The purpose of this exam is two-fold:
   A. To determine what you have learned, individually.
   B. To anchor what you have learned in practice so far this term.

[5] 1. What are the primary elements that need to be evident in a meaningful and complete mission statement.

   A mission statement is the “engine, or blueprint” of the agency. It defines what the agency is about, who it serves (its intended audience), and what the purpose of the agency is. The mission statement clearly identifies the agency to the extent that the reader can determine the above aspects within 1-2 sentences.

   The mission statement defines need/value (what); through the type of programs offered (how); and for what intended audience (who). A meaningful mission statement uses these primary elements in a clear and concise manner to guide the direction and management of the program into the future. It provides the essential consistency for the agency.

   Included with a mission statement are: Objectives; Significance; and, Vision statements.

[5] 2. In determining how to select staff for an agency, explain what legal considerations must be met in your hiring criteria & in your selection process:

   Once staffing needs have been identified based on the mission and goals of the agency, a clearly written job description is written identifying skills, qualification, and experience along with how many staff are needed for that position. The hiring process must include Equal Opportunity hiring practices that are non-discriminatory based on age, gender, ability (unless clearly identified), race, religion, or ethnic background. Interviewing must include appropriate questions that are non-discriminatory, yet must also determine criminal background.

   Staffing must also be based upon industry standards (e.g. safety ratios; certifications; skills, etc.), and budgetary projections.

[10] 3. Identify and describe 5 things a manager can do to maintain a high morale among staff.

   To foster high, positive, morale among staff, a manager can apply several approaches. Among them: Be inclusive. Involve staff in evaluation and feedback. Invite input for projections and share the results. Provide responsibility and input for budgetary decisions and planning. Be fair, honest, and consistent. Conduct 2-way performance evaluations - staff to supervisor & supervisor to staff. Work with staff to determine appropriate incentives for staff development and advancement - while staying within agency policies and purpose. Provide appropriate benefits whether they are financial, social, or otherwise. Include staff in setting and implementing agency policies. Foster interaction between departments. Visit programs - observe staff in action; participate in occasional programs; show your knowledge and skill in your craft.

[2] 4. What is the advantage of designing a program based budget that projects a monthly breakdown of revenues and expenses? Contrast the line-item budget with a program budget type.

   A program-based budget indicates expenses and revenues per specific program. Advantages of this approach is to allow program directors responsibility for their own programs. This approach allows more accurate management within each department/program area. It also tends to foster greater ownership of planning and budgeting by program coordinators. This can also be detrimental in that program coordinators can become provincial if the director does not monitor communication closely.

   A line-item budget places general categories under one “line” or “item” such as equipment. This approach places programmatic funds into a general budget. Advantages of this approach is to allow
decision making across departments for distribution of funds. By having monthly breakdowns, the budget can be tracked frequently. Also, trends in expenses and revenue generation can be more accurately determined (e.g. seasonal fluctuations).

[3] 5. In designing programs, what primary considerations must be taken into account relative to a management scheme?

Is the program within the following parameters of the agency?
Mission - Is it within the mission, purpose, and objectives of the agency?
Staffing - Is there adequately trained and numbers of staff available for the program?
Budget - Does the budget allow for proper program planning and implementation?
Equipment & Facilities - Is there adequate means to deliver the program? What’s the impact on existing programs?
Risk Management - Are R.M. policies accounted for to properly implement the program?
Evaluation - How will the program be evaluated? What will determine whether it is successful or not?
Industry Standard - Is the program being delivered within industry standards (staffing ratios; equipment type; certifications: sponsorship such as American Canoe Assoc.)

[3] 6. List the categories of sources that provide funding for recreation programs.

<table>
<thead>
<tr>
<th>Hard Funds (Recurring)</th>
<th>Soft Funds (Non-recurring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
<td>Grants</td>
</tr>
<tr>
<td>User Fees</td>
<td>User fees</td>
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<tr>
<td>Sales</td>
<td>Donations</td>
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<tr>
<td>Gov’t Funds (Bonds)</td>
<td>Sales</td>
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Mission of agency
Industry Standards
Staffing abilities (skills, qualifications, numbers, experience)
Written policies
Who is the Risk Management team?
What are health & safety concerns?
Evaluation - How is risk tracked and monitored (health forms, RAMS forms, Incident reports)
Budget - How does the budget allow for safety & work site health equipment and proper monitoring of risk prevention practices?
Legal & Insurance support - what reporting and communication is necessary to be inclusive of the legal team and insurance provider?

[5] 8. How do you ensure quality control of your programs as a recreation manager?

Evaluate:
Outcomes of each event (Student performance and success)
Programmatic success - based on mission, industry, financial success, student outcomes, staff feedback.

Staffing implications: Ability, access, scheduling.
Agency direction - Is it within the goals of the agency?
Approach evaluation as a pre-event (pre-season, event, etc.); during the season, event, program, etc.; and post event/season, etc.
Conduct quality control from a qualitative (summative) and quantitative (formative) perspective.
Maintain paperwork (lessons, feedback, debriefs, etc.) to allow for reflection and continuity over time.


Ensure that you are current with Industry Standards.
Conduct routine staff performance appraisals to ensure that they are current in skills, methods, and theory. Review programs to ensure they are within agency mission. Keep accurate and current records on incidents, health forms, equipment logs, and communicate those with staff. Keep the entire Risk Management team current in practices, problems, and changes regarding risks in the agency. Confer regularly with appropriate personnel to ensure proper health practices are being followed. Conduct routine evaluations of programs, staff, facilities, and equipment.

[10] 10. Outline the categories of a management plan. List them in sequence of order and provide rationale why.

Follow the syllabus format. You can change this with accompanying rationale. The Planning Process as described in Mull, et al (ch 8) are acceptable. However, they need to be explained in context of Mission, staffing, industry standards, and budget.

[4] 11. Identify two of the Federally legislated acts (as discussed in Miller, L. (1997)) that influence recreation agencies and discuss the ramifications of those acts.

Refer to Miller text.


There are several:
Planning a budget with excessive dependence on soft funds.
Not including carry-over budget to allow for unexpected shortfalls and expenses.
Omitting planning for long range events such as roof repair or large equipment replacement.
Projecting future budgets on existing budget (staying static vs. using history appropriately). Not accounting for inflationary costs.
Inappropriate evaluation which negatively influences budget projections.
Inadequate time to plan and evaluate the budget.