

# CAPRA Accreditation and CPRE Resource

CAPRA (Commission for Accreditation of Park and Recreation Agencies)

CPRE (Certified Park and Recreation Executive)

CAPRA Standard #	Standard Title	Book Chapter	Pages	CPRE Standard	Compendium Number and Title
1.0	Agency, Authority, Role, & Responsibility	3	12-15		14.1: How to Describe Legal Authority
		3	65		
		4	82		
1.1*	Source of Authority	5	142		5.1: Enabling Legislation
1.1.1*	Approving Authority/ Policy Board	5	142/165		
1.1.2	Citizen Advisory Board/ Commission	5	142/165		5.10: Ordinance to Create Parks and Recreation Commission
1.2	Periodic Review of Documents	5	167/ 171-172		
		14	480-483		
		15	551		
1.2.1	Document Approval Authority	5	169		
1.3	Jurisdiction	4	81 111-113		
1.3*	Agency Relationships	3	52-58 60-63	Foster internal and external departmental relationships	3.2: Agency Recommendation Report form
				Communicate and collaborate with elected officials, legislative boards, commissions, committees, advisory boards, agencies, and councils	
1.4*	Mission	5&6	143, 148, 183- 188	Communicate organization's vision and mission to personnel and stakeholder	5.2: Park Advocate Handbook
				Solicit public support for the mission and goals of the organization (e.g., formation/ support of friends' groups)	5.3, 14.26: Guide to Create a Friend's Group 14.27: Articles of Incorporation for a Foundation

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1.4.1*	Agency Goals and Objectives	3	53		
		4	131-132		
		5	144-146		
		6	184/ 187-188		
		7	228		
		8	245/ 250-251		
		11	359/362		
		12	396		
		13	442-443		
1.4.2	Personnel Involvement	6	181-182	Provide input for reports (e.g., annual, strategic plan, budget)	14.4 14.05: Annual Report
		12	393		
1.5*	Vision	1	13/16		
		3	59-60		
		5	143-144		
		6	183-188		
1.6	Policies, Rules, Regulations, & Operational procedures	4	131	Provide input for updating standard operating procedures/ manuals	5.9, 5.11: Table of Contents of Policy Manual
		5	163-167		
		7	230-232		
		13	437-438		
1.6.1*	Administrative policies and procedures	5	163-166 168-169	Manage area-specific contracts (e.g., service providers, MOUs (Memorandum of Understanding), LOAs (Letter of Agreement), IGAs (Intergovernmental Agreement))	3.3: Intergovernmental Agreement
					3.4: Memorandum of Understanding
					15.2: Management Evaluation
					3.5: Shared Facility Agreement
					3.6: Shared Services Agreement
					3.7: Trail Maintenance Agreement
					3.8: Museum Operations Agreement
					3.9: Outsourcing Agreement
					4.2: Liability Transfer Agreement
1.7*	Agency Relationships	3	65-73	Participate in the development of inter-agency plans (e.g., emergency management, comprehensive plans, sustainability plans, connectivity & mobility)	
		7	206		
		9	296-297		

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1.7.1	Operational Coordination & Cooperation agreements	3	67-73		
		4	107-115		
		7	202-206		
		9	296-299		
2.0*	Planning	6		Provide input/updates for organization strategic/master plan (e.g., area specific work plan)	
2.1	Overall planning function w/in agency	6	179-193		
		7	209-230		
		8	244-265		
		9	310-311		
		11	362-367		
		12	375-382		
2.2	Involvement in Local Planning	3	56	Facilitate staff and public input opportunities (e.g., committees, public meetings, focus groups, surveys)	
		6	180-182		
		8	240/247-248	Collect public input regarding policies (e.g., addressing constituent comments, public hearings, focus groups, surveys)	
		11	262		
		12	393		
2.3	Planning with Regional, State, and Federal Agencies	3	51-53/56 57-58/68		
		7	218-220		
2.3.1	Community Comprehensive Plan with Park and Recreation Component Standard	3	60		6.4: Comprehensive Plan Framework
		6	190-192		
		7	218-220		
2.4*	P&R Master Plan	7	225-230		7.1: Natural Area Master Plan 7.2: Greenway Development Plan
3.2	Administrative Offices	5	168		
3.2.1	Support services	3	168-169	Promote and advocate for the benefits of parks and recreation to internal and external stakeholders	
		5			
3.3*	Internal communication	5	161-162	Provide input for reports (e.g., annual, strategic plan, project updates)	
3.4*	Public Information Policy and Procedures	3	55-58	Provide customer service, both internal and external	
		11	349		

