

**National Recreation and Park Association
Certified Park and Recreation Professional
Examination**

Candidate Handbook



**National Recreation and Park Association
National Certification Board
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INTRODUCTION

This examination is one of the principal requirements for certification as a "Certified Park and Recreation Professional" (CPRP). It is designed to assess the base knowledge of job-related tasks common to entry-level professionals. The examination is administered under the auspices of the National Recreation and Park Association (NRPA) National Certification Board (hereafter referred to as the NCB).

About the National Certification Board

The NCB consists of professionals representing all areas of the leisure services profession and various geographical regions of the country, who have volunteered their time and expertise to provide overall guidance to the Parks, Recreation, and Leisure Service Certification Program. Members of the NCB are appointed by NRPA for a specified term of office.

The certification plan approved and implemented in 1981 initiated the process of certification for leisure service personnel. This certification process is designed to:

- (1) Formally recognize individuals who fulfill the requirements of certification
- (2) Encourage professional growth and individual study, and
- (3) Provide a standard of knowledge desirable for leisure service professionals.

With the introduction of the written examination requirement in 1990, the certification plan fulfills its intended purpose.

The NCB is pleased to have you as a registrant for its upcoming examination and wishes you success in achieving the designation of Certified Park and Recreation Professional (CPRP).

Examination Development

A national job analysis was conducted in 1989 and again in 1999 and 2006, to identify the important core components of the leisure service profession. The NCB-appointed Job Analysis Advisory Committee conducted the study, which culminated in the test specifications that are included in this handbook. This test content outline serves as the blueprint for constructing the examination.

All examination items (questions) have been written and reviewed by content experts representing all areas of the leisure services profession and all geographical regions. These individuals provide the job-related perspective and expertise that underlies valid examinations. The examination is designed to be a comprehensive, job-related, and objective measure of an individual leisure service professional's knowledge in areas identified by the test content outline.

About the Testing Agency

NCB has the overall responsibility for the examination and has contracted with a professional testing agency to administer and provide guidance.

Applied Measurement Professionals, Inc. (AMP) is the professional testing agency contracted by NRPA and assists in the development of the computerized examination based on the test specifications developed by the NCB in consultation with the testing agency. The testing agency is responsible for the establishment of test centers, security, administration, scoring and analysis of the examinations and reporting scores to candidates who take the examination under the direction of the NCB.

SECTION I: ADMINISTRATIVE POLICIES AND RULES FOR EXAMINATION

Individuals seeking certification as a CPRP must apply for and meet the prescribed education and experience requirements through one of the State certification programs or the Direct National Certification (DNC) program. If ineligibility is determined, an applicant has the right to appeal the decision through a written request to the State PCB or DNC. This appeal must be submitted within ten (10) calendar days from receipt of notice of ineligibility.

Upon approval, an examination application will be sent to the candidate and the completed examination application and fee must be submitted to the appropriate PCB or DNC.

<u>Examination Fee</u>	\$195
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Ineligibility - Candidates who are determined to be ineligible for an examination will receive a refund of the examination fee.

You must schedule a test date by the date on the postcard or you will forfeit your payment.

No-shows/ Failing the examination - Candidates who fail to appear for an examination or fail the examination, are not entitled to a refund, nor will the fees be applied to the next exam administration. The Candidate will need to fill out a new application and reapply to sit for the exam.

Cancellations - candidate who cancels his/her examination after confirmation of eligibility is received forfeits the application and all fees paid to take the examination. The Candidate will need to fill out a new application and reapply to sit for the exam.

All eligible applications will be forwarded to NRPA with the exam fee and will be notified of eligibility by their State PCB or the DNC. AMP will send eligible candidates a card with a toll free number and website. Please call this number 1-888-519-9901 or access the website (www.goamp.com) to find a location or set up time and day for testing. *Under Candidates, click on Schedule and Exam, and then click on NRPA Certified Park and Recreation Exam.*

When you call to schedule an appointment for the examination, you will be notified of the time to report to the center. Please make a note of this because you will **NOT** receive an admission ticket. **UNSCHEDULED CANDIDATES (WALK-INS) WILL NOT BE ADMITTED** to the assessment center.

A candidate may reschedule ONE appointment for examination at no charge by calling AMP at least **four** business days prior to the scheduled testing session.

