop additional revenue through
  - Sponsorships
  - Memberships
  - League Fees
- Evaluate outsourcing
  - Mowing
  - Custodial
  - Sports programming
- Develop capital budget for outdated fleet

Clearly, these are only recommendations that were found based on the research performed and current trends within parks and recreation departments throughout the country.

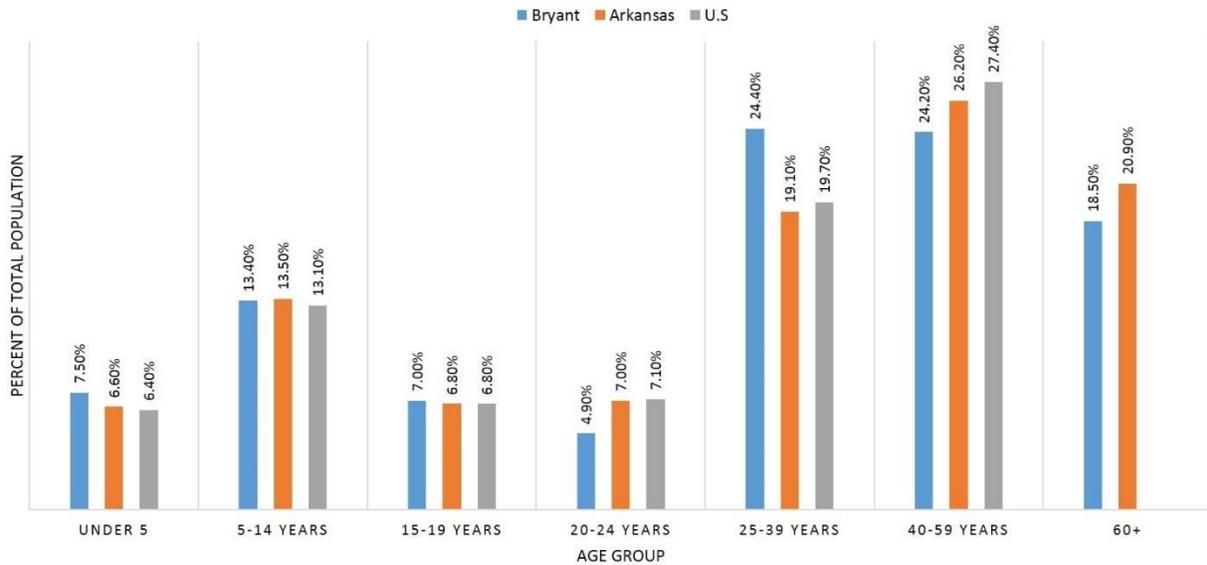
The information that follows explains the various elements of the review thoroughly and explains the suggestions.

We wish great success for your future and thank you for this opportunity.

## DEMOGRAPHICS ANALYSIS

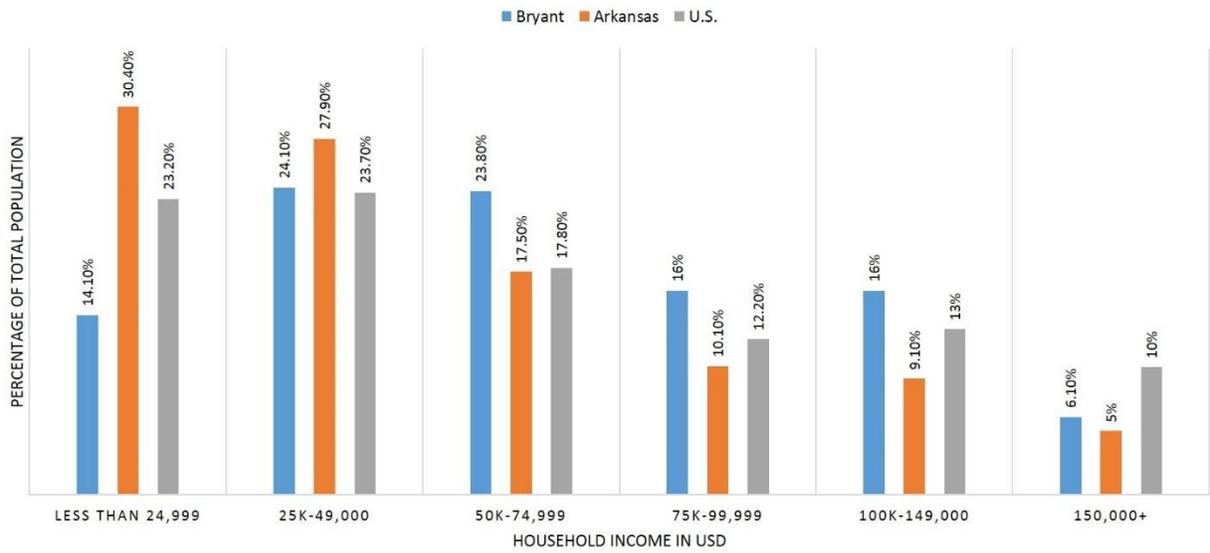
In order to understand the City of Bryant, demographic information was compared to the state of Arkansas and to the United States. All of the data were collected from the American Fact Finder, a service provided by the United States Census Bureau.

**Figure 1. Age**



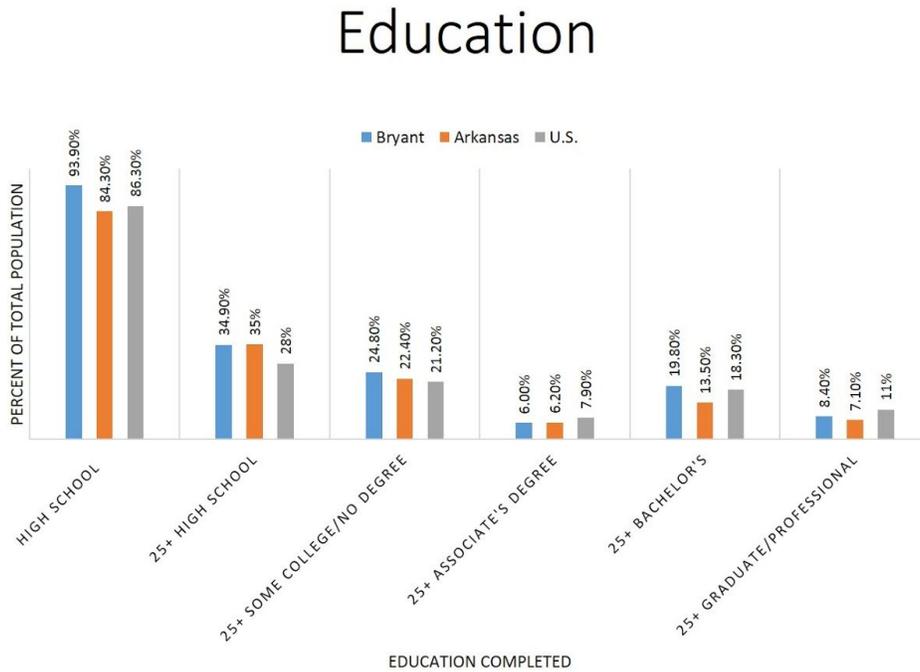
When compared to the state of Arkansas and the United States, the city of Bryant is mainly composed of young families. Bryant residents between the ages of 25 to 39 years old make up 24.4% of the population while it is only 19.10% of Arkansas total population and only 19.70% of the United States total population.

**Figure 2. Income**



Bryant's household incomes are at the highest percentages between 50,000 and \$149,000. It appears that Bryant's population falls in the middle income. The mean household income for Bryant is \$64,251 compared to Arkansas (\$56,824) and the United States (\$74,251).

**Figure 3. Education**



About 93.90% of Bryant’s residents have completed a high school degree, this is higher compared to Arkansas (84.30%) and the United States (86.30%). Approximately 20% of Bryant’s residents aged 25 and older have completed a Bachelor’s degree, this is a higher percentage compared to Arkansas (13.50%) and the United States (18.30%). This indicates that Bryant is a well educated community.

The results of the demographic analysis show that Bryant is composed of young, educated, middle class citizens. Bryant has the opportunity to create new revenue sources by offering new programs to the population who currently do not have their needs met.

## **ORGANIZATIONAL STRUCTURE REVIEW**

### **Introduction**

Bryant Parks and Recreation Department can make strategic changes to their organizational structure. Defining job hierarchies can provide clarity and decrease confusion for all staff members. There are several creative ways to save money, time and resources through organizational structure. Several positions have been added, moved and separated into two positions.

While hierarchies may have a somewhat bad reputation, they are and will remain the basic structure of most companies and organizations for many years to come. (Leavitt, 2003). Hierarchies are surprisingly adaptable to a changing environment, they provide order and security, which are psychological needs for us all. In a medium-sized park like Bryant, the tall job hierarchy that is currently in place can produce these benefits without all of the negative aspects hierarchies can create in larger companies. With that said, Bryant's current job hierarchy should be updated.

### **Bryant Park and Recreation Organizational Structure**

The first reason the job hierarchy should be updated related to the chain of command. The chain of command informs employees to whom they need to answer to and also where to request official information (Chamberlain, 2010). These requests go up the chain of command and decisions flow back down. Since Bryant Parks and Recreation has a tall hierarchy as opposed to a flat hierarchy, the chain of command is relatively strong. The current chain of command appears to have a few discrepancies in this regard.

For example, at first glance it appears that the Park Secretary ranks higher and has more responsibility than the Aquatics Coordinator. However, in reality the Aquatics Coordinator has more responsibility. Similarly, the Program Coordinator has more responsibility than the receptionists and janitorial staff. A new organizational structure that reflects Bryant Park's current layout has been created.

The new layout will separate the Assistant Director of Parks and the Assistant Director of Recreation, and they will both answer to the director while still maintaining necessary communication with each other. This departmentalization will decrease confusion because there will be a clear separation between facilities and programming. It is important not to separate these positions completely, it can lead to communication problems and restricts parks from moving forward.

Staffing additions can also have a big impact on saving money, time and resources. Staffing or changes to the organizational structure can achieve a wide range of marketing goals. For example, it can increase their focus on customers, cultivate brand awareness and growth, and cultivate market learning (Lee, Kozlenkova & Palmatier, 2015). First, the addition of a Center Superintendent will help Bryant Park in many diverse ways. The Center Superintendent would be in charge of the different areas and rooms within The Center. This person would be responsible for supervising staff to maintain a healthy and safe work environment by overseeing proper setup of event spaces and ensuring that user requirements are met according to building and safety requirements. This person will also maintain reservation records and a calendar of events using assigned software. The Center Superintendent would answer to the Assistant

Director of Parks. The Center Director would supervise the office manager and receptionist, both positions that already exist.

A second suggestion is that the Finance Manager position and Marketing position be moved under the Director because the director needs this information. The Finance Manager is not listed on the current organizational structure chart. The Finance Manager will be in charge of finances for the whole department. Another suggestion is that the Marketing and Program Coordinator positions should be separated in the future. The Marketing position has been moved to the top of the organizational chart next to the Finance Manager under the Director. This person would focus on marketing the whole department and will answer to the director. This person will market everything going on in the department, including special events and programming. He or she will be in charge of social media and web pages as well as developing a brand for the department. Having a person focus on just marketing should increase attendance and membership at The Center, which should increase revenue.

Bryant park has an array of sport programs that deserve extra attention. The Program Coordinator that exists now focuses on athletics and should become the Athletic Coordinator. This person will focus on athletics or sports only and work with the organizations that run these sports, schedule fields, find sponsors, and add additional sports particularly for adults as adult sports do not exist now.

The new full-time Program Coordinator position will begin developing, planning, and running successful programs that are outside of sports. This has been recommended because there is a lack of non-athletic programs within Bryant Park Department. The addition of these

programs will meet more of the communities needs and will increase the use of The Center by increasing memberships. As programs are developed, the position should pay for itself.

An Events Coordinator could plan, coordinate, develop, and supervise events for the Bryant Parks and Recreation Department. The Events Coordinator will work on major events for the community. Events such as the 4th of July festival or Christmas/seasonal celebrations would be organized by this person. Such a position can help bring the community together, develop traditions and increase notoriety and tourism in the community. He or she will also be responsible for managing the event budgets, finding volunteers, sponsorships and creating partnerships for each event.

In the original organizational structure chart there are two foremen under the Park Superintendent. Their job descriptions that have been updated. One foreman will be in charge of the fields, which is a more technical position, while the second foreman will be responsible for general parks. They would do the landscaping and maintain structures on park properties other than the center. Each foreman will have separate laborers. This specialization will help the foreman be more informed of their duties and responsibilities.

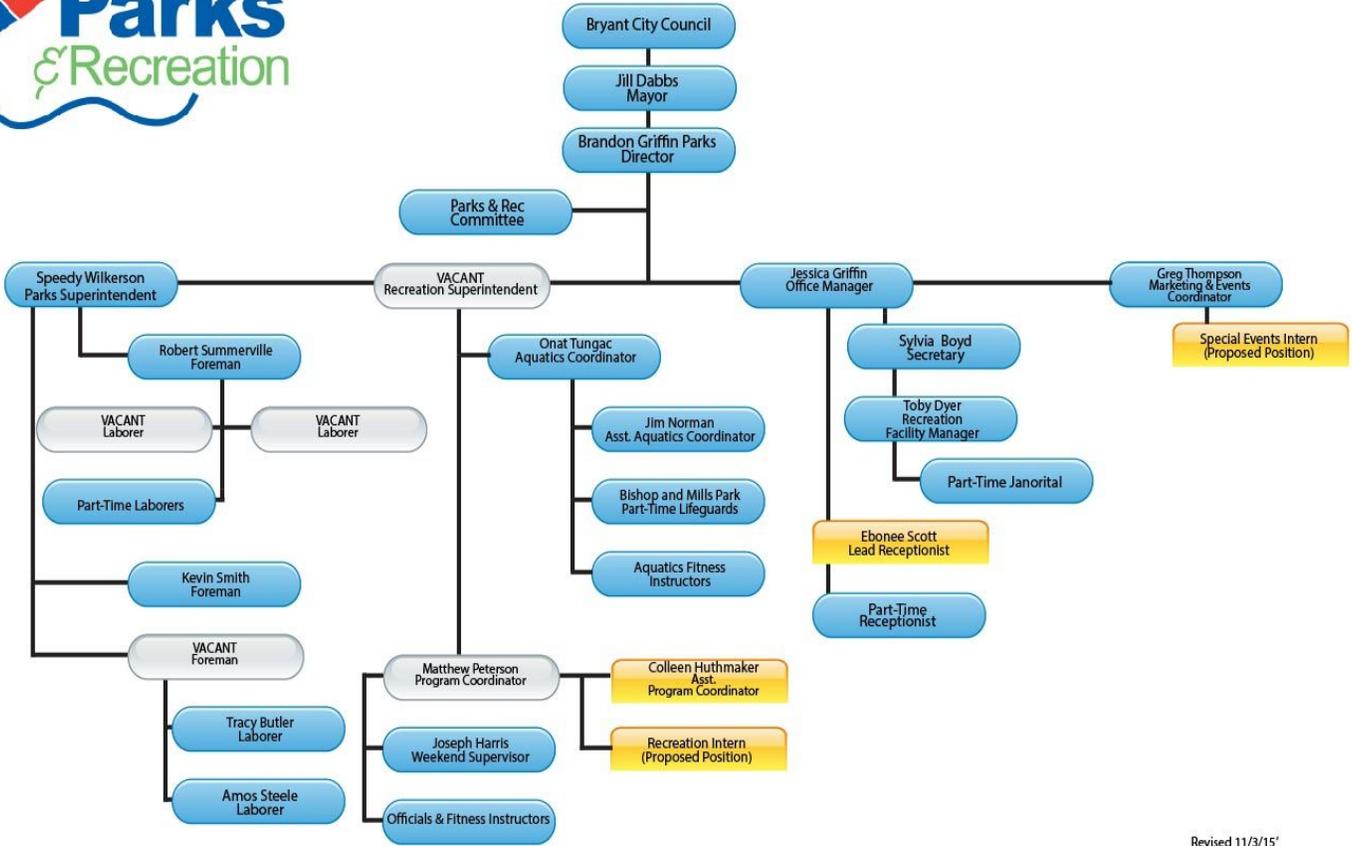
### **Recommendation**

It is recommended that Bryant Park and Recreation Department make these changes to their organization structure because it will increase revenue, use of the center and the appreciation for the value of parks and recreation to the community. Parks and recreation is one of the most visible and positive aspects the government can provide its citizens.

# Current Organizational Structure Chart

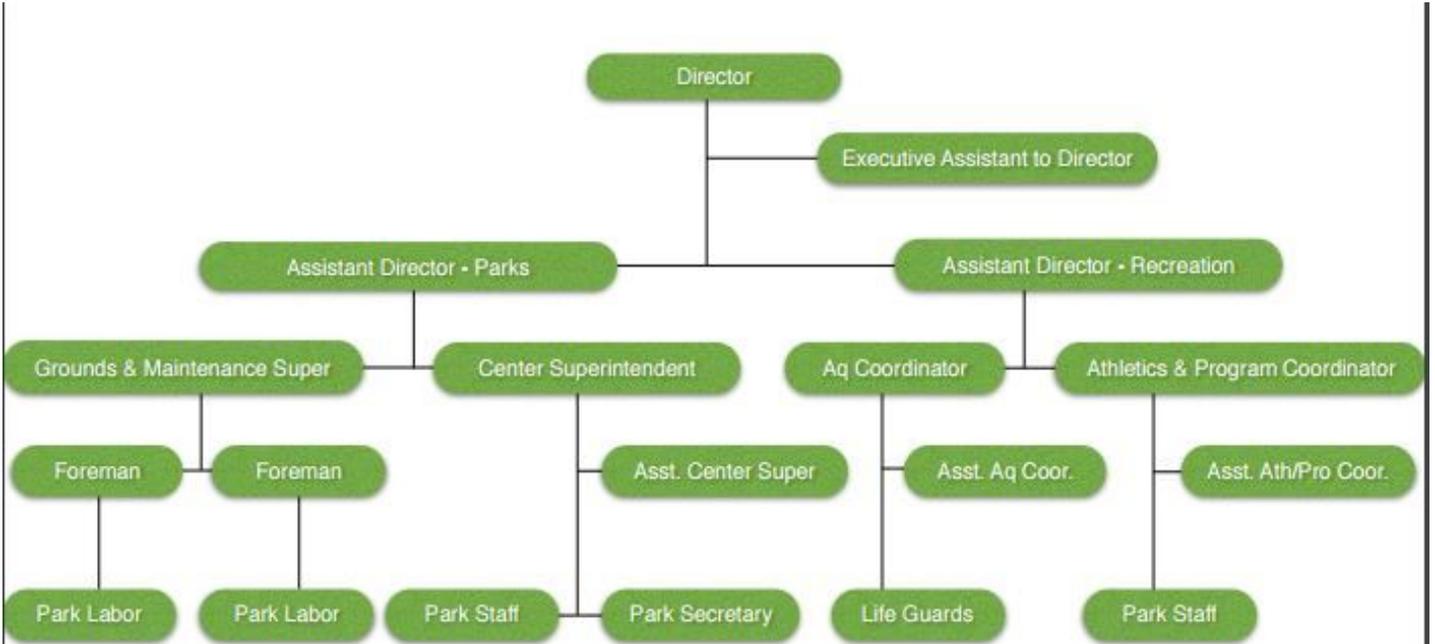


Bryant Parks Employee Hierarchy

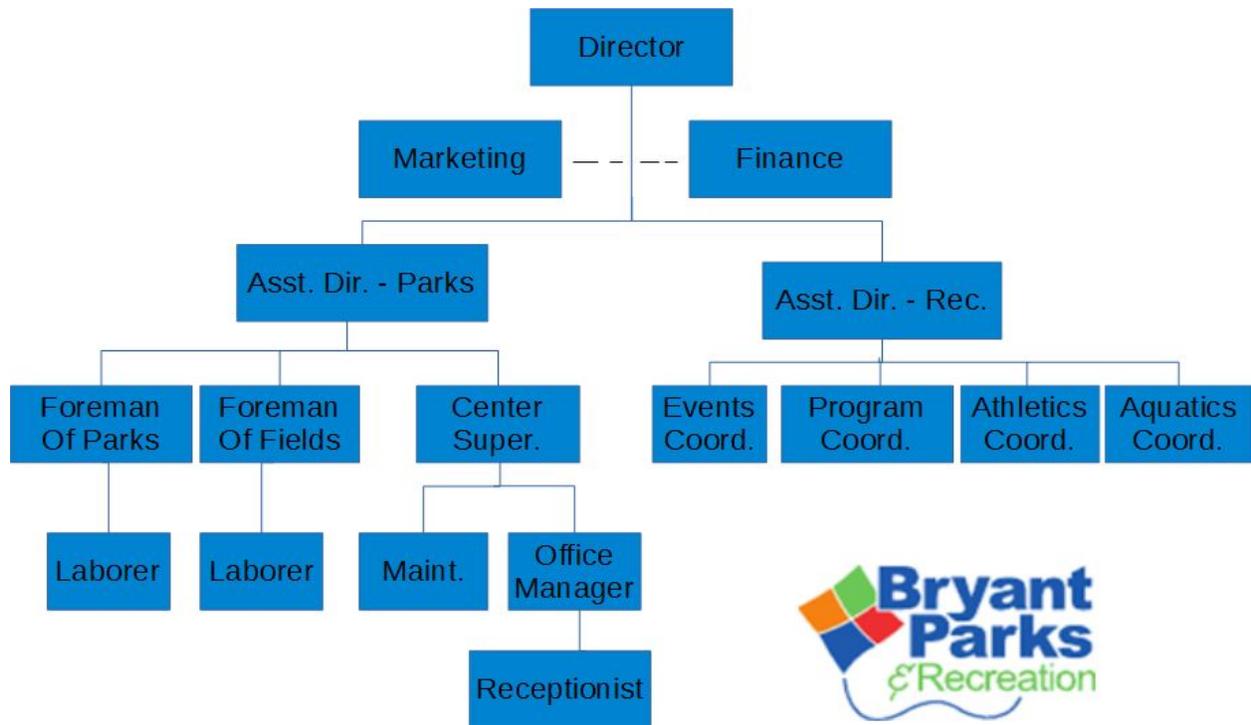


Revised 11/3/15

**Organizational Structure Chart Created by Chris Treat**



**Updated Organizational Structure Chart**



**Job Description: Assistant Director of Parks**

Department: Parks and Recreation

Reports To: Director of Parks and Recreation

Date Prepared: 5/9/2016

**GENERAL DESCRIPTION OF POSITION**

Supervises the maintenance of all parks and facilities. Identifies and schedules the maintenance of all park and recreation properties including the mowing, equipment and facility repairs.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Performs and supervises manual construction and maintenance work under little or no supervision.
2. Operates a variety of equipment such as lawn mowing equipment.
4. Completes forms including daily logs.
5. Develops work standards and deploys a workforce of multiple supervisors and full-time and part-time employees.
6. Determines priorities and coordinates the schedules of the Parks Department operation.
7. Designs and oversees in-house improvements to existing facilities.
8. Participates in the design of new facilities and the rehabilitation of related city facilities.
9. Operates and coordinates a maintenance management system.
10. Assists with annual and long range plans.
11. Assists in the development of the Parks Department maintenance budget and monitors the department's expenditures.
12. Assists in hiring and disciplining employees.
13. Develops and oversees contracted maintenance work.
14. Oversees the inspection of contract construction of new and renovated facilities in accordance with industry specifications.
15. Develops, enforces, and maintains safe work practices and conditions to conform to local, state and federal regulatory agencies.
- 16.. Detects safety risks and hazards to users and employees and devises corrective measures.
17. Establishes emergency response procedures and responds to emergencies related to accidents, injuries, or threats to control the facility.
18. Stays abreast of new trends and innovations in the field of recreation.
19. Trains all staff in safe use of equipment and maintenance operations.
19. Performs any other related duties as required or assigned.

## QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty mentioned satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

### *Education/Experience*

High school, plus specialized schooling and/or on the job education in a specific skill area (e.g. data processing, equipment operation, electrical, plumbing or carpentry etc). Plus 12 – 18 months related experience and/or training, or equivalent combination of education and experience. At least 2 years experience at the supervisory level

### *Responsibility for Funds, Property and Equipment*

Funds, Property & Equipment Responsibility: \$ 250,000.

### *Supervisory Responsibilities*

Directly manages 2 supervisors who oversees a total of 6 employee(s) plus 3 part-time summer employees. Departments supervised by this position include Bryant's seven parks. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, assisting in hiring and training employees; planning, assigning and directing work; appraising performance, assisting in rewarding and disciplining employees; subject to mayoral approval; addressing complaints and resolving problems.

### *Communication Skills*

Ability to write reports, business correspondence, and policy/procedure manuals; Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

### *Mathematical Skills*

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts such as fractions, ratios, and proportions to practical situations.

### *Critical Thinking Skills*

Ability to solve practical problems and deal with a variety of known variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral or diagram formats.

### *Supervision Received*

Under direction where a definite objective is set up and the employee plans and arranges own work, referring only unusual cases to supervisor.

### *Planning*

Considerable responsibility with regard to general assignments in managing time, method, manner, and/or sequence of performance of own work, in addition, the organization and delegation of work operations for a group of employees engaged in widely diversified activities.

### *Decision Making*

Performs work operations which permit frequent opportunity for decision-making of minor importance and also frequent opportunity for decision-making of major importance, either of which would affect the work operations of small organizational component and the organization's clientele.

### *Mental Demand*

Operations will require close and continuous attention for control of operations. Operations requiring intermittent direct thinking to determine or select the most applicable way of handling situations regarding the organization's administration and operations; also to determine or select material and equipment where highly variable sequences are involved.

### *Analytical Ability/Problem Solving*

Will be moderately directed. Activities covered by wide-ranging policies and course of action, and generally directed as to execution and review. High order of analytical, interpretative and/or, constructive thinking in varied situations.

### *Accuracy*

Probable errors would not likely be detected until they reached another department or office or patron and would require considerable time and effort to correct the situation. Frequently there will be the possibility of error that would affect the organization's prestige and relationship with the public to a limited extent, but where succeeding operations or supervision would normally preclude the possibility of a serious situation arising as a result of the error or decision.

### *Public Contact*

Regular contacts with patrons, either within the office or in the field. May also involve occasional self-initiated contacts to patrons. Lack of tact and good judgment may lead to problems for the organization.

### *Employee Contact*

Must be able to establish and maintain effective working relationships with others. Contacts with other departments or offices and also frequently with individuals in middle level positions; consulting on problems which necessitate judgment and tact in presentation to obtain cooperation or approval of action to be taken. Also, important contacts with associates as required in advanced supervisory jobs.

### REQUIRED CERTIFICATES, LICENSES AND REGISTRATIONS

Valid Arkansas driver's license. Certified Playground Evaluator and International Society of Arboriculture preferred but not required. Chemical application license on turf preferred.