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3.4.1	Public Information & Community Relations	8	259-260	Manage customer relationships (e.g., customer concerns, service recovery, recognition, retention)	
		9	291-297	Implement / follow the marketing plan	
3.4.2	Community Relations Plan	9			
3.4.3	Marketing Plan	8	259-260	Oversee the development of an inclusive marketing plan (e.g., press releases, branding, advertising, presentations, social media)	
		9	310-313	Oversee the development of an inclusive marketing plan (e.g., press releases, branding, advertising, presentations, social media)	
				Implement / follow the marketing plan	
3.4.3.1	Marketing Responsibility	9	275		4.5: Local Mitigation Review Guide
3.4.3.2	Social Media Policy	9	303-310		
3.5	Utilization of Technology	10	333-336		10.2: It Use Policy
			341		10.3: Drone Policy
3.5.1*	Management Information Systems	10	319-334	Maintain information systems (e.g., enter data, use permits, reservations, registrations, equipment use records)	
3.6	Records Management Policy & Procedures	5	168-169		
3.6.1	Records Disaster Mitigation & Recovery Plan & Procedures	4	107-108		
		10	327-330		
4.0	Human Resources	12-13			
4.1*	Personnel Policies & Procedures Manual	5	163-166	Administer the policies and procedures of the human resources department or union	13.2 a-e: Policies and Procedures Manuals
		13	429-430 453-455		
4.1.1*	Code of Ethics	1	18-19		1.2: Ethics Handbook
		13	435-436		
		14	468		
4.1.1.1	Staff Acceptance of gifts	7	202-203		
		13	436		
		14	505-506		

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4.1.2	Recruitment Process	11	367-368	Implement equitable and inclusive processes when recruiting, selecting, and recommending candidates for seasonal/part time employee and contractor positions	12.1: Job Announcement
		12	394-400	Identify credentials legally required for organization staff (e.g., technical, safety, maintenance, operator licenses & certifications)	12.2: Rejection Letters
		13	405-407		
4.1.3*	Equal Opportunity Employment & Workforce Diversity	4	94	Develop and implement practices supporting a culture of diversity, equity, and inclusivity in staff recruitment, hiring, training, etc.	
		12	383-384, 386-387		
4.1.4	Selection Process	12	407-417		
4.1.5*	Background Investigation	12	408		
4.1.6	Employee Benefits	12	409-419	Assess and recommend pay levels for staff within organization	5.13: Salary Schedule
4.1.7	Supervision	13	442-443 453 457-458	Perform personnel actions (e.g., recognitions, coaching, grievances, disciplinary actions, terminating)	
		13	450-452 453-454		
4.1.8	Compensation Plan	5	171		
		12	386, 409-411		
4.1.9	Performance Evaluation	13	439-443	Evaluate personnel performance (e.g., develop goals, recommendations, work plans)	13.6 a-b: Employee Performance Evaluation
4.1.10	Promotion	13	434-435		
4.1.11	Disciplinary System	13	445-447	Administer disciplinary action (other than termination) for seasonal/part time employees & contractors	
4.1.12	Grievance Procedures	13	453-455		13.7 a-c: Grievance Procedures
4.1.13	Termination & End of Employment	13	446-447		
4.1.14	Social Media Policies Regarding Staff Use	9	289-291		
4.2*	Staff Qualifications	12	393-394		
4.3*	Job Analyses for Job Descriptions	5	170-171	Contribute to the development of job descriptions	10.1: IT Job Description
		8	247		8.1: Recreation Coordinator Job Description
		10	327		
4.4	Chief Administrator	13	448-449		
4.4.1	Leadership Succession Procedure	13	432-434		

