

CERTIFIED PARK AND RECREATION EXECUTIVE (CPRE) PREPARATORY RESOURCE



OVERVIEW

The *Certified Park and Recreation Executive (CPRE) Preparatory Resource* has been developed to serve as a reference-based guide for your exam preparations. The resource is organized by the five main categories and corresponding tasks of the CPRE examination. In particular, a suggested reading list for each task will be provided as well as a set of practice exam items. All suggested readings will be drawn from the *Management of Park and Recreation Agencies (4th edition)* text, which is the primary reference suggested as a study resource. Additional reference materials can be found in the CPRE Candidate Handbook. A full bibliography of the text is provided below:

Moiseichik, M. (2016). *Management of Park and Recreation Agencies (4th ed.)*. Ashburn, VA: National Recreation and Park Association

While a review of the entire *Management of Park and Recreation Agencies (4th ed.)* is recommended, the suggested reading list outlined in the following pages should provide you with a focused area of study for each of the CPRE's categories and tasks. Table 1 provides a reading list that is organized by each of the five main categories while Tables 2a – 2e include reading lists for each of the CPRE task statements.

Table 1. Suggested Reading List by the CPRE's Five Main Categories

| Category | Chapter (Pages) |
|-------------------|--|
| Communication | Chapter 1 (11-20) Chapter 2 (36-51) Chapter 3 (55-66) Chapter 4 (71-98) Chapter 5 (103-117) Chapter 6 (144) Chapter 12 (357-398) Chapter 15 (491-521) Chapter 16 (525-569) Chapter 17 (577-579) Chapter 20 (726-749) |
| Finance | Chapter 16 (525-569) Chapter 17 (577-627) Chapter 20 (728-729) |
| Human Resources | Chapter 13 (404-448) Chapter 14 (458-483) |
| Operations | Chapter 1 (15-18) Chapter 2 (27-51) Chapter 6 (145-147) Chapter 8 (194-220) Chapter 10 (271-292) Chapter 12 (375-390) Chapter 15 (504-520) Chapter 16 (529-530) Chapter 17 (602-616 & 619-626) Chapter 18 (636-653) Chapter 19 (686-710) Chapter 20 (719-749) |
| Planning & Policy | Chapter 1 (11-18) |

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|--|--------------------------------|
| | Chapter 2 (28-51) |
| | Chapter 3 (55-62) |
| | Chapter 4 (71-98) |
| | Chapter 5 (103-117) |
| | Chapter 6 (125-127) |
| | Chapter 8 (184-224) |
| | Chapter 9 (231-251) |
| | Chapter 10 (276-287) |
| | Chapter 16 (529-530) |
| | Chapter 17 (585-600 & 615-618) |
| | Chapter 18 (636-653) |
| | Chapter 19 (691-710) |
| | Chapter 20 (720-746) |

**Table 2a. Suggested Reading List by CPRE Task Statements:
Communication Category**

COMMUNICATION

The following section provides a suggested reading list for each of the nineteen tasks within the Communication category of the CPRE examination.