### USE OF MACHINES, EQUIPMENT AND/OR COMPUTERS

Occasional use of complex machines and equipment (desktop/laptop computer and software, road and production machines and equipment, etc.). Ability to use weed eater, lawn mower, chainsaw, carpentry tools, concrete finishing tools, tractors, trucks, yard maintenance equipment and other equipment.

### SOFTWARE SKILLS REQUIRED

Basic: Word Processing/Typing and spreadsheets.

### WORKING CONDITIONS

Outside working environment, wherein there are disagreeable working conditions part of the time. May include working overtime.

### ENVIRONMENTAL CONDITIONS

The following work environment characteristics described here are representative of those an employee encounters while performing essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the functions of this job, the employee is frequently exposed to outdoor weather conditions. This can include extreme heat and extreme cold. There will be occasional exposure to working near moving mechanical parts, working in high, precarious places, fumes or airborne particles, toxic or caustic chemicals, wet or humid conditions and risk of electrical shock. The noise level in the work environment is usually moderate.

### PHYSICAL ACTIVITIES

The following physical activities described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and expectations.

While performing the functions of this job, the employee is regularly required to talk and hear. Will be frequently required to walk, use hands to finger, handle, or feel, reach with hands and arms, climb or balance, taste or smell; occasionally required to stand, sit, stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move more than 100 pounds; frequently lift and/or move up to 50 pounds; regularly lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision; distance vision; peripheral vision; depth perception; and ability to adjust focus.

#### ADDITIONAL INFORMATION

Must have the ability to put principles, practices of management, selection, appraisal, and motivation of employees; work, planning and control, including estimating and inspection; methods, materials and equipment for the design, construction and maintenance of landscaped and recreational areas and facilities; identify requirements, procedures, and deficiencies in landscape maintenance, including pruning, diseases, growth and aesthetics; design and review designs for landscaping and irrigation systems; address and resolve with the public, park related issues and problems; plan, organize and control short and long-term department accountability; work safely in potentially hazardous conditions.

## **Job Description: Assistant Director of Recreation**

Department: Parks and Recreation

Reports To: Director of Parks and Recreation

Date Prepared: 5/9/2016

### GENERAL DESCRIPTION OF POSITION

Performs administrative work to plan, promote and implement Parks and Recreation Department programs. This position is responsible for the effective management of the city's diversified public recreation program through the supervision and direction of recreation program supervisors and specialists and other subordinate personnel. Responsibilities include oversight of the budget for the entire recreation division. Work involves overseeing the operation of all city sponsored special events and festivals and coordinating volunteer support for such events.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Plans, develops, schedules, directs and implements a year round, city wide recreation program serving all ages and community needs.
2. Serves as a liaison between the parks department and community based organizations.
3. Develops strategic partnerships with local businesses, non-profit organizations, community groups, city schools, and other governmental agencies, etc., as necessary to maximize, strength and effectiveness of programming.
4. Ensures the implementation of effective publicity and marketing efforts to maximize community awareness participation in department programming.
5. Develops public relations by participating in city-wide special events and related functions.
6. Prepares and monitors budgets relating to recreation operation, including, but not limited to, determining cost effectiveness and revenue potential of programs.
7. Prepares and reviews contracts, agreements and bid specifications as directed.
8. Promotes the public use of recreational resources, areas, and facilities for group and individual play and recreations.
9. Manages the training and guidance to recreation program personnel, coaches, league/program administrators.
10. Communicates with directors of the Boys and Girls Club and Senior Center Administrator
11. Completes daily logs and reports as assigned.
12. Serves as recreation/facility software manager.
13. Assists in facility and programming marketing.

14. Writes all grant/funding requests for the Recreation Department as well as assists with all other City of Bryant grant applications and award requests.
15. Assists Parks and Recreation Department Director in all operations including budget and future planning.
16. Trains and conducts all staff customer service training and regulations for staff.
17. Stays abreast of new trends and innovations in the field of recreation.
18. Detects safety risks and hazards to users and employees and devises corrective measures.
19. Establishes emergency response procedures and responds to emergencies related to accidents, injuries, or threats to control the facility.
20. Performs any other related duties as required or assigned.

## QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty mentioned satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

### *Education/Experience*

Broad knowledge of such fields as accounting, marketing, business administration, finance, etc. minimum of a B.S. in Recreation, sport management or related degree, plus 4 years related experience and/or training, and 12 to 18 months related management experience, or equivalent combination of education and experience.

### *Communication Skills*

Ability to read and understand documents such as policy manuals, safety rules, operating instructions, and procedure manuals; Ability to write reports and correspondence. Ability to effectively communicate information and respond to questions in person-to-person and small group situations with customers, clients, general public and other employees of the organization. Ability to read, analyze, and understand general business/company related articles and professional journals; Ability to speak effectively before groups of customers or employees. Ability to write reports, business correspondence, and policy/procedure manuals; Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

### *Mathematical Skills*

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts such as fractions, ratios,

and proportions to practical situations.

*Critical Thinking Skills*

Ability to solve practical problems and deal with a variety of known variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, or diagram formats.

*Supervision Received*

Under direction where a definite objective is set up and the employee plans and arranges own work, referring only unusual cases to supervisor. Considerable responsibility with regard to general assignments in managing time, method, manner, and/or sequence of performance of own work, in addition, the work operations of a group of employees, all performing basically the same type of work.

*Decision Making*

Performs work operations that permit frequent opportunity for decision-making of minor importance and also frequent opportunity for decision-making of major importance, either of which would affect the work operations of small organizational component and the organization's clientele.

REQUIRED CERTIFICATES, LICENSES AND REGISTRATION

Valid Arkansas driver's license.

PREFERRED CERTIFICATES, LICENSES AND REGISTRATIONS

Certified Parks and Recreation Professional

Software Skills Required

Intermediate: Presentation/PowerPoint, Spreadsheet, Word Processing/Typing Basic: 10-Key, Accounting, Contract Management, Database, Other

MENTAL DEMAND

The employee, under general or administrative supervision, works within general methods and procedures, and exercises considerable independent judgment in selecting the proper courses of action. Operations require very close and continuous attention for control of operations that require a high degree of coordination or immediate response.

## ANALYTICAL ABILITY/PROBLEM SOLVING

Supervisory and/or professional skills using structured practices or policies and directed as to execution and review. Interpolation of learned information or knowledge in moderately varied situations where reasoning and decision-making are essential

## SUPERVISORY RESPONSIBILITIES

Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities may include but not limited to interviewing, hiring and training employees, planning, assigning and directing work, appraising performance, rewarding and disciplining employees, addressing complaints and resolving problems. Supervises a large group (16-25) of employees who are engaged in diverse activities. Supervises Bishop Park Staff.

## RESPONSIBILITY FOR FUNDS, PROPERTY AND EQUIPMENT

Regularly responsible for funds, building premises, inventory, or other property owned, controlled, or leased by the organization and, in addition, may have temporary custody and responsibility of patron property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in very significant monetary losses to the organization. The total value for the above would range from \$1,000,000 to \$10,000,000.

## ACCURACY

Probable errors would not likely be detected until they reached another department, office or patron, and would then require considerable time and effort to correct the situation. Frequently, possibility of error that would affect the organization's prestige and relationship with the public to a limited extent, but where succeeding operations or supervision would normally preclude the possibility of a serious situation arising as a result of the error or decision.

## ACCOUNTABILITY

### *Freedom to Act*

Directed. Freedom to complete duties as defined by wide-ranging policies and precedents with upper-level managerial oversight.

### *Annual Monetary Impact*

The amount of annual dollars generated based on the job's essential duties/responsibilities. Examples would include direct dollar generation, departmental budget, proper handling of organization funds, expense control, savings from new techniques or reduction in manpower.

Job creates a monetary impact for the organization from \$1mm to \$10mm

#### *Impact on End Results*

Job has a definite impact on the organization's end results. Participates with others in taking action for a department and/or total organization.

#### PUBLIC CONTACT

Regular contacts with patrons, either within the office or in the field. May also involve occasional self-initiated contacts to patrons. Lack of tact and good judgment may lead to problems for the organization.

#### EMPLOYEE CONTACT

Will need to be able to interact with team members and establish company culture by setting tone of interactions and communication with senior level internal officials and employees throughout the organization.

#### USE OF MACHINES, EQUIPMENT AND/OR COMPUTERS

Regular use of complex machines and equipment (desktop/laptop computer and software, and equipment, driver's license, etc.)

#### WORKING CONDITIONS

The following work conditions will mainly include desk work. Limited time will be spent outside.

#### ENVIRONMENTAL CONDITIONS

The following work environment characteristics described here are representative of those an employee encounters while performing essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Indoor, climate controlled most of the time. Checking on outside programs will require exposure to sun and occasional inclement weather.

## PHYSICAL ACTIVITIES

The following physical activities described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and expectations.

Work activities which allow for a moderate amount of diversity in the performance of tasks which requires somewhat diversified physical demands of the employee.

While performing the functions of this job, the employee is regularly required to talk or hear; and frequently required to stand, walk, use hands to finger, handle, or feel, reach with hands and arms, taste or smell; occasionally required to sit, climb or balance, stoop, kneel, crouch, or crawl. The employee must occasionally lift up to 50 pounds; regularly lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision; distance vision; color vision; peripheral vision; depth perception; and ability to adjust focus.

## **Job Description: Athletics Coordinator**

Department: Parks and Recreation

Reports To: Recreation Supervisor

Date Prepared: 5/9//2016

### GENERAL DESCRIPTION OF POSITION

This position has the primary responsibility for coordinating, implementing and evaluating sports programs and activities. The Athletics Coordinator will be responsible for managing a comprehensive sports program, including planning, organizing, coordinating and implementing City sponsored adult and youth leagues.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Coordinate, implement and evaluate sport programs and activities.
2. Responsible for coordinating fitness programs.
3. Interviews, hires and supervises candidates for fitness programs.
4. Develops and manages athletic programs for all ages in multiple community facilities, parks and settings.
5. Researches, coordinates, and manages partnerships with athletic organizations. Develops and communicates strategies, goals and objectives, aligning those strategies with the department and City priorities.
6. Creates contracts with partnerships approved by the city attorney
7. Conducts meetings and clinics to ensure all coaches, umpires/referees, and part-time/seasonal personnel understand the various functions associated with programs and activities.
8. Monitors and reviews agreements and contracts with sports associations, tournament organizers, promoters, etc., on an annual basis; refers changes as necessary.
9. Evaluates athletic programming and tournaments to determine effectiveness of programs and facilities and to make recommendations for change when appropriate; reviews and maintains seasonal participation numbers for athletic programs.
10. Conducts surveys and assessments to evaluate needs; and develops athletic programs, forms, and other program material.
11. Works with athletic associations to coordinate schedules and to ensure facilities are available as needed for practices, games and tournaments.
12. Plans and prepares rosters and schedules; establishes league rules and regulations for athletic programs.

13. Prepares and maintains calendar of activities and schedules for athletics and tournaments.
14. Establishes and maintains effective working relationships with league participants, officials and members of the general public.
15. Responsible for recruiting coaches and volunteer coaches.
16. Coordinates field maintenance with Assistant Director of Parks..
17. Monitors sports leagues budget, including revenues and expenditures.
18. Solicits program sponsorship through contact with key community businesses.
19. Works on nights and weekends as needed.
20. Other duties as assigned.

## QUALIFICATIONS

### *Education/Experience*

Bachelor's Degree in a recreation, sport management, physical education or related field and a minimum of 2 years of related experience and/or training.

### *Communication Skills*

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with customers, clients, general public and other employees of the organization.

### *Mathematical Skills*

Ability to add, subtract, multiply and divide numbers. Ability to perform these mathematical skills using money and other forms of measurement.

### *Critical Thinking Skills*

Ability to problem solve and flexibility to change plans when issues occur.

### *Supervision Received*

Performs general assignments of work, with periodic check of performance by supervisor.

### *Mental Demand*

Operations requiring intermittent directed thinking to carry out predetermined procedure or sequence of operations of limited variability. Operations requiring intermittent attention to control machine or manual motions.

### *Analytical Ability/Problem Solving*

Activities or duties using a pre-determined set of processes or directions coupled with nearby supervision. Learned things in situations where choice is simple or patterned.

### *Public Contact*

Regular contacts with patrons. May also involve regular self-initiated contacts to patrons. Lack of tact and judgment may result in a limited type of problem for the organization.

### *Employee Contact*

Contacts of considerable importance within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsibility for action and decision reverts to others.

## SPECIAL REQUIREMENTS

Must be able to acquire Red Cross CPR/AED and First-Aid certifications within three months of hiring date.

## MISCELLANEOUS INFORMATION

Working conditions require the employee to work most of the time inside and outside. The noise level in the work environment is usually moderate to loud. Position may require periodic work hours beyond the normally scheduled shift. If required to work on nights and weekends incumbent is not responsible to work on mornings.

## SPECIAL KNOWLEDGE

Understand how to put on tournaments, large variety of rules for sports, ability to referee a variety of sports, knowledge for setting up sponsorships and partnerships.

## PHYSICAL ACTIVITIES

The following physical activities described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and expectations. While performing the functions of this job, the employee is regularly required to talk or hear. The employee frequently is required to stand, walk, and sit. The

employee must regularly lift and/or move up to 50 pounds. The employee is required to work in the sun at different time periods.

## **Job Description: Events Coordinator**

Department: Parks and Recreation

Reports To: Recreation Supervisor

Date Prepared: 5/9/2016

### GENERAL DESCRIPTION OF POSITION

Oversees every aspect of an event hosted by Bryant Parks and Recreation. The events can range from concerts, races and festivals to block parties. Plan, coordinate, develop, market and supervise events for the parks and recreation department.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Creates and implements events for the whole community.
2. Manages event budgets.
3. Assists Marketing Manager in advertising and promoting all events.
4. Prepares press releases and fliers for all events.
5. Prepares various correspondence including thank you letters, memos, fliers, newsletters, sponsorship packets, etc.
6. Deals with the public on a day-to-day basis in a busy atmosphere. This includes handling complaints, answering questions, and relaying general information.
7. Solicits donations and sponsorships for various events and activities from local businesses.
8. Solicits and trains volunteers to make events successful.
9. Represents the City of Bryant in a positive manner when dealing with the public and media.
10. Submits ideas for creative marketing tools to promote public attendance.
11. Submits ideas for new events, classes or ways to improve existing events.
12. Presentations and attending booths as needed.
13. Orders and inventories supplies and equipment for events including purchasing or preparing supplies needed for each event.
14. Performs other duties as assigned.

### QUALIFICATIONS

*Education/Experience*

Bachelor's Degree in recreation, tourism, hospitality, communication, business or a related field required, plus 2 years event planning experience.

*Communication Skills*

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with customers, clients, general public and other employees of the organization.

*Mathematical Skills*

Ability to add, subtract, multiply and divide numbers. Ability to perform these mathematical skills using money and other forms of measurement.

*Critical Thinking Skills*

Ability to problem solve and flexibility to change plans when issues occur.

*Supervision Received*

Performs general assignments of work, with periodic check of performance by supervisor.

*Analytical Ability/Problem Solving*

Activities or duties using a set of processes or directions coupled with nearby supervision. Learned things in situations where choice is simple or patterned.

*Public Contact*

Regular contacts with patrons. May also involve regular self-initiated contacts to patrons. Lack of tact and judgment may result in a limited type of problem for the organization.

*Employee Contact*

Contacts of considerable importance within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsibility for action and decision reverts to others.

**SPECIAL REQUIREMENTS**

Must be able to acquire Red Cross CPR/AED and First-Aid certifications within three months of hiring date.

## PHYSICAL ACTIVITIES

The following physical activities described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and expectations. The employee must occasionally lift and/or move more than 50 pounds. Must possess a valid Arkansas driver's license.

## ENVIRONMENTAL CONDITIONS

Indoor and outdoor events required.

## **Job Description: Program Coordinator**

Department: Parks and Recreation

Reports To: Center Director

Date Prepared: 5/9/2016

### GENERAL DESCRIPTION OF POSITION

The incumbent is responsible to plan, implement, promote, and administer recreation programs and manage the use of rental space in the facility. Supervision of recreation programs during evenings and Saturdays.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Develops programs to meet diverse interests across all ages, gender, and socio-economic levels.
2. Recruits and writes contracts for instructors for programs.
3. Completes program evaluations that helps determine which programs should be continued or eliminated.
4. Completes needs assessments periodically so that appropriate programs can be created.
5. Provides program management, customer service, and general facility supervision for all facility rental, and general space rental and use.
6. Responsible for designing registration materials.
7. Works closely with marketing coordinator to develop a plan to promote recreation programs and the use of rental space to the public.
8. Solicits program sponsorship through contact with key community leaders.
9. Develops and implements policies and procedures to meet the needs for the recreation programs and rental space use.
10. Assists with other recreational programs/events, as needed.
11. Represents the City in a positive manner, particularly while on site at event and works to resolve citizen issues and concerns at those events.
12. Posts event management of customer relationships to generate future business.
13. Other duties as assigned.

### QUALIFICATIONS

#### *Education/Experience*

Bachelor's Degree in recreation, physical education, or related field and a minimum of 2 years of

related experience in recreation.

#### *Communication Skills*

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with customers, clients, general public and other employees of the organization.

#### *Mathematical Skills*

Ability to add, subtract, multiply and divide numbers. Ability to perform these mathematical skills using money and other forms of measurement.

#### *Critical Thinking Skills*

Ability to problem solve and flexibility to change plans when issues occur.

#### *Supervision Received*

Under immediate supervision, performs general assignments of work, with periodic check of performance by supervisor.

#### *Mental Demand*

Operations requiring intermittent directed thinking to carry out predetermined procedure or sequence of operations of limited variability.

#### *Analytical Ability/Problem Solving*

Ability to solve complex problem and is capable of processing information to determine what should be done.

#### *Public Contact*

Regular contacts with patrons. May also involve regular self-initiated contacts to patrons. Lack of tact and judgment may result in a limited type of problem for the organization.

#### *Employee Contact*

Contacts of considerable importance within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsibility for action and decision reverts to others.

## SPECIAL REQUIREMENTS

Must be able to acquire Red Cross CPR/AED and First-Aid certifications within three months of hiring date.

## MISCELLANEOUS INFORMATION

Working conditions require the employee to work most of the time inside and occasionally outside. The noise level in the work environment is usually moderate. Work hours include some nights and weekends.

## PHYSICAL ACTIVITIES

The following physical activities described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and expectations. While performing the functions of this job, the employee is regularly required to talk or hear. The employee frequently is required to stand, walk, and sit. The employee must regularly lift and/or move up to 50 pounds.

**Job Description: Foreman of Fields**

Department: Parks and Recreation

Reports To: Assistant Director of Parks

Date Posted: 5/9/2016

GENERAL DESCRIPTION OF POSITION

Under general direction, performs duties associated with supervising the maintenance of all athletic fields so they are prepared for practices and games throughout the playing seasons.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Supervise and coordinate all field maintenance jobs so fields are ready for play.
2. Oversee the groundskeeping including: fertilizing, mowing, dragging, lining and raking of fields as needed.
3. Ensure fences, dugouts, electrical outlets and bleachers are repaired and in good condition.
4. Keep records of projects completed as well as schedule jobs to be completed.
5. Ensure machinery and equipment are in good repair.
6. Supervise maintenance of concession stands and restrooms at ball fields.
7. Maintain field maintenance budget.
8. Conduct risk assessment of all fields and keep track of jobs needed based on assessment results.
9. Perform related duties as assigned.

QUALIFICATIONS

*Education/Experience*

5+ years of education, training or experience in landscaping or maintenance with increasing responsibility demonstrating knowledge and ability to manage multiple projects simultaneously while completing jobs efficiently and under budget.

*Communication Skills*

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with contractors, general public and other employees of the organization.

*Mathematical Skills*

Ability to add, subtract, multiply and divide numbers. Ability to perform these mathematical

skills using money and other forms of measurement.

*Critical Thinking Skills*

Ability to problem solve and flexibility to change plans when issues occur.

*Supervision Received*

Under immediate supervision of Park's Director, performs general assignments of work, with periodic check of performance by supervisor.

*Mental Demand*

Operations requiring intermittent directed thinking to carry out predetermined procedure or sequence of operations of limited variability. Operations requiring intermittent attention to control machine or manual motions.

*Analytical Ability/Problem Solving*

Activities or duties using a pre-determined set of processes or directions coupled with nearby supervision. Learned things in situations where choice is simple or patterned.

*Public Contact*

Limited contact with patrons and public. This position is expected to represent the organization well when coming into contact with the public.

*Employee Contact*

Contacts of considerable importance within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsibility for action and decision reverts to others.

**SPECIAL REQUIREMENTS**

Knowledge of lining sports fields, turf management, mowing and operating various types of machinery required. CPR/AED and First-Aid certifications preferred. Valid Arkansas driver's license required.

**PHYSICAL ACTIVITIES**

Must be able to perform heavy work exerting up to 100 pounds of force occasionally and/or up to 20 pounds of force constantly to move objects, walk on rough or uneven terrain, work outside in various weather conditions for extended periods of time. Ability and visual acuity to operate motor vehicles and equipment.

**Job Description: Foreman of Parks**

Department: Parks and Recreation

Reports To: Assistant Director of Parks

Date Posted: 5/9/2016

GENERAL DESCRIPTION OF POSITION

Under general direction of Assistant Director of Parks, performs duties associated with performing and supervising the maintenance of all parks owned or operated by the city of Bryant, AR.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Supervise and coordinate all parks maintenance and repairs jobs.
2. Supervise and assign a small staff of laborers as needed.
3. Keep records of projects completed and scheduled.
4. General repair and carpentry work, restroom maintenance, mowing parks, landscaping, turf management and maintenance of grills.
5. Conduct risk assessment of all parks and keep track of jobs needed based on assessment results.
6. Perform related duties as assigned.

QUALIFICATIONS

*Education/Experience*

High school education required, training or experience in landscaping or maintenance with increasing responsibility demonstrating knowledge and ability to manage multiple projects simultaneously while completing jobs efficiently and under budget.

*Communication Skills*

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with contractors, general public and other employees of the organization.

*Mathematical Skills*

Ability to add, subtract, multiply and divide numbers. Ability to perform these mathematical skills using money and other forms of measurement.

### *Critical Thinking Skills*

Ability to problem solve and flexibility to change plans when issues occur.

### *Supervision Received*

Performs general assignments of work, with periodic check of performance by supervisor.

### *Mental Demand*

Operations requiring intermittent directed thinking to carry out predetermined procedure or sequence of operations of limited variability. Operations requiring intermittent attention to control machine or manual motions.

### *Analytical Ability/Problem Solving*

Activities or duties using a pre-determined set of processes or directions coupled with nearby supervision. Learned things in situations where choice is simple or patterned.

### *Public Contact*

Limited contact with patrons and public. This position is expected to represent the organization well when coming into contact with the public or possibly interrupting public space.

### *Employee Contact*

Contacts of considerable importance within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsibility for action and decision reverts to others.

## SPECIAL REQUIREMENTS

Knowledge of turf management, mowing and operating various types of machinery required. CPR/AED and First-Aid certifications preferred. Valid Arkansas driver's license required. Ability to fix small machinery preferred.

## PHYSICAL ACTIVITIES

Must be able to perform heavy work exerting up to 100 pounds of force occasionally and/or up to 20 pounds of force constantly to move objects, walk on rough or uneven terrain, work outside in various weather conditions for extended periods of time. Ability and visual acuity to operate motor vehicles and equipment.

## **Job Description: Center Superintendent**

Department: City of Bryant Parks and Recreation

Reports To: Recreation Superintendent

Date Posted: 5/9/2016

### GENERAL DESCRIPTION OF POSITION

Under general direction of Assistant Director of Parks, provides supervision of facility operations, staff, budget, and schedule for The Center.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Supervises staff, which includes prioritizing and assigning work; conducting performance evaluations; ensuring staff is trained; ensuring employees follow policies and procedures.
2. Maintains a healthy and safe working environment; and, making hiring, termination, and disciplinary recommendations.
3. Oversees the proper setup of event spaces, reviews and approves detailed set-up arrangements to insure facility user requirements are met according to event agreement requirements and building and safety standards.
4. Maintains reservation records and calendar of events using assigned software.
5. Collects data and compiles and distributes various reports regarding facility use, financial status, attendance records and other required reports.
6. Provides exemplary customer service by providing information concerning events, tournaments programs and activities. Resolves customer issues and complaints.
7. Assists in developing and monitoring budget including reviewing historical data; determining service levels and required equipment, supplies, etc.; providing recommendations and tracking expenditures to ensure compliance with established budgetary guidelines.
8. Oversees the maintenance of recreation facilities, completes work order requests for repairs and/or reports problems, supplies and equipment.
9. Performs other related duties as assigned.

### QUALIFICATIONS

#### *Education/Experience*

Bachelor's degree in recreation, parks, sports management or a related field and three or more years of experience in facility management, customer service or any combination of relevant

education and experience sufficient to demonstrate the knowledge, skills and abilities to perform the duties listed above..

*Communication Skills*

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with customers, clients, general public and other employees of the organization.

*Mathematical Skills*

Ability to add, subtract, multiply and divide numbers. Ability to perform these mathematical skills using money and other forms of measurement.

*Critical Thinking Skills*

Ability to problem solve and flexibility to change plans when issues occur.

*Supervision Received*

Under supervision, performs general assignments of work, with periodic check of performance by supervisor.

*Mental Demand*

Ability to solve a variety of problems.

*Analytical Ability/Problem Solving*

Activities or duties using a pre-determined set of processes or directions coupled with nearby supervision. Learned things in situations where choice is simple or patterned.

*Public Contact*

Regular contacts with patrons. May also involve regular self-initiated contacts to patrons. Must have mature tact and judgment.

*Employee Contact*

Contacts of considerable importance within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsibility for action and decision reverts to others.

**SPECIAL REQUIREMENTS**

Must have a valid First Aid and CPR/AED Certification. Must possess and maintain a valid State of Arkansas driver's license. Must maintain a level of mental and physical fitness required to perform the essential functions of this classification. Must be proficient in Microsoft Office, email and typing skills.

Work schedule will require many evenings and weekends.

#### PHYSICAL ACTIVITIES

To perform the essential functions of the classification, incumbents must be able to meet the following physical requirements: must regularly talk, hear/listen, see/observe, sit, read and write; must regularly demonstrate fine motor skills; must occasionally exert up to 50 pounds of force.

**Job Description: Marketing Coordinator**

Department: Parks and Recreation

Reports To: Parks and Recreation Director

Date Prepared: 5/9/2016

**GENERAL DESCRIPTION OF POSITION**

Oversees every marketing and promotional campaign for Bryant Parks and Recreation.  
Develops and implements marketing plans for programs and facilities of the department.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Develops promotions and marketing campaigns.
2. Creates and maintains a calendar of marketing, promotion, and outreach opportunities.
3. Manages and implements all digital and electronic communications.
4. Manages and executes all social media.
5. Manages and updates website content.
6. Manages and creates outbound printed communications.
7. Writes and distributes press releases.
8. Manages media relations.
9. Assists with development and management of departmental budgets and strategic plans.
10. Provides monthly analysis of social media and website activity.
11. Troubleshoots website problems and coordinates with web developer.
12. Performs all other duties as required

**QUALIFICATIONS**

*Education/Experience*

Bachelor's degree in marketing, recreation, communication, business or a related field required, plus 4 years marketing experience.

