



**Research, Education,  
and Development  
for Health, Recreation,  
and Land Agencies**



**Educational Sessions Presented by**

***Teresa L. Penbrooke, PhD, MAOM, CPRE***

# *Topics for Educational Engagements*



**Hello!**

Here are my qualifications and a variety of topic outlines for your consideration.

I am a long-time parks and recreation management professional, with a PhD in Parks, Recreation, and Tourism Management from North Carolina State University. I have a Masters Degree in Organizational Management, CPRE certification, and an established history of providing quality educational sessions for universities and national, state, and other associations. I still also work part-time in leading GreenPlay, our national parks and recreation consulting firm (which I founded in 1999), and in recent years, my focus has shifted more to education and research. In early 2009, I helped co-found a non-profit called GP RED, which is now a stand-alone national research and education organization that works to fill the gaps between practitioners, associations, universities and related disciplines. We also provide curriculum, teaching, and related educational offerings such as webinars, online materials, and publications.

I am capable of speaking, creating curriculum, and teaching many different topics and formats, and would be happy to confer with you to create keynote addresses, seminars, workshops, or webinars that may be most beneficial for you. As for compensation, we can outline an agreement for your needs specifically. **I typically receive an honorarium and covered expenses.** I am happy to create an agreement that works for you.

Attached are some of my successful topic summaries, a brief resume, references, and sample educational sessions. I can do something similar to these, or other topics to be defined. I'll look forward to talking with you as you move forward!

Sincerely,



Teresa L. Penbrooke, PhD, MAOM, CPRE  
Faculty and Researcher, GP RED  
CEO and Founder, GreenPlay, LLC  
Affiliate Faculty- MSU - Denver  
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**NC STATE UNIVERSITY**

**Teresa Penbrooke, PhD, MAOM, CPRE**, has been teaching at various state, regional and national associations and conferences, seminars, universities, and agencies since 1993. Topics vary widely, depending on the need, but most all include providing strong information and education for creating more relevant and effective parks, recreation, open space, and related organizations. Typically, these sessions are 1 ¼ to 1 ½ hours in length but can be easily expanded to full day or multi-day seminars. **Keynotes available.**

**Sample Topics – Tailored to Your Intended Audience**  
(see list of past presentations for other topics available)

## ***Innovations in Planning Practices***

Now, more than ever, organizations need have systematic plans in place to move forward. This session will give an overview of the different types of plans you can complete to manage your Quality of Life services and amenities, what they contain, when to do which type, and how to get them done well with the least amount of resource investment. You'll learn why there is no one single "Master Plan" template for agencies, and how to determine what all you need done. We will cover Master and Strategic Plans, Feasibility Studies, Needs Assessments, Business and Revenue Plans, and Project-Specific Plans.

## ***Financial Sustainability - Resource Allocation and Cost Recovery***

What should your agency be looking for as priorities? Why are your programs and facilities priced or subsidized the way they are? Tackle the issue of cost recovery and resource allocation head-on, gain the confidence of policy makers in your next budget hearing, and be able to explain your cost recovery philosophy to all staff and customers. Tools such as the **Services Assessment** and **Pyramid Model** help identify and validate your mission, and will allow you to show that you use existing funds responsibly. Build a philosophy that helps you look beyond just costs, to the value you provide.

## ***New Methods for Measuring and Articulating Levels of Service***

The traditional and historical capacity standards for calculating Level of Service (LOS) for parks and facilities are obsolete as agencies around the U.S. respond to their own specific needs and citizens. Learn about using Component-Based Methodologies (CBM) that are GIS and values-based, giving better results, more useful information, and better quality comparative data for Quality of Life services and facilities for your community. Examples from other communities and implementation strategies will be highlighted.

## ***Healthy Communities: Reducing Obesity One Community at a Time***

Preventive health is front and center. Communities can learn how to demonstrate that their public parks and recreation are a catalyst in creating healthy communities, through increasing physical activity and reducing obesity. This session provides an overview of the health factors and strategies that can be used for systematic analysis and assessment, policy creation, financial analysis, and management processes to create and validate a method for building healthy communities, repositioning parks and recreation, and gaining credibility as a public health provider.