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4.5	Workforce Health & Wellness Program	13	454-455		
4.6	Orientation Program	11	373-374		11.11: Orientation Form
		13	435-436		13.1a-c: Employee Orientation Checklists
4.6.1	Employee Training & Development Program	2	44-46	Design and conduct trainings (e.g., staff, board members, advocacy groups, sports officials, volunteers)	13.5: Personnel Improvement Plan
		4	115		
		9	285-286		
		10	320		
		11	352-253 367-368		
		12	397 405-406		
		13	430-432		
4.6.2	Professional Certification & Organizational Membership	1	22	Oversee staff development (e.g., counseling, mentoring, cross-training)	
		13	431-432		
4.7	Volunteer Management	13	455-458		13.8 a-b: Volunteer Manual
4.7.1	Use of Volunteers	13	455-458		
4.7.2	Volunteer Recruitment, Selection, Orientation, Training and Retention	13	456-458		
4.7.3	Supervision and Evaluation of Volunteers	13	457	Supervise personnel, volunteers & independent contractors	
4.7.4	Recognition of Volunteers	13	457-458		
4.7.5	Liability Coverage for Volunteers	4	85-87		
4.8	Consultants & Contract Employees	12	382		
5.0	Financial Management	14	491-500	Identify and manage alternative funding sources (e.g., grants, FEMA, foundations, estates)	
5.1*	Fiscal Policy	14	465-473	Seek and develop additional revenue sources (e.g., grants, bond issues, trust funds, endowments, foundations, investment funds, new concessions or business opportunities, sponsorships)	
			466-467	Communicate financial policies, philosophies, and budget status (e.g., cost recovery analysis philosophy, budget update reports)	
			494-500	Recommend and establish fee schedules & policies	14.2214.23: Fee policy

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5.1.1*	Comprehensive Revenue Policy	14	495-500 500-506 501-519		
5.1.2	Agency Acceptance of Gifts and Donations	14	505-506		14.25: Gift Acceptance Policy
5.1.3	Grants Procedures	14	503-504		
5.1.4	Private, Corporate, and Non-Profit Support Procedures	8	241		14.24: Sport Sponsorship Guide
		9	295-297		
		14	504-505		
5.2*	Fiscal Management Procedures	14	469-473	Initiate the procurement of commodities and capital acquisitions and improvements (e.g., obtain and approve specifications for RFPs and requisitions, comply with purchasing requirements)	14.2: Fiscal Accountability
		15	500-503 524 526-527	Prepare financial analyses and reports (e.g., reconciliation of revenues, cost recovery analysis, budget justification, trend analysis, internal audit)	14.7: Vendor Selection
5.2.1	Authority & Responsibility for Fiscal Management	14	466 476-483	Provide input regarding capital improvements based on operational needs	
5.2.2*	Purchasing Procedures	14	467-469	Implement cash handling practices (e.g., retail sales, rentals, fee collection, deposits, petty cash)	14.5: Purchasing and Petty Cash Procedures
				Collect financial and/or operating data (e.g., attendance, revenues, expenditures)	14.6: Purchasing Policies and Procedures 14.8: Procurement Card Procedures 14.9: Emergency Purchasing Procedures (p.85)
5.3*	Accounting System	14	469-470		14.10: Quarterly Finance Report
5.3.1	Financial Status Report	14	470-472	Operate within an existing budget (e.g., purchasing, staffing, tracking)	
5.3.2	Position Authorization Procedures	12	390-391		
5.3.3	Fiscal Control & Monitoring Procedures	14	470		
5.3.4*	Independent Audit	14	480-483		14.11: Audit Management Letter

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5.4*	Annual or Biennial Budget	7	224	Develop and manage a budget for an area, program, project, or facility (e.g., general fund, enterprise fund, maintenance)	14.3: Budget Summary by Fund
		14	473-497		14.12: What's in an Award Winning Budget
					14.14: Strategic Business Unit Budget
					14.15: Budget
					14.18: Operating Budget
14.19: Line Item Budget					
5.4.1	Budget Development Guidelines	14	473-480	Develop and administer comprehensive agency budget (e.g., monitoring revenues and expenditures, allocating funds)	14.13: Budget Preparation Guidance
			484		14.16: Budget Process
			486-488 491 494-496		14.17: How to Explain the Budget
5.4.2	Budget Recommendations	8	359	Manage area specific contracts (e.g., service providers, MOUs [Memorandum of Understanding], LOAs [Letter of Agreement], IGAs [Intergovernmental Agreement])	
		11	353-354		
		12	378-379		
		14	473-490		
5.5	Budget Control Procedures	14	487-490		
5.5.1	Supplemental/ Emergency Appropriations Procedures	14	488-491		
5.5.2	Inventory & Fixed Assets Controls	11	362-363		15.6: Assets Mapping
		14	489-491		
		15	524-526		
6.0	Programs and Services Management	8	239-265	Analyze operating data (e.g., attendance, revenue, expenditures, maintenance, marketing)	
6.1*	Recreation Programming Plan	8	244-265		8.3: Program Plan
6.1.1	Program & Service Determinants	8	243-247		
6.1.2	Participant Involvement	8	247-248		
6.1.3	Self-Directed Programs & Services	8	250 255		
6.1.4	Leader-Directed Programs & Services	8	255		
6.1.5	Facilitated Programs & Services	8	255-256		
6.1.6	Cooperative Programming	8	256		