Services for Individuals with Disabilities

The NCB and AMP are committed to ensuring that no individual with a disability is deprived of the opportunity to take the examination solely by reason of that disability. A candidate who has a disability may request special accommodations; the request must be submitted in writing at the time of application. The request form is available online at www.nrpa.org. A written description of the disability and verification from a licensed physician should be included with the application. You must also inform AMP of your need for special accommodations when scheduling your examination time.

Inclement Weather or Emergency

In the event of inclement weather, other acts of God or unforeseen emergencies on the day of an examination, AMP will determine whether circumstances warrant the cancellation, and subsequent rescheduling of an examination. The examination will usually not be rescheduled if the assessment center personnel are able to open the assessment center. Candidates may contact AMP's Weather Hotline at (800) 380-5416 (24 hours/day) prior to the examination to determine if AMP has been advised that any assessment centers are closed. Every attempt is made to administer examinations as scheduled; however, should an examination be canceled at an assessment center, all scheduled candidates will be contacted regarding a rescheduled examination date or reapplication procedures.

Steps in Certification Process

1. Go to the NRPA certification website (www.nrpa.org).
2. Find the appropriate contact for certification in your state and to obtain applications for certification plus certification procedures. Submit the application, fee, and supporting materials, i.e., official transcripts and/or employment verification to the appropriate contact.
3. The State PCB or DNC will notify you of your approval and eligibility to sit for the exam and you will be sent an exam application.
4. Please read the Candidate Handbook carefully. There are tips on how to study for the exam and other important testing information.
5. You will receive a postcard and an email from Applied Measurement Professionals, Inc. (AMP) with information on how to set up the date, time and location of your test through their website, www.goamp.com
6. If you have not received your postcard within one month of submission of your exam application, please contact AMP directly at 1-888-519-9901 to schedule your exam.
7. Report to the examination site at the scheduled testing time.

You must schedule a test by the date indicated on the postcard or you will forfeit your payment

Please read the following information carefully so that you are fully prepared on the Examination Day

- Report to the assessment center no later than your scheduled testing time. Once you enter the office, look for the sign indicating “AMP Assessment Center Check-In”. A CANDIDATE WHO ARRIVES MORE THAN 15 MINUTES AFTER THE SCHEDULED TESTING TIME WILL NOT BE ADMITTED
- To gain admission to the assessment center, a candidate needs to present two forms of identification, one with a current photograph. Both forms of identification must be current and include the candidate’s current name and signature. The candidate will also be required to sign a roster for verification of identity. Acceptable forms of photo identification include: a current driver’s license with photograph, a current state identification card with photograph, a current passport, or a current military identification card with photograph. Employment ID cards, student ID cards, and any types of temporary identification are not acceptable.

YOU MUST HAVE PROPER IDENTIFICATION TO GAIN ADMISSION TO THE ASSESSMENT CENTER.

- After your identification has been confirmed, you will be directed to a testing carrel. You will capture your own photograph and it will remain on-screen throughout your testing session. This photograph will also print on your score report.
- No books, papers, calculators, dictionaries, other reference materials or personal items (briefcases, coats, etc.) may be taken into the assessment center; you must return all personal items to your automobile. AMP will not be responsible for loss or damage to personal items.
- No electronic devices are permitted in the assessment center, including calculators, telephones or signaling devices such as pagers and alarms.
- You will be provided with scratch paper to use during the examination, which must be returned to the supervisor at the completion of testing, or you will not receive a score report. No documents or notes of any kind may be removed from the examination room.
- No questions concerning the content of the examination may be asked during the test.
- Prior to attempting the examination, you will be given the opportunity to practice taking a test on computer. The time you use for this practice test is NOT counted as part of your examination time. When you are comfortable with the computer testing process, you may stop the practice session and begin the time examination.
- Following the practice test, you will begin the actual examination. Instructions for taking the examination are provided on-screen. Three hours are allotted to complete the examination.
- The computer monitors the time you spend on the examination. The examination will terminate if you exceed three hours. You may click on the “Time” box in the lower right-hand corner of the screen or select the TIME key to monitor your time. A digital clock indicates the time remaining for you to complete the examination. The time feature may also be turned off during the examination.
- You may take a break whenever you wish, but you will not be allowed additional time to make up for time lost during breaks.
- Only one test item is presented at a time. The item number appears in the lower right-hand corner of the screen. The entire test item appears on-screen (i.e. stem and four options labeled –A, B, C, and D). **Indicate your choice by either entering the letter of the option you think is correct (A, B, C, or D) or clicking on the option using the mouse.** Your answer appears in the lower left-hand corner of the screen in the box labeled “Response.” To change your answer, enter a different option by pressing the A, B, C or D Key or by clicking on the option using the mouse. You may change your answers as many times as you wish.