## Keys to Relevance - Positioning and Economic Drivers

Do your decision makers and the public consider parks and recreation essential? Do your budget hearings feel like a nightmare? Does it feel impossible to get new programs, staff or facilities? Communication is always an issue – but how do we overcome that? This session looks at tools and strategies to help with identification, articulation and communication of messages, resources, statistics, and economic impact findings to get the goals and benefits of these integral Quality of Life and green infrastructure services across. We'll cover helpful techniques like positive economic drivers, agenda restructuring, mission-based planning, the Acceleration Review process, the Pyramid Methodology, LOS Analysis, benefits-focus, state and national strategic planning efforts and more, and provide sample documents and resources to help you get your message heard at all levels. ***This session is sometimes used as a keynote.***

## Other Potential Topics

- Managing Access to Nature
- Park Prescriptions
- Modifying Preventive Health Factors through Public Parks and Recreation
- Building and Designing Recreational Facilities / New Center Topics
- Alternative Funding
- Leadership
- Succession Planning
- Sustainability – Financial, Organizational, and Environmental
- Community Engagement and Marketing
- Partnerships and Sponsorships
- Business Plans for Public Agencies
- Carrying Capacity / Active vs. Passive Land Use Issues
- Trends and New Ideas
- Translating Research to Practice
- Strategic Planning for Information Technology Management, Public Art, Maintenance, or many other key service and management areas
- *And more.... What do you need?*

A more detailed proposal outline can be created if requested. Teresa's educational sessions generally qualify for CEUs and credits.





## Introduction Form – Typical Intro

### **Teresa L. Penbrooke, PhD, MAOM, CPRE**

Dr. Teresa Penbrooke's career has included over 30 years of private and non-profit business management, teaching, and research, including years as a parks and recreation agency administrator and program coordinator for three different public agencies in Colorado. She is currently the Director of the Healthy Communities Research Group and Faculty for GP RED, a national non-profit that provides Research, Education, and Development for health, recreation, and land management agencies. Teresa is also the CEO and Founder of GreenPlay, LLC, a leading national private parks, recreation, tourism, and open space consulting firm, which has completed community engagement and planning for over 500 communities since 1999. Teresa is a Curriculum Consultant and Affiliate Faculty at Metropolitan State University – Denver, Department of Health Professions / Recreation Professions. She has a BS in Kinesiology, a Masters in Organizational Management, and her PhD is in Parks, Recreation, and Tourism Management.

Teresa now authors books and articles, teaches for state and national associations and universities, and consults on promoting access to nature, modifying preventive health, operations, management, master planning, and community engagement. She loves combining her natural intellectual curiosity, love of the outdoors and healthy lifestyles, entrepreneurial spirit, and public sector heart to help communities thrive. More information can be found at [www.greenplayllc.com](http://www.greenplayllc.com) or [www.gpred.org](http://www.gpred.org).

## Contact Information

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### **Selected Career Highlights and Experience**

- Co-Founder, Faculty, and Board Member for GP RED, 2008 to current
- Founder and CEO of GreenPlay, LLC, 1999 to current, with focus on:
  - Proactive Management of Public **Quality of Life** Agencies
  - Leadership and Consensual Vision
  - Strategic and Master Planning
  - Partnership Development and Policy
  - Public Process and Board Relations
  - Marketing and Communications
  - Needs Assessment and Level of Service Analysis
  - Recreation Programming, Administration and Revenue Enhancement
  - Financial Sustainability and Alternative Funding
  - Creation of Healthy Communities
- Six years of public recreation administration, featuring increasingly responsible positions with the City of Boulder, City of Broomfield, and North Jeffco Park and Recreation District in Colorado, and part-time positions with other agencies.
- More than 25 years of private business management experience in the fields of consulting, sales, restaurants, legal, fitness, and health clinic operations.
- Leadership of professional and private club outdoor recreation group experiences, including promotion of hard and soft skills acquisition and teambuilding.

### **Education**

- PhD, Parks, Recreation and Tourism Management, NC State University, 2014 - 2017
- Certified Parks and Recreation Executive (CPRE) 2012 to present; CPRP - 2005 to 2012, CLT - 1995 – 2005; National Recreation and Park Association
- Master of Arts - Organizational Management, University of Phoenix, Denver, 1998
- Bachelor of Science, *Magna Cum Laude*, Kinesiology, emphasis in Athletic Administration, Nutrition, Physiology, and Exercise, University of Colorado, 1993
- NRPA Revenue/Management School, Director's Track 2001, Pacific Revenue School, 2003, 2005-2008
- NRPA National Management/Leadership School for Parks and Recreation, 1996

