

# WORLD PARKS ACADEMY PARK MANAGEMENT COMPETENCIES

1.0 Asset Management		
1.1	Accessibility Management	Comprehend and comply with accessibility regulations, policies and best practices, including transition plans and accommodations.
1.2	Inventory and Condition Assessment	Develop and maintain an accurate inventory, tracking system, and condition "snapshot" of assets in the agency.
1.3	Lifecycle Management	Knowledge, skills, and abilities to manage for the total cost of ownership over the lifecycle of a facility or park, including cyclic, preventative, repair, and rehabilitative maintenance.
1.4	Planning and Procedures	Assets are operated efficiently, reliably, and safely in a manner consistent with rules, regulations, and standards.
1.5	Property and Structure Ownership Management	Managing and planning for property, buildings, and lands, including projecting the need to acquire, dispose, and build facilities. Examples include but are not limited to parks, open spaces, trails, sports and aquatics facilities, stadia, etc.
1.6	Green Infrastructure	The strategic planning and installment of natural areas into urban design to manage the impacts of storm water runoff, adapt to a changing climate, reduce urban heat island effect, and improve air quality, among other ecosystem services that benefit human health and the environment.
2.0 Landscape and Amenity Horticulture		
2.1	Community Gardens and Farms	Develop and manage community gardens/farms within an urban context for the purposes of involving people in developing skills, health improvement, and expanding environmental awareness; and manage farmed parkland for cultural, recreational, environmental and commercial outcomes.

2.2	Historic/Heritage Landscape Management	Management of historic landscapes including parks and gardens of heritage and cultural value. Understanding of techniques such as conservation, restoration, re-creation, and creative conservation.
2.3	Horticulture, Arboriculture and Forestry Management	Understand best practice and technique for the establishment and maintenance of amenity trees, gardens, and turf for public enjoyment or botanical purposes; and of forestry plantations for commercial and/or recreational use.
2.4	Agency and Landscape Planning	Planning and design of outdoor public spaces and structures to achieve environmental, social-behavioral, or aesthetic outcomes.
2.5	Open Space Planning	Recognize the value and understand the planning and provision of publicly owned land to support a broad spectrum of interactions and activities between peoples and the natural environment.
2.6	Place Making	Understand place making theory and methods to capitalize on a community's assets in the planning and design of public spaces.

<b>3.0</b>	<b>Operations and Maintenance</b>	
3.1	Emergency Preparedness	Capacity to prepare and react to emergencies including natural disasters, terrorism, vandalism, operating failures, and accidents in order to protect people, the facility, and the environment.
3.2	Facility Management Software	Use software systems to manage an agency's parks and facilities.
3.3	Health, Safety, Security, and Environmental Factors	Ability to protect the health and safety of people, patrons, employees, and citizens in park facility operations through effective risk management, safety training, safety programs, and meeting required health standards.
3.4	Service Scheduling, Performance, and Training	Ability to establish operations and maintenance work practices that influence deliverable services and meet standards that are effective and efficient.

<b>4.0</b>	<b>Project Management</b>	
4.1	Capital Improvement Planning	Foundational understanding of capital improvement program financing, preliminary site planning, organization, and public involvement programs.

4.2	Contract Management	Develop, manage, and administer contracts with customers, vendors, partners, employees, and contractors for park service delivery including planning, capital works, construction, and maintenance including negotiating terms and conditions and ensuring contract compliance.
4.3	Programming and Design	Define user needs and develop a statement of design requirements to transform space into improvements via a formal or informal design process.
4.4	Project Management	Ability to manage projects with varying scope, complexity, duration, and financial risks, including forecasting future facility needs, renovations, new construction, and demolitions.

<b>5.0</b>	<b>Resource Management</b>	
5.1	Cultural/Historic Resource Management	Recognize, plan, and manage for historically important cultural resources in park facilities, assets, and park features.
5.2	Environmental Leadership	Ability to introduce and integrate sustainable practices into operations and maintenance, planning, design, construction, and rehabilitation.
5.3	Foundations of Conservation and Parks	Understanding the basic concepts of conservation ethics, practices, and enabling legislations that protect natural and cultural resources.
5.4	Natural Resource Management	Recognize, plan, manage, and comply with best management practices for natural resources in parks.
5.5	Sustainability	Use proven sustainable practices for conserving energy and other resources through park and facility management.

<b>6.0</b>	<b>Business Acumen</b>	
6.1	Assessment and Innovation	Measure the performance of the facility service process in order to make continuous improvements in benchmarking and innovation.
6.2	Budget and Finance	Use budget and financial principles to successfully manage park facilities and associated functions. Understand business trends and make decisions related to budget allocations and reductions.