- To move to the next item, click on the forward arrow (>) in the lower right-hand corner of the screen or select the NEXT key. This action will move you forward through the examination item by item. If you wish to review any item, click the backward arrow (<) or use the left arrow key to move backwards through the examination.
- You may leave a test item unanswered and return to it later. Clicking on the hand icon or selecting the NEXT key advances to the next unanswered item on the examination. To identify all unanswered items, repeatedly click on the hand icon or press the NEXT key. When you have completed the examination, the number of test items you answered is reported. If you have not answered all items and you have time remaining, return to the examination and answer those items. Be sure to answer each test item before ending the examination.
- Item Comments: You may comment on any item AFTER the examination by requesting a comment form from the testing supervisor. Comments will be reviewed, but individual responses to question comments will not be provided.
- The supervisor may dismiss a candidate from the examination for any of the following reasons:
 1. *The candidate's admission to the examination is unauthorized;*
 2. *The candidate creates a disturbance, is abusive, or otherwise uncooperative;*
 3. *The candidate gives or receives help or is suspected of doing so;*
 4. *The candidate attempts to record test questions or makes notes;*
 5. *The candidate attempts to take the examination for someone else; or the candidate is observed with notes*

Release of Information

The NCB and its testing agency are committed to protecting the confidentiality of candidates' records and have adopted policies to ensure their privacy. Information about candidates for credentialing and their examination results are not routinely released to any third party. Candidate's scores are NOT released by telephone, even to the candidate. Notification of pass/fail goes solely to NCB and your State PCB.

Following the Examination and Scoring of Results

After you finish the examination, you are asked to complete a short evaluation of your testing experience. Then, you are instructed to report to the testing supervisor to receive your score report. At this time you will receive a score report. This is for your records. The State PCB and DNC shall also be informed of the examination results (pass/fail only) for its applicants. Test scores are reported as raw scores, that is the number of correctly answered questions.

The passing score for the examination reflects the amount of knowledge that a committee of experts has determined to be appropriate for certification. A criterion-referenced standard setting procedure and expert judgment was used to evaluate each item on the examination in order to identify the passing point. Your ability to pass the examination depends on the amount of knowledge you display, and not on the other individuals taking the test. Although different forms of the examination can vary somewhat in difficulty, passing the examination has historically required candidates to answer approximately 70 percent of the questions correctly. Therefore, you can expect the raw score required to pass to be within a few points of 85.

Subsection scores are reported as raw scores. The sum of your subsection scores equals the number of items you answered correctly on the entire examination. The reason for reporting subsection scores is to enable you to evaluate your performance on each part of the test.

Duplicate Score Reports

Candidates may purchase additional copies of their score reports at a cost of \$25 per copy. Requests must be submitted to AMP in writing within 12 months after the examination. The request must include the candidate's name, address, telephone number, date of examination, and examination taken. Submit this information with the required fee payable to AMP. Duplicate score reports will be mailed within approximately two weeks after receipt of the request.

Scores Cancelled

The NRPA's testing agency is obligated to report scores that accurately reflect the performance of each candidate. For this reason, the testing agency maintains test administration and test security standards that are designed to assure that all candidates are provided the same opportunity to demonstrate their abilities and to prevent some candidates from gaining an unfair advantage over others due to testing irregularities or misconduct. The testing agency will routinely review irregularities and test scores suspected of unusual or non-standard circumstances and report such to the NRPA.