| Task | Chapters (Pages) |
|--|---|
| 1.A. Promote the benefits of specific programs and services to the community | Chapter 3 (62-66) Chapter 6 (144) |
| 1.B. Provide education regarding the value and benefits of parks and recreation (<i>e.g., for staff, the public, commissions, stakeholders, policy makers, etc.</i>) | Chapter 3 (55-66) |
| 1.C. Solicit public support for the mission and goals of the organization (<i>e.g., formation/support of friends groups</i>) | Chapter 1 (11-20) Chapter 4 (71-73) |
| 1.D. Collect public input regarding policies (<i>e.g., addressing constituent comments, public hearings, focus groups, surveys</i>) | Chapter 5 (104-117) Chapter 20 (726-745) |
| 1.E. Communicate organization's vision and mission to personnel and stakeholders | Chapter 1 (15-18) Chapter 3 (55-66) Chapter 4 (71-73) |
| 1.F. Collaborate with external groups, committees, advisory boards, agencies and councils | Chapter 15 (491-521) |
| 1.G. Promote the organization through marketing and branding | Chapter 12 (357-398) |
| 1.H. Formalize relationships with outside community organizations (<i>e.g., leagues, associations, clubs, non-profits, school districts, faith-based organizations</i>) | Chapter 15 (491-521) |
| 1.I. Collaborate with multiple agencies and jurisdictions (<i>e.g., state and federal environmental/natural resource agencies, health departments, Corps of Engineers</i>) | Chapter 15 (491-521) |
| 1.J. Advocate on behalf of the organization to public and media | Chapter 3 (55-66) |
| 1.K. Advocate for public support of the organization (<i>e.g., initiatives to advance the profession, need for funding</i>) | Chapter 3 (55-66) |
| 1.L. Follow the organization's internal chain of communication | Chapter 4 (74-90) |
| 1.M. Foster internal and external departmental relationships | Chapter 1 (15-18) Chapter 15 (504-520) |
| 1.N. Provide input for reports (<i>e.g., annual, strategic plan, budget</i>) | Chapter 4 (91-98) Chapter 20 (748-749) |
| 1.O. Disseminate organization reports (<i>e.g., annual report, financial reports, statistical data, project updates</i>) | Chapter 4 (91-98) Chapter 17 (577-579) Chapter 20 (748-749) |
| 1.P. Communicate financial policies, philosophies, and budget status to subordinates (<i>e.g., cost recovery analysis philosophy, budget update reports</i>) | Chapter 16 (525 – 569) |
| 1.Q. Develop marketing strategic plan, Develop marketing strategic plan (<i>e.g., press releases, advertising, presentations</i>) | Chapter 12 (360-398) |
| 1.R. Communicate with elected officials, legislative boards, commissions (<i>e.g., navigating the political environment, lobbying, advocating for policies</i>) | Chapter 1 (15-18) Chapter 2 (36-51) Chapter 3 (55-62) |

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| 1.S. Maintain customer relationships (<i>e.g., respond to customer concerns, requests for information</i>) | Chapter 1 (15-18) Chapter 4 (91-98) Chapter 5 (103-107) |
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**Table 2b. Suggested Reading List by CPRE Task Statements:
Finance Category**

FINANCE

The following section provides a suggested reading list for each of the twenty tasks within the Finance category of the CPRE examination.

| Task | Chapters (Pages) |
|---|--|
| 2.A. Collect financial and/or operating data (<i>e.g., attendance, revenues, expenditures</i>) | Chapter 16 (525-569) Chapter 17 (577-627) |
| 2.B. Implement cash handling practices (<i>e.g., retail sales, rentals, fee collection, deposits, petty cash</i>) | Chapter 16 (560-565) |
| 2.C. Prepare requests for alternative support (<i>e.g., grants, donations, sponsorships, in-kind services, matching funds</i>) | Chapter 16 (536-560) |
| 2.D. Research sources of alternative support (<i>e.g., grants, donations, sponsorships, in-kind services, matching funds</i>) | Chapter 16 (536-560) |
| 2.E. Seek and develop additional revenue sources (<i>e.g., bond issues, trust funds, endowments, foundations, investment funds, new concessions or business opportunities, state, federal, or private grants</i>) | Chapter 16 (536-560) |
| 2.F. Conduct cost recovery analysis for a specific area in order to recommend fee schedules | Chapter 20 (728-729) |
| 2.G. Manage area specific contracts | Chapter 16 (536-560) |
| 2.H. Administer asset management protocol | Chapter 16 (527-536) |
| 2.I. Develop and implement fee collection procedures | Chapter 16 (536-560) |
| 2.J. Recommend fee schedules & policies | Chapter 16 (527-549) |
| 2.K. Establish fee schedules & policies or philosophies | Chapter 16 (527-549) |
| 2.L. Develop a program budget | Chapter 17 (582-627) |
| 2.M. Develop and administer comprehensive agency budget (<i>e.g., monitoring revenues and expenditures, allocating funds</i>) | Chapter 17 (582-627) |
| 2.N. Communicate budget needs to supervisor | Chapter 17 (584-585) |
| 2.O. Operate within an existing budget | Chapter 17 (616-627) |
| 2.P. Prepare budget for areas of responsibility | Chapter 17 (582-627) |
| 2.Q. Manage budget for areas of responsibility | Chapter 17 (582-627) |
| 2.R. Develop and/or finalize contracts and lease agreements (<i>e.g., MOUs, Cooperative Endeavor Agreements, Joint Use Agreements, RFPs, etc.</i>) | Chapter 16 (536-560) |
| 2.S. Initiate the bid process for commodities and capital acquisitions and improvements (<i>e.g., obtain and approve specifications for RFPs and requisitions, comply with purchasing requirements</i>) | Chapter 16 (536-560) Chapter 17 (602-627) |
| 2.T. Prepare financial analyses and reports (<i>e.g., reconciliation of revenues, cost recovery analysis, budget justification, trend analysis</i>) | Chapter 17 (602-627) |

**Table 2c. Suggested Reading List by CPRE Task Statements:
Human Resources Category**

HUMAN RESOURCES

The following section provides a suggested reading list for each of the twelve tasks within the Human Resources category of the CPRE examination.

| Task | Chapters (Pages) |
|---|--|
| 3.A. Develop and approve job descriptions | Chapter 13 (417-421) |
| 3.B. Conduct hiring process for new employees (<i>recruit, review applications, interview, hire</i>) | Chapter 13 (421-436) |
| 3.C. Design and conduct training for staff, board members, advocacy groups, volunteers | Chapter 14 (476-483) |
| 3.D. Enforce the policies and procedures of the human resources department or union | Chapter 14 (465-472) |
| 3.E. Evaluate personnel performance (<i>e.g. develop goals, recommendations, work plans</i>) | Chapter 14 (458-468) |
| 3.F. Manage time cards, payroll, and/or employee records | Chapter 13 (436-448) Chapter 14 (474-476) |
| 3.G. Perform personnel actions (<i>e.g. disciplinary actions, coaching, recognitions, terminating, grievances</i>) | Chapter 14 (458-472) |
| 3.H. Supervise interns and employees | Chapter 14 (458-473) |
| 3.I. Determine pay levels for subordinate staff within organization | Chapter 13 (436-448) |
| 3.J. Manage employee resources (<i>e.g., employee assistance, grievances, benefits, performance coaching, career development, staff allocation</i>) | Chapter 13 (436-448) Chapter 14 (472-483) |
| 3.K. Monitor labor relations (<i>e.g., meet with labor organizations such as unions or HR departments/divisions</i>) | Chapter 13 (404-417) Chapter 14 (465-472) |

**Table 2d. Suggested Reading List by CPRE Task Statements:
Operations Category**

OPERATIONS

The following section provides a suggested reading list for each of the twenty-five tasks within the Operations category of the CPRE examination.

| Task | Chapters (Pages) |
|--|---|
| 4.A. Manage contract agreements with independent contractors | Chapter 2 (34-35) |
| 4.B. Conduct assessment of specific programs, areas, products, services | Chapter 8 (194-217) Chapter 20 (719-749) |
| 4.C. Establish relationships with outside organizations (<i>e.g., leagues, associations, clubs, non-profits, school districts, faith-based organizations, advocacy/friends groups</i>) | Chapter 1 (18) Chapter 15 (504-520) |
| 4.D. Collaborate with related organizations (<i>e.g., leagues, school districts, other districts/departments, state and federal environmental/natural resource agencies</i>) | Chapter 10 (279-287) |
| 4.E. Develop energy efficient and environmentally friendly procedures (<i>e.g., disposal methods, purchasing of efficient supplies, Green initiatives, LEED, recycling</i>) | Chapter 10 (287-292) |
| 4.F. Implement maintenance standards (<i>e.g., perform or request troubleshooting, routine maintenance, preventative maintenance, repairs or replacement</i>) | Chapter 10 (287-292) |
| 4.G. Stay current with changes in applicable regulatory agency policies | Chapter 10 (273-279) |
| 4.H. Implement policies & procedures, health codes, OSHA, ADA | Chapter 10 (273-279) |
| 4.I. Provide input for updating standard operating procedures/manuals | Chapter 10 (271-286) Chapter 18 (650-652) |
| 4.J. Provide reasonable accessibility accommodations | Chapter 10 (276-279) |
| 4.K. Review site plans, bid specifications, and maps | Chapter 8 (194-220) |
| 4.L. Analyze operating data (<i>e.g. attendance, revenue, expenditures, maintenance, marketing</i>) | Chapter 6 (145-147) Chapter 17 (619-626) Chapter 20 (736-737) |
| 4.M. Develop standard operating procedures/manuals | Chapter 10 (271-286) Chapter 18 (650-652) |
| 4.N. Compile information to defend agency in the event of accidents | Chapter 2 (27-51) Chapter 18 (636-653) |
| 4.O. Enforce code of conduct for facility users and program participants, coaches, and staff | Chapter 6 (147) |
| 4.P. Develop emergency management plan | Chapter 18 (636-653) Chapter 19 (696-710) |
| 4.Q. Develop risk management, safety, security plans, policies and procedures | Chapter 18 (636-653) Chapter 19 (696-710) |
| 4.R. Implement risk management, safety, security plan (<i>e.g., addresses safety concerns, recognizes risk, identify hazards, pre- and post-opening inspections</i>) | Chapter 18 (636-653) Chapter 19 (686-710) |
| 4.S. Develop plan to accommodate participants with disabilities | Chapter 10 (276-279) |
| 4.T. Provide customer service, both internal and external | Chapter 1 (15-18) Chapter 12 (375-390) |

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| 4.U. Manage customer relationships (<i>e.g., service recovery, recognition, retention</i>) | Chapter 1 (15-18) Chapter 12 (375-390) |
| 4.V. Manage properties (<i>e.g. parks, facilities, areas</i>) | Chapter 10 (290-292) |
| 4.W. Monitor capital improvements (<i>e.g. renovations, building new facilities</i>) | Chapter 16 (529-530) Chapter 17 (602-616) |
| 4.X. Provide input regarding capital improvements based on operational needs | Chapter 16 (529-530) Chapter 17 (602-616) |
| 4.Y. Evaluate participant satisfaction, program outcomes | Chapter 20 (721-749) |

**Table 2e. Suggested Reading List by CPRE Task Statements:
Planning & Policy Category**

PLANNING & POLICY

The following section provides a suggested reading list for each of the twenty-four tasks within the Planning & Policy category of the CPRE examination.

| Task | Chapters (Pages) |
|--|--|
| 5.A. Analyze trends and best practices | Chapter 20 (726-737) |
| 5.B. Assist with development of emergency management plan | Chapter 18 (636-653) Chapter 19 (696-710) |
| 5.C. Collect public input (<i>e.g. public hearings, focus groups, surveys</i>) | Chapter 20 (726-746) |
| 5.D. Develop a plan to include participants with disabilities | Chapter 10 (276-279) |
| 5.E. Develop a comprehensive program plan | Chapter 6 (125-127) |
| 5.F. Identify needs for new facilities, services, and capital improvements | Chapter 8 (194-217) Chapter 20 (720-736) |
| 5.G. Provide input/updates for agency strategic/master plan (<i>e.g. area specific work plan</i>) | Chapter 5 (107-117) Chapter 8 (194-212) |
| 5.H. Administer capital improvement plan | Chapter 16 (529-530) Chapter 17 (615-618) |
| 5.I. Identify methods for land or other property acquisitions (<i>e.g., conservation or other easements, fee simple, cooperative ventures or purchases, park dedication ordinances, copyright and patent, bonds</i>) | Chapter 8 (184-194) |
| 5.J. Propose land or property acquisitions for future development | Chapter 8 (184-194) |
| 5.K. Participate in research with outside agencies and institutions (<i>e.g., trend analysis, technology, social needs, benchmarks, cooperative agreements</i>) | Chapter 5 (103-107) Chapter 20 (722-723) |
| 5.L. Develop and administer risk management, safety, security plans | Chapter 18 (636-653) Chapter 19 (691-710) |
| 5.M. Develop and administer the agency strategic/master plan | Chapter 5 (103-117) Chapter 8 (194-212) |
| 5.N. Develop and implement emergency management plan | Chapter 19 (696-710) |
| 5.O. Oversee and administer capital improvement plan | Chapter 16 (529-530) Chapter 17 (615-618) |
| 5.P. Participate in planning to ensure park development, intermodal access, environmental quality | Chapter 8 (194-224) Chapter 9 (231-251) |
| 5.Q. Participate in research through cooperative agreements or contracts with academic or private institutions (<i>e.g., trend analysis, technology, social needs, benchmarks</i>) | Chapter 5 (103-107) Chapter 20 (722-723) |
| 5.R. Support sustainable economic development (<i>e.g., environmental conservation, tourism, attracting business, improving property values, attracting residents</i>) | Chapter 8 (216-217) Chapter 20 (730-731) |
| 5.S. Define organizational structure and adjust structure to address changing needs and trends | Chapter 4 (74-91) |
| 5.T. Develop and present proposals, budgets, and justifications to policy makers | Chapter 17 (585-600) |

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| 5.U. Develop and recommend agency specific policies, regulations, codes, laws, rules, etc. | Chapter 1 (11-18) Chapter 3 (55-62) Chapter 4 (91-98) |
| 5.V. Ensure agency compliance with national, state, and local laws and regulations | Chapter 2 (28-51) |
| 5.W. Establish vision and mission for the organization | Chapter 4 (71-74) |
| 5.X. Develop energy efficient and environmentally friendly policies (<i>e.g., disposal methods, purchasing of efficient supplies, Green initiatives, LEED, recycling</i>) | Chapter 10 (279-287) |

NRPA greatly appreciates the work that was put forth by Dr. Michael A. Mulvaney, *Associate Professor in the School of Kinesiology and Recreation* at Illinois State University, to create this resource

CERTIFIED PARK AND RECREATION EXECUTIVE (CPRE)

REVIEW QUESTIONS

A set of ten review questions are provided to assist you in gauging your readiness for the certification examination.

1. The park and recreation executive plans to distribute a community-wide survey to identify future initiatives within the agency. To increase the survey's reliability, the executive should
 - a. keep the survey limited to less than ten questions
 - b. avoid close-ended questions to reduce confusion
 - c. offer an incentive for residents who complete the survey
 - d. pilot test the survey
2. The formula used in calculating property taxation is
 - a. total anticipated expenditures – anticipated revenues from other sources
 - b. (total anticipated revenue – anticipated revenue from other sources)/assessed valuation of property within governmental jurisdiction
 - c. (total anticipated expenditures – anticipated revenues from other sources)/ assessed valuation of property within governmental jurisdiction
 - d. assessed valuation x anticipated revenue from other sources
3. A comprehensive analysis of all current jobs provides a basis for
 - a. forecasting what jobs will need to be done in the future
 - b. an internal analysis of jobs and people
 - c. human asset accounting
 - d. auditing jobs
4. Which of the following activities assists the park and recreation executive protect its agency from political infusion?
 - a. development of a comprehensive master plan
 - b. engaging in networking, leading to the formation of alliances
 - c. regular meetings with public policy groups
 - d. participating in advocacy or awareness campaigns
5. The park and recreation agency is interested in using a general obligation bond to finance a capital project. Voter approval is required to issue the bond. Which of the following is the best recommendation for conducting a successful bond referendum?
 - a. form a citizen committee to support the bond referendum campaign.
 - b. reduce agency visibility in the community
 - c. seek corporate sponsorship(s) to support the capital project
 - d. re-allocate enterprise funds to free or reduced fee programming
6. Managing the park and recreation agency's property should begin with a(n)
 - a. facility and park area needs assessment
 - b. comprehensive plan
 - c. property depreciation plan

- d. inventory of resources and facilities
7. The purpose of a _____ is to inform job candidates of the organizational realities of a job, so that they can more accurately evaluate their own job expectations.
- a. practical overview initiation
 - b. realistic job preview
 - c. accurate structured interview
 - d. valid orientation assessment
8. Often, park and recreation executives will outsource extensive research and evaluation programs within their agency due to:
- a. a lack of skilled and experienced staff to complete the task(s).
 - b. political pressures from key stakeholder groups.
 - c. competing interests from personnel within the agency.
 - d. the development of unrealistic goals for the research and evaluation programs
9. The park and recreation executive is interested in transitioning the agency from a traditional hierarchical structure to one that is more nonhierarchical in nature. Which of the following structures would best assist the executive with this transition?
- a. development of a clear division of labor within the agency
 - b. identification of a span of control for each supervisor
 - c. establishment of work teams
 - d. departmentalize the agency by roles and functions
10. The park and recreation agency is interested in finding an indoor facility to hold its growing winter programming. An existing facility that is owned by a private entity is available, but the park and recreation agency lacks the initial funding to purchase the facility. The most appropriate option for the agency would be to pursue a(n):
- a. outsource arrangement with the private entity
 - b. public sector lease with the private entity
 - c. leaseback arrangement with the private entity
 - d. public sector takeover of the privately owned facility

ANSWERS TO QUESTIONS

| # | Answer | Section |
|-----|--------|---------|
| 1. | D | 1.D. |
| 2. | B | 2.A. |
| 3. | A | 3.A. |
| 4. | A | 5.U. |
| 5. | A | 2.D. |
| 6. | D | 4.V. |
| 7. | B | 3.C. |
| 8. | A | 5.K. |
| 9. | C | 1.L. |
| 10. | C | 4.C. |