### **Accomplishments/ Memberships**

- Visitor Chair – Council on Accreditation for Parks and Recreation Agencies (CAPRA) 2007 - current
- Visitor – Council on Accreditation for Parks, Recreation & Tourism (COAPRT), 2019 -
- NC State PRTM Teaching Circle of Excellence Award and Certificate - 2017
- Board of Regents – NRPA Reitz Pacific Revenue and Marketing School 2005 – 2009
- Top 100 Women-owned Business, Colorado Biz - 2003, 2005, 2006, 2008, 2013, 2016
- Received “Outstanding New Professional” and “President’s Award” from Colorado Parks and Recreation Association, 1997
- Professional Member of World Leisure Organization
- Professional Member of more than 10 State P&R Associations
- Professional Member of National Recreation and Parks Association
- Professional Member of American Planning Association
- Professional Member of Colorado Outdoor Recreation Resource Project
- Past Partner/Core Member with The Innovation Group

## Summary History of Educational Topics (alphabetical)

- “A Better Way to Determine Level of Service” - FRPA 2006, CPRA 2005
- “Alternative Funding – Filling the Gap between Needs and Resources” - NRPA National Congress 2002, 2004, 2005, NAYS 2003, NRPA Pacific Revenue & Management School 2005, FRPA 2005, MRPA 2006, InPRA 2010, CPRS 2010, WRPA 2010, SCRPA 2011
- “Alternative Funding and Partnerships - Dollars that Make Sense” – IPRA Webinar Series, 2017
- “Assessing Community Needs and Users” – NRPA Pacific Revenue School 2003, ORPA 2003, MRPA 2004, CPRA 2007, FRPA 2007, MRPA 2009
- “Balancing Tourism with Local Needs” – ICCTM, 2015
- “Business Planning for Public Quality of Life Agencies” – Pacific Revenue School 2006
- “Building a Benefits-Based Community – Stapleton Airport Redevelopment” NRPA National Congress 2001
- “Changing to Lead or Leading to Change” – WLO 2014
- “Creating Healthy Communities Through Level of Service Analysis”- CPRA 2007 & 2009, IPRA 2009
- “Creating Rural Play Spaces and Community Assets for Recreation” – NC Planning for Healthy Communities Conference, 2016
- “Community Engagement and Needs Assessment” – MRPA, 2003, FRPA 2010, WiPRA 2014
- “Connecting the Dots – Collaboration for the Future” – GP RED Think Tank 2016
- “Current Topics in Facility Design and Management” – FRPA 2013
- “Defining Your Mission” – IPRA 2009
- “Designing Communities and Public Parks to Improve Health”, 14th Annual Urban Design Conference, Raleigh, NC, 2017
- “Dimensions of Diversity” – MPRA 2010
- “Economic Impact of Parks and Recreation” – CORRP 2013
- “Enhancing Quality of Life – Alternative Funding for Parks and Recreation” – Alliance for Innovation – National Webcast, September 14, 2007
- “Engaging Youth: Finding out What They Want and Need” – ALR 2015, NRPA 2016
- “Financial Sustainability - Core Services Assessment and Cost Recovery” – IPRA 2010, WPRA 2010, SCRPA 2011, FRPA 2011, MPRA 2011, APRA 2012, OhPRA 2013, PROntario Canada 2013
- “Financial Sustainability” (Full-Day Workshops) – PRPS 2010, CPRS 2010, 2011
- “Finding Your Passion and Voice as a Change Agent” – Women’s LeadHERShip Conference (NCPRA) 2015
- “Getting it Done with the Pyramid Methodology” – FRPA 2007, Reitz Pacific Revenue School 2007, MRPA 2008, PRPS 2008, MPRA 2008, MPRA 2009
- “Funding - Current and Future Levers”, National Whitewater Courses and Parks Conference, 2007
- “Getting Them to Listen – Tools for Communication” – CPRA 2006, FRPA 2006, NRPA Congress 2006, FRPA 2007, KRPA 2007, MRPA 2007, TRPS 2009, NRPA 2011, NRPA 2013, ALR 2015, NCRPA 2016
- “Getting Your Community off the Couch” – NRPA Congress 2009, CPRA 2009