The NRPA reserves the right to withhold or cancel test scores if, in its sole opinion, there is reason to question their validity. Scores considered for cancellation by the NRPA may be grouped into two categories:

1. Suspected candidate misconduct. In such cases, the NRPA may initially withhold test scores and notify the candidates that they have the opportunity to provide additional information as requested by the NRPA. The NRPA may also undertake a confidential review if the circumstances giving rise to the questionable score validity. If it is determined that there is sufficient cause to question score validity, the NRPA may cancel the score(s) and inform the involved parties.
2. Irregularities. Scores may be withheld and/or cancelled because of circumstances beyond candidate's control, such as defective test materials or mistiming. In such cases, candidates will be informed and offered an opportunity to retake the examination if the NRPA determines that scores must be cancelled.

In addition to the reasons listed above, the NRPA may withhold or cancel examination results if, upon investigation, violation of NRPA policies outlined in this publication has been committed.

Appeals

Applicants desiring to appeal their examination score may write a letter of appeal to the NCB. In the letter, candidates should state reasons why they do not agree with the examination outcome. Written appeals must be received within sixty (60) days of the examination date for the appeal to be considered. Send to NCB, c/o National Recreation and Park Association, 22377 Belmont Ridge Road, Ashburn, VA 20148.

Your Status as a NCB Certified Park and Recreation Professional

If you pass the CPRP Examination you will be awarded the CPRP designation as a Certified Park and Recreation Professional. Your State PCB or DNC will issue a National Certified Park and Recreation Professional certificate to each individual who passes the examination approximately eight (8) weeks after the results are released.

Your certification is valid for two (2) years. No additional examinations will be required during that time. Your State PCB or DNC will provide information about maintenance of certification with your certificate. To facilitate communications, Certified Park and Recreation Professionals are required to advise the NCB and their State Certification Board of address changes.

Statement of Non-Discrimination

The NRPA does not discriminate among applicants on the basis of age, sex, race, religion, national origin, disability, or marital status.

SECTION II: STUDY GUIDE

General Examination Preparation

The study and test-taking advice described here may be helpful as you prepare for the examination. Try to be objective about yourself and your individual learning needs when you are deciding how best to proceed with your study.

A. Study Advice

Determine how you study best. Some students seem to learn faster by hearing the information, while others need to see it written or illustrated, and still others prefer to discuss material with colleagues. A combination of these alternatives can often produce the most effective study pattern. If you had success in lecture courses with little outside review, it may be that you need to hear information for best retention. If you find that you prefer to read material, then you might consider jotting down important facts on a 3x5 card. You can refresh your memory by periodically reviewing these cards. This technique is especially effective if you write the material thoughtfully and concisely, allowing you to digest the material through both reading and writing. You may wish to organize a study group or find a study partner. Once you decide on the method most effective and comfortable for you, focus on that preference and use the other techniques to complement it.

Plan your study schedule well in advance. Use learning techniques, such as reading or audio-visual aids. Be sure you find a quiet place to study where you will not be interrupted. We suggest you concentrate your study efforts on a few carefully chosen textbooks. Textbooks used in an accredited leisure services baccalaureate program are most useful.

B. Test-Taking Advice

The advice offered here is presented primarily to familiarize you with the test directions.

- 1. Read all instructions carefully.**
- 2. The actual examination will be timed. Although the time remaining during the test can be shown on the computer screen, you may want to bring a watch to the test center.**
- 3. For best results pace yourself by periodically checking your progress. This will allow you to make any necessary adjustments. Remember, the more questions you answer, the better your chances of achieving a passing score.**
- 4. Be sure to record an answer for each question, even those of which you are uncertain. You can leave questions blank and come back. Avoid leaving any questions unanswered; this will maximize your chances of passing. It is better to guess than to leave a question unanswered; there is no penalty for guessing.**

Study Guide

The Official Study Guide for the Certified Park and Recreation Professional Examination is available for purchase through the NRPA Store at www.nrpa.org/store or toll free at (866) 538-1926. This reference book was written by several professionals who, at one time served on the National Certified Park and Recreation Professional Examination Committee. The guide gives a detailed history of the CPRP Exam and also reviews key points in each of the content categories. There is also a 50-question practice test with an answer key.