*Communication Skills*

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with customers, clients, general public and other employees of the organization.

*Mathematical Skills*

Ability to add, subtract, multiply and divide numbers. Ability to perform these mathematical skills using money and other forms of measurement

*Critical Thinking Skills*

Ability to solve problems and think clearly in stressful situations. Ability to deal with standardized situation with limited variables.

*Supervision Received*

Under immediate supervision, performs general assignments of work, with periodic check of performance by supervisor

*Mental Demand*

Heavy mental demand. Operations requiring intermittent directed thinking to carry out predetermined procedure or sequence of operations of limited variability.

*Analytical Ability/Problem Solving*

Activities or duties using a pre-determined set of processes or directions coupled with nearby supervision. Learned things in situations where choice is simple or patterned.

*Public Contact*

Regular contacts with patrons. Regularly represent the department to the public. Will be expected to make regular presentations on behalf of the department.

*Employee Contact*

Contacts of considerable importance within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsible for action and decision reverts to others.

**SPECIAL REQUIREMENTS**

Knowledge of working with the media, social media and web pages. Ability to put together marketing campaigns.

## PHYSICAL ACTIVITIES

The following physical activities described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and expectations. While performing the functions of this job, the employee is regularly required to sit, talk or hear; and frequently required to stand and walk. The employee must occasionally lift and/or move more than 25 pounds. Specific vision abilities required by this job include close vision; distance vision; peripheral vision; and depth perception.

## ENVIRONMENTAL CONDITIONS

Generally working indoors in an office with a computer. May need to go outdoors to promote programs that occur outdoors.

## **RISK ASSESSMENTS**

### Baseball/Softball Fields

#### **Description**

Bryant park has a total of 6 softball fields and 9 baseball fields. There are two dugouts per field and two bleachers per field.

#### **Positive Aspects**

- The dugouts met standards with the exception of the fences.
- All of the outside outlets are ground-fault protected.
- The fields were green and mowed.

#### **Points of Concern for all Fields**

- The infield bleachers on the softball fields are not stable when supporting the weight of a walking adult.
- There are no shaded areas.
- The distance between restrooms and all fields except “D” fields is too far.
- There are no lights.
- The dugout fences are turned up or damaged.

#### **Points of Concern for Specific Fields**

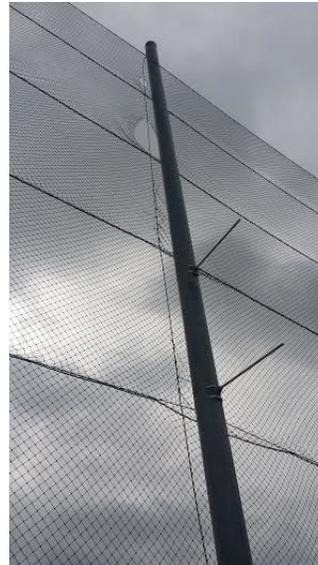
- There is a large hole near outfield post on Field D5 (picture 1).
- There is a hole in backstop netting on Field D5 (picture 2).
- There is broken vinyl on field D5 (picture 3).
- There is attached vinyl on field D2 (picture 4).
- Surface is uneven on all “A” fields (picture 5).
- There are holes in right field, A2 (picture 6).
- There are protruding parts of the fence on field A1 (picture 7).

- The fence is not fastened to the post on field A1 (picture 8).
- There is exposed concrete on field A1 (picture 9).
- There is a large hole and the fence is damaged fence on field A1 (picture 10).
- There is a hole in the right field, A1 (picture 11).
- There is a gap in the vinyl on field A1 (picture 12).
- There are uncovered utility lines on fields C1/C2 (picture 13).
- There is a damaged gate post on field D2 (picture 14).

1. Large hole in outfield, D5



2. Hole in backstop netting, D5



3. Broken vinyl, D5



4. Unattached vinyl, D2



5. Uneven surface, all A fields



6. Holes in right field, A2



7. Protruding parts of fence, A1



8. Fence not fastened to post, A1



9. Exposed Concrete, A1



10. Large hole and damaged fence, A1



11. Hole in right field, A1



12. Gap in Vinyl, A1



13. Uncovered Utility Line, C1/C2



14. Damaged gate post, D2



## Bishop Park Indoor Pool

### **Description**

The Bishop Park Aquatic Facility features a Junior Olympic sized lap pool and an ADA accessible therapy pool. The facility has two party rooms and a men's and women's locker room. The facility is located inside Bryant Parks and Recreation's Community Center. The lap pool includes eight, 25 yard swimming lanes, as well as a 1 meter competition diving board. The lap pool allows for swim team practices, water aerobics classes, group swim lessons, pool parties, and swim meets. The ADA accessible therapy pool has a zero entry ramp that allows visitors to enter the pool safely. Underwater rails are located in the middle of the pool for exercise and therapy purposes. Seating is located around the radius of the pool and features 12 jets for hydrotherapy. The therapy pool is home to water aerobics, Mom and me swim, and private lessons.

### **Positive Aspects**

- Both the lap and therapy pool had clear water that allowed the view of the main drains when standing at the edge of the pool deck.
- The pool deck was free of any tripping hazards and had no standing water.
- The first aid kit was easily accessible and well-organized.

### **Points of Concern**

- Drinking water was not available in the aquatic facility. The closest water fountains are located in the locker rooms.
- Spectator benches had broken edges capable of cutting a patron (picture 1).
- Spectator chairs have begun to develop rust. Maintenance is necessary to ensure longevity (picture 2).
- Lifeguard stands were not stable or balanced (picture 3).
- Test kit was unorganized and it was stored with the chemicals on the same shelf (picture 4).
- The equipment room was not organized. Gas was stored with other chemicals, which could be a hazard. Chemical bags were unsealed. (pictures 5).
- Lifeguard on duty was busy cleaning pool deck and not paying attention to the five patrons in the pool.

- There was no lifeguard watching the therapy pool.
- Electrical outlet located in the southwest corner had an electrical prong stuck in the outlet, with electricity running through the outlet. This could pose an electrocution danger (picture 6).

1. Missing protective edges



2. Spectator chair with rust accumulation



3. Lifeguard stand rust accumulation and ineffective stability weight



4. Unorganized testing kit in chemical closet



5. Improper storage of reactant chemicals in chemical closet



6. Electrical prong stuck in outlet in southwest corner of aquatic facility



## Concession Stand

### **Description**

The larger storage area in the concession stand building had an array of equipment in the room. Most of it looked like equipment used to maintain the field but there are also general items such as a ladder, soap (for the nearby restrooms) and extra tables and chairs. There are also several containers of propane found under one of the tables and two large unplugged fridges. The smaller storage area contained extra plates, utensils, condiments and other kitchen items. There is a lot of storage on the selves in this room, and the storage is stacked to the ceiling. The office had a desk, filing cabinet, computer and couch. It was neat and organized. The concession stand area has cooking equipment such as a crock pot, microwave and pans. There is also a coffee maker and a popcorn machine. There are boxes of food on the floor along with other equipment.

### **Positive Aspects**

- AED located in concession stand.
- The office and smaller storage area were clean and organized.
- Concession stand in centralized location proximal to all fields.

### **Points of Concern**

#### Kitchen

- Fire extinguisher is being used to prop open a door. The fire extinguisher should be mounted on the wall in an enclosed case.
- There is standing water in the room between the concession stand and the storage areas.
- Microwave and crock pot are too close to the sink (picture 1).
- There is no smoke alarm.
- The sink compartments are not large enough to immerse the largest piece of cooking equipment (picture 1).
- The concession area is too cramped making it difficult to clean (picture 2).
- There are no thermometers or food temperature measuring device readily available.

- There are no trash cans.
- The lights are not covered.
- There is no first aid kit.
- The water fountain outside the concession stand does not work.
- There is no ADA accessible water fountain available.
- There is a bug-strip hanging in the middle of the kitchen area (picture 3).

#### Large concession storage room

- There are five propane tanks stored under a table.
- The storage selves are unorganized and dangerous. Heavy metal objects are placed on the top shelf.
- There are unlabeled chemicals.

#### Smaller storage area in concession stand building

- There storage shelves are stacked too close to the ceiling. Storage should not be within 18 inches of the ceiling (picture 4).
- The drywall is punctured in several areas.

#### Restrooms

- There is standing water on the floor.
- There is no toilet paper in men's restroom.
- There is no lid on the trash can in women's restroom.

1. Crockpot kept too close to sink, sink compartment not large enough to submerge crockpot.



2. Cramped concession stand, difficult to clean.



3. Fly strip in concession stand area



4. Smaller storage area boxes are stacked too high.



## Disc Golf Course

### **Description**

The Disc Golf course is located in Bishop Park next to The Center. The disc golf course includes 8 baskets and tees. At the time of the evaluation two young adults were using the course.

### **Positive Aspects**

- There are signs indicating the preferred flight path to a hole.
- Target baskets are in good condition with no sharp edges.
- Directional signs are provided near each target to direct the player to the next tee pad.

### **Points of Concern**

- There are no points of concern.

## Fishing Pier

### **Description**

The fishing pier is located in Bishop Park next to the multipurpose fields. At the time of the evaluation a male senior citizen was fishing at the pier.

### **Positive Aspects**

- Dock is free of any tripping hazards.
- Rails are sturdy and do not wobble.
- Edge protection is provided for people using wheelchairs to avoid rolling off to the side.

### **Points of Concern**

- There are no signs indicating the rules (no swimming, no diving, etc.,) near the fishing pier (picture 1).
- Fishing pier entrance is 2 ½ inches above ground, someone on a wheelchair might not be able to access it (picture 1).

1. Entrance to the fishing pier is 2 ½ inches above ground.



## Parking Lots

### **Description**

Bishop park has a well maintained parking lot that can be divided into three sections: community center, baseball fields and softball fields. Each parking lot is connected and accessible to all areas of the park. The surface and markings of the parking lot are in good shape and laid out clearly. However, the number of spaces available does not meet the recommendations to meet the needs of the entire park. With events in multiple places occurring simultaneously the lots are likely to fill up very quickly. While the lot was not seen after daylight hours it did appear that some areas may not be sufficiently lit.

### **Positive Aspects**

- Asphalt surface was in good condition and free of potholes.
- Lot dimensions were all up to code: space width, aisle width, access aisles, etc.
- Lots met ADA standards by providing enough accessible spaces, clearly marked access aisles and ramps for getting to all areas.

### **Points of Concern**

- Spaces to max user ratio is not sufficient.
- Van accessible spaces are not clearly marked.
- Lighting may not be sufficient to illuminate parking lot for nighttime events.
- There is no clearly marked fire lane at the main entrance to the building.
- There is no curb in the parking lot in front of the baseball fields to prevent cars from driving on the grass.

## The Center Party Rooms

### **Description**

The party rooms are located inside The Center in the pool area. Two party rooms were evaluated during our visit. The party rooms had a sink and refrigerator but they did not have table or chairs at the time of evaluation as party rooms were not in use. All party rooms are ADA accessible.

### **Positive Aspects**

- There are no tripping hazards.
- Party rooms was clean and neat
- Party rooms are ADA accessible.

### **Points of Concern**

- Electrical outlets do not have childproof covers (picture 1).

1. Electrical outlets do not have childproof covers



## The Center Restrooms

### **Description**

There are 20 restrooms in the whole facility (including The Center, senior center, Boys and Girls Club, and pool area). During the time of evaluation, the restrooms were open to the public. There are 10 male and 10 female restrooms. However, this risk assessment includes three restrooms; two by the locker room and one by the front desk.

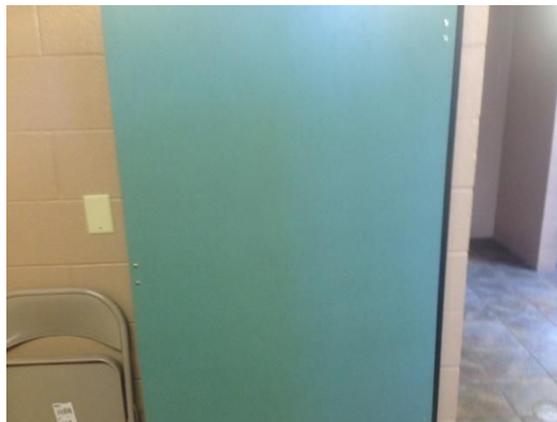
### **Positive Aspects**

- Restrooms are clean and generally pleasant.
- All receptacles are filled and ready to use (toilet paper, paper towels and soap).
- Restrooms are ADA accessible and have signing indicating that they are accessible.

### **Points of Concern**

- Male locker room restroom: ADA restroom door opens inwards instead of outward. Someone using a wheelchair could have trouble getting into the stall (see picture 1).
- There were no other concerns for the other restrooms

1. ADA restroom door opens to the inside of the restroom.



## Bishop Park Multipurpose Field

### **Description**

The Bishop Park Fields features two football/soccer/ multipurpose fields. The equipment in the field included two soccer goals with soccer nets. The soccer fields were not in use during the evaluation, there were no markings on the grass to indicate what kind of sport was being played, the only equipment on the field were two small soccer goals.

### **Positive Aspects**

- The playing surface is at least 75% covered by grass.
- There are no bare spots with a hard soil surface exposed.
- There are no holes or mounds in the playing field.

### **Points of Concern**

- Soccer goals are not anchored to the ground and will tip over if a child climbs on them (pictures 1).
- There is a large pile of weeds/wood on the field (picture 2).
- There is some rust along one of the posts on the soccer goals (picture 3).
- Small soccer goal in the center of the field had screws that were not intact and securely tightened (picture 4)..
- There are no signs indicating rules and appropriate behavior to players and spectators.

1. Soccer goals are not anchored



2. Large pile of weeds/wood on the field



3. Rust in one of the goal posts



4. This screw is not securely tightened and it is rusty



## The Center

### **Description**

The Center is a large indoor facility. It includes a lobby with front desk, offices for staff, small break room for staff, meeting rooms, 4 gyms, a concession stand with kitchen, storage rooms one includes a walk-in freezer and refrigerator, restrooms, a fitness center, aerobics room, indoor track, boys and girls club with meeting room, offices, storage closets, restrooms, cafeteria with kitchen, a senior center with large room and stage, kitchen, game room, storage rooms and restrooms. During the assessment the boys and girls club and senior center were closed. The gyms were being used for basketball; some formal games and some pick-up games. There were many family parties occurring in many of the meeting rooms. It felt like a very vibrant and positive place.

### **Positive Aspects**

- The public areas were all clean.
- All people using the facility were respectful of each other .
- The building, in general was in good condition.

### **Points of Concern**

- Chemicals should be sorted and stored separately, oil base separately from acid base. Those that are flammable should be stored in a flame resistant cabinets that are locked from the public. Paint should be stored off the floor. This is a concern throughout the facility.
- Many areas had storage within 18 inches of the ceilings.
- The non-public areas needed cleaning and organization.

## Gymnasium

### **Description**

There are four gymnasiums each with baskets for basketball and mats on the walls at the end of each basket. Along the inside walls were doors that led to storage. Basketball was being played on all four gyms; some with formal games with referees and some with pick-up games or shooting practice.

### **Positive Aspects**

- The floors were in excellent condition

- There were mats on the walls behind each basket
- In the first gym there were places for people to watch

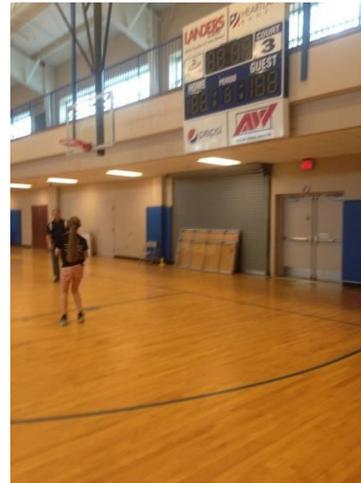
### Points of Concern

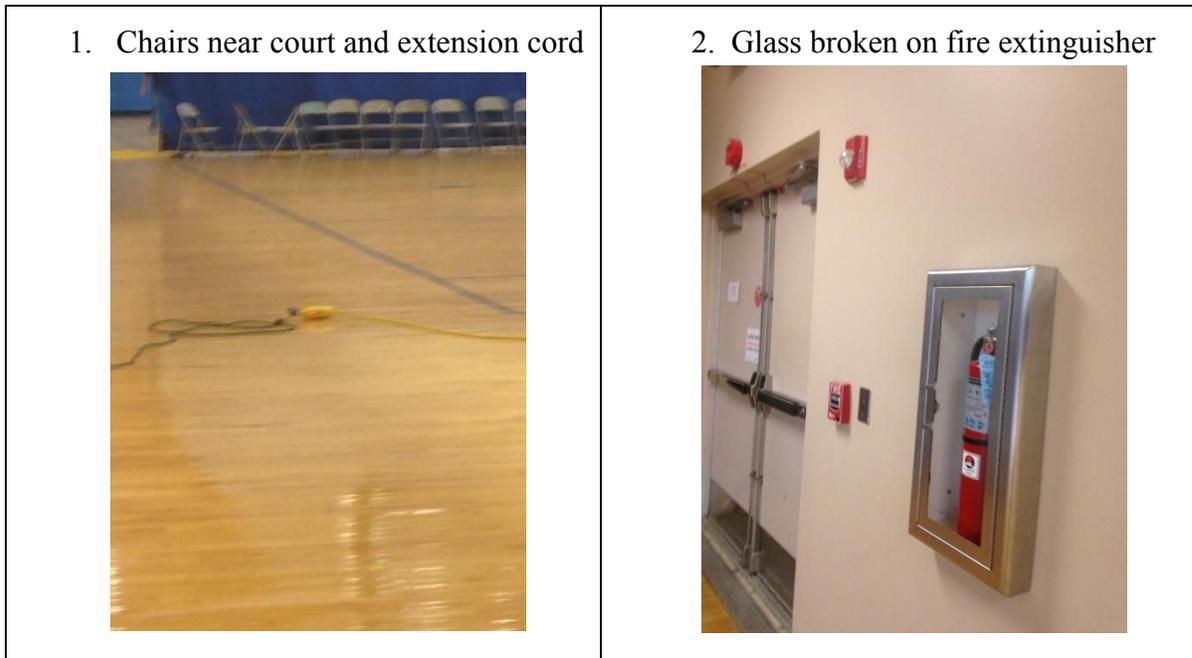
- In gym 4 a thermostat is on the wall, open to the public that is taped (picture 1).
- There was a door behind the basket of the third gym that was not matted and there was storage under the basket (picture 2).
- The gyms were being set up for games and there was an extension cord on the floor (picture 3).
- Team chairs were set up next to the court not giving proper space for players to get balls shot out of bounds (See picture 3).
- In gym 4 there is a fire extinguisher with glass broken (picture 4).

1. Thermostat on wall



2. No mat under basket





### Storage rooms by gymnasium

#### **Description**

There were many storage rooms leading into the gymnasium that included storage for chairs and tables, ice makers, walk in coolers and refrigerator, and mechanical room.

#### **Positive Aspects**

- The freezer and refrigerator were working and at the right temperature were good (evaluator did not enter either one so food was not checked).
- The availability of ice next to the gym was excellent.
- It looked fairly easy to obtain stored chairs and tables.

#### **Points of Concern**

- There was a smell of gas in the mechanical room when evaluator first entered.
- Storage was not organized in areas other than where tables and chairs were stored (picture 5).
- Paint cans were on the floor throughout the storage rooms (pictures 6).
- Paint was on open shelves with food (pictures 7, 8 and 9).
- There was storage around electrical boxes (pictures 10 and 11).
- Storage had compromised pipes where it had knocked into them (picture 12).
- Food was out of date on the shelves. One said use by 12/20/15 and sugar said use by 2011 (picture 13).

- There was storage on shelves within 18 inches of the ceiling (picture 14).
- Ceiling tiles were out of the ceiling in storage room 2 (picture 15).
- Chemicals were not stored correctly (see general points of concern) (picture 16).

5. Storage room cluttered



6. Paint cans not stored properly



7. Food and chemicals stored together



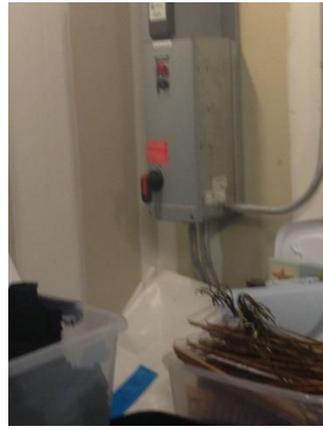
8. Paint not properly stored



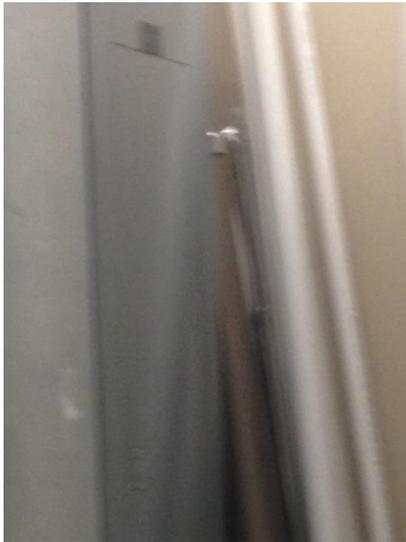
9. Paint and chemical storage



10. Storage in front of electrical boxes



11. Storage in front of electrical boxes



12. Storage has compromised pipes



13. Food out of date



14. Storage near ceiling



15. Tiles are out of ceiling



16. Chemicals not stored correctly



## Meeting Rooms

### **Description**

There were many meeting rooms throughout the center. Some of them could be divided with accordion doors. There was a variety of chair and table set-ups. All the furniture appeared to be in good condition. Many of the rooms were in use and therefore could not be checked..

### **Positive Aspects**

- The rooms were all clean.
- Many of the rooms had break rooms attached allowing for drinks etc.
- The rooms were well lighted.

### **Points of Concern**

- There were no points of concern for the meeting rooms.
- However the breakroom between meeting rooms had some ice tea that, although it appeared to have ice in it, it also appeared to be moldy (picture 17).

17. Moldy tea



## Concession Kitchen

### **Description**

The concession kitchen had industrial stoves and sinks as well as a microwave. Areas were made of stainless steel making them very easy to clean. There did not appear to be food stored in the kitchen. The kitchen had been used apparently the night before for a banquet and had not been cleaned.

### **Positive Aspects**

- The kitchen is designed to stay clean because it is made of steel and other materials easy to clean.
- It has hot and cold water.
- There were enough sinks for cleaning dishes.

### **Points of Concern**

- The kitchen had not been cleaned from the night before so there was old food all over the kitchen (pictures 18-20).
- There appears to be food products and soap under the sink (picture 21).

18. Food left out



19. Food left out



20. The kitchen was not clean



21. Food and soap stored together



## Restrooms

### **Description**

Both Men's and Women's restrooms were in good conditions and clean. They were accessible and appeared to have plenty of facilities.

### **Positive Aspects**

- The restrooms were clean.
- The restroom was stocked.
- Everything in the restroom was in working condition.

### **Points of Concern**

- There were no points of concern.

## Boys and Girls Club

### **Description**

The Boys and Girls Club included a cafeteria space with tables and what appeared to be a kitchen. It was not evaluated because it was locked. There was office space (only the director's office was unlocked), a conference room, restrooms and storage closets. The club was closed during evaluation so no one was there.

## Director's Office

### **Description**

The office had desk and bookcase and what appeared to be many projects strewn throughout the office.

### **Positive Aspects**

- The office was spacious.
- The furniture was in good condition.
- The bookcase was orderly.

### **Points of Concern**

- The room was unorganized (picture 23).
- The bookcase was not tacked to the wall and therefore could be tipped over.

## Storage

### **Description**

There were several storage areas. In the hallway off the office were some lockers, and there were several closets.

### **Positive Aspects**

- There were several areas for storage.
- The shelves were strong.
- There was no food stored with chemicals.

## **Points of Concern**

- There was a mixture of chemicals stored. Flammable chemicals should be stored in flame resistant cabinets (picture 24).
- The closet near the exit to the playground was so full, it was not possible to get in it to check for such things as chemicals and fire hazards (picture 25).
- Right next to the closet was some window cleaner left on the window sill. That is not proper storage of chemical (picture 26).

## Conference Room

### **Description**

There is a large conference room. It has a large table surrounded by comfortable chairs. At the end of the room there was a cabinet with a television. At the other end there was a refrigerator.

### **Positive Aspects**

- There were several areas for storage.
- The shelves were strong.
- There was no food stored with chemicals.

### **Points of Concern**

- The refrigerator had food that was out of date and had mold.
- Behind the cabinet there were many cords that were plugged into multiple outlet extenders which may create a fire hazard (picture 27).

## Cafeteria

### **Description**

The cafeteria area had multiple cafeteria tables that fold up for easy storage. They were all in the down position. There were also five booths for a sitting area.

### **Positive Aspects**

- All cafeteria tables were in good condition.
- There were lots of places to sit.
- The area was clean.

## Points of Concern

- The booth seats had tears in them (pictures 28).
- In the hallway by the restroom there was an outlet that did not have covers (picture 29).
- By one of the booths there was a hole in the wall (picture 30).

23. Director's office



24. Chemical Storage



25. Full closet



26. Windex left out



27. Outlet extenders in conference room



28. Torn booth seats



29. Hall outlet with no covers



30. Hole in cafeteria wall



## Aerobics Room

### **Description**

Located on the second floor, this is a large open room for aerobic classes. There is a closet off the room for storage of fitness equipment. We could not enter as the floor had just been refinished.

### **Positive Aspects**

- The floor was in excellent condition.
- The closet was well organized.
- There was a place plug in loud speaker.

### **Points of Concern**

- There were no concerns.

## Fitness Room

### **Description**

Located on the second floor, this is a small room for aerobic classes. It holds several weight machines. Other aerobic machines including stationary bikes, treadmills and ellipticals were scattered alongside the indoor track. The track was a two lane track that went around the inside of the building. There was a drinking fountain in the area.

### **Positive Aspects**

- The aerobics equipment was located in front of windows to keep in interesting.
- The equipment was in good condition.
- The track was in excellent condition with arrows indicating which direction runners or walkers should go.

### **Points of Concern**

- Some of the vinyl on the weight equipment was beginning to show wear (picture 32).
- The drinking fountain only is at the low level (picture 33).
- Be careful to make sure cords to machines do not become tripping hazards (picture 34).