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	Special Events	4	129-130		4.7: Dept. of Justice Primer for Large Special Events
		8	256-265		
6.2*	Program Objectives	6 8	167-168 250-251		15.9: Festival Economic Benefit
6.3	Scope and Program Opportunities	8	250		
6.3.1*	Outreach to Diverse Underserved Populations	2	32-44	Implement diverse and inclusive communication approaches based on community demographics (e.g., literacy, language, imagery, accessibility, technology)	5.8: Assessing Subculture Norms
		8	251-252		15.3: Guidebook for Creating Equitable Parks
		7	223	Formalize relationships with outside community organizations (e.g., leagues associations, clubs, nonprofits, school districts, faith based organizations)	15.7 a: Equity Development Tool Kit
		15	542		15.7 b: Equity ad Inclusion Report 15.11 a-c: Equity Analysis
6.4	Community Ed for Leisure Process	8	249-250 254	Promote and advocate for the benefits of parks and recreation to internal and external stakeholders	15.8: Economic Benefit Analysis
		9	293		
6.4.1	Community Health & Wellness Ed & Promotion	8	254		
		12	218		
		13	454-455		
6.5	Code of Conduct	8	262	Reinforce code of conduct for facility users and program participants, coaches, and staff.	8.2, 13.3 a-d: Code of Conduct
		13	435-436		
6.5.1	Concussion Protocol	8	262		
7.0	Facility and Land Use Management	6	195-196	Identify needs for new facilities, services, and capital improvements Provide reasonable accessibility accommodations	
7.1	Parkland Acquisition Procedure	7	199-206		
7.2	Areas & Facilities Development Policies & Procedures	7	211-228	Manage properties (e.g., parks, facilities, athletic fields, areas, beaches, trails, cemeteries)	6.3: Open Space Plan
		11	341-367	Oversee and administer capital improvement plan	7.3: Property Disposal Procedure
				Provide supervision of specific facilities and areas (e.g., opening, routine, and closing inspections, monitor activities)	14.20: Capital Budget
7.2.1	ADA Existing Facility & Site Access Audit	7	230-231		
		11	344		

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7.3	Defense Against Encroachment Procedures	7	206-209		
7.4	Disposal of Lands Procedures	7	206		11.1: Facility Checklist and Maintenance Manual 11.2: Playground Safety Checklist
7.5*	Maintenance & Operations Management Standards	11	341-353	Implement maintenance standards (e.g., perform or request troubleshooting, inspections, routine maintenance, preventative maintenance, repairs or replacement)	11.4: Playground Maintenance Checklist
			354-358		11.8: Building Cleaning Guide
			362-366		11.9: Park Maintenance Standards 11.10: Maintenance Plan 11.6: Fleet Management Policy
7.5.1	Facility & Legal Requirements	11	353	Monitor capital improvements, s (e.g., renovations, building new facilities)	
7.5.2	Preventative Maintenance Plan	11	345		
7.6	Fleet Mgmt. Plan	11	359		
7.7	Agency-Owned Equipment, Materials, Tools, & Supplies Policies & Procedures	11	369	Recommend and implement energy efficient and environmentally friendly procedures (e.g., disposal methods, purchasing of efficient supplies, Green initiatives, LEED, recycling)	
7.7.1	Building Plans & Specifications	7	230-232	Monitor capital improvements (e.g., renovations, building new facilities)	
7.7.2	Land & Lease Records	3	69, 73		
		7	205-208s		
7.8	Environmental Sustainability Policy & Program	7	221-222		11.7: Sustainable Parks Plan
7.9	Natural Resource Management Plans & Procedures	7	213-218		
7.9.1	Recycling &/or Zero Waste Plan	11	361		
7.10	Maintenance Personnel Assignment Procedures	11	368-369		
7.11	Capital Asset Depreciation & Replacement Schedule	14	490-491		