6.3	Concessions Management	Ability to oversee diverse contracts and implement regulations while working with a wide variety of stakeholders that include visitors, planners, and contractors, as well as current, potential, and new concessioners.
6.4	Human Resource Management	Perform critical tasks, such as hiring, firing, scheduling, and providing development and growth opportunities for personnel.
6.5	Marketing	Ability to create and implement a comprehensive client-centered promotion program and identify market segments and target audiences. Effectively utilizes communication techniques to reach broader audiences such as social media and other appropriate communication techniques.
6.6	Park Facility Management Function	Organize the park facility management mission including setting strategic short- and long-term goals for improvement with staff collaboration.
6.7	Technology	Assess and predict future requirements that support the park facility management overall information technology strategy; acquire, implement, and maintain systems; and deploy technologies as required.
6.8	Research and Evaluation	Understand quality research design, analysis, and reporting methods for effective policy decision making and the evaluation of existing programs.

<b>7.0</b>	<b>Supervision – First Line Leadership</b>	
7.1	Effective Communication	Demonstrate tact, discretion, respect, helpfulness, integrity, openness, and courtesy toward the ideas and cultures of others; practice active listening and effective and sensitive written and oral communication; and promote an atmosphere of confidence and trust.
7.2	Monitoring and Improving Productivity	Develop others' ability to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods.
7.3	Quality of Service	Ability to meet organizational goals and customer expectations.
7.4	Recruiting Strategies	Assess current and future staffing needs based on organizational goals and budget realities; use core competencies, organization fit and compatibility, and merit principles to ensure that staff is appropriately selected, developed, utilized, appraised, and rewarded, and takes corrective action.

7.5	Team Building	Inspire, motivate, and guide others toward goal accomplishments; consistently develop and sustain cooperative working relationships as a team member and develop highly effective teams.
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<b>8.0</b>	<b>Interpretation and Education</b>	
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8.1	Education Program Management	Manage active programs and accommodate diverse learning styles, abilities, cultures, and experiences to create public appreciation of parks and resources.
8.2	Interpretive Program Management	Manage to inform park interpretation theme and priorities, evaluate interpretive effectiveness, and engage citizens in discussions of park significance.
8.3	Media Resource Management	Assess interpretive and educational elements of media for effective planning of revision and development of media in parks.

<b>9.0</b>	<b>Public Health Foundations</b>	
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9.1	Collaboration	Demonstrate cooperation with other agencies/organizations in addressing pressing public health needs of a community or population.
9.2	Policy and Program Planning	Use fiscal analysis for program planning, including developing program budgets, performance evaluation, and implementation as applied to promote public health for all populations.
9.3	Public Assessment	Manage public health programs and partnerships; assess relationships among public-health-related groups for healthy parks and healthy people; identify, understand, and create access for target audiences.
9.4	Public Health Orientation	Understand population-based health problems and how parks, recreation, and public lands promote the welfare of individuals and communities.

<b>10.0</b>	<b>Leadership</b>	
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10.1	Stakeholders	Collaborate, share, and partner human, financial, and information resources strategically with other organizations for common goals by building coalitions, partnerships, and agreement among stakeholders.
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10.2	Fiscal Entrepreneurship	Develop, understand, and effectively implement new financial and programmatic activities, and utilize systems for increasing community support for parks, facilities, and public lands in efforts to increase overall value to the agency/organization.
10.3	Leading Change	Bring about strategic change to meet organizational goals in a continuously changing environment, reflective of the interconnected, complex systems that frame parks, facilities, and public lands.
10.4	Leading People	Foster development of others; facilitate collaboration among individual and group stakeholders, agencies, and organizations; and support constructive resolution of conflicts.

<b>11.0</b>	<b>Recreation</b>	
11.1	Foundations of Recreation and Leisure	Understand the concepts associated with individuals as consumers and of societal agencies as providers of leisure services.
11.2	Maintain Information Systems	Responsible for collecting, inputting, and reporting program data that can be used in programmatic decisions and marketing efforts.
11.3	Program Planning	Provide direct creation/supervision of recreation programming, identify necessary resources, identify client needs, engage the public in decision-making processes, plan and deliver recreation services, and evaluate program goals and objectives to aid in decision-making.
11.4	Scheduling	Create and maintain comprehensive program plans that can include facility rentals, sports leagues, specialty programming, and other regular activities.
11.5	Volunteerism	Recruit, hire, train, and manage volunteers to support programmatic operations and services.
11.6	Recreation, Sport, and Tourism Service Provision	Collaborate with community organizations, and/or provide sports, tourism, and events programming to include supervision, service delivery, and management of programs that conform to organization standards.