Online Practice Exam

This is a 75-question online practice exam that matches the blueprint of the NRPA Certified Park and Recreation Professional (CPRP) Examination. The practice exam conforms to the specifications of the CPRP exam, in terms of format, content and average difficulty level and includes some retired test questions. The practice exam, however, is not as broad as the actual exam (this practice exam has 75 questions whereas the actual exam has 150 questions) and, unlike the actual exam, the practice test is not timed. This online practice exam, in addition to the *Official Study Guide for the CPRP Examination*, is a learning tool for park and recreation professionals who plan to take the CPRP examination.

*NRPA cannot guarantee that the difficulty level and content of this practice exam will be **identical** to that of an actual exam. A passing score on the practice exam does not in any way guarantee a passing score on the CPRP certification examination. The utilization of this tool is not a requirement for eligibility or for success in passing the certification examination.*

The practice exam will be available online to you for a period of 90 days from the date the order is placed. To order, please go to www.nrpa.org/certification.

Test Content

To begin your preparation in an informed and organized manner, you should know what to expect from the actual examination in terms of the content. Your score will be based on one hundred and twenty-five (125) four options, multiple-choice questions distributed according to the test content outline in the following section.

In addition to the 125 scored items, 25 pretest items will be embedded in your examination. Items are not identified as scored or pretest for the candidate, so that meaningful data may be collected on the items. Pretesting is a standard testing procedure that is necessary to ensure that items used on the scored portion of the test are accurate and appropriate to allow issuance of an instant score.

Additional information regarding the content of the examination you will be taking is presented in the following sections. This includes a content outline, sample questions, and answers. The content outline will give you a general impression of the examination and, with closer inspection, can give you specific study direction by revealing the relative importance given to each category on the examination.

Test Content Outline

The content outline for the CPRP Examination contains a list of tasks likely to be performed by entry level leisure services professionals, grouped according to three major domains, as determined by a national job analysis and an expert committee. Individual examination items are written in the context of the following:

The park and recreation professional applies knowledge and understanding of leisure behavior to create an environment that facilitates leisure experiences. The park and recreation professional manages parks, facilities, programs, services, and/or human and natural resources in public, non-profit, and for-profit settings.

The numbers in the detailed content outline below indicate the number of questions on the examination, shown by major category, and sub-category. Items are classified as requiring any of three levels of cognitive complexity. These three cognitive levels are:

- 28 Recall items test the ability to recall or recognize information in relation to the task.
- 67 Application items test the ability to comprehend, relate, or apply knowledge to the task.
- 30 Analysis items test the ability to put information together to come up with a solution, or to evaluate or analyze the usefulness of a solution.

Detailed Test Content Outline

On any examination form, all of the tasks under each portion of the outline may not be evaluated, and any combination of tasks can be tested. For example, the nine items testing budget and finance address any of the thirteen tasks listed in this detailed outline. It is unlikely that any task would be tested more than once.

A list of recommended resource materials identified by the National Certified Park and Recreation Professional Examination Committee is provided at the end of each section. These resources are judged by the content experts to be useful, but are not specifically endorsed by NRPA or the NCB. While the lists are relatively comprehensive, they are not intended to be exhaustive. The best single source providing an overview of content from all areas of the outline is *The Official Study Guide for the Certified Park and Recreation Professional Examination*, available from NRPA.

I. General Administration – 48 items:

- A. Planning (5 questions)
 - 1. Provide input for the organization's comprehensive strategic plan (includes plans for operations, program, marketing, facility and natural resources)
 - 2. Implement a comprehensive strategic plan
 - 3. Develop partnerships with other organizations
 - 4. Conduct research (e.g., program delivery, facility operations, natural resource development, participant outcomes)

- B. Budget and Finance (12 questions)
 - 1. Prepare budget for areas of responsibility
 - 2. Provide input regarding decisions concerning fees and charges
 - 3. Determine actual fees and charges
 - 4. Forecast revenue/expenses for area of responsibility
 - 5. Provide input concerning capital improvements
 - 6. Pursue alternate sources of funding (e.g., grants, reimbursements, foundations, commercial sponsorships)
 - 7. Implement cash handling practices (e.g., fee collection, deposits, petty cash)
 - 8. Obtain bids and price quotes (e.g., equipment, commodities, services)
 - 9. Originate purchase requisition/order
 - 10. Prepare specifications and/or justifications for expenditures
 - 11. Monitor work of contractors/consultants/concessionaires
 - 12. Collect financial and/or operating data (e.g., attendance, revenue, expenditures, maintenance)
 - 13. Analyze financial and/or operating data (e.g., profit margins, cost per participant, cost benefit analysis)
 - 14. Prepare financial reports
 - 15. Initiate appropriate cost controls