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8.0	Public Safety, Law Enforcement & Security	4	107-121		
		11	344-349		
8.1*	Codes, Laws, & Ordinances	3	65	Develop and recommend organization specific policies, regulations, codes, laws, referendums, rules, etc.	
		4	132		
		5	165		
		7	204-205, 228	Comply with community codes and ordinances	
		12	341-343 386-390		
8.1.1	Staff Liaison to Law Enforcement Officers	4	107-115		
8.2*	Authority to Enforce Laws by Law Enforcement Officers	4	107-111		
8.3	Law Enforcement Officer Training	4	111-112 114-115		
8.4	Public Information on Laws, Ordinances, Rules, Regulations, & Policies	4	115-116		
8.4.1	In-Service Training for Staff on Public Safety & Law Enforcement	4	111-116		
8.4.2	Handling of Disruptive Behavior Procedures	4	262	Reinforce code of conduct for facility users and program participants, coaches, and staff	
		8	120		
		13	437-439		
8.4.3	Traffic Control, Parking Plans, & Crowd Control	4	122-123		
8.5*	General Security Plan	4	108-114		4.6: General Security Plan
		11	350-352		
8.6	Emergency Management Planning	4	106-107		4.3: Emergency Action Plan
8.6.1	In-Service Training for Staff on General Security & Emergency Management	4	95 103-104		
8.6.2	Emergency Risk Communications Plan	4	105	Develop and implement the organization's emergency management plan	
				Follow emergency plan procedures, and respond to emergencies (e.g., first aid, CPR)	

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8.6.3	Care & Shelter Procedures	4	103		
9.0	Risk Management	4	132-135	Develop and implement risk management, safety, security plan (e.g., addresses safety concerns, recognizes risk, identify hazards, pre- and post-opening inspections) - Includes two tasks	11.3: Playground Safety Policy
9.1	Risk Mgmt. Policy	11	357-358		
9.1.1*	Risk Mgmt. Plan & Procedures	4	131-132	Develop and administer risk management, safety, and security plans	4.8: Safety and Security Risk Management Plan
9.1.2	Accident & Incident Report Procedures	4	96, 169	Collect support documentation regarding accidents and incidents	
9.1.3	Personnel Involvement & Training	4	130-132		
9.2	Risk Manager	4	130		
9.3	ADA Compliance & Face-to-Face Resolution	2	30-31	Provide reasonable accessibility accommodations	4.1: ADA Policy
		7	42-49		
		11	230-231 243, 253		
		12	388		
10.0	Evaluation, Assessment, & Research	15	530-560	Conduct assessment of specific programs, areas, products, services	8.3: Program Evaluation Survey
					15.1: Summative Program Evaluation Rubric
10.1*	Systematic Evaluation Process	15	534-536		
10.1.1	Responsibility for Evaluation	8	267-269		
		15	530-531		
10.1.2	Staff Training on how to Evaluate Programs, Services, & Facilities	15	519-520		
10.2	Outcomes Assessment	15	540-541	Manage customer relationships (e.g., customer concerns, service recovery, recognition, retention)	
10.3	Performance Measurement	15	524-536		
10.3.1	Level of Service Standards	7	219		
10.4	Needs Assessment	3	59-60	Conduct community-wide needs assessment	15.4: Inventory and Assessment of Existing Parks
		8	244-245	Identify needs and promote equitable access and distribution of resources across the community	15.5: Community Park Audit Tool
		15	515-518		

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10.5	Program & Services Statistics	6	186-187		
		8	244-245, 261-265		
		9	275-280, 312		
		15	515-517		
10.5.1	Recreation and Leisure Trends Analysis	1	6-8		
		8	247		
		15	534-535		
10.5.2	Community Inventory	8	246		
		15	530-560		
10.5.3	NRPA Park Metrics	10	334		
		15	526		
10.6	Research Investigation	7	221-222		
		15	514-548		
10.6.1	Quality Assurance	8	248		5.14: Performance Audit
		11	354-355		
		15	529-530		
		2	35-36	Formalize relationships with outside community organizations (e.g., leagues, associations, clubs, nonprofits, school districts, faith based organizations)	
		3	67		
		5	152-162	Follow the organization's internal chain of communication	
		5	166	Develop work schedules for seasonal/part time employees & contractors	
		11	358-362		
		12	386-388		
		7	220, 230-231	Develop an inclusion plan for individual of differing abilities (e.g., adaptive & inclusive recreation program plan)	
		5	152-162	Define organizational structure and adjust structure to address changing needs and trends	

\*represents a fundamental standard