# Educational Engagement Topics

- “GRASP® -Level of Service Analysis – A Better Way,” ASLA 2004, ORPA 2004, TRPS 2005, NRPA National Congress 2005, Transforming Local Government Conference 2005, FRPA 2005
- “The Healthy Communities Surveillance and Management Toolkit” – InPRA 2010 & 2011, NRPA 2010 & 2011, URPA 2011, FRPA 2011, NRPA 2012, WLO Rimini, Italy 2012, ALR 2014, WLO 2014,
- “Identifying Real Resources to Prioritize Solutions” – Transforming Local Government Conference, Seattle, 2007
- “If I Ran the Zoo – Managing the Facility Design Process” - MRPA 2002
- “Incorporating Health into the Planning Process” - NC Planning for Healthy Communities Conference, 2016
- “Increasing Access to Parks and Greenspace by Increasing Awareness”, EDRA 2016
- “Increasing Awareness – Physical Identity and Who We Are” – NRPA 2015
- “Innovations in SCORP Creation and Usage” - SORP 2013
- “Innovative Parks Planning and Level of Service Analysis” – WPRA 2010, Webinar 2011, OhPRA 2013, CPRS 2013, WLO 2014
- “Keys to Relevance” – URPA 2010, WPRA 2012, PROntario 2013, NPRS 2013, CPRA 2013, IPRA 2014 Webinar, WiPRA 2014
- “Leaping Leadership Roadblocks” – MRPA 2008, Guest Lecturer, Univ. of Colo., Denver Landscape Architecture and Planning School, 2008
- “Lessons from Leisure Management Systems Around the World” – WLO 2014
- “Managing IT instead of It Managing You” – FRPA 2006
- “Master Planning for Small Communities” – CPRA Small Communities Training 2006, NRPA National Congress 2006, FRPA 2007, MRPA 2007
- “Mentoring – Gaining and Being” - LeadHERShip Conference, Wilmington, 2018
- “Measuring Quality of Life” – TRPS 2009, FRPA 2010
- “Nature Based Exposure Through Parks and Recreation” – Think Tank 2018, MSUD
- “Networking as a Lifestyle” – Women’s LeadHERShip Conference, 2017
- “New Techniques for Master Planning” – TRPS 2005, CPRA 2005
- “NRPA National Inventory – USA Football Partners for National Planning”, NRPA Congress 2007, FRPA 2007, TRPS 2008
- “Operation Recreation Response: Dealing with Disasters” – NRPA 2014
- “Outdoor Adventure Pursuits: Xtreme to Main Stream” – NRPA 2016
- “Painless Partnerships” - CPRA 1999
- “Parks and Recreation as a Solution for Public Health” – CPRA 2005, CORRP 2010, URPA Keynote 2010
- “Partnerships at Work – Policies for Successful Development” - NRPA Congress 2001
- “Planning and Management Institute” Curriculum Chair and Speaker – Reitz Revenue and Marketing Management School 2008
- “Planning for Parks and Recreation” – Full-day workshop, MPRA, 2016
- “Planning for Financial and Operational Success” – CPRA 2006, FRPA 2006, NRPA Congress 2006, 2007, TRaPS 2008, NYPRS 2008, MPRA 2008, PRPS 2008, InPRA 2010, MPRA 2010, WPRA 2010, SCRPA 2011, MtPRA 2011, WPRA 2012, WLO Rimini, Italy 2012
- “Planning for Non-Planners” – NRPA National Congress 2005
- “Planning for Open Space” – Colorado Open Space Alliance Conference 2005



# Educational Engagement Topics

- “Planning for Parks and Recreation Professionals” – Metro State College, Denver, CO, 2006, 2007, 2008, 2009
- “Planning for the Future” - NRPA Revenue School 2004, ORPA 2003, MRPA 2006, NRPA National Congress 2005, FRPA, 2005, TRPS 2005, KRPA 2006, NCSU 2016
- “Positioning Parks and Recreation as Public Health Providers” – ALR 2015, ALR 2017
- “Positioning Local Parks and Recreation as Preventive Public Health Environments” – NRPA 2017
- “Pricing and Cost Recovery – Building A Philosophy” - APRA 2002, NRPA National Congress 2003, 2004, Athletic Business 2003, 2005, MRPA 2004, 2006, Transforming Local Government Conference 2005, FRPA 2006
- “Pro-Active Planning for Success” – NRPS 2013, IPRA Webinar 2015, NRPA 2015, NCRPA 2016
- “The Pyramid Methodology - Allocating Resources and Cost Recovery” – NRPA Pacific Revenue School 2005, MRPA 2006, KRPA 2006, NCRPA 2016
- “Quality Asset Management = Quality Results” – NRPA Congress 2007
- “Reducing Obesity – One Community at a Time” – FRPA 2013, CPRA 2013, NRPA 2013, WLO 2014, PAPRN+ 2015
- “Research that Matters: Helping to Shape the Future of Parks and Recreation”, NRPA 2017
- “Resource Allocation and Core Services” – WLO 2014
- “Succession Planning” – FRPA 2011, ORPA 2011, SCPRA 2011, WPRA 2011, NRPA 2012, CPRS 2013
- “Sustainability for Parks and Recreation” – CORRP 2009
- “Strategies and Tools to Reposition Parks and Recreation” - OhPRA 2013
- “Surveillance and Management Toolkit Positions Parks and Recreation as a Public Health Provider”, Active Living Research Conference, 2014
- “Systematic Approaches to Balance Tourism and Public Health” – CMT Sweden 2017
- “Systematic Assessment of Health and Quality of Life Elements” - SORP 2013
- “Tensions in Non-Profit Management”- ARNOVA 2014
- “Thriving in the New Economy” - CPRS 2012, WiPRA 2014
- “Transportation and Preventive Public Health” – IPATH Barcelona 2017
- “Trends in Parks and Recreation” – MRPA 2008, NYRPS 2008, WRPA 2012, NRPA 2012, CPRS 2013, PROntario Canada 2013
- “Using Re-Creation to Reduce Stress in Highly Stressed Communities” – NRPA 2011
- “What’s Our LOS? Measuring More than Size” – PROntario, Canada 2012
- “Why Hire a Consultant?” - APRA Emerging Leaders Conference 2002
- “Work/Life Balance – Keeping it all in Check”, Women’s LeadHERship Conference, 2016
- “Youth Engagement” – IPRA Webinar 2015, NRPA 2015

## Relevant Publications

- **Nature, Outdoor Experiences, and Human Health**, (2019). Kathleen Wolf, Monika Derrien, Linda E. Kruger, and **Teresa Penbrooke**. *Igniting the Science of Outdoor Recreation*. USDA National Forest Service.
- **Assessing soundscape preferences and the impact of specific sounds on outdoor recreation activities using qualitative data analysis and immersive virtual environment technology**” (2018). Jing Li, Kaitlin Burroughs, Mirza Farzana Halim, **Teresa L. Penbrooke**, Erin Seekamp, & Jordan W. Smith. *Journal of Outdoor Recreation and Tourism*.
- **Penbrooke, T.L. (2017). Local parks and recreation agencies use of systems thinking to address preventive public health factors.** (Doctoral Dissertation). North Carolina State University, Raleigh, NC. Retrieved from: <http://www.gpred.org/resources/> under PhD Dissertations.
- O’Toole, P., Badalamenti, K., **Penbrooke, T.L.**, Dropinski, C., Chew, M., Layton, R., and Cares, C. (2017). ***Small Community Parks and Recreation Master Planning Guide***. Sagamore Publishing.
- **“Fun City - Dispelling misperceptions about playgrounds and green spaces in urban areas.”** With Robby Layton, *Athletic Business*, December 2014
- **“Planning, Design, and Management Stages for Parks, Recreation and Trails Projects”** - Brainerd Publications for State Associations, 2013; *Colorado Parks and Recreation Byline*, January 2014
- **“Engaging Non-Users”** - Brainerd Publications for State Associations, 2013
- **“Succession Planning – Leading to Change or Changing to Lead”** – Brainerd Publications for State Associations, 2012
- **“Landmark Study Provides Findings on National Survey of Park Agencies and Youth Football”**, *Parks and Recreation Magazine*, July 2009, pp. 48-52
- **“Analyzing Your Level of Service”**, *Parks and Recreation Magazine*, National Recreation and Parks Association, October 2007, pp. 18-19
- **“Replacing Conventional Level of Service (LOS) Analysis with the Composite-Values Approach”** – American Institute of Certified Planners – *Practicing Planner Magazine*, October 2007
- **“Trail Building and Usage – Cooperation and Training”** – *Colorado Parks and Recreation Association (CPRA) Byline*, January 1999
- **“Outdoor Recreation and Environmental Education for Public Agencies”** *CPRA Byline*, April 1998
- **“Use of Public Lands for Parks and Recreation Agencies,”** - USDA National Forest Service Statement Position Paper for CPRA, 1998
- **“The Effects of an Ephedrine/Caffeine Compound on Women with Two Distinct Body Types”**, American College of Sports Medicine, Rocky Mountain Graduate Research Honors Publication, December, 1993.