- C. Supervision (13 questions)
 - 1. Provide input to job descriptions
 - 2. Determine pay levels for subordinate staff within organization guidelines
 - 3. Recruit personnel
 - 4. Hire personnel
 - 5. Dismiss personnel
 - 6. Conduct employee performance appraisals
 - 7. Administer employee disciplinary action
 - 8. Contract with seasonal and part-time staff
 - 9. Develop staff work schedules

10. Assign work tasks
11. Conduct orientation for new staff
12. Supervise subordinate employees
13. Recruit volunteers
14. Supervise volunteers
15. Evaluate volunteers
16. Establish volunteer recognition programs
17. Supervise interns or fieldwork students
18. Manage time cards, payroll, and/or employee records
19. Design in-service training programs
20. Conduct in-service training programs
21. Conduct staff motivation activities
22. Establish staff recognition programs
23. Conduct staff meetings
24. Review and respond to employee grievances

D. Policy Formulation and Interpretation (8 questions)

1. Interpret personnel policies and work rules for subordinates
2. Recommend risk management policies and procedures
3. Collect public input regarding policies (e.g., public hearings, focus groups, surveys)
4. Provide recommendations to policy making bodies (e.g., boards and commissions)
5. Interpret policies for the public
6. Participate in policy evaluation and revision
7. Prepare operations manual
8. Revise operations manual
9. Establish operational rules and regulations in absence of formal policy
10. Encourage public advocacy for support of parks and recreation

E. Customer Service and Marketing (10 questions)

1. Network with related organizations
2. Communicate organization's vision and mission
3. Develop promotional pieces (e.g., news releases, newsletters, brochures, spot announcements, features, web sites)
4. Respond to customer service issues (e.g., complaints, disputes, and protests)
5. Communicate to participants through appropriate techniques
6. Evaluate public relations efforts
7. Respond to requests for information from the public
8. Prepare information packets for special issues
9. Represent the organization to schools, sponsors, or service clubs, etc. (e.g., outreach, liaison, speaker's bureau)
10. Implement marketing plan
11. Evaluate marketing effectiveness

F. Recommended Texts

Edginton, C.R., Hudson, S.D., Lankford, S.V & Larsen, D. (2008). Managing Recreation, Parks, and Leisure Services An Introduction (3rd ed.). Champaign, IL: Sagamore Publishing Inc.

Hronek, B., Spengler, J. & Baker, T. (2007). Legal Liability in Recreation, Sports, and Tourism (3rd ed.). Champaign, IL: Sagamore Publishing Inc.

Sawyer, T.H. & Smith O. (1999). The Management of Clubs, Recreation and Spa, Concepts and Applications. Champaign, IL: Sagamor Publishing Inc.

Hurd, A.R., Barcelona, R.J.& Meldrum, J.T. (2008.) Leisure Services Management. Champaign, IL: Human Kinetics.

Janes, P.C. (2006). Marketing in Leisure and Tourism: Reaching New Heights. State College PA: Venture Publishing, Inc.

McCarville, R.E. (2002) *Improving Leisure Services through Marketing Action*. Champaign, IL: Sagamore Publishing Inc.

Crossley, J.C., Jamieson, L.M., & Brayley, R.E. (2007). *Introduction to Commercial and Tourism: An Entrepreneurial Approach* (5th ed.). Champaign, IL: Sagamore Publishing Inc.

Crompton, J.L. (1999). *Financing and Acquiring Park and Recreation Resources*. Champaign, IL: Human Kinetics.

