

Fiscal Efficacy, Effectiveness and Efficiency of Environmental Sustainable Practices in Parks and Recreation: A Case Study of the City of Knoxville

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Sustainability practices produce programs and services that meet current needs while preserving the environment and natural resources for the future. City parks and recreation departments are facing budget shortfalls and increasing expectations from customers. Governments are now embracing sustainability practices to create financial savings while also fostering relations with customers. The purpose of this single case study is to examine the efficacy, cost effectiveness, and efficiency of one city department's strategies to promote outsourcing environmental sustainable changes as well as capture the feelings of employees towards these changes at different levels of the organization. A convenience sample of 12-20 employees, stratified by employee class (upper management, middle-management, and line staff) will be drawn from the City of Knoxville, Tennessee's parks and recreation department. Qualitative data generated from semi-structured interviews will be coded and thematized to analyze the perceptions of the employees included in the sample about the agency's sustainability practices. Additionally, financial archival data from utility bills will be analyzed throughout the environmental sustainability implementation stage. The results of this data could be generalized to cities of similar sizes and help determine if the environmental sustainability approach is a beneficial financial action.