32. Vinyl on weight machines



33. Only low drinking fountain



34. Cord on weight machine



## Senior Center

### **Description**

The Senior Center was composed of a game room, large meeting room with a stage, offices and a kitchen area. The center was not open during the evaluation and the kitchen and offices were locked. There was also restrooms and several storage closets.

### **Positive Aspects**

- The Senior Center was well maintained.
- The open room allowed for many different activities.
- The game room had pool and ping pong tables that were in excellent condition.

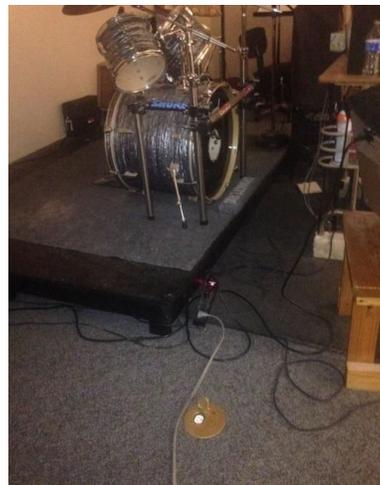
### **Points of Concern**

- The electrical system around the stage needs to be redesigned so that multiple outlet extenders and permanent extension cords do not need to be used. Uses of extenders and permanent extension cords increase the risk of fire and tripping (pictures 35, 36 and 37).
- The stage was disorganized creating tripping hazards (picture 38).
- Fire extinguisher was out of date (picture 39).
- Chemicals that are flammable should be stored in flame resistant cabinets (picture 40).
- Storage in closets should not be within 18 inches of the ceiling (pictures 41 and 42).
- While MSDS sheets were found, they did not include every chemical.

35. Electrical cords



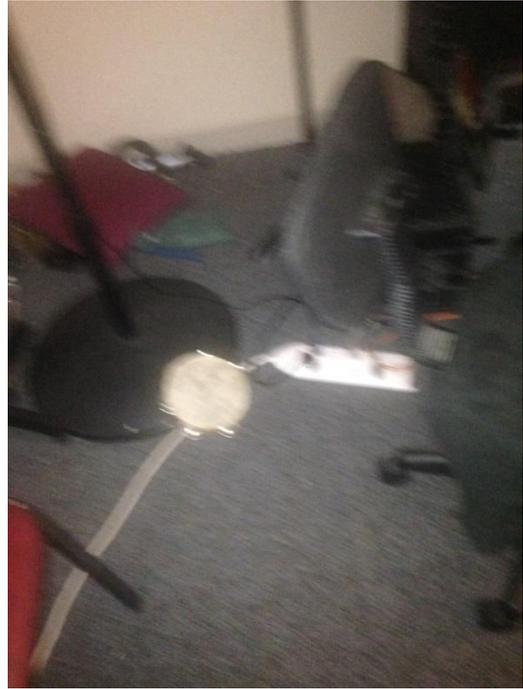
36. Electrical cords



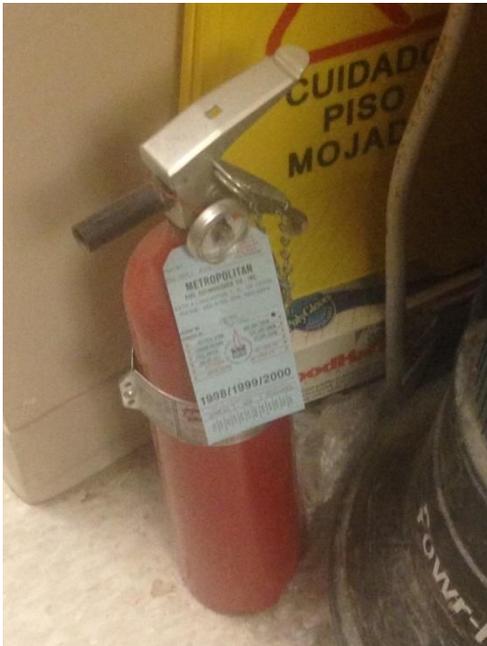
37. Outlet extender on stage



38. Disorganized stage



39. Fire extinguisher out of date



40. Chemical Storage



41. Storage within 18 inches of the ceiling



42. Storage within 18 inches of the ceiling



### Other Center Issues

#### **Description**

The Center is in excellent condition and appeared to be busy while we were there. Many private parties were occurring in meeting rooms and all gyms were in use with basketball.

#### **Positive Aspects**

- The Center was clean in all public areas.
- The restrooms throughout had no issues.
- The fire extinguishers all had been recharged but one.

#### **Points of Concern**

- The stairs to the second floor needs a contrasting edge to help those who are seeing impaired (picture 43).
- The janitor closet has a mop hanger but it is not being used (picture 44).
- Storage of chemicals needs to be evaluated and flammable chemicals need to be stored in flame resistant cabinets that are kept locked throughout The Center.

- MSDS sheets need to be available, easy to get to, and all staff should know where they are and be able to access them at all times.
- Storage throughout the building needs to be organized so things are easy to find.
- All shelving needs to be attached to the wall as do flat screen TVs.

43. Need contrasting strip on stairs



44. Mop holder not used



## Walking Trail

### **Description**

The walking trail is located in Bishop Park. The walking trail features a nature walk through the woods. At the time of the evaluation the walking trail was not being used by anyone.

### **Positive Aspects**

- Trail is designed to provide sufficient room for users.
- There is no standing water on the trail.
- Trash cans are available near the parking lot.

### **Points of Concern**

- No signs are posted at the beginning of the trail indicating general warnings about the course and indicating assumption of risk.(picture 1).
- Trail has holes, obstructions and other hazards (picture 2).
- There are multiple tree branches hanging into the trail that are lower than six feet from the ground (picture 3).
- Water is not available within 100 feet of the beginning of the trail.
- Many sections of the trail are poorly marked making it difficult to follow (picture 4).
- A bridge to cross the stream of water is made out of 3 pieces of wood (picture 5).
- There is a large piece of metal on the ground just off the trail (picture 6).

1. No signs are posted to indicate beginning of the trail, assumption of risk



2. Big hole on the trail



3. Tree branch too low, might hit someone while running/walking



4. Trail is poorly marked, making it difficult to stay on the path



5. Bridge to cross to the other side of the trail



6. Piece of metal on the trail path



## **BENEFITS ANALYSIS**

### **Introduction**

Parks and Recreation departments face many challenges in their day to day operations. Many stakeholders would argue that parks and recreation departments have a big impact in their community, but when compared to other departments like fire and police, parks and recreation departments do not receive the same priority in funding to be fully operational or provide high quality services and programs to the community. Park and recreation departments provide many benefits to citizens of all ages in the community. It is imperative to focus on the impact that parks and recreation departments have on communities across the nation.

Witt and Caldwell (2010) have emphasized that many stakeholders are still unaware of the impact parks and recreation departments have on youth. Park and recreation departments provide services that promote youth development, but the importance of these services is often understated. The services provided by park and recreation departments are more than fun and games. These programs—which are typically organized, structured, and adult-supervised or led—provide excellent opportunities for adolescents to develop and grow to become fully functioning adults. Participation in these activities is associated with autonomy and identity development, positive social relationships, academic success, mental health, civic engagement and learning conflict resolution, (p. 4).

Additionally, parks and recreation departments offer many other benefits to everyone in the community. The National Recreation and Parks Association (NRPA) uses its three pillars;

health and wellness, social equity, and conservation to describe the benefits that parks and recreation have on communities.

### **Health and Wellness Benefits**

One of the advantages of having a parks and recreation department are the health and wellness benefits for individuals and the community as a whole. If park and recreation programs did not exist, many individuals would not have the opportunity to stay healthy in their community. Blanck, et al (2012), state that parks and playgrounds are important spaces for physical activity and create or enhance access to physical activity for Americans. Several studies have shown a positive association between access to parks and physical activity levels.

Brownson, Baker, Housemann, Brennan, & Bacak (2001), found that approximately 30% of physically active adults reported that they exercise in parks. An observational study of parks use by children found that besides active play, about one-third of children took part in walking and 1 in 9 were engaged in vigorous physical activity. Additionally, the NRPA (n.d.) has provided more supporting points on how parks and recreation programs improve health and wellness overall:

- Living close to parks and other recreation facilities is consistently connected to higher physical activity levels for both adults and youth.
- Children and adolescents with easy access to multiple recreation facilities are more physically active and less likely to be overweight or obese than children or adolescents without access to such facilities.

- Increasing access to recreation facilities is an essential strategy for preventing childhood obesity.
- Organized park programs and supervision can increase use of parks and playgrounds and may also increase physical activity, particularly among youth.
- Park renovations can increase vigorous physical activity among children and can also increase use of certain types of facilities, including playgrounds and skate parks.
- According to a study published in the *American Journal of Epidemiology*, distressed neighborhoods in Philadelphia and Pennsylvania converted vacant lots into small parks and community green spaces. Residents in those neighborhoods reported significantly less stress due to increased exercise.
- Park and recreation agencies are the second largest public organization that feeds children. Park and recreation agencies annually serve approximately 560 million meals to children through summer and afterschool programs.
- Five U.S. communities implemented tobacco bans impacting 575,000 people in 22 parks.
- Through a youth community gardening program implemented by 20 park and recreation agencies participants reported that they work better with others on a team, care more about the environment and make friends easier as a result of working in the gardens (more than 70 percent).
- A 2011 study conducted on Seattle's park and recreation system revealed that Seattle's residents were able to save \$64 million in medical costs as a result of increased physical activity in the parks.

## **Mental Benefits**

Evidence suggests that physical activity in green spaces has stronger mental health benefits than physical activity in non-green spaces. Recreation activities also reduces alienation, loneliness and isolation, all of which contribute to depression. Recreation provides a social atmosphere that draws people out of their houses and into the community. People who are depressed and not on antidepressants were less likely to relapse if they started exercising, compared to those who only took antidepressants (Gorman, 2002, Jan. 21). A positive correlation between participation in leisure activities and decreased depression was found in a study of 7,432 older Canadians. The more time participants spent on hobbies, swimming and visiting with friends, the more their depression decreased (Siegenthaler, 1997). Additionally, mentally recalling outdoor recreation activities increases positive moods, which are linked to improved self-esteem, lowered depression and reduced suicide rates (Tarrant et al., 1994).

Participation in leisure activities has also shown to reduce stress. Researchers examined 27 narrative reviews (findings from groups of previous studies) conducted between 1960 and 1991. They discovered that 81% of the reviews found reductions in anxiety following exercise (Landers, 1997). In a focus-group study of older women, participants reported that leisure gave them an escape from daily stresses and helped them cope with such major traumas like a death in the family (Siegenthaler, 1997). According to interviews with 186 nature recreationists participants felt significantly calmer and less anxious at the park than at home, and the longer they stayed at the park, the less stressed they became.

## **Social Equity Benefits**

The second pillar of NRPA is social equity. NRPA defines social equity as “the idea that all people- no matter the color of their skin, age, income level or ability- have access to programs, facilities, places and spaces that make their lives and communities great” (Social Equity and Parks and Recreation, n.d.). Parks and recreational programs bring the whole community together regardless of skin color, age, income, or ability. According to the NRPA social equity provides numerous benefits.

Public enjoyment and engagement is the most evident advantage. Where parks and open space are plentiful and recreation services are strong, residents enjoy the closest attachment and engagement within their communities; and studies indicate higher levels of (local gross domestic product) economic well-being. Parks and recreation services provide a space and a reason to partake in enjoying quality time, relaxation, and fun among family members and friends, thus strengthening the social and familial bonds that provide balance and satisfaction in life.

Improvement of mental and physical health have also been determined as benefits as well. Parks and recreation can reduce the impacts of chronic diseases, especially in vulnerable populations like children and seniors. It has proven measurable decreases in rates of crime and other detrimental activities. Communities are safer as a result of a wholesome atmosphere created by well-managed parks and recreation services in communities through healthy activities and programming for all people.

Recreation brings neighbors together, encourages safer and cleaner neighborhoods, and creates a livelier community atmosphere. Parks and recreational facilities also help improve a community’s image, socioeconomic status and enhance the area’s desirability. When people move they seek a desirable community. When they retire they also look for a community that

will accommodate their special needs. Residents recognize the numerous benefits that well-maintained open spaces and recreation facilities can have for a community. Participation in recreation activities promotes volunteerism.

Park and recreation agencies rely on volunteers to ensure the delivery of programs and services. In 2003, with 10,752 volunteers, 924,555 hours were contributed to the state parks. The National Park Service had 125,000 volunteers contribute 4.5 million hours of service, valued at over 72 million dollars (NPS, 2002). Without volunteers many recreation and park services could not be offered. Volunteers lead programs and serve as docents, coaches, park board members, and provide labor in virtually every community. The dedication and pride that people have for parks and recreation areas leads to increased interest and involvement in other aspects of the community. . Adults who use parks, recreation and cultural facilities and participate in recreation programs are more willing to volunteer than those who do not use these services (Busser & Norwalk, 2001). Volunteering is a source of quality leisure as well.

Families that recreate together tend to be closer and more cohesive, and have a greater chance of staying together. Many families use recreation as a way to form bonds and transfer important values to children. When families participate together in leisure activities bonding can occur, and the benefits can include family satisfaction, interaction and stability. “There does not appear to be any recent study that fails to find an association between joint activities and marital satisfaction” (Orthner & Mancini, 1991, p. 290). Seventy percent of Americans feel that “creating shared experiences that family and friends can bond over” is a major reason to participate in outdoor recreation (ARC, 1999).

### **Conservation Benefits**

The third pillar of NRPA is conservation. Conservation is referred to as “the preservation of natural resources and the promotion of good conservation and stewardship practices.” Conservation and environmental stewardship are important to parks and recreation departments. Public parks and lands are viewed as essential to protect open space and preserve nature – our land, water, trees, open space, wildlife” (Conservation, n.d.). According to NRPA parks must be conserved because of the value of the resources that parks provide to everyone. Some of those resources include clean air to breathe, clean water to drink, protection from and prevention of extreme weather events and more. Parks also improve the quality of life for every person in the community as parks provide clean, green, and accessible parks and open space. Parks provide carbon-reducing sustainable landscapes that cleanse air and water, replenish aquifers, reduce stormwater runoff, and protect wildlife habitat. Parks also reduce noise pollution of the city as natural areas absorb the noise.

Parks offer the public access to safe, affordable, and healthy ways to experience and appreciate nature, and contribute significantly to the economic well-being of communities through energy and resource conservation. According to a study of 62 groups in the Okefenokee Wilderness (Borrie & Roggenbuck, 2001) of participants’ feelings of care and connectedness for the environment were higher when they were in the wilderness and after they left the wilderness than when they initially came to the wilderness. Such feelings lead to individuals who will vote and pay for conservation efforts.

Additionally, the conservation of parks and green spaces can have an impact on property values in the neighborhood. A study found that park and recreation facilities are likely to have a positive impact on the property values surrounding the park (Lin, Wu, Sousa, 2013).

## Youth Crime Prevention

Besides the benefits associated with NRPA's three pillars, parks and recreation departments/programs play a key role in the development of youth throughout the country. In a survey of parks and recreation departments Schultz, Crompton, and Witt (1995) found that 55 percent of parks and recreation programs targeted their programs to include at-risk youth. Many of the programs offered by parks and recreation department include some type of physical activity in their programs. One of the benefits of physical activity in youth is the promotion of an active lifestyle. Subsequently, physical activity has been identified as a strategy that improves social and emotional well-being in at-risk youth (Collingwood, 1997; MacMahon, 1990).

Since the 1800s, participation in parks and recreation programs has shown to decrease the level of crime and delinquency (Witt, Caldwell, 2010). In 1906, a total of 2,178 children were in the Juvenile Court process, of these, 1,450 were delinquents. In the fall of that year an effort was made to open playgrounds in the downtown portions of the city. By the end of the year the number of juvenile delinquents decreased to 993. The city of Los Angeles was positive that one of the main factors in the drop of juvenile delinquents was due to the opening of new playgrounds. This gave the children in these communities the opportunity to play in a natural and spontaneous manner. (Weir, 1910, p. 37). In 1955, when a bond was issued to increase recreation services in the city of Los Angeles, the co-chair of the Recreation for Everyone committee said:

*In the city of Los Angeles alone, the cost of assigning 144 officers to the juvenile detail, arrests, hearings, and court cases costs the taxpayers \$1.60 for every man, woman, and child in the city... it has been estimated that it costs as much to take*

*care of one juvenile offender in a public institution for one year as it does to provide wholesome recreation for 100 youngsters for every day in the year at a municipal playground. (Los Angeles Times, 1955, p. A1). In 2016 the equivalent to \$1.60 would be \$14.24 US dollars per every man, woman, and child.*

A 2002 survey of California's mayors and chambers of commerce found that 80% of respondents believed that recreation areas and programs reduce crime and juvenile delinquency in their communities (Department of Parks and Recreation, 2003). This perspective was supported by the drop in crimes by and against children reported in a California school district after it began an after school program for more than 1,300 students. Subsequently, lewd acts against children dropped by 46% within the district boundaries, compared to a drop of only 8% in the rest of the city (Fight Crime: Invest in Kids, 2001). Closer to home, in 1996 University of Arkansas Recreation Program provided a program to children in the Delta for a summer. That summer there was a 62% drop in juvenile delinquency from the previous summer. It is more cost efficient to provide and fund parks and recreation departments, parks and recreation departments are more likely to prevent juvenile delinquency than increasing police efforts alone. Sports can be a great avenue toward developing mature reasoning skills that include greater assertion and less aggression, and promote compliance with rules and fair play (PCPFS, 1997), but sports are not the only programs the combat delinquency. Music, drama, and art have had significant positive effects in providing positive outlets to teens..

Parks and recreation departments also have an impact in the economy. In 2015 NRPA published a study that analyzed the economic impact that parks and recreation has on the country and on each state. The NRPA combined with data from the Census Bureau and PRORAGIS,

found that local and regional park agencies had an estimated \$32.3 billion in operations spending and provided more than 356,000 direct jobs in 2013. This spending and labor income ripples throughout the economy, taking the form of park and recreation employees spending their paychecks and park and recreation agency vendors hiring workers and buying products and services to serve their clients. As a result, the operations spending expands into almost \$80 billion in total economic activity, which boosted gross domestic product (GDP) by \$38.8 billion and supported almost 660,000 jobs that paid in excess of \$24 billion in salaries, wages and benefits across the nation. Further, local and regional park agencies also spent an estimated \$22.4 billion on capital programs in 2013. This spending led to an additional \$59.7 billion in economic activity, a contribution of \$29 billion to gross domestic product, \$19.6 billion in labor income and more than 340,000 jobs. The operations and capital spending of the nation's local and regional public park systems created \$139.6 billion in economic activity and added \$68 billion in GDP and nearly 1 million jobs with payrolls totaling \$43.8 billion. In Arkansas, \$428,924,501 was spent in economic transactions in parks and recreation alone, this created \$151,675,101 in labor income, and also created 3,898 jobs (The Economic Impact of Local Parks, 2015).

### **Bryant Parks and Recreation**

The City of Bryant Parks and Recreation can use the information provided to determine the benefits that their department has on the community. This information can then be used to create goals and objectives to see where the department would like move going forward. The organization can also conduct research to determine the type of programming that their community is lacking. This information can lead to new programs being developed and can be

put into a marketing plan to target new participants who currently have needs that are not being met. Additionally, the city of Bryant can conduct an economic impact study to determine the amount of money coming into the community from outside sources due to an event or a facility. The economic impact study is the net economic change in the host community resulting from spending attributed to an event or a facility. It is based on the theory that money flowing into a local economy from an outside source is a benefit to the local economy. An economic impact analysis provides the public with important information regarding the return on an investment in a development project (Brown, Rascher, Nagel, McEvoy, 2010, p 302). The city of Bryant can also develop evaluation techniques for their programs so that they can tell their community that they did provide benefits. Additionally, the city of Bryant Parks and Recreation department can use the information provided and develop a marketing plan that would include all of the benefits that parks and recreation has on the community. The NRPA website offers many different resources that could be of use. One of these resources are the “fact sheets” the organization can print and display at the facility or include in a presentation to city stakeholders or as Fayetteville Parks and Recreation has done, provide in a brochure to all citizens through their electric bill. Help your citizens comprehend how valuable you actually are..

## **Conclusion**

City administrators should know that every dollar spent in parks and recreation is money that is making a positive impact in the community. The city benefits in many positive ways that include increased health and wellness of citizens, green spaces that attract new community members and resources for all community members. The city will save money due to less

juvenile delinquency and teen pregnancy. Certain areas of parks and recreation can never break even economically, but they can make a difference to the quality of life in the community. After all people do not move to a community for its great fire and police departments, but they do move for great parks and recreation services.

## **Outsourcing of Lawn Services and Commercial Cleaning**

### **Introduction**

Outsourcing is obtaining services from a company in place of an internal source (Jamieson, Wolter & Weiss, 2010). Outsourcing can save time, resources and money. Bryant Park and Recreation Department can outsource their mowing and commercial cleaning services.

### **Outsourcing Benefits**

Outsourcing can work to the advantage of parks in many ways. The strongest advantage of outsourcing to a private sector is that it is usually cheaper than in-house services (Chamberlain, 2010). While outsourcing can obviously help save money on personnel, it also can help save in less obvious areas such as equipment wear and tear. It has become a trend in several other countries (Australia, New Zealand, and Great Britain) and appears to be becoming a trend in the United States as well (Jamieson, Wolter & Weiss, 2010). This trend is expected to continue and increase in the coming decades due to parks' increasing responsibilities and decreasing fiscal resources.

### **Outsourcing Drawbacks**

Outsourcing may be a smart business choice to make in many cases, but there are reservations to keep in mind before making any decisions. For example, outsourcing does not take away responsibility from the park (Sellers, Gladwell & Elder-White, 2010). The park department and private organization will need to work together the same way the Assistant Director of Parks and Assistant Director of Recreation work together to create the preferred outcome.

Another thing to keep in mind is that monitoring the contracts for the private organization can be time consuming (Sellers, Gladwell & Elder-White, 2010). The park and private organization may not always see eye to eye. Private organizations have their own agendas that could be very different from the park's goals or objectives. The contracts with the private organization will have to be carefully reviewed to avoid hidden fees.

### **Outsourcing Lawn Care Services**

With that said, the positives of outsourcing may outweigh the negatives for Bryant Recreation and Park Department. A couple of positions currently in Bryant's organizational structure can be outsourced for less cost in the future. Lawn care and maintenance of the grounds is a possible area to outsource. Lawn maintenance is commonly contracted out to a local private sector business.

This will not include maintenance of the fields because that is specialized knowledge that lawn services will not have readily available. This partnership would technically be defined as co-sourcing because part of the work is in-sourced and part outsourced. Only two or three of the four lawn and field maintenance employees will be needed to maintain the fields if these changes are made.

Having fewer lawn workers will save money, but money can also be saved by not having to purchase mowers. It was reported that the mowing equipment was well past its lifespan. Outsourcing lawn care services will delay or eliminate the need to purchase new mowers. The initial cost and maintenance of mowers can be staggering. The cost of mowers does not take the gas, oil, and repair costs into account.

Outsourcing lawn care services is more cost efficient in itself, without taking staffing or equipment costs into consideration. It was documented that 11% of parks spent between \$50,000 and \$99,000 on in-house landscaping, lawn care, and grounds work in 1997 (Reaves, 1998). In contrast, only 12% of parks spend less than \$50,000. These prices would be higher today due to inflation over the years. Private lawn care businesses that are in competition with other lawn care businesses have to keep prices lower to compete.

To begin outsourcing it will be smart to create a bid agreement. A bid agreement should include insurance, indemnification, labor laws, responsibilities of the contractor and any special notes Bryant wants to include regarding the services provided by the outside company. A bid agreement should also include a form of proposal for interested companies to complete. Bidding out the work will be beneficial for Bryant because the lowest bid will be accepted. Companies will bid low in an attempt to secure the opportunity.

### **Outsourcing Commercial Cleaning Services**

The outsourcing of cleaning services is less common for park and recreation departments, but can reap many of the same benefits (Jamieson, Wolter & Weiss, 2010). As with outsourcing lawn care services, outsourcing cleaning services can save time, money and resources. Any outsourcing has the potential to save money because it eliminates employee payroll tax, salary and benefits, vacation and sick pay.

Outsourcing cleaning services specifically saves money on expensive cleaning equipment such as vacuums, floor wax machines, and other cleaning equipment that will need regular repair and maintenance reports. Most cleaning services clean during the evening when the building is closed, so there will still be a need for a custodian on staff during the day. Unlike doing all of

the cleaning through Bryant, it will be easy getting extra help for busy events because extra cleaning staff can be requested instead of going through the lengthy hiring process.

### **Recommendation**

It is recommended that Bryant Park and Recreation Department weigh the benefits and drawbacks of outsourcing lawn care services and commercial cleaning services. Outsourcing has the potential to be less costly than doing the work in-house.

## CONTRACT ANALYSIS

### **Bryant Parks and Recreation Outsourcing**

Bryant Parks and Recreation currently outsources five youth sport leagues to outside organizations. Baseball, softball, football, soccer and swimming are all run through independent organizations. The organizations run public leagues and clubs, including operating their respective concessions and hiring officials. The city is responsible for maintaining the fields and associated facilities. The current agreements with the organizations allows the parks and recreation department to operate with less staff and focus on improving the fields and facilities. However, the outsourcing contributes to a significant revenue loss within the department by not collecting participation fees or any revenue from the concessions. The outsourcing also allows for politics to take over youth leagues, as there is no control over the league's goals.

The parks and recreation department currently receives no money from the the Bryant Softball Association and the Bryant Athletic Association for field use for leagues and practices. These two associations pay for utilities and damages incurred during the organization's' usage. The soccer and swimming organizations pay less than \$3,000.00 for year-long facility and field usage. The most common method of raising non-tax revenue is through the imposition of fees (Fisher, 1999). Bryant Parks and Recreation is missing out on nearly all non-tax revenue due to the structure of the contacts.

### **Outsourcing Trends**

The outsourcing of services is a popular business strategy. In 2013, the market size of the outsourced services was 83 billion dollars (Statista, 2013). However, outsourcing in the sport management field can be more complicated than other businesses. According to Walker, Sortore,

and Taylor (2009), some potential downfalls to outsourced sporting operations can be the degrading of service, loss of control by the client, service provider selection problems and ineffective communications. A study by Seungbum Lee (2016), found that the current trend in parks and recreation is outsourcing, however, the key to success for both parties is outsourcing the contract details to their respective lawyers.

Contracts are the most important detail when outsourcing a service. Contracts act as a quality control mechanism, such as performance monitoring and problem solving procedures (Lee, 2016). Contract details are also vital for any potential disputes or litigation because the contract details act as managerial guidelines for both parties. Lee (2016) found that many parks and recreation departments are unhappy with their current outsourcing situation, however, all of the departments interviewed who outsourced their contract details to their lawyers are happy with their current outsourcing.