Van der Smissen, B., Moiseichik, M., & Hartenburg, V. (2005). *Management of Park and Recreation Agencies* (Revised 2nd ed.). Ashburn, VA: NRPA

II. Programming – 44 items:

- A. Assessment (5 questions)
 - 1. Assess target population program needs (e.g., community surveys, focus groups)
 - 2. Assess individual participant needs
 - 3. Assess resources (e.g., areas, facilities, supplies, equipment fiscal)

- B. Planning (16 questions)
 - 1. Write program purpose and goal statements
 - 2. Develop participant objectives
 - 3. Analyze activities for individualized programming
 - 4. Determine program content
 - 5. Develop individual participant plans
 - 6. Comply with program accessibility standards
 - 7. Coordinate activities and services with other organizations
 - 8. Select program format (e.g., length, frequency, group dynamic)
 - 9. Develop recreation activities schedule
 - 10. Develop management plan for program/special event delivery
 - 11. Develop risk management plan related to programs
 - 12. Negotiate prices and make arrangements for transportation, lodging, food services, supplies, etc.
 - 13. Develop a plan to include participants with disabilities

- C. Implementation (16 questions)
 - 1. Teach recreation skills
 - 2. Provide direct leadership of recreation activities
 - 3. Supervise recreation programs
 - 4. Supervise special events
 - 5. Complete program follow-up activities
 - 6. Provide follow-up programs for individual participants
 - 7. Promote self-directed recreation activities
 - 8. Refer potential participants to appropriate recreation services
 - 9. Provide resource information on other programs or services
 - 10. Facilitate use of equipment, supplies, services, and facilities
 - 11. Assure program compliance with standards and regulations
 - 12. Complete program and participant reports and forms
 - 13. Supervise participant registration/reservations
 - 14. Conduct participant program orientation
 - 15. Adapt activities according to the needs of participants

- D. Evaluative (7 questions)
 - 1. Develop program evaluation tools
 - 2. Conduct program evaluation (e.g., formative and summative research)

3. Conduct individual participant evaluation
4. Prepare comprehensive program report

E. **Recommended Texts**

- Edington, C.R., Hudson, S.D., & Scholl, K.G. (2005). Leadership for Recreation, Parks, and Leisure Services (3rd ed.) Champaign, IL: Sagamore Publishing Inc.*
- Russell, R.V. (2005). Leadership in Recreation. Boston, MA: McGraw-Hill Companies, Inc.*
- Rossmann, J.R. & Schlatter, B.E. (2008). Recreation Programming, Designing Leisure Experience (5th ed). Champaign, IL: Sagamore Publishing Inc.*
- Russell, R.V. & Jamieson, L.M. (2008). Leisure program planning and delivery. Champaign, IL: Human Kinetics.*
- DeGraff, D.G., Jordan, D.J., & DeGraaf, K.H. (2005). Programming for Parks, Recreation, and Leisure Services: A Servant Leadership Approach (2nd ed). State College, PA: Venture Publishing, Inc.*
- Jordan, D.J. (2007). Leadership in Leisure Services: Making a Difference (3rd ed). State College, PA: Venture Publishing, Inc.*
- Schmader, S.W. & Jackson, R.C. (1997) Special Events Inside and Out (2nd ed). Champaign, IL: Sagamore Publishing Inc.*

III. **Operations Management – 33 items:**

- A. **Planning and Management (9 questions)**
1. Conduct needs assessment for resource development
 2. Maintain inventory of organization’s assets (e.g., commodities and fixed assets)
 3. Provide input for capital improvements programs
 4. Inspect sites for hazardous materials, conditions
 5. Assess infrastructure (e.g., utilities, parking, flood plain)
 6. Review site plans
 7. Comply with physical accessibility requirements
 8. Adapt equipment and facilities for use by individuals with disabilities
 9. Provide input for an emergency action plan
 10. Provide input for a general security/safety plan
- B. **Maintenance Management (13 questions)**
1. Implement maintenance standards
 2. Develop maintenance procedures
 3. Develop hazardous materials handling procedures
 4. Maintain records on equipment use
 5. Implement energy efficient procedures
 6. Ensure compliance with state and federal regulations
 7. Conduct scheduled inspections of facilities and equipment
 8. Supervise preventive maintenance program
 9. Initiate repair/replacement of facilities or equipment
 10. Supervise routine maintenance operations (e.g., areas, facilities, landscapes, and equipment)
 11. Monitor construction, renovation, and repairs (minor projects)
- C. **Facility Operations (11 questions)**
1. Implement procedures for opening and closing facilities
 2. Provide direct supervision of specific facility or area
 3. Manage security procedures
 4. Conduct security and safety inspections
 5. Manage retail sales and rentals

6. Implement an emergency action plan
7. Implement a general security/safety plan

D. Recommended Texts

Daly, J. (2000). Recreation and Sport Planning and Design. Champaign, IL: Human Kinetics.