Fayetteville Parks and Recreation currently outsources three youth sports and many adult sports to different organizations. For youth baseball, the department receives a \$15 membership fee from each child participant. For outsourced adult sports, Fayetteville charges \$25 per participant. Fayetteville uses the revenue from these fees to offer more programming and special events for its community, as well as for general field maintenance.

### **Advantages and Disadvantages to Outsourcing**

There are many advantages for Bryant to continue outsourcing their sport leagues. Outsourcing reduces operational costs by allowing the department to hire fewer people. The city would be required to hire at least two full-time employees to run the sport programs, as well as multiple part-time employees for officiating and score keeping.

Bryant would have more time and freedom to offer a larger variety of programs and sports to the city as they are not tied up in offering the existing sports. As the association runs the baseball league, the athletic coordinator could organize an adult ultimate frisbee league. Therefore more people could be served.

Another advantage to outsourcing sport programs is the ability to cater to different competitive levels of each sport. The high degree of specialization, given by the organizations, allows for more development among participants. When the sport programs are city run, it can be difficult to focus on growth with multiple sports dividing attention; consequently, the most competitive players often don't have the means for further development outside of the basic fundamentals, limiting the skills that can be developed.

There are also many disadvantages to outsourcing sport programs. A loss of revenue is the primary issue. The parks and recreation department is missing an opportunity to collect fees and sponsorships, as well as concessions and parking. Right now all the money collected stays with the organization.

The sports program's consistency can suffer with outsourcing. Parks and recreation departments can take a longer-term look at the program and make suggestions for equipment purchases, space allocations and personnel hiring that allows members to develop a sports program that is consistent and grows over a number of years (Redman, 2015).

Further, participants could go through a sport program system and only recognize the organization for which they played instead of Bryant Parks and Recreation. This lack of awareness could hurt the Parks and Recreation Department's future, as citizens could be

completely unaware of what the parks and recreation department does for its city members and the programs it offers.

There is also the concern of politics that affect the outsourcing of sports. Parks and recreation departments set out to serve all citizens, where organizations may choose to only serve certain individuals. Out of the 20 stakeholders interviewed, three of the stakeholders mentioned the political atmosphere surrounding the Bryant Athletic Association. One interviewee said that his children chose to play in the neighboring city of Benton, due to the BAA only catering to the most competitive after the age of 10. The department should look into this claim, as two other stakeholders mentioned problems within the BAA as well.

Reach can also be attributed to the politics. When parks and recreation run a league, there is usually no bias, so there are more participants signing up for leagues. Parks and recreation focus on equal opportunities for all, where organizations often focus on their all-star players and serve fewer needs of the population.

Outsourcing sport programs to organizations causes the loss of control of the respective fields and facilities. When the department runs the programs, a schedule can be set that allows maximum usage of the fields and facilities, which allows more than one group to reap its benefits. Organizations care about their own sport and will often try to have unlimited access to their respective fields or facility, closing others out.

Lastly, there is lack of policy enforcement when outsourcing. It is impossible to make sure all department standards are being met when an organization takes over a league. The money collected by the organizations can be used for their competitive traveling teams, where if

the parks and recreation department received the funds, the revenue would be used to further programming for the general public.

### **Recommendation**

Research suggests many benefits to outsourcing sport programs. Bryant should continue outsourcing most of their programs; however, each contract should be reevaluated to find a benefit for the department. Bryant Parks and Recreation is currently facing a funding issue that could be alleviated with new contracts with their outsourced sports. Currently, the City of Bryant is receiving a total of \$3,000 for its five outsourced sports. The \$3,000 does not go towards new programming, instead, it goes to the maintenance of their facilities, which doesn't even begin to cover the cost. Bryant could increase their revenue significantly by charging a city fee to each participant. Each participant is using a city funded facility or park to participate in their respective sport. Charging \$25 per participant that goes straight to the parks and recreation department will add \$62,500 in revenue factoring the 2,500 swimming, soccer, baseball, soccer, and football participants.

## **PROGRAMMING**

Parks and recreation departments across the country develop programs for their citizens. While Bryant does some programming, much more could be offered and it does not have to be a drain on resources. Programming is a critical component to the management of a parks and recreation department because it provides an opportunity for an individual to participate in some form of recreation or leisure at their own will. The programs provide an outlet from day-to-day working lives, which is necessary to release daily stresses through the use of social, physical, and emotional factors (DiGrino, 2010, p. 127). As a department, it is Bryant's Parks and Recreation's job to provide programs to all the constituents in the community.

Bryant is a bedroom community to Little Rock. Its demographics indicate that the population is composed of young, professional families. Currently, there are fitness classes in the morning, swimming classes, and sports provided by the Department and through partnerships and facilities. While sports provide great benefits, research shows that only 30% of the population is interested in them. According to ESPN, 64% of boys and 47% of girls play competitive sports, while only 25% of adults play sports. So what happens to those who do not play sports?

The best way to determine what kind of activities people would like to see is through a needs assessment, simply asking citizens through a survey. But, there is also the understanding of issues that most Americans have at their various ages. Mothers with toddlers need places to take the children for socialization and exercise for both mother and child. Children want to be creative, teens want to be social and involved. Adults also want to get out and meet people in activities that are fun and social. And seniors look for places to stay connected. Americans are

obese so exercise (already offered) nutrition programs, and cooking methods are needed.

Computer classes for adults, employment training, resume writing, college application information for seniors in high school, moms' day out for moms who are looking for some free time, tax help for anyone who needs it are all programs that could focus on a specific need. But leisure and fun should be a focus.

There is ample opportunity to offer many programs. The Center has five meeting rooms, three gyms, two pools and the senior center. The inventory The Center has is hours of space. Every hour of space is a possible opportunity to meet the needs and interests of the population. Each hour a meeting room is not used is lost and can never be regained. It is also an opportunity to bring in funding.

So how does it work? Within the community (and in close-by communities) you have people of many talents. If you can identify who they are, you can begin to add programs. If you identify a person who can instruct a programs, it can be developed. Let's use an art class as an example. You have a teacher who will do it for \$15 an hour. She claims that the average cost of materials will be \$5.00 per participant. You rent the red room for \$20 per hour. Assume she will teach five 2-hour classes on Tuesday evenings. That would be 10 hours of class costing \$300 for the instructor, \$400 for the room or \$700. You set a minimum for the class at 10 participants. The charge you decide to charge is \$15 per class, which also covers the materials.  $\$15 \times 5$  classes  $\times 10$  people = 750 - \$700 for room and instructor and \$50 for supplies = \$750 in revenue for one day a week. If you programmed for 5 nights a week, that room could make \$2000 for the 5 weeks. You have 6 rooms that could have programs, which would provide \$12000 over 5 weeks. You could offer 10 sessions a year, which would provide \$120,000. That does not

include time available for days and weekends and it does not include larger classes. There are classes that you can offer in the gymnasium that will be popular.

When interviewing several people in Bryant, they stated that “we don’t offer things because we do not want to take away anything from the private sector.” Programs in Parks and Recreation can be considered “taster programs”. How can a child know he likes gymnastics until he tries it? Once he decides he likes it and is good at it, he will want to go to a commercial gymnastics center and will get better training but also at a higher cost. According to the recreation director at the Jones Center in Springdale, he could fill up every gymnastic class he opened. He says he is the taster for all the commercial gymnastics gyms in the area. He does not offer advanced programs.

The idea is that you should be offering programs to all sectors of your community; adults, children, teens, people with disabilities and seniors. Right now there is programming for people in sports, after school programs through the Boys and Girls Club, and programs for seniors. What about pre-school kids, children who want more for children beyond afterschool, adults, kids who are not in sports or family programs?

One of the difficulties in offering programs is getting ideas. Looking at the programming for the City of Cary, NC provides a wide variety of ideas. (See <http://townofcary.uberflip.com/i/605472-program-guide-winter-spring-2016/27>) There is something for everyone.

### **Programs for teens offered by Cary, NC**

*Visual Arts* - Costs average \$50 for 3 2-hour classes

Ceramics

Drawing

Glass art

Fabric art, sewing, knitting etc

Jewelry Making  
Metal Art  
Mixed Media  
Photography  
Woodworking

*Performing Arts*

Put on a production – Production ticket sales  
Acting classes           \$100 for 6 classes  
Dance Classes           Costs average \$12/class provided in 4-9 classes

*Culinary Arts* – Average \$30/class, offered singly or groups of 3

Baking  
Cookie Art  
Cooking for a holiday

*Fitness* – Average \$5 a class offered in 5-8 week segments

Mom and Toddler fitness

*Nature* – Working with people in forest service – free of charge

*Sports* – These are classes to get better at sport skills

Baseball (pitching, batting, fielding) Same for other typical sports. Average \$15/class  
Quiddich – After Harry Potter - \$20/person for 16 classes 2/week for 8 weeks

*Other*

Paintball  
Ski Trip  
Baby Sitting Certificate  
Make your own Android Apps 8 classes for \$110  
ACT Prep  
Moms' day out  
Navigating College Admissions  
Teen Council – No cost

So how do you get teachers? In Chicago, they advertise in their program brochure. They simply ask, "Do you have a skill you want to share?" This could go in the local paper or on the website or facebook page. The program director can then interview the instructor, agree on who would be their participants, space, date, time, materials or equipment, fees, and the hourly pay for the instructor. Then it will be up to the Department to provide the marketing and facilities. If it takes special materials, an agreement is created as to who provides and pays for it. It should be

covered in the fee charged to the patrons. Once the cost of material and instructor are determined, the fee charged should be determined

Paying instructors is done one of three ways: by the hour, by the student, by percentage. Each method has pros and cons.

Pay by the hour: The instructor decides how many hours of instruction and then you and the instructor determine the rate. The method makes them an employee. The more students they get, the more money you make, but the instructor stays the same. You will also have to provide the mandated overhead like social security and taxes. The problem with this payment method is that after hourly wage is determined the instructor shows up, teaches and goes home. There is no incentive for the instructor to recruit students or even to make sure she does a good enough job so that word of mouth will bring in even more students.

Pay by the student: The more students the instructor has, the more money he will make per class. If he makes his class popular, he can continue teaching it and make more money each class. The Center may decide to charge differently for different groups. For example, citizens pay more than non-citizens, non-center members pay more than members. When the instructor is paid by the person, the Center would make the extra amount for noncitizens and nonmembers. The instructors would be set up as subcontractors. The advantage to being contractors is that the city does not have to subtract taxes or provide insurance. In fact, you should make sure the contractor has insurance and includes you as a third-party beneficiary. See <http://www.grover.org/DocumentCenter/Home/View/11> for a contract instructor handbook to show how it may be set up. It includes forms for proposing a course.

Pay by the percentage: The way most communities pay instructors is by a 40/60 split. The instructor receives 60%. Now the instructor also benefits from the higher paying participants.

For all methods how materials are included is determined ahead of time. Some courses use a lot of materials while others use none. Some courses the equipment is on-hand while others the equipment needs to be purchased. See [http://www.ocalafl.org/uploadedFiles/Public\\_Services/Recreation\\_and\\_Parks\\_Redesign/Right\\_Column\\_Downloads/Independent\\_Contract\\_Instructor\\_Manual.pdf](http://www.ocalafl.org/uploadedFiles/Public_Services/Recreation_and_Parks_Redesign/Right_Column_Downloads/Independent_Contract_Instructor_Manual.pdf) for a manual for this type of pay schedule. Note in the above manual contract samples are included as well as policies that discuss emergencies, dress, conduct, and course and instructor applications.

We have recommended that a full time recreation programmer be hired. This person would be in charge of finding the instructors and programs and creating a well-rounded array of options for the city, making sure all equipment and supplies are available, and evaluating each one for continuance or dissolution. It is an immense job if done correctly, but it should be able to pay for itself.

## **BENCHMARK STUDY**

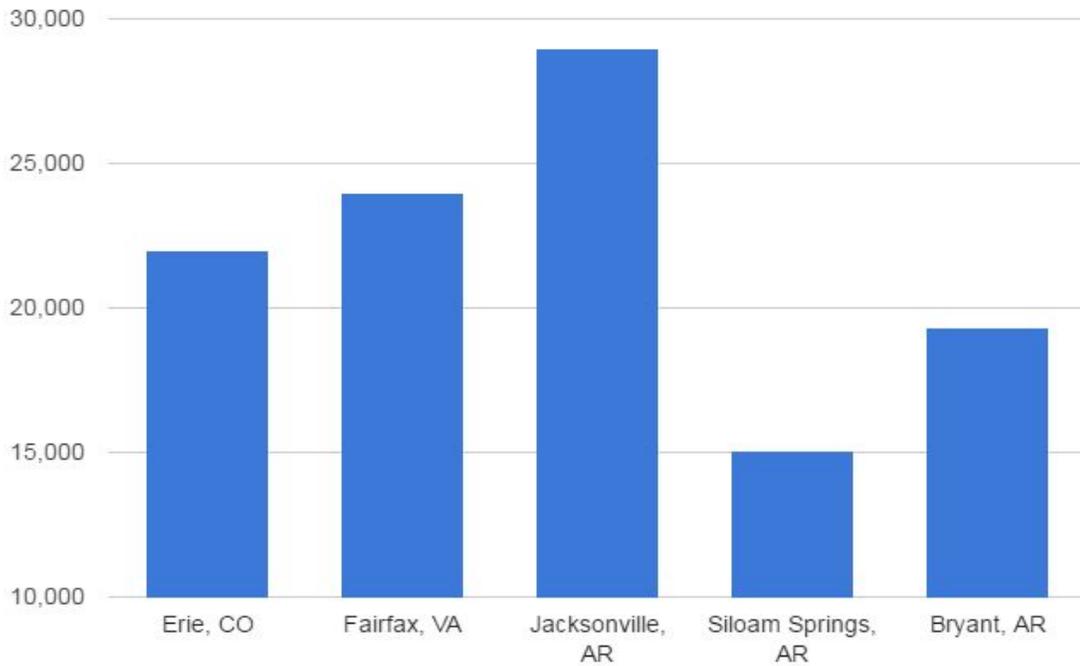
### **Comparison Sample**

This paper will demonstrate how Bryant, AR Parks and Recreation compares to other municipalities of similar size. A benchmark study was completed. Benchmarking is the process of searching for best practices and highly effective operating procedures that lead to superior performance (Hammer & Stranton, 1995).

Bryant, AR is a growing, ambitious committee that sees itself as a place that can offer outstanding Parks and Recreation services to the community. Two communities with readily accessible data that were also nationally recognized for their excellence by the National Recreation and Parks association were found to meet the criteria of this study: Erie, CO and Fairfax, VA.. Within the past five years both departments have received the NRPA Class V Gold Medal Award, which honors communities with populations under 30,000 throughout the country that deliver superb services while managing resources in an innovative and fiscally sound manner.

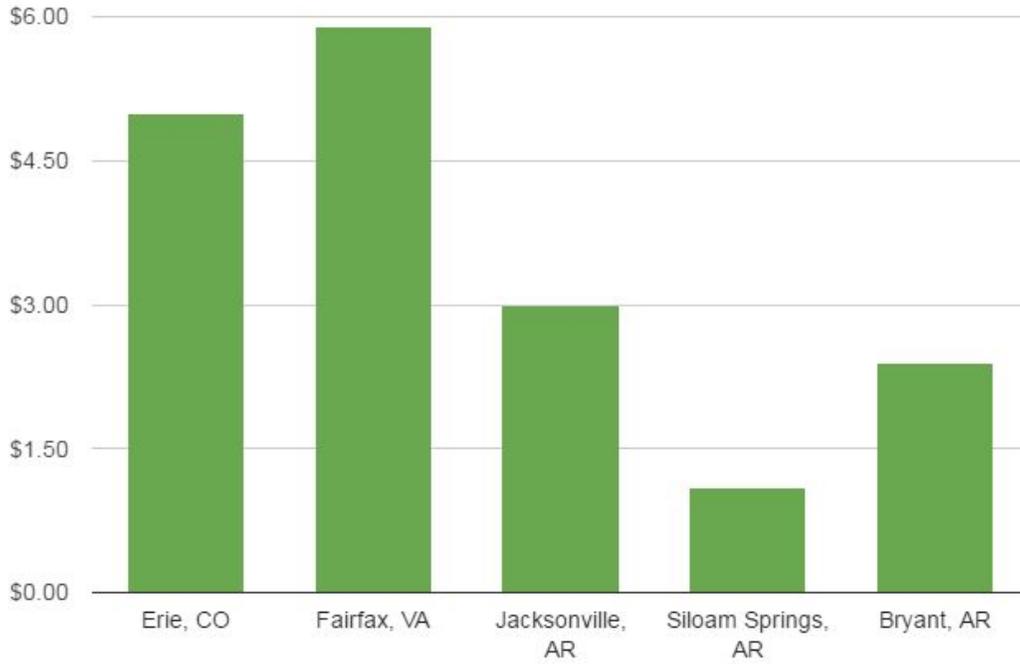
In-state communities were also researched to find comparable departments. Using the National Recreation & Parks Association database PRORAGIS, similarly-sized cities in Arkansas with the data needed for this study were found. PRORAGIS is a source for critical data designed to assist professionals and organizations to effectively manage their resources and facilities. All data available on PRORAGIS is self-reported and provided by the respective cities voluntarily. Any data not reported in the database was gathered through direct contact with each city.

## POPULATION

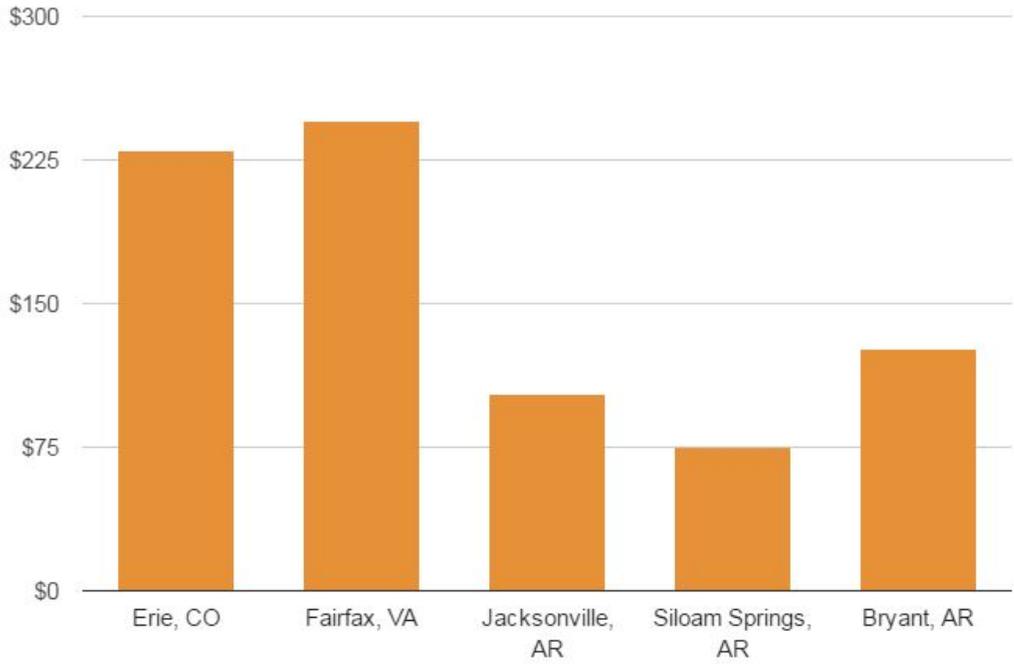


The four example cities, as well as Bryant, all have a population in the range of 15,000-30,000 residents. This factor narrowed the search field to allow use of the aforementioned criteria that lead to determining these would be the example cities. With Bryant being a rapidly growing community it was important to use cities that were slightly larger than Bryant in order to provide a picture of where Bryant is now and where it needs to be in a few years in order to meet its goals.

### OPERATING BUDGET (IN MILLIONS)

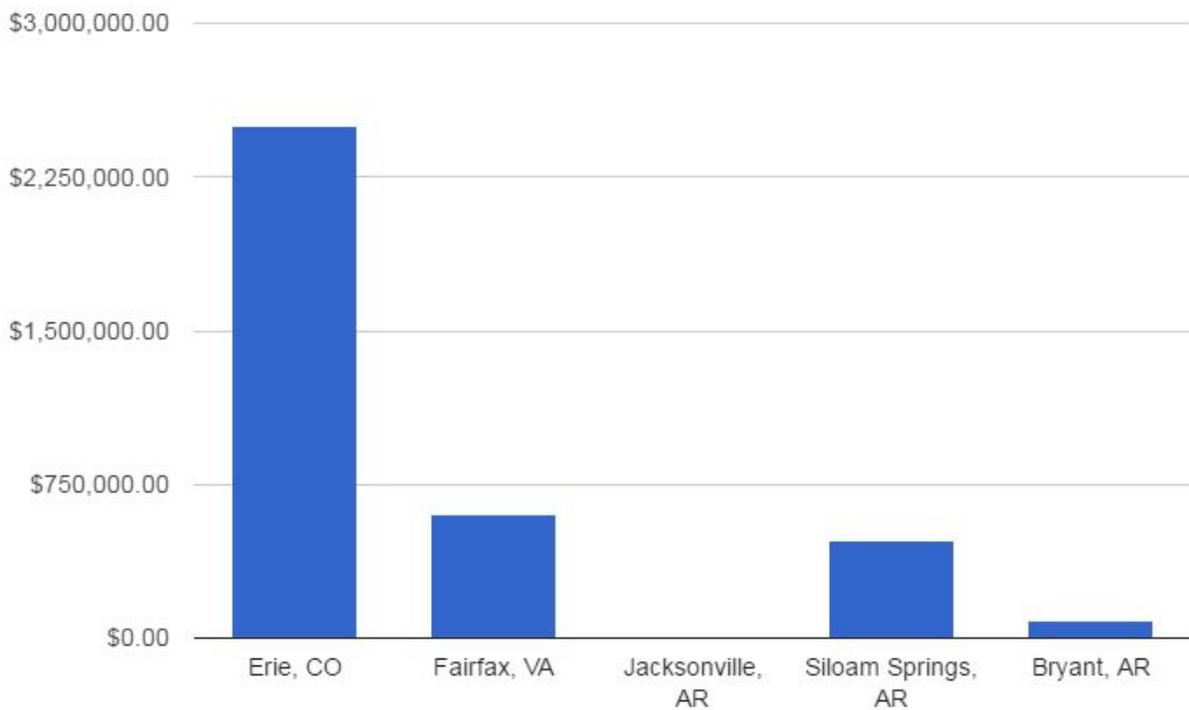


### BUDGET PER CAPITA



Bryant, AR falls well short of the gold medal-awarded cities as well as Jacksonville with respect to overall operating budget. When broken down to reflect dollars available per community resident, Bryant actually jumps ahead of Jacksonville and moves closer to Erie and Fairfax. While Bryant still has room to improve within their overall operating budget it is not the primary limiting factor in the department.

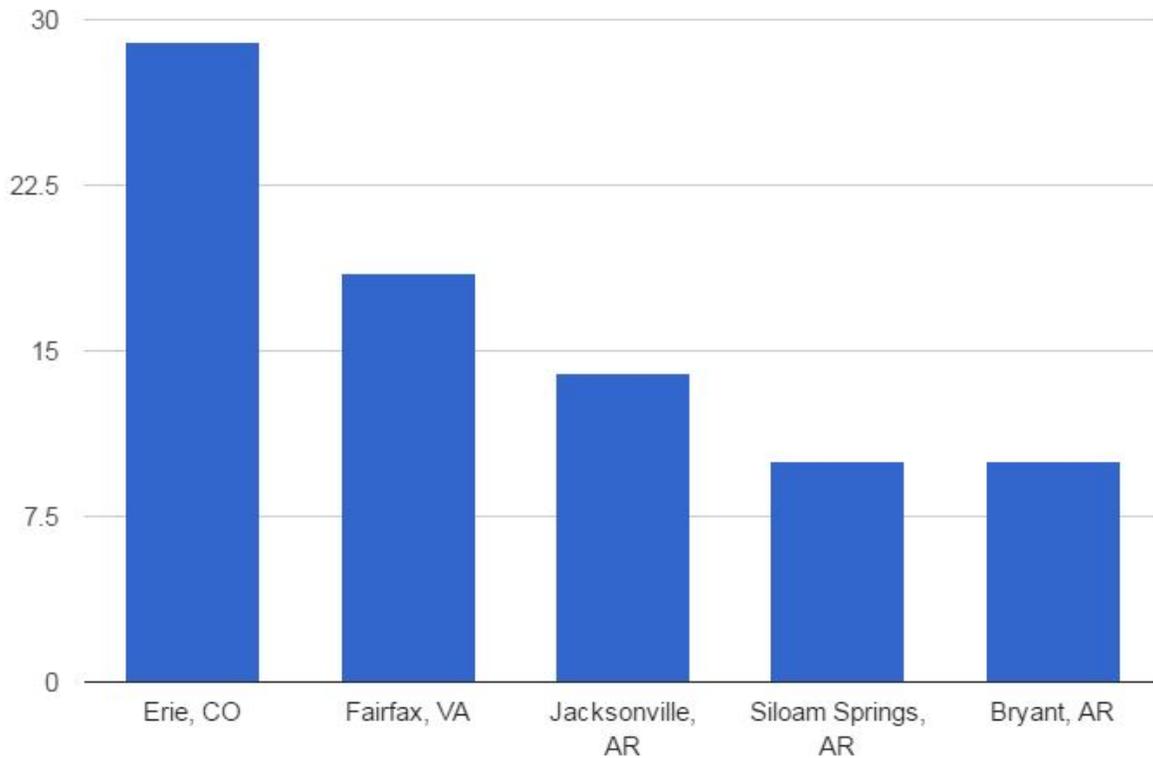
### CAPITAL BUDGET



After reviewing the capital expenses for Bryant Parks and Recreation over the past four years it was clear there was little to no consistency. Bryant spent an average of \$88,098 over that four-year span. This places Bryant well below the model cities and even far below the smaller community of Siloam Springs. A well-planned capital budget is critical to the long-term upkeep and efficiency of an organization. The lack of a well-funded capital budget in Bryant is beginning to take effect. Bishop Park and The Center are still somewhat new. However, these

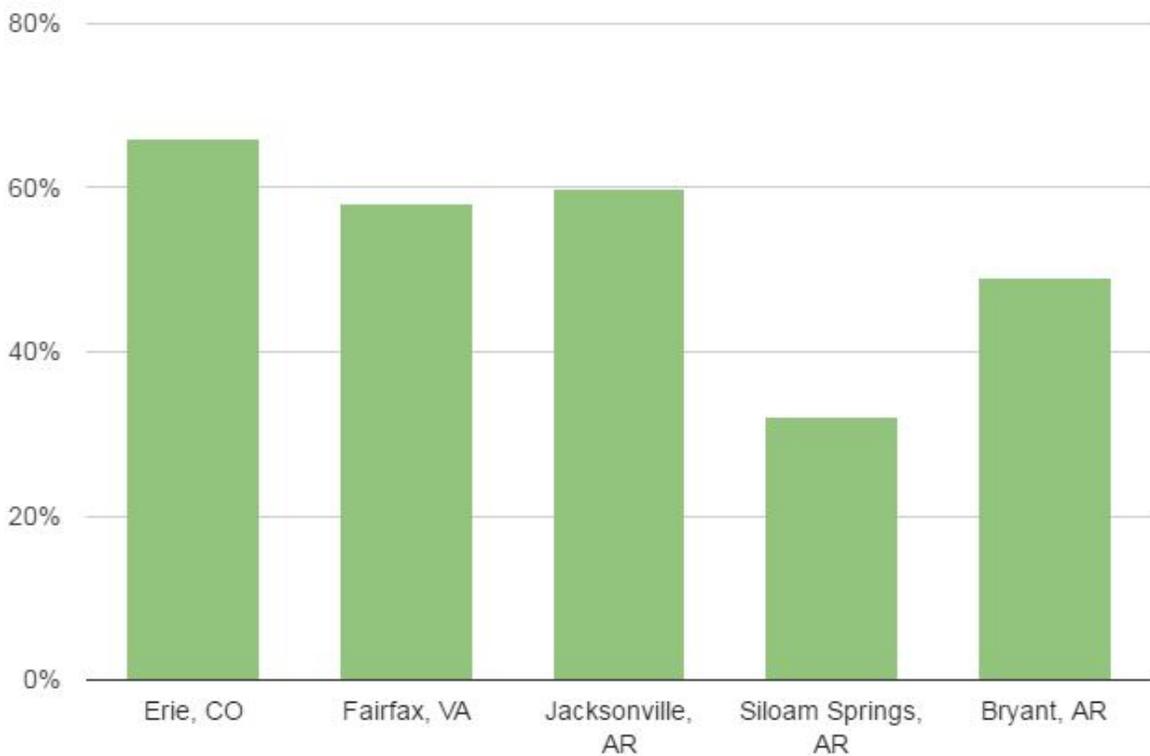
locations are starting to age and risk growing outdated without capital dollars to keep them current. It was reported in stakeholder interviews that the large machinery necessary for maintaining the parks has far outlived their lifespan. It is predictable that they will begin needing constant repairs or replacement soon. Investing in large projects and pieces of equipment every year saves the department the risk of significant, unforeseen expenses. It is simply not feasible to add a \$10,000 vehicle or \$25,000 renovation to the overall operating budget one year when there was no line item for it the previous year. Capital planning can spread these expenses out over a multi-year stretch and keep the department ahead of the curve with large budget items. It is prudent management.

**FULL-TIME EQUIVALENT STAFF (FTE)**



Of the cities in this study Bryant has the smallest full-time staff and has a staff significantly smaller than the gold-medal cities. Without more staff it is impossible to improve what is being done. The Parks and Recreation Department has been short staffed for over a year. This will be discussed in greater detail later when it will be shown how the gaps in Bryant’s organizational chart could be filled in order to maximize revenue and efficiency for the department.

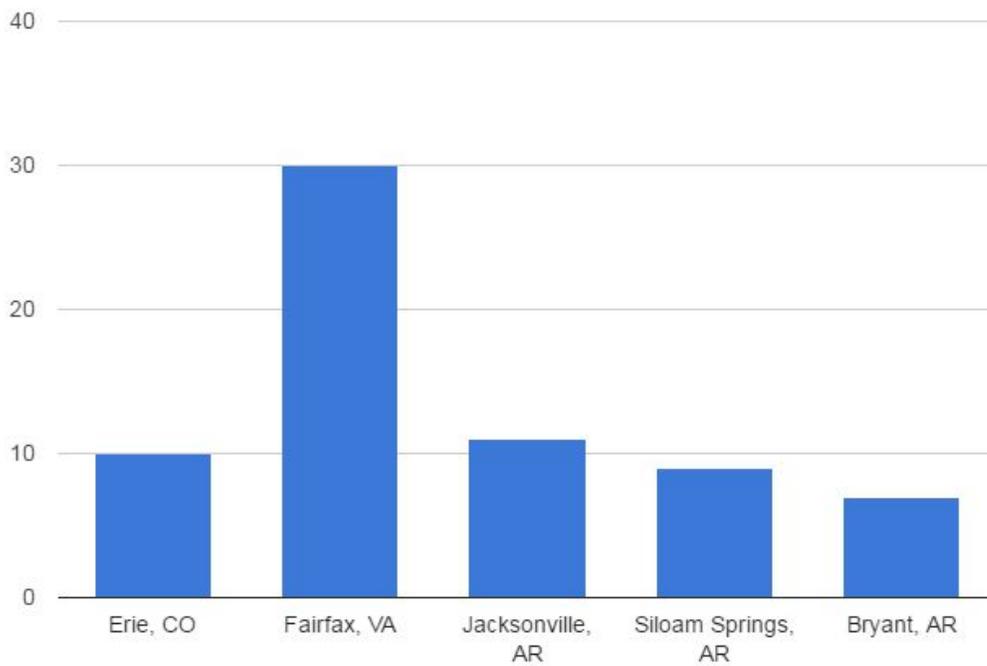
**% BUDGET DEDICATED TO PERSONNEL**



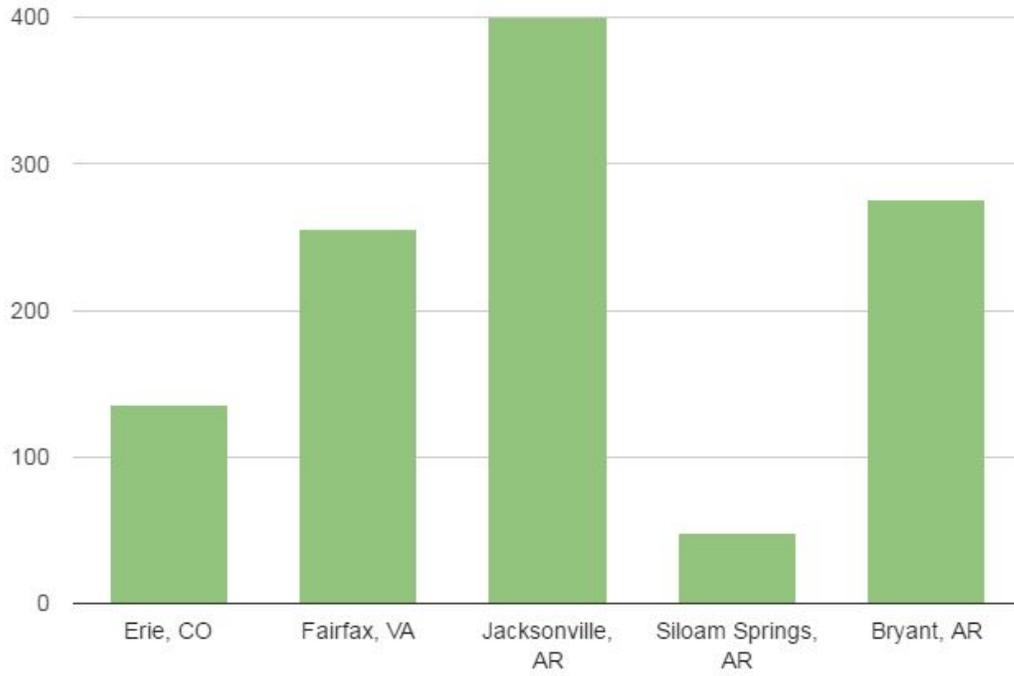
With the exception of Siloam Springs, Bryant spends a smaller percentage of their overall operating budget on personnel services. These two charts show that Bryant is not currently dedicating the resources to personnel necessary to meet their goals. The current structure places too great a burden on the staff and does not allow for them to offer in-house programming and

special events that could be bringing in additional revenue. The second chart is reflective of the staff turnover issue within the department. In order to recruit and retain quality employees a city must commit to offering a pay structure reflective of that.

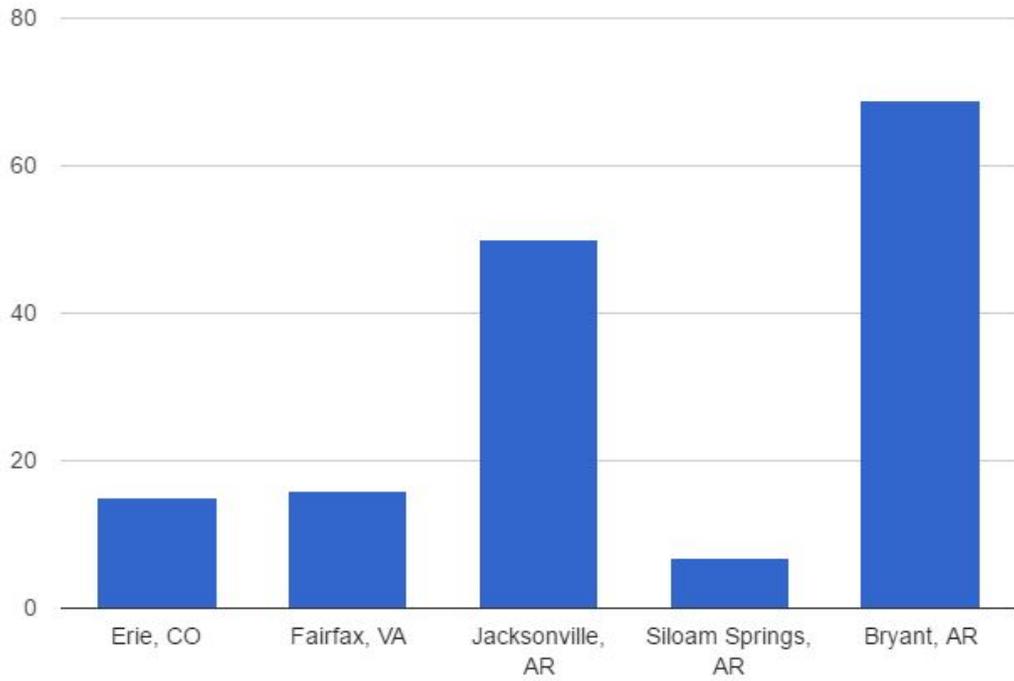
### TOTAL PARKS



### TOTAL PARK ACREAGE



### MAINTENANCE WORKS PER PARK ACRE



Bryant is extremely blessed to have such a large amount of green space and park acreage. This is more typical of rural communities, as evident of the Arkansan communities outpacing the gold medal cities when it comes to park acreage. However, Erie and Fairfax are much better equipped to maintain the parks and green space they have. Bryant is the only community from our sample with well over fifty acres of parks per maintenance worker on staff. It is simply not realistic to maintain quality parks at such a staggering ratio. It would take a sustainable and significant allocation of resources to maintenance staff and equipment to make a difference in the local parks.

In order to address the most pressing issues in the Bryant Parks and Recreation Department it will take a city-wide commitment to funding the organization appropriately. The current vehicles and major pieces of equipment are well past their useful life and the newer parks and facilities are starting to show signs of aging. A major capital maintenance budget overhaul would allow the department to better plan their expenses and manage their existing facilities.

### **Additional Revenue Streams**

The amount of money needed to make a difference to the department will have to come from several sources. A long-term solution to increasing this funding would be to address certain revenue streams that are currently going underutilized.

### **Outfield Fence Sponsorships**

Currently Bishop Park is not utilizing their outfield fences as a source of sponsorship revenue. This is a significant untapped revenue source that requires little overhead or up-front costs. This is an excellent opportunity to get local businesses or chains invested in the

department. Fence sponsorships open up increased funds, partnership opportunities and community investment.

A typical little league field has approximately 314 feet of outfield fencing. Using 3' x 5' banners with five feet between each banner to maintain aesthetic appeal would allow for up to 30 banners per field. Little Rock, AR has recently instituted outfield fence sponsorships into their little league fields. Little Rock offers a six-field package deal for a total of \$1,200 per year. Even just 10 sponsorships per field at the \$200 per field Little Rock charges would net Bryant \$30,000 per year in additional revenue. That is with many unrealized sponsorships left open and a small base rate.

Structuring these deals to incentivize multi-field and multi-year sponsorships would help to save on personnel time. It is critical to maintain final approval of the banners themselves. The department has an image to uphold and should only partner with businesses who share that image. The department will also want to avoid any designs that could be distracting to fans or players. Centerfield in particularly important in this regard. White banners should be avoided in line with the pitcher to maintain the integrity of a batter's vision.

Memberships

Memberships to The Center are priced as such:

	10-Visit Punch-card	3 Month	Annual Full/Monthly
<b>Seniors: 55+</b>	\$30	\$45	\$120/\$10*
<b>Adults: 18-54</b>	\$45	\$155	\$300/\$25*
<b>Youth: 4-17</b>	\$30	\$45	\$120/\$10*
<b>Disabled</b>	\$30	\$45	\$120/\$10*

	3 Month	Annual Full/Monthly
<b>Family</b>	\$190	\$504/\$42*
<b>Additional Adults: 18-54</b>	\$75	\$200/\$16.67*
<b>Additional Youth: 4-17</b>	\$30	\$75/\$6.25*

Through these memberships users are entitled to an indoor swimming pool, fitness center, gymnasium, indoor track, fitness classes and a splash pad. Listed below are two similar facilities in Northwest Arkansas and their membership structures:

Bentonville, AR Community Center

Patron	Daily	Multiple (20 Admissions)	Annual	Monthly
	Resident/ Non-Resident	Resident/Non-Resident	Resident/Non-Resident	Resident/Non-Resident
Adults	\$5/\$6	\$75/\$85	\$200/\$250	\$19/\$23
Youth	\$5/\$6	\$53/\$60	\$125/\$160	\$13/\$15
Seniors	\$5/\$6	\$53/\$60	\$125/\$160	\$13/\$15
Family			\$425/\$465	\$38/\$43

Donald W. Reynolds Boys and Girls Club

Youth	\$60
Adult	\$200
Family	\$300

Each of these facilities provides similar offerings to their member bases: fitness center, leisure and lap pool, indoor track, basketball courts, meeting space and fitness classrooms. Each of the example facilities is significantly cheaper than The Center in Bryant with regards to adult and family memberships. It is likely that The Center is pricing out many local residents with these rates. It is likely the rates could be lowered to drive up membership numbers and revenue.

Increasing membership exclusive benefits is a great way to boost these numbers as well.

Offering free fitness classes to members is a great start. Discounted facility reservations and members-only special events could be strong additions to those offerings. Many facilities require a membership in order to participate in their in-house programs. The Donald W. Reynolds Boys and Girls Club adopts this policy.

One basic adjustment to the monthly payment membership structure would be a great help to member retention. Current memberships are structured so that users must renew in order to continue their auto-drafted membership. Simply setting these memberships up to auto-draft in perpetuity instead of a twelve-month term places the onus on the user to cancel their membership. Requiring people to work to cancel makes much more fiscal sense than making them work to continue as a member.

### Programming

This potential source of revenue will be described in greater detail later in this document. At the moment, Bryant Parks and Recreation offers very few in-house programs and contracts the majority of the cities offerings to partnering organizations. Methods like charging per participant fees to contracted programs are common and help to cover the costs of providing facilities. Offering programs developed and ran internally takes an up-front investment by bringing in a dedicated staff member. However, this position should easily be able to make back more than his/her salary each year by providing the community with a variety of recreation opportunities that are not available in Bryant at the moment.

### Bishop Park as Tournament Destination

Bishop Park has the potential to host large baseball and softball tournaments on a regular basis. The condition and versatility of the fields make this location attractive to youth

tournaments. The proximity of The Center add to Bishop Park's appeal. Day passes or discounts can easily be utilized and a special offer to visiting teams as a way to show off the city's great facility and bring in visitors.

Generating a significant amount of revenue through tournaments along would not be simple as it may at first seem though. There are numerous areas in which the complex is lacking that require additional funds. A lack of bleacher seating, shaded areas, restrooms and water fountains all would need to be addressed in order to be a top-flight youth complex. Tournaments would also need to bring in teams from outside of central Arkansas in order to be a real difference maker for the city. Teams from central Arkansas would not bring in new money to the community, they would be less likely to eat at local restaurants and they would not be staying in Bryant hotels. All of these factors need to be carefully considered before taking this approach as a dependable revenue generator for the department.

### **Recommendation**

Based on this information it is recommended that Bryant make serious changes to their current budget. In order to maximize the value of their inventory and maintain the assets in place a serious commitment to the department staff would need to be made; increased maintenance staff, in-house programmer. The city needs to locate continuous funding for a Parks and Recreation capital budget or it risks letting the parks and facilities take a significant dip in quality over the next five years. There needs to be buy-in on the part of the community in order for the department to give itself a chance at increasing the revenue it self-generates.

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## RISK ASSESSMENT CHECKLISTS

	<b>General Building</b>		
Standard	Met	Unmet	Comments
<b>General</b>			
All places of employment, passageways, storerooms, and service rooms shall be kept clean and orderly and in sanitary conditions			
All lights are covered			
There are no tripping hazards			
All outlets are grounded properly			
All outlets within 100 ft. of water are protected			
There are no appearances of leaks on the ceiling			
<b>Fire Codes</b>			
All firefighting equipment is periodically inspected and maintained in operating condition. Defective equipment is immediately replaced.			
A fire extinguisher, rated not less than 2A, is provided for each 3,000 sq. ft. of the protected			

building area, or major fraction thereof.			
One or more fire extinguishers, rated not less than 2A, are provided on each floor. In multistory buildings, at least one fire extinguisher is located adjacent to stairway.			
Extinguishers and water drums, subject to freezing, are protected from freezing			
A fire prevention plan is established and reviewed by new employees			
Exits are free from obstructions and properly marked with exit signs			
All doors are marked as to what they are or a statement that says either "employees only" or "not an exit"			
<b>Halls/stairways</b>			
Items stored in the hallway are at least 8 ft. away from an emergency exit or fire doors.			
On any given flight of stairs, all steps have uniform riser heights and uniform			

tread widths			
Stair treads are to be no less than 11 inches wide			
Handrails are at a consistent height above walking surfaces, stair nosing's, and ramp surfaces			
Stairways have handrails at both sides of all stairs			
Each stair has a stripe or contrast color on the edge of the stair to aid visually impaired.			
Outdoor stairs and their approaches are designed so that water will not accumulate on walking surfaces			
Handrails extend at least 12 inches beyond the top and bottom of the stairs			
To facilitate cleaning, every floor, working place, and passageway is kept free from protruding nails, splinters, holes, or loose boards.			
There is nothing protruding from the walls			
Stairways, hallways,			

and other exit ways including the exterior open spaces to or through which exit ways lead, are kept adequately lit at all times. (emergency lighting is available and working.			
Emergency lighting is available and working (it is either a box with lights or a lit exit sign. Both are tested by pushing a button you find on the bottom and the lights turns on)			
Objects protruding from walls with their leading edges between 27 inches and 80 inches above the finished floor, protrude no more than 4 inches. Into walks, halls, corridors, passageways, or aisles.			
There is nothing hanging from ceilings that protrude within 7 ft. of the floor			
Only water fountains, fire protection equipment, and safety equipment are installed in hallways			

<b>Entries/Exits/Doors</b>			
A service entrance is not the sole accessible entrance unless it is the only entrance to a building or facility			
At least two exit routes are available in a workplace to permit prompt evacuation of building occupants during an emergency.			
Each exit route is a permanent part of the facility			
Characters and numbers on signs are sized according to the viewing distance from which they are to be read			
Employees are able to open an exit route door from the inside at all times without keys, tools, or special knowledge			
The outdoor exit route is reasonably straight and has a smooth, solid, substantially level walkway			
No doors take up more than 5 lbs. To open			
There are trash cans conveniently located			

throughout the building.			
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Moisiechik, M., Alshanbri, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks and Recreation. (Accreditation Project). University of Arkansas, Fayetteville, AR.

	<b>General Building ADA</b>		
Standard	Met	Unmet	Comments
Hallways are at least 44 inches to allow wheelchair access			
Clean floor and ground space			
Entrances are to be connected by an accessible route to public transportation stops, to accessible parking and passenger loading zones, and to public streets or sidewalks if available.			
Revolving doors or turnstiles are not the only means of passage at an accessible entrance or along an accessible route.			
No fewer than 2 drinking fountains shall be provided. At least 1 of the 2 shall comply with ADA standards			
Spout outlet shall be 36 inches maximum above finish floor or ground			

<p>The spout shall be located 15 inches minimum from the vertical support and 5 inches maximum from the front edge of the unit</p>			
<p>Exit and entrance signage is brailled and raised</p>			
<p>Handles, pulls, latches, locks, and other operating devices on accessible doors have a shape that is easy to grasp with one hand and does not require tight grasping, tight pinching, or twisting of the wrist to operate.</p>			
<p>Vending machines, change machines, coat hooks, etc When a forward reach is unobstructed, the high forward reach shall be 48 inches maximum and a low forward reach shall be 15 inches minimum above finish floor or ground</p>			

Moisiechik, M., Alshabari, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks and Recreation. (Accreditation Project). University of Arkansas, Fayetteville, AR.

	<b>Showers</b>		
Standard	Met	Unmet	Comments
The showers should be clean and orderly			
There should be no debris, glass, stones, dirt, or mildew present			
There should be no standing pools of water on the floor			
All floor drains are clean and covered			
When toilets are flushed the temperature of the water in showers should not increase significantly			
The water in showers, when turned to its hottest level, should not scald			
The floors are slip resistant and there are no tripping hazards			
The floors should be in good condition and there should be no cracks in the tiles			
The mirrors should be free of cracks			
The walls should be in good condition with no damage			
The ceiling should be in good repair			

with no water stains or rot			
All faucets and controls are mounted opposite side of the seat			
A shower hose is 60 inches long			
All outlets within 6 ft. of water are ground fault protected			
<b>Benches</b>			
All benches and seats are sturdy and do not feel like they would break with 300 lbs. Of weight			
The benches have no splinters or protruding nails			
Benches have seats that are a minimum of 20 inches to a maximum of 24 inches in depth, and 42 inches minimum in length. The seat height is a minimum of 17 inches to a maximum of 19 inches above the finished floor.			

Moisiechik, M., Alshabari, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks and Recreation. (Accreditation Project). University of Arkansas, Fayetteville, AR.

	<b>Locker Rooms</b>		
Standard	Met	Unmet	Comments
The locker rooms should be clean, orderly, and fresh smelling			
If there are dispensers, they are full			
There are trash cans in the area			
The mirrors are in good condition and not cracked			
There is no standing water on the ground			
There are no tripping hazards			
Any outlet within 6 ft. of water are ground fault protected			
All floors and drain covers are clear and covered			
All lights have covers			
The ceiling is in good condition and does not appear to have leaks or water stains			
Selves and hooks are provided			
The lockers are attached to the walls and cannot be tipped over			

Moisiechik, M., Alshanbri, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks

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	<b>Locker Rooms ADA</b>		
Standard	Met	Unmet	Comments
If locker room is accessible, there is an accessibility sign outside the door that also included Braille			
There must be an accessible route through the door, and to all elements required to be accessible in the room			
If lockers are in a cluster, 5 % or at least one, must be accessible			
Benches in locker rooms shall have seats that are 42 inches (1065 mm) long minimum and 20 inches (510 mm) deep minimum and 24 inches (610 mm) deep maximum.			

<p>The bench shall provide for back support or shall be affixed to a wall. Back support shall be 42 inches (1065 mm) long minimum and shall extend from a point 2 inches (51 mm) maximum above the seat surface to a point 18 inches (455 mm) minimum above the seat surface.</p>			
<p>Clean floor and ground space</p>			
<p>The turning space should be within a 60 inch diameter</p>			
<p>Doors should not swing into turning space</p>			
<p>The door to an accessible locker room takes no more than 5 lbs. Of pull</p>			
<p>Shelves and coat hooks should be 40" min. and 48"</p>			

from the floor			
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	<b>Storage</b>		
Standard	Met	Unmet	Comments
Floors are clean, dry and in good condition			
There are no tripping hazards			
Aisles are free of boxes and clutter			
Ceiling tiles are in good condition and show no signs of water damage or water stains			
Walls are free of hazardous protruding foreign objects (nails, hooks, etc.)			
Windows are clean and free of broken glass and cracks			
Ladders are not rusted and in working condition			
Caution-wet floor signs are available			
Adsorbent materials and neutralizing agents are available for use			
Drain screens are clear			
Drain and other floor holes are properly covered			
Portable fire			

extinguishers have been inspected and serviced within the past year			
Safe floor load information is permanently posted			
<b>Electrical</b>			
Extension cords are not frayed or worn out			
No extension cords are used through holes in walls, ceilings, or floors, run through doorways, windows or similar openings			
Extension cords have not been spliced or taped			
Electrical equipment is properly grounded with 3-prong plugs or double insulated			
Electrical outlets have appropriate cover plates			
Electrical outlets have 3-prong sockets			
Electrical outlets located within 6 ft. of water are equipped with ground fault interrupters			
Electrical panels are accessible with no storage in front of them			

There are no switches taped, keeping them in the on position			
There are no chemicals stored over food			
All flammable liquids are stored in a flame resistant cabinet			
No chemicals or paint are stored on the floor			
There is nothing stored within 18 inches of the ceiling			
CO2 canister or other gas canisters are chained to the wall			
Storage is neat and organized			
There is a safe method to get to high selves			
Closets are locked unless they are in use			
Closet latches are working properly			
Products or supplies are properly stored; light items on top and heavy items on the bottom or storage racks			
The selves are in good condition			
Shelving is adequate			

to bear weight of items stored. There is no bowing of shelves			
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	<b>Gym</b>		
Standard	Met	Unmet	Comments
<b>General</b>			
The gyms is clean and organized			
There are no tripping hazards			
The floors are not slippery			
The mirrors are not cracked or broken			
All lights are covered			
<b>Facility</b>			
Rules and Regulations/Hours of Operations signage posted and visible to patrons			
Emergency Exits signs illuminated			
Fire Extinguishers inspections current			
AED ( Automatic External Defibrillator) equipment inspection current			
Emergency evacuation plan posted			
<b>Equipment</b>			
Is there adequate space between equipment (at least 36")			
Equipment checks performed daily			

Broken equipment taken out of service and signs posted			
Cables, wires, chains secured			
Machines have warnings/instruction labels			
Bar and weight Storage Racks placed against wall			
Free weights kept off floor when not in use			
Equipment wiped clean daily (use mixture of mild antibacterial soap and water)			
Electrical equipment has surge protectors			
No equipment wires or extension cords are taped down to the floor			
Moving part of equipment will move			
Parts of equipment that are not suppose to move are secure			
Vinyl is in good condition and not frayed or torn			
Belts are in good condition and not frayed or torn			
Extension cords are used for no more than 90 days in a			

row			
Every table and chair needs to be secure and in good condition			

Moisiechik, M., Alshabri, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks and Recreation. (Accreditation Project). University of Arkansas, Fayetteville, AR.

<b>Softball Fields</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>GENERAL</u></b>			
If in-ground removable bases are in use, stakes are not a tripping hazard.			
Fields have sufficient number of lighting towers; fields with radius less than 250' have at least four towers, fields larger than 250' have at least six.			
All lighting towers have covers over bulbs.			
Infield, whether dirt or grass, is a smooth surface: i.e. there are not a large amount of rocks or holes.			
Outfield playing surface is free of holes.			
There are no sharp edges on fencing.			
Metals show no signs of rust.			
Proper base and mound dimensions are used: fields for ages 12 & under have 60' bases and a 46' fee mound distance from home plate, fields for ages 13 & up have 90' bases and the mound is 60' 6" away from home plate.			
Electrical outlets for pitching machines are properly grounded.			
Sideline drainage area is at least 5 yards from field of play and slope to direct runoff to large drains.			
Concession area is centralized behind homeplate.			
Numerous non-portable restrooms are available proximal to fields.			
Twice the number of women's			

restrooms as men's.			
There is a baby changing station with accompanying waste disposal unit in all restrooms.			
Infield is level.			
Batter's box and area around home plate is level with no irregularities.			
Home plate measures 17" x 8.5" x 12" and fits flush with the surrounding area.			
Warning track encircling the entire field that is at least 5% the distance between home plate and the deepest part of the field.			
Double first base in use.			
Proper base and mound dimensions are used: 60' bases for all age groups, 35' mound distance for 11 & under, 43' mound distance for ages 12 & up. Home plate is flat with no raised edges.			
<b>BLEACHERS</b>			
Bleachers contain areas for wheelchairs.			
Bleachers are accessible with a ramp no exceeding a slope of 1 in 20.			
Bleachers are sturdy enough to remain steady when the full weight of an adult is placed on them.			
Patrons are protected sufficiently from direct line foul balls or errant throws.			
Guardrails on open sides more than 30" above the grade.			
Guardrails are at least 42" high from the leading edge.			
There is no storage of			

flammable materials underneath bleachers.			
<b><u>FENCING</u></b>			
Maintenance vehicle access to fields has surface material installed to limit wear and irregular surfaces.			
Utility lines are positioned so they do not interfere with players or spectators.			
Storm drains are located at least five yards from the field of play.			
Irrigation heads, if used, should be recessed.			
Breaker boxes and control panels are not proximal to playing field or spectator areas. They are in remote, secure locations and all breakers work correctly with proper labeling.			
All fences are at least 4' high. If fence is shorter than 8' the top should be covered with a brightly colored vinyl protector.			
Fence is sturdy enough to withstand the weight of an adult.			
Fence is at least 30' from the foul line.			
Fence is at least 8' in areas between home plate and 1 <sup>st</sup> /3 <sup>rd</sup> base.			
Fence posts should be outside field of play.			
All attachments and prongs are on outside of field.			
Backstop uses a mesh the prevents climbing or insertion of body parts.			
Mesh is free of any barbs or penetrating parts.			

Distance between backstop and home plate is at least 25'.			
Height of backstop is at least 18' with a 4-6' overhang at the top with a 45 degree angle.			

Sawyer, Thomas H. *Facility Design and Management*. Illinois: Sagamore Pub., 2005. Print.

2016 USSSA Rules & Regulations Slowpitch Softball. (n.d.). Retrieved February 9, 2016, from <http://web.ussa.com/ussa/ussa-general/2016SPRulebook.pdf>

Field Specifications. (n.d.). Retrieved February 8, 2016, from <http://www.littleleague.org/leagueofficers/fieldspecs.htm>

<b>Dugouts</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b>GENERAL</b>			
Dugout is completely fenced off from field of play.			
There are no tripping hazards, like exposed concrete footings or rocks.			
Electrical components are ground fault protected and have weatherproof covers.			
Benches are sturdy enough that it will not move or tip over when the weight of an adult is put against it.			
All surfaces are intact.			
There is no sign of peeling paint.			
Metals have no rust.			
All wooden parts are smooth and without splinters.			
There are no damaged fences or benches.			
Trash receptacles are not full and include a cover.			
Benches have no sharp edges/objects.			
Roof of dugout shows no signs of leaking.			
Roof is intact and appears stable			
There is a drinking fountain within 100 ft.			
ADA accessible water fountain is available.			
Multiple water fountain heights present for kids and adults.			

Sawyer, Thomas H. *Facility Design and Management*. Illinois: Sagamore Pub., 2005.  
 Print.

<b>Press Box</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>GENERAL</u></b>			
Electrical outlets are properly grounded.			
All electrical wiring is without frays or wear and tear.			
No extension cords or power strips in use.			
There are no signs of peeling paint.			
Roof is stable, leak-free, and shows no signs of rotting or discoloration.			
All wooden parts are smooth and without splinters.			
All metal is free of jagged edges or rust.			
Tables, chairs and benches are stable and sturdy.			
No storage within 18 inches of ceiling.			
There are no tripping hazards.			
All overhead lights are covered.			
Windows are large enough to see entire field.			
Glass in window is not cracked.			
Box is located higher than highest part of bleachers.			
There is a table to write or broadcast on.			
There are phone, computer and electrical outlets.			

Sawyer, Thomas H. *Facility Design and Management*. Illinois: Sagamore Pub., 2005.  
Print.

<b><u>Parking Lot</u></b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>ADA</u></b>			
Appropriate number of ADA accessible spaces: 1 handicap space for every 25 parking spaces, minimum 1 van-accessible space for every 6 handicap spaces.			
ADA accessible car spaces are 9' in width and van spaces are 11' minimum.			
Access aisles is a minimum 5' wide.			
Access aisle extends the full length of spaces they serve.			
Access aisle is marked to discourage parking in them.			
Access aisle connects parking spaces to accessible entrance.			
Access aisle should be no higher or lower than the parking space it serves.			
If accessible aisle must cross vehicular traffic lanes it must be marked and should not pass behind park vehicles.			
<b><u>GENERAL</u></b>			
There are no potholes.			
All spaces, accessible or otherwise, are clearly marked with paint that is not faded.			
Accessible spaces are clearly marked with paint and signs.			
Parking lot is well illuminated when operations occur after dark.			
If present, compact spaces are clearly marked.			
If parking lot is on a graded plane spaces should run perpendicular to the grade.			
Slope of parking area is a			

maximum of 5% grade.			
Fire lane is a minimum 20' wide and has unobstructed path to building.			
Fire lanes are clearly marked as no parking zones with red curbs and labeled in white paint.			
Parking area of fire line itself is clearly marked as a no parking area.			
All lighting is covered.			
<b><u>DIMENSIONS</u></b>			
Standard parking spaces are a minimum 9' wide			
Standard parking spaces are a minimum 18' long.			
Compact spaces are a minimum 8' wide			
Compact spaces are a minimum 16' long			
Aisle width for parking spaces at 90 degree angle to curb is a minimum of 24'			
Aisle width for one-way traffic for parking spaces at a 45 degree angle to curb are a minimum 16'.			
Aisle width for two-traffic for parking spaces at a 45 degree angle to curb are a minimum 20'.			
Parallel parking spaces are a minimum 10' wide			
Parallel parking spaces are a minimum 22' long			
Aisle width for one-way traffic for parallel parking spaces are a minimum 15'.			
Aisle width for two-way traffic for parallel parking spaces are a minimum 20'.			

Accessible Parking. (n.d.). Retrieved February 7, 2016, from <https://adata.org/factsheet/parking>

<b>Fitness Center</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>GENERAL</u></b>			
There are no tripping hazards.			
Exits are clearly marked.			
Mirrors stable and in good condition.			
All electrical outlets are properly grounded.			
Ceiling tiles show no signs of discoloration or damage.			
All overhead lighting has covers.			
Water is available inside fitness center or within 100' of exit.			
AEDs in the facility are located within a 1.5 minute walk of fitness center.			
Entryways and exits have a width of at least 3'.			
Hallways and circulation passages are at least 5' wide.			
Water fountains, light switches, and AEDs are at a height accessible by a user in a wheelchair.			
Each piece of equipment has an adjacent clear floor space of at least 30" x 48".			
Pathways at least 3' wide should be located adjacent to active areas so patrons are not required to walk through active areas.			
Fitness floor has minimum of 25 sq. ft. of space per piece of equipment.			
Stretching area that allows minimum of 40 sq. ft. per user.			
Air temperature is maintained			

between 68 and 72 degrees Fahrenheit.			
Ceiling mounted lights should be a minimum of 8' above the floor and wall mounted lighting is above eye level.			
Floors are slip resistant and provide good traction.			
There are no blind corners.			
There is a working clock available.			
There is an exercise intensity, perceived exertion and target heart rate chart.			
Walls are non abrasive and have no protrusions.			
Doors do not open directly into hallways.			
<b><u>EQUIPMENT</u></b>			
All adjustable parts are easy to adjust.			
All machines are stable			
Displays show muscle groups worked by each machine when used properly.			
Clear instructions are present for all equipment.			
Weight racks are stable and secure.			
No tears present in vinyl, pads or seating of any kind.			
No rust or damage to any metals.			
Cables on machines have no wears or tears and are properly lubricated.			
Pins are present for all machines that require them; clips are available for barbell weights.			
Kill switches on all treadmills function properly.			
Mirrors are at least 4 inches off the ground.			

Any and all cleaning chemicals are properly labeled and have correct MSDS sheets.			
Belts on treadmills show no damage and turn over smoothly.			
Fitness center has documented equipment maintenance program with date of task completion listed.			

Sawyer, Thomas H. *Facility Design and Management*. Illinois: Sagamore Pub., 2005.  
 Print.

<b><u>Kitchen/Concession Stand</u></b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>Electrical</u></b>			
There are no frayed or torn wires.			
All outlets are ground-fault protected.			
No power strips or surge protectors are in permanent use.			
No electric appliances or wires are proximal to sink.			
<b><u>General</u></b>			
There are no tripping wires, such as wires, and the floor is no slippery.			
Counter tops are clean and not sticky or grimy.			
Counter surfaces are smooth and free of sharp angles.			
No rust or damage to any metals.			
All wood surfaces are smooth and unsplintered.			
Wood surfaces show no signs of rot or mildew.			
Ceiling is free of leaks and shows no signs of deterioration or discoloration.			
Storage is not within 18" of ceiling.			
Cleaning supplies/chemicals are properly labeled and have correct MSDS sheets.			
Storage of heavy objects are at a height between the hips and chest of average person.			
There is no standing water; floors are clean and dry.			
All overhead lighting is encased in covers.			
Handwashing sink with running water and full soap			

dispenser is readily available.			
Handwashing reminder and instructions are located at the handwashing sink showing employees how to properly wash their hands.			
Each handwashing sink has disposable towels or a heated-air hand drying device.			
Each handwashing sink is provided with a waste receptacle.			
Food packages are in good condition so that the food is not exposed.			
There is a written employee health policy detailing how the establishment complies with health department standards.			
Documentation that food employees acknowledge they have received training in contacting foods with bare hands, hand washing guidelines, and hygienic practices.			
Food storage is organized so as to prevent cross contamination.			
Packaged food is not stored in direct contact with ice or water if the package is subject to the entry of water.			
Food and equipment is stored in a clean, dry location where it is not exposed to splash or dust and is at least 6" above the floor.			
Food or cleaned equipment is not stored in dressing rooms, mechanical rooms, under sewer lines, under water lines, or open stairwells			
Condiments are kept in			

dispensers designed to protect from contamination.			
All food packages bear a date.			
All packaged food displays a label including: common name of good, list of ingredients, quantity of contents, name of manufacturer.			
Utensils are made of durable, corrosion-resistant and nonabsorbent materials.			
Utensils have a smooth surface that is easy to clean.			
Thermometers may not have sensors or stems made of glass unless encased in a shatterproof coating.			
A sink with at least 3 compartments is provided for manually washing equipment and utensils.			
Sink compartments are large enough to immerse the largest pieces of equipment and utensils.			
Ventilation hoods or devices are available to prevent grease or condensation.			
Food temperature measuring device is readily available.			
Equipment that is not easily movable is spaced to allow access for cleaning all sides sealed to adjoin equipment or walls.			
Trash cans are present, not full, and have covers.			
All cleaning supplies have proper MSDS logs.			
Walls, floors and ceilings are smooth, durable and easily cleanable.			
Utility service lines are not unnecessarily exposed.			

All lighting has protective covering.			
<b><u>Fire Safety</u></b>			
There is a working smoke alarm present.			
Fire extinguisher is readily available, covered and check-up is up to date.			
Storage near hot surfaces is not flammable.			
First aid kit is readily available.			
<b><u>Appliances</u></b>			
All appliances are clean and in good, working condition.			
Freezer temperature is at or below 0 degrees farenheit and refrigerator temperature is at or below 40 degrees farenheit.			
Expiration dates on all food products are clearly visible.			

"Rules and Regulations Pertaining to Food Establishments." *Arkansas Department of Health*. Arkansas Department of Health, 1 Aug. 2012. Web. 17 Feb. 2016.

<b>PARTY ROOMS</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>GENERAL</u></b>			
All outdoor lighting components have covers.			
There are no tripping hazards			
Ceilings are in good condition			
Light switches are located just inside/ by the door			
All outlets grounded properly			
Outlets have childproof covers			
Room is clean and neat			
There are no chemicals available to the public			
<b><u>ADA</u></b>			
All aisles and pathways to materials and services at least 36 inches wide			
There is a 60 in. turning diameter			
The carpeting is low-pile, tightly woven, and securely attached along edges			
In circulation paths through public areas, all obstacles should be cane-detectable (located within 27 inches of the floor or higher than 80 inches, or protruding less than 4 inches from the wall).			

*The Americans with Disabilities Act Checklist for Readily Achievable Barrier Removal.*  
(n.d.). Retrieved February 9, 2016, from <http://www.ada.gov/racheck.pdf>

<b>SOCCER</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b>SOCCER GOAL</b>			
Goals must be made by a manufacturer			
Soccer goals will not tip over if a child climbs on them			
The width and depth of the cross bar shall not exceed 5 inches			
ALL movable soccer goals be anchored firmly in place at all times			
The goal posts shall be padded with resilient, shock absorbing material to a height of at least six feet above the ground.			
Goals posts are straight and securely anchored			
There are no sharp edges, protrusions or fractures on the goal			
All bolts, screws and connections for the goal are intact and securely tightened			
The goal posts shall be padded with resilient, shock absorbing material to a height of at least six feet above the ground.			
The nets are in good condition			
<b>ANCHORING GOALS</b>			
**NOTE: The number and type of anchors to be used will depend on a number of factors, such as soil type, soil moisture content, and total goal weight			
<b>"Auger Style"</b> A flange is positioned over the ground shoes (bar) and rear ground shoe (bar) to secure			

<p>them to the ground. A minimum of two auger-style anchors (one on each side of the goal) are recommended</p>			
<p><b>“Semipermanent Style”</b>  This anchor type is usually comprised of two or more functional components. The main support requires a permanently secured base that is buried underground. One type (3.2a) of semipermanent anchor connects the underground base to the soccer goal by means of 2 tethers. Another design (3.2b) utilizes a buried anchor tube with a threaded opening at ground level. The goal is positioned over the buried tube and the bolt is passed through the goal ground shoes (bar) and rear ground shoe (bar) and screwed into the threaded hole of the buried tube</p>			
<p><b>“Peg or Stake style (varying lengths)”</b>  Typically two to four pegs or stakes are used per goal (more for heavier goals) (Figure 3.3). The normal length of a peg or stake is approximately 10 inches (250mm).</p>			
<p><b>“J-Hook Shaped Stake style”</b>  This style is used when holes are not pre-drilled into the ground shoes (bars) or rear ground shoe (bar) of the goal.</p>			
<p><b>“Sandbags/Counterweights”</b>  Sandbags or other counterweights could be an effective alternative on hard</p>			

surfaces, such as artificial turf, where the surface cannot be penetrated by a conventional anchor.			
<b>“Net Pegs” (to secure net)</b> These tapered, metal stakes should be used to secure only the NET to the ground (Figure 3.6). Net pegs should NOT be used to anchor the movable soccer goal.			
<b>GOAL STORAGE(RECOMMENDED)</b>			
Place the goal frames face to face and secure them at each goalpost with a lock and chain			
Lock and chain to a suitable fixed structure such as a permanent fence			
Lock unused goals in a secure storage room after each use			
If applicable, fully disassemble the goals for seasonal storage			
If applicable, fold the face of the goal down and lock it to its base.			
<b>PLAYING SURFACE</b>			
Field is at least 75% covered by grass			
Grass is uniform in color, height and density			
There are no bare spots with a hard soil surface exposed.			
Soil is well drained with no standing water			
Turfgrass is uniform in color, height and density.			
There are no weeds with thorns, bristles or burrs.			
There are no holes or mounds made by moles, gophers, or other animals.			

There are no ruts or trenches caused by equipment use or field wear.			
There is no maintenance equipment on the field.			
Litter and unsafe debris has been removed from the playing field/spectator area.			
There is a minimum of 25 ft. around the field for players to run safely out-of-bounds.			
There is a minimum of 50 ft. between fields			
Surrounding objects such as fencing, light posts, and bleachers are 10-20 yards away			
<b>FIELD DIMENSIONS</b>			
The field shall be a rectangular area with dimensions, lines, zones, goals and markers.			
A slope of ¼ inch per foot from center of the field to each sideline			
The rise from each sideline to the center of the field is 20 inches when the recommended slope is used.			
The field of play is the area within the boundary lines and the goal lines			
The minimum field width is no less than 50 yards			
The maximum field width is no more than 100 yards			
The maximum field length is no less than 100 yards			
The maximum field length is no longer than 130 yards			
The penalty area is 44 yards wide by 18 yards long			
Penalty kick marking is 12 yards away from the front of			

the goal line			
Corner kick markings have a radius of 1 yard			
Center circle has a radius of 10 yards			
Goal is 8 yards from end post to end post			
Goalie box is 20 yards wide by 6 yards deep			
The top of the crossbar shall be 10 feet above the ground, measured from the base of each upright to the top of the crossbar at the intersection or at each end of the crossbar perpendicular to the ground when a single pedestal is used.			
The crossbar shall be 23 feet, four inches long			
The uprights shall be 23 feet, four inches apart inside to inside and each upright may not exceed four inches in width.			
The uprights shall extend a minimum of 10 feet above the crossbar.			
<b>OUT-OF-BOUNDS AREA</b>			
There is a minimum of 25 ft. around the field for players to run safely out of bounds			
If there are multiple fields they are separated by 10-20 yards			
The supply and location of waste can is sufficient and cans have lids covering them			
There is appropriate signage notifying the players and spectators of rules and appropriate behavior			
<b>LIGHTING</b>			
Foundations are made of reinforced concrete and			

provide for pole attachment a minimum of 18 inches above the ground to avoid corrosive deterioration			
All lights are covered			

*Football/Soccer Field Safety and Maintenance Checklist.* Sports Turf Managers Association. Retrieved February 9, 2016, from [http://www.stma.org/sites/stma/files/STMA\\_Bulletins/FootballSoccerFieldSafety\\_SAFE.pdf](http://www.stma.org/sites/stma/files/STMA_Bulletins/FootballSoccerFieldSafety_SAFE.pdf)

*Guidelines for Movable Soccer Goal Safety.* (n.d.). Retrieved February 9, 2016, from [http://www.cpsc.gov/Global/Safety Education/Sports and Recreation/Soccer/soccerGuidelines.pdf](http://www.cpsc.gov/Global/Safety%20Education/Sports%20and%20Recreation/Soccer/soccerGuidelines.pdf)

LeMonnier, B. (2014.). *Youth Football Rules Book 2014.* Retrieved February 9, 16, from [http://usafootball.com/sites/default/files/uploads/2014\\_youth\\_football\\_rulesbook.pdf](http://usafootball.com/sites/default/files/uploads/2014_youth_football_rulesbook.pdf)

<b>WALKING TRAILS</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Commentss</b>
<b>Signage</b>			
A sign is posted at the beginning of the trail. The sign explains general warnings about the course and includes an assumption of risk statement			
Signs suggest consulting with a physician before starting a new exercise program			
Signs indicate that equipment should not be used as a playground			
Each individual station has a sign with a picture of the exercise, along with a statement outlining the purpose of the activity, and the number of suggested repetitions for beginner, intermediate and advanced participants			
<b>Design and Spacing</b>			
Trails are designed to provide sufficient room for the specific exercise			
Fitness trail equipment has a minimum of 6 ft. of unobstructed clearance			
<b>Inspections</b>			
Trails do not have holes, broken curbs, obstructions, and other hazards			

There are no tree branches or other hazards within 7 feet of the trail			
Tree branches are trimmed around exercise stations so that there is at least 7 feet of clearance along the sides			
All surfaces are smooth with no splintering or chipping paint			
There are no sharp edges or pinch points			
Damaged stations are closed until station has been repaired			
All pipes ends are capped off			
There is no standing water on the trail			
Trash cans are available near the parking lot			
Water is available within 100 feet of the beginning of the trail			
A section of the trail is accessible. Therefore, it has an accessible path to trail, paved at least 36 inches wide, with no hills with more than 5% grade			

*Standards for trail construction.* (n.d.) Retrieved February 9, 2016, from [http://www.nps.gov/noco/learn/management/upload/NCT\\_CH4.pdf](http://www.nps.gov/noco/learn/management/upload/NCT_CH4.pdf)  
*The Americans with Disabilities Act Checklist for Readily Achievable Barrier Removal.* (n.d.). Retrieved February 9, 2016, from <http://www.ada.gov/racheck.pdf>

<b>DISC GOLF</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comments</b>
<b>Space</b>			
Fairways in the woods range from 20-40 feet wide			
Trees are removed/trimmed, when needed, to create fair flight paths			
Courses provide a variety of tee lengths to meet the players skill level (Gold, Blue, White, and Red). Typically courses provide varieties for either Blue and Red or White and Red player skill levels			
<b>Length</b>			
Each course has a configuration for beginners and casual recreational players that rarely average more than 250 feet per hole.			
No hole is shorter than 120 feet, even on courses for Red skill level players			
Course setups longer than 6000 feet are primarily for higher skilled players (Blue or Gold) and are marked for Blue or Gold skill level players			
<b>Hole Notes</b>			
There should not be too many objects within 30 ft (10m) of each target. Any object near the target should not be so large that a player cannot find			

an unobstructed flight path by stretching sideways, throwing from a low stance, throwing through or over the top of the object.			
An obstruction does not prevent a player from attempting to use their putter with reasonable effort			
There is a preferred flight path to the hole. Although it is ideal to have more than one flight path to the hole			
A player throwing from the shortest (or only) tee on a hole should not be "forced" to throw over water that is normally greater than 18" deep (50cm). Include a flight path (usually to the left) that allows a player to avoid throwing over deeper water. Any normally dry trenches, some occasionally filled with seasonal water under 18" deep, that are regularly in play should have appropriate paths down and out to be able to take a stance as needed and/or retrieve discs			
<b>Tees</b>			
Typical size for pads at the longer tee positions is 5 ft (1.5m) wide by at least 12 ft (3.5m) long.			
Maximum size at the front line of the pad is about 6 ft (2m)			

wide with a length up to 20 ft (6m) long. Minimum rectangular size is 4 feet (1.2m) wide and 10 feet (3m) long.			
Hard surface tee pads of textured cement or asphalt are preferred			
Non-hard surface tee areas should be even surfaced and not contain protruding rocks or roots.			
Tee areas should be level from left to right. They should not slope too sharply from front to back.			
There are no obstructions (trees, branches, branches, or bushes) that would inhibit or block the flight path of the disc within 20 feet of the tee pad			
Adequate ground is provided for safe follow-through and approach to the tee pad			
Make sure homemade targets do not have sharp edges to injure players or damage discs.			
<b>Target/Basket</b>			
There should be no sharp edges or objects, which could injure players or damage discs			
Targets so the height of the basket rim above the playing surface will be 82 cm +/- 6 cm.			

Targets should be installed level with the ground below them even though course developers may install some targets where the height falls outside the 76-88 cm manufacturing range.			
<b>Signs</b>			
There is a “rules sign” posted on the course prior to the first tee			
Directional signs are provided near each target to direct the player to the next tee pad			
Signs are included to indicate Out of Bounds and areas to be avoided			
The shortest hole has signs indicating the hole number, length, teeing direction, and recreational par.			
<b>Par</b>			
Par is set for each tee/basket position combination based on the player skill level the hole was designed to provide for			
Determined pars are stated, and included on scorecards being used (if scorecards are present)			
<b>Layout</b>			
Fairways do not cross one another and are far enough apart so that errant throws of discs do not end up in the			

wrong fairway			
Fairways do not cross or are too close to public streets, sidewalks, or other busy areas where non-players congregate			
Avoid having holes near or around swamps or thorny areas			
Tees and targets are far enough away from the targets and fairways of each holes.			
The tee for the first hole is the closest to the regular parking area			
The target for the last hole is located within a reasonable distance to the regular parking area			
<b>ADA Compliance:</b>			
Efforts are made to provide a legitimate opportunity to play for those with disabilities, even if not all holes are made accessible			
In some cases, a several hole loop on part of the course provides an opportunity for participation for those with a disability			

*PDGA Disc Golf*

*Chttp://www.pdga.com/files/PDGA%20Course%20Design%20Guides%20March%202014.pdf*ourse Design Recommendations. (March 3, 2014) Retrieved February 9, 2016, from

*The Americans with Disabilities Act Checklist for Readily Achievable Barrier Removal.* (n.d.). Retrieved February 9, 2016, from <http://www.ada.gov/racheck.pdf>

## **Bishop Park Indoor Lap Pool and Therapy Pool**

<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>WATER</u></b>			
All drinking water shall be dispensed from angle jet fountains equipped with a protective mouth guard or from a single-service container. A suitable protective container must be provided for dispensing the cups.			
The water must be sufficiently clear to plainly view the main drain(s) from the deck of the pool at all times when the pool is open. The viewer must be able to clearly distinguish the type, shape and number of gratings of the main drains when standing at the edge of the pool deck nearest that main drain.			
<b><u>WALK AREAS (POOL DECK)</u></b>			
Walk areas shall extend entirely around the perimeter of the pool.			
Walks shall be constructed of concrete or other approved material and kept in good repair.			
The walks shall be adequately drained so there is no standing water on the deck.			
Benches or seating should be sturdy, no broken edges.			
There shall be a minimum of thirteen feet of unobstructed headroom above the level of			

the diving board.			
Seating and life guard stands must be stable with limited rust and no sharp edges.			
There shall be no tripping hazards on the deck.			
All lights must have covers.			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
Security lighting is must be used when not in operation.			
The arrangement and design of the area lighting shall be such that personnel may clearly observe every part of the pool, diving boards, and other walk areas. Lights shall be so installed as to create no hazards to bathers.			
<b><u>STEPS, BENCHES AND LADDERS</u></b>			
The steps must have a non-skid surface.			
Permanent black or dark colored edge stripes or tiles must mark the steps.			
Handrails shall be provided for all steps.			
Handrails shall all be sturdy.			
All pool benches or other underwater design features must be clearly marked on the vertical and horizontal faces or edges.			
Pools with diving boards or wells shall have two ladders placed in the diving end.			
<b><u>RECIRCULATION SYSTEMS AND EQUIPMENT</u></b>			
All pools, spas, or other related facilities shall be equipped with a circulation system consisting of at least a pump or pumps, hair and lint strainer(s), piping, a filter or			

filters, water treatment and disinfecting equipment and other accessory equipment.			
<b><u>MAIN DRAININGS</u></b>			
All facilities shall be provided with a main outlet at the deepest point to permit the facility to be completely and easily drained.			
Openings must be covered by slip-resistant grating.			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
All pool/spa outlet main drain grates, anti-entrapment covers and inlet fittings shall have tamper-proof screws that cannot be removed except with tools.			
<b><u>INLETS</u></b>			
Pool inlets shall be submerged and be located not less than six (6) inches or more than eighteen (18) inches below normal operating water level.			
At least one inlet shall be located in each recessed stairwell or other space where water circulation might be impaired.			
Inlet requirements for wading pools and spas designed for six (6) or fewer bathers shall be one for every 50 square feet of water surface. Any additional fraction thereof would require one (1) additional inlet.			
<b><u>RATE-OF-FLOW INDICATORS</u></b>			
All pools and other related facilities shall be provided with an operational rate-of-flow indicator that reads in gallons			

per minute (gpm).			
<b><u>OVERFLOW SYSTEMS</u></b>			
All pools with a water surface greater than 3,000 square feet shall be equipped with gutters or a combination of gutters and skimmers.			
Gutters shall extend entirely around the perimeter of the pool and have the necessary slope to prevent accumulations of debris, dirt, etc., be of ample size to carry off normal amounts of water introduced into them, and be easily accessible for cleaning			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
Drainage outlets shall be provided at least every 15 feet and shall be covered by removable grating.			
<b><u>SKIMMERS</u></b>			
Skimmer Minimum Required. Quantity Minimum Number Swimming Pool 1 per 500 sq. ft. Therapy Pool/ Swim Spas/Spas 1 per 500 sq. ft.			
All skimmers should be clean with no holes.			
<b><u>DISINFECTION EQUIPMENT</u></b>			
Every pool/spa shall be equipped with a disinfectant feeder.			
All pools/spas shall have a functional and accurate test kit or equipment for measuring free and combined chlorine or bromine concentration, pH, total alkalinity and cyanuric acid.			
Equipment shall be provided to remove sediment, sludge and other accumulations from all areas of the pool/spa			

bottom and walls.			
The minimum equipment required for pool/spa cleaning includes: one (1) vacuum head and hose or portable vacuum one (1) wall brush suitable for use on pool/spa material one (1) leaf net one (1) telescoping pole.			
<b>EQUIPMENT ROOMS</b>			
Adequate space is provided for equipment.			
The storage area is neat and organized.			
Filters and other equipment shall be easily accessible for service.			
Equipment shall be safeguarded and locked from the public.			
The equipment room shall have a drain and be ventilated.			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
The room(s) and equipment shall be maintained clean and in good repair.			
There should be no standing water.			
Adequate space shall be provided for off-floor storage of chemicals, separate from the operating equipment. In rooms or areas with fixed ceilings, the minimum height shall be 6.5 feet.			
Chemical bags must be sealed.			
<b>SAFETY</b>			
Main drain grates, anti-entrapment covers and vacuum-fitting covers shall be in place and in good condition whenever the pool/spa is in			

use.			
Chemicals shall be kept in the original containers and shall be used and stored in accordance with label instructions. All rooms used for storage of pool chemicals shall be plainly marked by any combination of words, pictures or symbols.			
Paint is not to be stored on the ground.			
Fuse boxes must be easily accessible. No storage should be in front of the fuse box.			
All pools shall have a suitable means of communication for emergency services conveniently available on the premises capable of reaching 911 dispatch services.			
Readily accessible and conspicuously mounted lifesaving equipment shall be provided at all swimming pools.			
One shepherd's crook and pole must be mounted on the wall.			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
One ring buoy or similar flotation device such as an American Red Cross approved rescue tube must be mounted on the wall.			
All pools in which the maximum pool depth exceeds five (5) feet six (6) inches, shall install a lifeline located at or before the five (5) feet depth area(s) separating the shallow area(s) and the deep area(s).			

Check all equipment for sharp corners and rust.			
Each pool and other related facility shall have basic first aid equipment available to care for minor injuries.			
Ground fault protection shall be provided on all electrical circuits within the pool area.			
Junction boxes must be above the pool water level and not be a trip hazard.			
A maximum setting of 15 minutes for the timer to activate the jet system shall be installed on all new or remodeled spa installations and shall be located at a distance that would require the bather to exit the spa to restart.			
All signs and depth markers must be clearly readable at all times.			
No Diving. This sign shall be displayed in conspicuous locations at all pools not meeting the minimum requirements for diving i.e., less than 5 ½ feet deep. The sign shall read —NO DIVING    with minimum three (3) inch lettering.			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
An emergency shut-off switch shall also be required for all new or renovated spas and shall be conspicuously placed and accessible.			
Depth markings shall plainly mark the water depth in a unit of measurement, i.e. feet, inches or meters, on the vertical wall at or above the			

water level and on the horizontal surface of the coping or deck.			
Depth markings shall be located on the vertical pool wall to be read from the waterside. Where markings cannot be placed above the water level, markings shall be placed in other areas and plainly visible to users in the pool.			
Depth markings shall be located on the coping or deck within eighteen inches of the water edge and readable while standing on the deck facing the water.			
Depth Markings shall be slip-resistant.			
A spa or wading pool shall have a minimum of two (2) three inch depth markers indicating depth on the deck and/or posted on a sign or wall.			
Step and Bench Edges. These shall be marked in a contrasting color or contrasting slip resistant tile. The vertical and horizontal faces on bench edges shall be marked. All steps shall have horizontal edges marked.			
The maximum water temperature for a spa or therapy/spa pool shall be 104o F and this temperature shall be posted at the spa in three (3) inch letters.			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
Commercial swimming pools must have emergency eye			

wash stations.			
Pool ceiling must be in good condition, with no indications of condensation.			
There shall be a floating line over the line on the bottom of pool for open swim.			
Lines on bottom of pool must end 1 ft. before the drop off.			
Water must be at least 11.5 ft. for 1-meter diving board.			
<b>ADA REQUIREMENTS</b>			
Pools must have two accessible means of entry, with at least one being a pool lift or sloped entry.			

America Pool. (2015). *OSHA pool compliance*. Retrieved January 8, 2016 from <http://www.americanpool.com/services/pool-compliance/>

Arkansas Recreation and Parks Association. (2012). *Accessible swimming pools*.

Retrieved January 8, 2016 from <http://arkarpa.org/accessible-swimming-pools/>

Arkansas State Board of Health. *Rules and regulations pertaining to swimming pools and other related facilities*. Retrieved January 8, 2016 from

<b>FISHING PIER</b>			
Standard	Met	Unmet	Comments
<b>General</b>			
Dock is free of all tripping hazards including an uneven platform			
All rails are sturdy and do not wobble			
Dock does not sway unless it is built as a floating dock			
No boards attached to the dock are rotting to any degree			
The wood is not splintering to any degree			
There are no protruding nails			
A trash can is available on or near the dock			
All pylons holding up the dock are sturdy			
<b>ADA</b>			
There is an accessible route to the entrance of the fishing pier or platform that must be at least 36 inches wide.			
Edge protection is provided for people using wheelchairs or other accessible devices to avoid rolling off the side.			
When rails are provided, at least 25% of all rails are 34 inches or less in height above the ground or dock			
The railings, guards or			

handrails should be dispersed throughout the fishing pier or platform			
When there are rails provided on the pier, all accessible areas on the dock are 30 inches wide			
There is a clear floor space at least 30 inches wide by at least 48 inches long.			
When rails are provided, all accessible areas have a toe clearance of at least 9 inches from the ground			
There should be at least one 60 inch turning space on piers or a t-shaped space big enough for a wheelchair to turn around			

Moisiechik, M., Alshanbri, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks and Recreation. (Accreditation Project). University of Arkansas, Fayetteville, AR. *ADA Checklist for Existing Facilities Fishing Piers & Platforms*. (2014). Retrieved February 9, 2016, from <http://www.adachecklist.org/doc/rec/fishing/fishing.p>

<b>Basketball Court</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>GENERAL</u></b>			
The overall dimensions of the court are 84 feet long by 50 feet wide.			
The foul line is 15 feet from the line to the front of the backboard.			
The key: This is 12 feet wide and the back board should extend 4 feet from the baseline into the key. It also has a 6 foot arc extending from the foul line away from the basket to complete the key.			
3 Point line from the center of the rim outward the 3 point arc is 19 feet 9 inches.			
The backboard and the rim: From the ground to the top of the rim is 10 feet. Backboards are 6 feet wide by 42 inches tall. All rims are 18 inches in diameter. The inner square on the back board is 24 inches wide by 18 inches tall.			
The area is neat and clean and there are no tripping hazards.			
All outdoor lights have covers.			
The overall dimensions of the court are 84 feet long by 50 feet wide.			
The foul line is 15 feet from the line to the front of the backboard.			
The key: This is 12 feet wide and the back board should extend 4 feet from the			

baseline into the key. It also has a 6 foot arc extending from the foul line away from the basket to complete the key.			
3 Point line from the center of the rim outward the 3 point arc is 19 feet 9 inches.			
The backboard and the rim: From the ground to the top of the rim is 10 feet. Backboards are 6 feet wide by 42 inches tall. All rims are 18 inches in diameter. The inner square on the back board is 24 inches wide by 18 inches tall.			
The area is neat and clean and there are no tripping hazards.			
All outdoor lights have covers.			
The overall dimensions of the court are 84 feet long by 50 feet wide.			
The foul line is 15 feet from the line to the front of the backboard.			
The key: This is 12 feet wide and the back board should extend 4 feet from the baseline into the key. It also has a 6 foot arc extending from the foul line away from the basket to complete the key.			
3 Point line from the center of the rim outward the 3 point arc is 19 feet 9 inches.			
The backboard and the rim: From the ground to the top of the rim is 10 feet. Backboards are 6 feet wide by 42 inches tall. All rims are 18 inches in diameter. The inner			

square on the back board is 24 inches wide by 18 inches tall.			
The area is neat and clean and there are no tripping hazards.			
All outdoor lights have covers.			
All outdoor electrical outlets are capped and ground fault protected.			
All indoor lights have covers.			
Extension cords being used have not been in use for more than 90 days.			
There are no obvious leaks in ceilings.			
All outlets are grounded.			
The court is in good condition with no cracks in the cement or plants coming through the surface.			
A break-away rim is used.			
The nets are in good condition.			
There is not a drop off or tripping hazard outside the court for at least 6 feet.			
Backboards that are mounted within 3 feet of the pole should include padding.			

Moisiechik, M., Alshanbri, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks and Recreation. (Accreditation Project). University of Arkansas, Fayetteville, AR.  
 Peterson, J., Tharrett, S. (1997). Health/Fitness Facility Standards and Guidelines: American College of Sports Medicine. Champaign, IL: Human Kinetics

<b>Exercise Room</b>			
There is a clock available.			
There is a target heart rate or perceived exertion chart on the wall.			
There should be a minimum ceiling height of 10 feet.			
Lights should be working and covered.			
On switch should be just to the right or left of the door or automatic upon entering.			
There are mirrors on at least two of its four walls.			
Mirrors should extend from 6" off the floor to the ceiling.			
Mirrors should be in good condition with no cracks, breaks or chips.			
Floor should be in wood or rubber surfacing that is easy to clean.			
Floor should be in good condition with no silvering, holes, or chipping.			
Walls should be sound insulated so the sound does not affect other areas.			
There should be a sound system in the room with a wireless microphone for the instructor.			
Exercise equipment including weights, steps, and mats that are provided are stored so that they are available for class but not in the way of classes not using them.			
There are no tripping hazards.			
Nothing attached to the wall will fall with loud sounds or being hit.			

Moisiechik, M., Alshanbri, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks and Recreation. (Accreditation Project). University of Arkansas, Fayetteville,

<b>Indoor Track</b>			
Clock with a sweep second hand should be provided.			
There should be guidance for the direction of travel and it should change daily.			
Signage should include rules for use.			
Signage provides information about the number of laps to a mile. It should be less than 18 laps to a mile.			
Track should have a durable, resilient, cushioned covering.			
Covering should be in good condition.			
The track should be a least 6' wide.			
Lane lines should be clearly drawn.			
Track should have covered lights.			
A warm-up area should be provided.			
If track is above and open to gymnasium, there should be walls at least 4' high.			
Wall should be in good condition.			
There should be an accessible route to the track.			
The wall should be in good condition.			
There should be nothing hanging from the ceiling within 8'.			
Track should be clean with no storage in the track area.			

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 Peterson, J., Tharrett, S. (1997). Health/Fitness Facility Standards and Guidelines: American College of Sports Medicine. Champaign, IL: Human Kinetics

<b>Fitness facility</b>			
Facility should provide a clock.			
Facility should provide a target heart rate or perceived exertion chart.			
Signage should identify for the user the warning signs and symptoms related to exercise (nausea, dizziness, a pain in the chest.)			
Cardiovascular area should have antistatic carpet treated with antifungal and antibacterial agents.			
Resistance training area should have antistatic carpet or rubber based resilient floor.			
Stretching area should have nonabsorbent mats or antistatic carpet treated with antifungal and antibacterial agents.			
There should be no tripping hazards throughout the fitness area.			
There should be a variety of types of equipment for cardiovascular area, including treadmills, mechanical stair climbing, stationary bikes, rowing machines etc.			
Cardio area should provide access to entertainment related media like televisions or magazines while patrons are exercising.			
There should be at least one circuit of progressive resistance training equipment other than free weights that includes either a machine or a workout stations for each of the following muscle groups:			

glutes, quadriceps, hamstrings, calves, chest, upper back, lower back, shoulders, triceps, biceps, and abdomen.			
There should be a sound system that allows for equal sound distribution to all areas.			
There should be good lighting			
All lights should be covered.			
There should be a method to clean equipment after each use.			
There should be signage that explains what muscles are used and how to adjust the machine.			
There should be water fountains available.			
There should be no tears in vinyl on machines.			
All machines should be checked regularly for cables that are shredding or tears or weak spots in belts.			
Ceiling is in good condition with no signs of leaks.			
There are no sharp edges or pinch points in any machine.			
All electrical outlets are properly grounded.			
Any electrical outlet within 6' of water has ground fault protection.			
Floor surfaces should be slip resistant			
There should be a telephone available with emergency numbers.			
There should be a stocked first aid kit available.			
There should be an AED available and marked.			
There should be a backboard			

available.			
There should be fire extinguishers available and marked.			
Fire extinguishers should be inspected within the last year.			
There are no extension cords in use that have been there more than 90 days.			
There are no outlet extenders in use.			

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## Kitchen

The area is neat, clean and fresh smelling.			
Extension cords being have not been in use for more than 90 days.			
There are no outlet extenders in use.			
All indoor lights have a cover.			
There are no obvious leaks in ceilings.			
All outlets are grounded to a secure wire.			
Outlets within 6 feet of water are ground fault protected.			
There is a hand washing sink with soap.			
Hands are washed properly, frequently and at appropriate times.			
The area is neat, clean and fresh smelling.			
Extension cords being have not been in use for more than 90 days.			
There are no outlet extenders in use.			
All indoor lights have a cover.			
There are no obvious leaks in ceilings.			
All outlets are grounded to a secure wire.			
Outlets within 6 feet of water are ground fault protected.			
There a sink with soap.			
Hands are washed properly, frequently and at appropriate times.			
Toddler slides are no higher than 6.5'. All other slides are no higher than 10'.			
An unobstructed area of at least 4' plus the height of the			

slide is provided beyond the exit.			
There is a method to channel the child into a sitting position at the top of the slide.			
Sinks are unobstructed, operational, and clean.			
A handwashing reminder sign is posted.			
All food utensils and surfaces are clean.			
Procedures to prevent cross contamination are posted.			
Thermometers are available.			
Food is stored 6 inches above the floor.			
Refrigerators and freezers are neat and clean.			
All food is wrapped, labeled, and dated.			
There is no outdated food in refrigerators or cupboards.			
Air temperature of each refrigerator is below 40 degrees.			
Air temperature of each freezer is 0 degrees.			
Dry storage area maintains a temperature not exceeding 77 degrees.			
All food and paper devices are stored 6-8 inches off of the floor.			
All food is labeled with name and receipt date.			
Open bags of food are stored in airtight containers with labels.			
There are no bulging or leaking canned goods.			
Refrigerators and freezers are neat and clean.			
Chemicals are clearly labeled			

and stored away from food supplies.			
No chemicals are stored above food.			
There is a posted cleaning schedule for food surfaces.			
Food is stored in original, or food grade container.			
There is a 3 compartment sink.			
The dishwasher is working.			
Sink and dishwasher water is clean and free of grease particles.			
Wiping cloths are stored in sanitizing solution when not in use.			
Work surfaces and utensils are clean.			
Thermometers are clean and available.			
Can opener is clean.			
Drawers and racks are clean.			
Food slicer is clean.			
Boxes, containers, and recyclables are removed from the site.			
Loading dock and dumpster areas are clean and odor-free.			
Exhaust hood has a sticker indicating it has been cleaned in the last 3 months.			
Garbage cans are kept clean and covered.			
The dumpsters are clean.			
Garbage cans are not full.			
Outside doors have screens, are well-sealed, and are equipped with a self-closing device.			
There is no evidence of pests being present.			
Filters/baffles are in place and in good condition.			

Fire suppression system is provided, inspected, and tested.			
There are no flammables around the cooking area.			
Automatic fuel shut off and power shut off is provided.			
The hood ventilation system is maintained, inspected and tagged.			
Food removed from original package must be labeled, dated and stored in a covered container.			
Food is stored away from washing and garbage areas.			
Perishable food such as meat and poultry are wrapped securely to maintain quality and prevent juices from getting onto other food.			
Dry storage is kept clean and litter-free.			
Fruits are stored in a separate section of the refrigerator from the vegetables.			
Hot water is available.			
There are splash guards in back of sinks and stoves that are easy to clean.			
There is a restroom facility available.			
All surfaces are easy to clean.			
There is a floor drain available.			

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<b>Janitor Closet</b>			
The closet is centrally located on each floor.			
The closet is near toilet facilities and can be directly accessed from the corridor.			
Equipment and supplies accommodate the area around it so that no outside materials are needed.			
A 24-inch square mop basin (a sink in the floor) is in the closet.			
A wall mounted mop rack is in the closet.			
Closet should include 3 feet, 10 inch-wide wall shelving.			
Floor area should be a minimum 18 square feet.			
The area is neat, clean and free of tripping hazards.			
All outdoor lights have a cover.			
All indoor lights have a cover.			
The closet is centrally located on each floor.			
The closet is near toilet facilities and can be directly accessed from the corridor.			
Equipment and supplies accommodate the area around it so that no outside materials are needed.			
A 24-inch square mop basin (a sink in the floor) is in the closet.			
A wall mounted mop rack is in the closet.			

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## Meeting Room

The area is neat and clean.			
All outdoor electrical outlets are grounded and capped.			
Extension cords being should not be used for more than 90 days			
All outdoor lights have a cover.			
All indoor lights have a cover.			
There are no leaks in ceilings			
All outlets are grounded.			
There are no tripping hazards.			
All items on wall are secure and there is no danger of falling items.			
All furniture is in good condition with no breaks, slivering, broken parts or sharp points.			
If open to the public, there is no expensive equipment that can be easily carried out.			
The area is neat and clean.			
All outdoor electrical outlets are grounded and capped.			
Extension cords being used have not been in use for more than 90 days.			
All outdoor lights have a cover.			
All indoor lights have a cover.			
There are no obvious leaks in ceilings.			
All outlets are grounded.			
There are no tripping hazards.			
All items on wall are secure			
All furniture is in good condition with no breaks, slivering, broken parts or sharp points.			
If open to the public, there is			

no expensive equipment that can be easily carried out.			
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## Offices

All lights have covers.			
The ceiling is in good condition and does not appear to have leaks			
A turning space of 60" is provided where the route exceeds 30' in length.			
The furniture is in good condition and has no sharp points or splintering.			
The shelving is attached to the wall and does not tip over.			
There are no halogen lamps.			
There are no candles that appear to have been burned.			
The office is clean and organized.			
The door is at least 32" wide.			
The route to all areas is at least 36" wide to allow for passage of a wheel chair.			
Conference tables are at least 27" high.			
Carpeting is secured to the floor and has a pile of less than 1/2".			
Objects that protrude more than 4" and detectable by a blind person using a cane. The edge is fewer than 27" off the ground.			
Tactile signs are in braille.			
Extension cords are not used as permanent wire connections.			
Each power strip or surge protector is plugged directly into an outlet.			
Extension cords are not damaged and wires are kept neat and organized.			
Portable fan has a blade			

guard.			
There are no tripping hazards.			

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<b><u>Restrooms</u></b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>GENERAL</u></b>			
Restrooms should be separate for each sex and have proper signage			
Restrooms should be open and in good condition			
Each restroom shall be provided with hot and cold running water, or tepid running water.			
There are no leaks or water stains in the ceiling			
The lights are covered			
Hand soap or similar cleansing agents shall be provided			
Toilet paper receptacles are filled			
Restrooms should be sanitized and have a clean smell			
Mirrors should be in good condition with no cracks or broken glass			
Mirrors are mounted no higher than 40 inches above the finished floor			
All electrical outlets should be ground fault protected			
Trash cans should be available and not overflowing			
Trash cans should have lids			
<b><u>Urinals</u></b>			
Urinals are stall-type or wall-hung with a rim 17 inches above the floor			
A clear space of 20 inches by 48 inches is in front of the urinal			
Flush controls are hand operated or automatic and are			

not mounted more than 44 inches above the floor			
<b><u>ADA RESTROOM</u></b>			
At least one rest room (either one for each sex, or unisex) fully accessible			
There are signs at inaccessible restrooms that give directions to accessible ones			
There is signage that indicated the restroom is accessible. Mounting height of signage shall be 60 in (1525 mm) above the finish floor			
The doors to the stalls must be 32 inches wide			
There must be 60 in. turning radius to get to any amenities			
All doors are equipped with accessible handles (operable with a closed fist), 48 inches high or less			
All doors should be opened easily (less than 5lbs)			
<b>TOILET STALLS</b>			
Each stall is a separate compartment with a door and walls or partitions between fixtures sufficiently high to assure privacy.			
A standard toilet stall has a minimum depth of 56 inches as well as a wall mounted water closet			
There is a toilet dispenser in each stall			
Women's toilets have a trash dispenser in each stall			

Toilet tanks are not accessible to the public			
All toilets are in good working condition			
The latch on the stall door must latch properly and have no sharp edges			
<b>TOILET STALLS ADA</b>			
The doors to the stalls must be 32 inches wide			
The stall door operable with a closed fist inside and out			
There are grab bars on the side and along the back of the toilet			
Grab bars are sturdy			
Flush mechanism work with closed fist			
<b>LAVATORIES</b>			
30 inches by 48 inches shall be left open in front of the counter space			
The counter surface is no higher than 34 inches			
There is at least 29 inches from the floor to the bottom of the lavatory apron (excluding pipes)			
Pipes under the sinks are insulated if there is hot water flowing through them.			
Faucets are either level-operated, push type or electronic			

Moisiechik, M., Alshanbri, A. (2013). CAPRA Accreditation Assessment for Tulsa Parks

and Recreation. (Accreditation Project). University of Arkansas, Fayetteville, AR.

<b>Baseball Fields</b>			
<b>Standard</b>	<b>Met</b>	<b>Unmet</b>	<b>Comment(s)</b>
<b><u>BLEACHERS</u></b>			
Bleachers contain areas for wheelchairs.			
Bleachers are sturdy enough to remain steady when the full weight of an adult is placed on them.			
Patrons are protected sufficiently from direct line foul balls or errant throws.			
There is no storage of flammable materials underneath bleachers.			
<b><u>GENERAL</u></b>			
If in-ground removable bases are in use, stakes are not a tripping hazard.			
Fields have sufficient number of lighting towers; fields with radius less than 250' have at least four towers, fields larger than 250' have at least six.			
All lighting towers have covers over bulbs.			
Infield, whether dirt or grass, is a smooth surface: i.e. there are not a large amount of rocks or holes.			
Outfield playing surface is free of holes.			
There are no sharp edges on fencing.			
Metals show no signs of rust.			
Proper base and mound dimensions are used: fields for ages 12 & under have 60' bases and a 46' fee mound distance from home plate, fields for ages 13 & up have 90' bases and the mound is			

60' 6" away from home plate.			
Electrical outlets for pitching machines are properly grounded.			
Sideline drainage area is at least 5 yards from field of play and slope to direct runoff to large drains.			
Concession area is centralized behind homeplate.			
Numerous non-portable restrooms are available proximal to fields.			
Twice the number of women's restrooms as men's.			
There is a baby changing station with accompanying waste disposal unit in all restrooms.			
Infield is level.			
Batter's box and area around home plate is level with no irregularities.			
Home plate measures 17" x 8.5" x 12" and fits flush with the surrounding area.			
Warning track encircling the entire field that is at least 5% the distance between home plate and the deepest part of the field.			
<b>FENCING</b>			
Maintenance vehicle access to fields has surface material installed to limit wear and irregular surfaces.			
Utility lines are positioned so they do not interfere with players or spectators.			
Storm drains are located at least five yards from the field of play.			
Irrigation heads, if used, should be recessed.			

Breaker boxes and control panels are not proximal to playing field or spectator areas. They are in remote, secure locations and all breakers work correctly with proper labeling.			
All fences are at least 4' high. If fence is shorter than 8' the top should be covered with a brightly colored vinyl protector.			
Fence is sturdy enough to withstand the weight of an adult.			
Fence is at least 30' from the foul line.			
Fence is at least 8' in areas between home plate and 1 <sup>st</sup> /3 <sup>rd</sup> base.			
Fence posts should be outside field of play.			
All attachments and prongs are on outside of field.			
Backstop uses a mesh the prevents climbing or insertion of body parts.			
Mesh is free of any barbs or penetrating parts.			
Distance between backstop and home plate is at least 25'.			
Height of backstop is at least 18' with a 4-6' overhang at the top with a 45 degree angle			

Sawyer, Thomas H. *Facility Design and Management*. Illinois: Sagamore Pub., 2005. Print.

Field Specifications. (n.d.). Retrieved February 8, 2016, from <http://www.littleleague.org/leagueofficers/fieldspecs.htm>

2016 USSSA Rules & Regulations Slowpitch Softball. (n.d.). Retrieved February 9, 2016, from <http://web.ussa.com/ussa/ussa-general/2016SPRulebook.pdf>