Fogg, G. (2000). A Site Design and Management Process. Alexandria, VA: NRPA.

Hultsman, J., Cottrell, R.L. & Haltsman, W. (1998). Planning Parks For People (2nd ed). State College, PA: Venture Publishing, Inc

Peterson, J.A., Hronek, B.B., & Garges, J.R. (2008). Risk Management: Park, Recreation, and Leisure Services (5th ed). Champaign, IL: Sagamore Publishing Inc.

Sawyer, T.H.(Ed.). (2005). Facility Design and Management for Health, Fitness, Physical Activity, Recreation, and Sports Development (11th ed) Champaign, IL: Sagamore Publishing Inc.

Warren, R., Rea, P., & Payne, S. (2007). Park and Recreation Maintenance Management, (4th ed.) Champaign, IL: Sagamore Publishing Inc.

Please note: the test content outline prior to 1999 included a fourth section dedicated to therapeutic recreation. After much discussion and the subsequent job analyses, this section has been integrated into the three major domains of the test. The following texts are recommended as review materials for these items:

Smith, R.W., Austin, D.R., Kennedy, D.W., Lee, Y., & Hutchism, P. (2005). Inclusive and Special Recreation: Opportunities for Persons With Disabilities (5th ed.) Boston, MA: McGraw-Hill Companies, Inc

Carter, M.J. & LeConey, S.P., (2004). Therapeutic Recreation in the Community An Inclusive Approach (2nd ed). Champaign, IL: Sagamore Publishing Inc.

Bullock, C.C. & Mahon, M.J. (2000). Introduction to Recreation Services for People with Disabilities: A Person-centered Approach (2nd ed). Champaign, IL: Sagamore.

Carter, M.J., Van Andel, G.E., & Robb, G.M. (2003). Therapeutic Recreation: A Practical Approach (3rd ed.). Prospect Heights, IL: Waveland.

Anderson, L. & Kress, C.B. (2003). Inclusion: Including People with Disabilities in Parks and Recreation Opportunties. State College, PA: Venture Publishing.

NRPA Sample Items

1. Pool chemicals would normally be purchased under which line item in a budget?
 - A. contractual
 - B. capital
 - C. supplies and materials
 - D. maintenance and repairs
2. Agency public image and relations are influenced LEAST by
 - A. program participants and constituents.
 - B. the general public.
 - C. the media.
 - D. the departmental staff.
3. The most appropriate program format for determining a winner in the least amount of time is a
 - A. round robin tournament.
 - B. ladder tournament.
 - C. challenge tournament.
 - D. single elimination tournament.
4. A public leisure services staff is organizing an event and preliminary registration numbers are too low to justify the cost. The leisure professional's supervisor has asked for a recommendation for the best method to meet the needs of the participants. The leisure professional should recommend:
 - A. reducing program cost.
 - B. delaying program until more register.
 - C. combining efforts with another human service agency.
 - D. canceling the program.
5. The primary reason for conducting recreation program evaluations is to determine whether the
 - A. program should be continued.
 - B. participants liked the program.
 - C. supervisor has done a good job.
 - D. program objectives have been met.
6. Which of the following is required if a construction contract needs revision?
 - A. change order
 - B. contract modification
 - C. requisition
 - D. new contract
7. In scheduling capital improvements for the next fiscal year, the document that best supports budget requests is the
 - A. systems maintenance plan.
 - B. projected operational budget.
 - C. comprehensive master plan.
 - D. organizational staffing plan.
8. Which of the following is an example of "third party" reimbursement?
 - A. insurance payments
 - B. user fees or charges
 - C. tax deductible donations
 - D. ad valorem tax
9. Which of the following is a barrier to participation most frequently encountered by individuals with physical disabilities?
 - A. limited financial resources
 - B. architectural design and construction
 - C. absence of activity choices
 - D. staff awareness and sensitivity

Answer key:

<u>Item</u>	<u>Answer</u>	<u>Cognitive Level</u>
1.	C	1
2.	B	3
3.	D	1
4.	C	3
5.	D	2
6.	A	1
7.	C	2
8.	A	1
9.	B	2

NOTES: