



CPRE

Candidate Handbook



NATIONAL RECREATION
AND PARK ASSOCIATION

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INTRODUCTION

The Certified Park and Recreation Executive (CPRE) examination is one of the principal requirements for achieving certification. It is designed to assess the base knowledge of job-related tasks common to manager and executive level professionals. The examination is administered under the auspices of the National Recreation and Park Association (NRPA) and the National Certification Board (NCB).

About the NCB and the CPRP & CPRE Certification Committee

All of NRPA's certification programs are governed independently, and in a non-compensated capacity, by the National Certification Board (NCB) and the CPRP & CPRE Certification Committee. The NCB consists of professionals representing all areas of the profession and various geographical regions of the country who have volunteered their time and expertise to provide overall guidance, and act as the sole authority to determine all standards related certification, to the Parks and Recreation Certification Programs.

The CPRP & CPRE Certification Committee consists of professionals from all over the nation who provide guidance to the NCB related to CPRE certification program and practices. The committee develops standards for the program based on national standards for certification and ensures the CPRE testing practices meet those standards.

Definition of a Certified Park and Recreation Executive

A Certified Park and Recreation Executive (CPRE) is designed for professionals at mid-level or above. A CPRE is a professional with management and supervisory experience serving in a leadership role within an organization; directing day to day operations of an organization; engaging with constituents or elected officials to formulate procedures and policies; accepting fiscal responsibility; managing personnel; and advocating to advance parks, recreation, and environmental conservation efforts that enhance quality of life for all.

Examination Development

A national job analysis was conducted in 2016 and again in 2021 to identify the important core components of the parks, recreation, and leisure services profession. The analysis conducted by the Certification Development Committee culminated the exam specifications that are included in this handbook. The exam content outline serves as the blueprint for constructing the examination. The examination is designed to be a comprehensive, job-related, and objective measure of an individual park and recreation professional's knowledge in areas identified by the exam content outline. All examination items (questions) have been written and reviewed by content experts, the CPRE Examination Committee, representing all areas of the profession and all geographical regions. These individuals provide the job-related perspective and expertise that underlies valid examinations.

About the Testing Agency

PSI Services (PSI) is the professional testing agency contracted by the NRPA to assist in the development of the 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.

SECTION I: ADMINISTRATIVE POLICIES AND RULES FOR EXAMINATION

Individuals seeking certification as a CPRE must apply for the examination, submit the appropriate fee, and meet the prescribed education and experience requirements through the National Recreation and Park Association.

After applying, candidates will receive an e-mail from the NRPA Certification Division confirming eligibility or ineligibility. The e-mail will include directions for scheduling the exam with the professional testing company. Examinations are delivered by computer at PSI Test Centers geographically located throughout the United States. The examinations are administered by appointment only, Monday through Saturday. Appointment starting times may vary by location.

Online Scheduling: Go to <https://test-takers.psiexams.com/nrpa>

First time users of PSI's online scheduling must select "New User."

Enter the information requested to create an account. When finished, select the "Continue" button to proceed.

If account creation is successful, a page requesting you to confirm/enter your contact information will appear. Enter the required information. When finished, select the "Next" button to proceed.

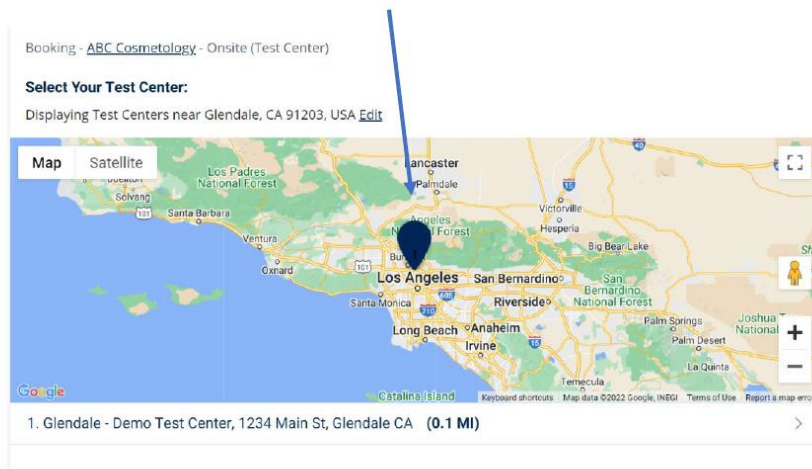
Select three security questions and provide answers which can be used to verify your identity when retrieving a username or password. Click the "Submit" button to proceed to the scheduling page where you first will choose the exam delivery mode. Select Test Center and "Continue."

Select "Tests" and any tests you are eligible for will be displayed. Choose the relevant test

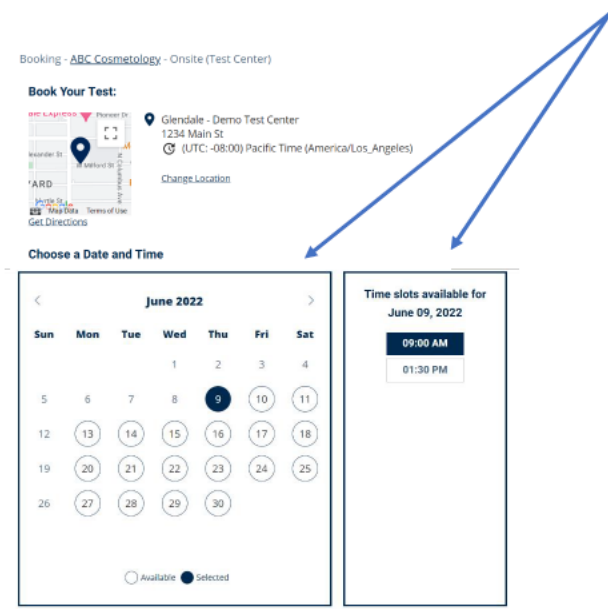
Select your test format "Onsite (Test Center)"

Enter your City or Postal Code and select "Find".

Select the relevant Test Center near your chosen location.



Select date and time to take your test.



You are now scheduled and will receive a message confirming your test format, your booked date and time. Please review the booking before selecting “Confirm”. Once confirmed, select “Done”. You will be emailed a full booking summary with directions to the test center, guidance on Identification requirements and your Test Day.

Technical support may be reached at examschedule@psionline.com

UNSCHEDULED CANDIDATES (WALK-INS) WILL NOT BE ADMITTED to the testing center.

Ineligibility - Candidates who are determined to be ineligible for an examination will receive a refund of their exam and application fees. If ineligibility is determined, an applicant has the right to appeal the decision through a written request to the CPRP & CPRE Certification Committee. This appeal must be submitted within 45 calendar days of receipt of notice of ineligibility.

Reschedule of Computer-Based Testing

A candidate may reschedule ONE appointment for examination at no charge by calling PSI at least **one business day** prior to the scheduled testing session (i.e. if your exam is scheduled for Monday then you must contact PSI by 3:00PM Central on the previous Wednesday). If you wish to reschedule your examination you must do so by contacting PSI directly at 1-833-333-4755. A candidate who wishes to reschedule an examination but fails to contact PSI at least one business day prior to the scheduled testing session forfeits the application and all fees paid to take the examination. The candidate will need to fill out a new application to sit for the exam.

***You must schedule a test date by the date on the e-mail and/or letter 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 an Exam Only Application to reapply to sit for the exam.

Inclement Weather or Emergency

In the event of inclement weather or unforeseen emergencies on the day of an examination, PSI 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.

You may visit PSI's website at <https://schedule.psiexams.com/> prior to the examination to determine if PSI has been advised that any Assessment Centers are closed. Every attempt is made to administer the examination as scheduled; however, should an examination be canceled at an Assessment Center, all scheduled candidates will receive notification following the examination regarding rescheduling or reapplication procedures.

If power to an Assessment Center is temporarily interrupted during an administration, your examination will be restarted. The responses provided up to the point of interruption will be intact, but for security reasons the questions will be scrambled.

Exam Extension

A 3 month extension may be requested for any reason with the submission of an Exam Extension Application, which includes an additional fee. Eligible candidates must submit the Exam Extension Application prior to their exam expiration date, and must either not have a currently scheduled testing session or have the ability to reschedule their current testing session. If an extension is granted, a letter will be sent to the applicant stating their new exam deadline as 3 months from the present deadline.

If a serious health condition or extreme personal emergency has prevented an individual from completing the exam prior to their exam expiration date, a request for extension with a fee waiver may be submitted along with supporting documentation (i.e. a letter from the treating physician confirming fitness to practice). If an extension is granted, a letter will be sent to the applicant stating their new exam deadline as one year from the present deadline.

Services for Candidates with Disabilities

The NRPA complies with the Americans with Disabilities Act by ensuring that no individual with a disability is deprived of the opportunity to take an examination solely by reason of disability. All registration materials must include a statement regarding special accommodations. A candidate who has a disability may request a special accommodation; the request must be submitted in writing at the time of exam registration. Please contact NRPA to make this request. To properly accommodate all persons with disabilities it is recommended that all requests be made 45 days prior to the exam.

Services for Candidates with English as a Second Language

Time extension - If a candidate's primary language is not English and wants to request a time extension to take the Certified Park and Recreation Executive (CPRE) exam the candidate must submit the *ESL Request Form* which includes additional fee information at the time of application (available online at www.nrpa.org/cpre).

Translation Dictionary – If a candidate's primary language is not English and wants to provide and use a strict translation dictionary (word to word and in book form only, no electronic dictionaries allowed), the candidate must submit an *ESL Request Form* at the time of application (available online at www.nrpa.org/cpre) to request the use of the strict translation dictionary. Unless a time extension is also requested, the candidate will be required to

complete the exam within the standard 3 hours.

The ESL Request Form must include the signature of a supervisor, professor, or the employee's human resources representative, as well as the appropriate fee if requesting a time extension. If the request is approved, the applicant will receive a confirmation email from NRPA and the testing company will recognize the request when scheduling the exam. The dictionary will be inspected prior to use to ensure exam security. The ESL Form must be submitted to NRPA at the time of application

Copyright Information

All examination questions are the copyrighted property of NRPA and PSI. It is forbidden under federal copyright law to copy, reproduce, record, distribute or display these examination questions by any means, in whole or in part. Doing so may subject you to severe civil and criminal penalties.

Duplicate Score Report

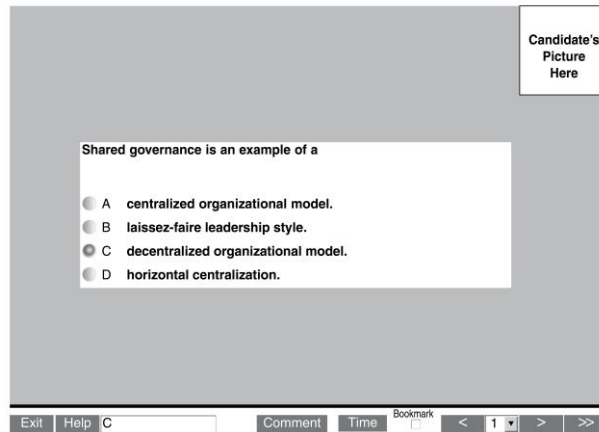
You may purchase additional copies of your results at a cost of \$25 per copy. Requests must be submitted to PSI in writing. The request must include your name, mailing address, telephone number, date of examination and examination taken. Submit this information with the required fee payable to PSI in the form of a money order or cashier's check. Duplicate score reports will be mailed within approximately five business days after receipt of the request and fee. Requests must be submitted within one year of your examination to be processed.

Examination Administration

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.
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. Information provided to NRPA on the certification application must match the candidate's name on the identification. 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 type of temporary identification are not acceptable. The secondary form of identification must display your name and signature for signature verification (e.g., credit card with signature, social security card with signature). **YOU MUST HAVE PROPER IDENTIFICATION (THAT MATCHES THE INFORMATION PROVIDED TO NRPA) TO GAIN ADMISSION TO THE ASSESSMENT CENTER.**
- After your identification has been confirmed, you will be directed to a testing carrel. You will be instructed on-screen to enter your identification number. You will take your photograph which will remain on screen throughout your examination session. This photograph will also print on your score report. Prior to attempting the examination, you will be given the opportunity to practice taking an examination on the computer. The time you use for this practice examination is NOT counted as part of your examination time or score.

- When you are comfortable with the computer testing process, you may quit the practice session and begin the timed examination. Three (3) hours are allotted to complete the examination. Following the practice examination, you will begin the timed examination. Before beginning, instructions for taking the examination are provided on-screen.



- The computer monitors the time you spend on the examination. The examination will terminate if you exceed the time allowed. You may click on the “Time” box in the lower menu bar on the screen to monitor your time. A digital clock indicates the time remaining for you to complete the examination. The Time feature may be turned off during the examination.

Only one examination question is presented at a time. The question number appears in the lower right of the screen. Choices of answers to the examination question are identified as A, B, C or D. You must indicate your choice by either typing in the letter in the response box in the lower left portion of the computer screen or clicking on the option using the mouse. To change your answer, enter a different option typing in the letter in the response box or by clicking on the option using the mouse. You may change your answer as many times as you wish during the examination time limit.

To move to the next question, click on the forward arrow (>) in the lower right portion of the screen. This action will move you forward through the examination question by question. If you wish to review any question(s), click the backward arrow (<) or use the left arrow key to move backward through the examination.

An examination question may be left unanswered for return later in the examination session. Questions may also be bookmarked for later review by clicking in the blank square to the right of the Time button.

To identify all unanswered and/or bookmarked questions, click on the double arrows (>>). When the examination is completed, the number of examination questions answered is reported. If not, all questions have been answered and there is time remaining, you may return to the examination and answer those questions. Be sure to provide an answer for each examination question before exiting the examination. There is no penalty for guessing.

- No personal items, valuables or weapons should be brought to the Assessment Center. Only wallets and keys are permitted.

Large coats and jackets must be left outside the testing room. You will be provided a soft locker to store your wallet and/or keys with you in the testing room. The proctor will lock the soft locker prior to you entering the testing room. You will not have access to these items until after the examination is completed.

Please note watches, hats, wallets, and keys will not be allowed in the testing room except securely locked in the soft locker.

Once you have placed your personal belongings into the soft locker, you will be asked to pull out your pockets to ensure they are empty. If you bring personal items that will not fit in the soft locker, you will not be able to test. The site will not store or be responsible for your personal belongings. If any personal items are observed or heard (e.g., cellular/smart phones, alarms) in the testing room after the examination is started, you will be dismissed, and the administration will be forfeited.

- PSI administration and security standards are designed to ensure all candidates are provided the same opportunity to demonstrate their abilities. The Assessment Center is continuously monitored by audio and video surveillance equipment for security purposes. The following security procedures apply during the examination:
 - Examinations are proprietary. No cameras, notes, tape recorders, pagers or cellular/smart phones are allowed in the testing room. Possession of a cellular/smart phone or other electronic devices is strictly prohibited and will result in dismissal from the examination.
 - Only silent, non-programmable calculators without alpha keys or printing capabilities are allowed in the testing room.
 - No guests, visitors or family members are allowed in the testing room or reception areas.
- Examination restrictions include the following:
 - Pencils will be provided during check-in
 - Candidates will be provided with one piece of scratch paper at a time to use during the examination; you must return the scratch paper to the proctor at the completion of testing or you will not receive your score report.
 - No documents or notes of any kind may be removed from the Assessment Center.
 - No questions concerning the content of the examination may be asked during the examination.
 - Eating, drinking or smoking is not permitted in the Assessment Center.
 - You may take a break whenever you wish, but you will not be allowed additional time to make up for time lost during breaks.
- During the examination, comments may be provided for any question by clicking on the Comment button to the left of the Time button. This opens a dialogue box where comments may be entered. Comments will be reviewed, but individual responses will not be provided.

Following the Examination and Scoring of Results

After finishing the examination, you are asked to complete a short survey. Then, you are instructed to report to the examination proctor to receive your score report. This is for your records. The sum of your content area scores equals the number of items you answered correctly on the entire examination. The reason for reporting content area scores is to enable you to evaluate your performance on each part of the test.

NRPA will also be informed of the examination results (pass/fail only) for its applicants by the professional testing company. The passing score for the examination reflects the amount of knowledge 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, not the other individuals taking the test.

Statement of Non-Discrimination

The NRPA and PSI do not discriminate among applicants on the basis of age, sex, race, religion, national origin, disability, marital status, or any other protected characteristic.

Your Status as a NCB Certified Park and Recreation Executive

If you pass the CPRE Examination, you will be awarded the CPRE designation as a Certified Park and Recreation Executive. NRPA will issue a Certified Park and Recreation Executive certificate to each individual who passes the examination approximately six (6) to eight (8) weeks after the results are released.

Your certification is valid for three (3) years. Professionals are required to obtain 3.0 Continuing Education Units (CEUs) from the date they passed the exam to the expiration date of their certification. To maintain the CPRE certification, each CPRE must submit a list of 3.0 CEUs completed within their certification cycle, a CPRE Renewal Application and associated fees to NRPA. Once renewed, the updated CPRE renewal cycle will begin the day after the original CPRE expiration date and expire three years later. Documentation of CEUs is not required at the time of renewal unless the candidate is randomly selected for renewal audit. CEUs are not transferable from one certification cycle to the next. Please review the CPRP & CPRE Policy and Procedure manual for details found at <https://www.nrpa.org/certification/cpre/cpre-resources/>

Certified Park and Recreation Executives are **required** to advise NRPA of any email or address changes.

Release of Information

The NRPA and its testing agency are committed to protecting the confidentiality of candidates' results and have adopted policies to ensure privacy. Information about candidates' examination results are not routinely released to any third party absent special, compelling circumstances. Successful candidates are added to the NRPA CPRE registry available at www.nrpa.org within 6-8 weeks of examination.

Registry

The online certification registry lists the name, city/state, contact information (email), certification number and expiration date of all certified professionals in current standing. The registry provides verification of certification status to certified professionals, employers, state associations and others.

Certified professionals may choose to have their contact information (email) removed from the registry by sending an e-mail message to certification@nrpa.org

Scores Cancelled by NCB and NRPA

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 exam administration and 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 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 NCB through the NRPA.

If you engage in any of the following conduct during the examination you may be dismissed, your scores will not be reported and examination fees will not be refunded. Examples of misconduct are when you:

- create a disturbance, are abusive or otherwise uncooperative;
- display and/or use electronic communications devices such as pagers, cellular/smart phones;
- talk or participate in conversation with other examination candidates;
- give or receive help or are suspected of doing so;
- leave the Assessment Center during the administration;
- attempt to record examination questions or make notes;
- attempt to take the examination for someone else;
- are observed with personal belongings, or
- are observed with unauthorized notes, books or other aids not listed on the roster.

Appeals

Applicants may appeal to the CPRP & CPRE Certification Committee for any reason. Applicants desiring to appeal may complete the Appeal Application to be reviewed by the CPRP & CPRE Certification Committee. Written appeals must be received within 45 days of the examination date for the appeal to be considered. Contact certification@nrpa.org for the application and details. Appeals will be brought before the CPRP & CPRE Certification Committee within 90 days once the application has been received.

Name Change

The NRPA and NCB use a professional's full, official name in the records. To complete a name change, professionals must notify NRPA in writing.

Please send the change and documentation of the change (i.e. copy of marriage certificate, naturalization papers, court order of name change, etc.) to:

National Recreation and Park Association

22377 Belmont Ridge Rd.

Ashburn, VA 20148

Fax: (703)858-0794

Email: certification@nrpa.org (only if documentation can be provided as a PDF attachment)

SECTION II: 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.

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 parks and recreation baccalaureate program are most useful.

Test-taking Advice

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

1. Read all instructions carefully.
2. 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.
3. 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.

Exam 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 option, multiple-choice questions distributed according to the exam 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, allowing meaningful data to 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 exam are accurate.

Additional information regarding the content of the examination you will be taking is presented in the following sections. This includes reference materials and the exam content outline. 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.

Reference Materials - reference materials can be found online and in most of the larger accredited university libraries.

Arnold, M. L., Glover, R. B. & Beeler, S. B., (2012). Human Resource Management in Recreation, Sport, and Leisure Services. State College, PA: Venture Publishing, Inc.

Association of Higher Education Facility Officers, National Recreation and Park Association, Professional Grounds Maintenance Society. (2001). Operational Guidelines for Grounds Management. Alexandria, VA.

Assumption of Risk for Observable Ballfield Defects James C. Kozlowski, Parks & Recreation, Jan. 2013 Vol. 48, Iss. 1

Bannon, J. J., (1999). 911 Management: A Comprehensive Guide for Leisure Service Managers. Urbana, IL: Sagamore Publishing LLC.

CDC. (2016, September 19). Healthy Places: Health Impact Assessment. Retrieved from Centers for Disease Control and Prevention: <https://www.cdc.gov/healthyplaces/hia.htm>

Creighton, James L., (2005). The Public Participation Handbook: Making better Decisions Through Citizen Involvement. New York, NY: John Wiley & Sons

Crompton, J. L., (2009). Financing and Acquiring Park and Recreation Resources. Grove, IL: Waveland Press.

Crompton, J.L., (2007). Community Benefits and Repositioning: The Keys to Park and Recreation's Future Viability. Ashburn, VA: NRPA.

Cushman, R. F. & Bottum, T. B., (Eds.). (1987). Architect and Engineer Liability: Claims Against Design Professionals. New York, NY: John Wiley & Sons.

Flickinger, T.B., (2005). Get On Board: Essential Wisdom for Board Members and Executives. Springfield, IL: Illinois Association of Park Districts.

Flynn, RB (Ed.) (1993). Facility Planning for Physical Education, Recreation, and Athletics. Reston, VA: American Alliance of Health, Physical Education, Recreation and Dance.

GreenPlay, LLC. (2007, March). Sample XX Parks & Recreation Department Sponsorship Policy. Retrieved from Greenplayllc.com: http://greenplayllc.com/wp-content/uploads/2020/04/Sample_Spon_Policy.pdf

Hurd, A. R. & Anderson, D. M., (2011). The Park and Recreation Professional's Handbook. Champaign, IL: Human Kinetics.

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

Kraus & Curtis (2000). Creative management in recreation, parks and leisure services (6th & 7th edition). St. Louis, MO: McGraw-Hill.

- Kretzmann, J.P. & McKnight, J. L., (1993). Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. Evanston, IL. Institute for Policy Research.*
- Milkovich, G.T., Newman, J.M. & Gerhart, B., (2016) Compensation. New York, NY: McGraw-Hill/Irwin.*
- Moiseichik, M. (2010) Management of Parks and Recreation Agencies(3rd Edition). Ashburn, VA: NRPA*
- Moiseichik, M. (2016)Management of Parks and Recreation Agencies(4th Edition). Ashburn, VA: NRPA*
- Mulvaney, M.A. & Hurd, A. R. , (2013). Official Study Guide for the Certified Park and Recreation Professional Examination (4th ed.). Urbana, IL: Sagamore Publishing LLC.*
- National Labor Relations Board. (n.d.). National Labor Relations Board Home Page. Retrieved from NLRB.gov: nlr.gov*
- Peterson, J.A. and Hronek, B.B. (2003). Risk management: Park, recreation, and leisure services (4th ed.). Champaign, IL: Sagamore Publishing.*
- Rodney, L.S. & Toalson, R. F., (1981). Administration of Recreation, Parks, and Leisure Services. Madison, WI: Wiley.*
- Warren, R., Rea, P., & Payne, S. (2007). Park and Recreation Maintenance Management, (4th ed.) Champaign, IL: Sagamore Publishing Inc.*

Detailed Exam 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. It is unlikely that any task would be tested more than once.

Communication (21%)

- Promote and advocate for the benefits of parks and recreation to internal and external stakeholders
- Solicit public support for the mission and goals of the organization (e.g., formation/support of friends' groups)
- Collect public input regarding policies (e.g., addressing constituent comments, public hearings, focus groups, surveys)
- Communicate organization's vision and mission to personnel and stakeholders
- Foster internal and external departmental relationships
- Communicate and collaborate with elected officials, legislative boards, commissions, committees, advisory boards, agencies, and councils
- Formalize relationships with outside community organizations (e.g., leagues, associations, clubs, nonprofits, school districts, faith based organizations)
- Follow the organization's internal chain of communication
- Provide input for reports (e.g., annual, strategic plan, project updates)
- Communicate financial policies, philosophies, and budget status (e.g., cost recovery analysis philosophy, budget update reports)
- Oversee the development of an inclusive marketing plan (e.g., press releases, branding, advertising, presentations, social media)
- Implement / follow the marketing plan
- Implement diverse and inclusive communication approaches based on community demographics (e.g., literacy, language, imagery, accessibility, technology)
- Provide input/updates for agency strategic/master plan (e.g., area specific work plan)

Finance (20%)

- Implement cash handling practices (e.g., retail sales, rentals, fee collection, deposits, petty cash)
- Seek and develop additional revenue sources (e.g., grants, bond issues, trust funds, endowments, foundations, investment funds, new concessions or business opportunities, sponsorships)
- Identify and manage alternative funding sources (e.g., grants, FEMA,

- foundations, estates)
- Operate within an existing budget (e.g., purchasing, staffing, tracking)
 - Initiate the procurement of commodities and capital acquisitions and improvements (e.g., obtain and approve specifications for RFPs and requisitions, comply with purchasing requirements)
 - Prepare financial analyses and reports (e.g., reconciliation of revenues, cost recovery analysis, budget justification, trend analysis, internal audit)
 - Collect financial and/or operating data (e.g., attendance, revenues, expenditures)
 - Manage area specific contracts (e.g., service providers, MOUs (Memorandum of Understanding), LOAs (Letter of Agreement), IGAs (Intergovernmental Agreement))
 - Recommend and establish fee schedules & policies
 - Develop and manage a budget for an area, program, project, or facility (e.g., general fund, enterprise fund, maintenance)
 - Develop and administer comprehensive agency budget (e.g., monitoring revenues and expenditures, allocating funds)
 - Develop and/or finalize contracts and lease agreements (e.g., MOUs (Memorandum of Understanding, Cooperative Endeavor Agreements, Joint Use Agreements, RFPs (Request for Proposals))

Human Resources (21%)

- Contribute to the development of job descriptions
- Implement equitable and inclusive processes when recruiting, selecting, and recommending candidates for seasonal/part time employee and contractor positions
- Develop and implement practices supporting a culture of diversity, equity, and inclusivity in staff recruitment, hiring, training, etc.
- Design and conduct trainings (e.g., staff, board members, advocacy groups, sports officials, volunteers)
- Supervise personnel, volunteers & independent contractors
- Administer disciplinary action (other than termination) for seasonal/part time employees & contractors
- Evaluate personnel performance (e.g., develop goals, recommendations, work plans)
- Administer the policies and procedures of the human resources department or union
- Perform personnel actions (e.g., recognitions, coaching, grievances, disciplinary actions, terminating)
- Oversee staff development (e.g., counseling, mentoring, cross training)

- Assess and recommend pay levels for staff within organization

Operations (21%)

- Conduct assessment of specific programs, areas, products, services
- Recommend and implement energy efficient and environmentally friendly procedures (e.g., disposal methods, purchasing of efficient supplies, Green initiatives, LEED, recycling)
- Implement maintenance standards (e.g., perform or request troubleshooting, inspections, routine maintenance, preventative maintenance, repairs, or replacement)
- Maintain information systems (e.g., enter data, use permits, reservations, registrations, equipment use records)
- Develop work schedules for seasonal/part time employees & contractors
- Provide supervision of specific facilities and areas (e.g., opening, routine, and closing inspections, monitor activities)
- Reinforce code of conduct for facility users and program participants, coaches, and staff
- Provide reasonable accessibility accommodations
- Collect support documentation regarding accidents and incidents
- Follow emergency plan procedures, and respond to emergencies (e.g., first aid, CPR)
- Provide customer service, both internal and external
- Provide input regarding capital improvements based on operational needs
- Identify credentials legally required for organization staff (e.g., technical, safety, maintenance, operator licenses & certifications)
- Identify needs and promote equitable access and distribution of resources across the community
- Comply with community codes and ordinances
- Provide input for updating standard operating procedures/manuals
- Analyze operating data (e.g., attendance, revenue, expenditures, maintenance, marketing)
- Develop risk management, safety, security plans, policies, and procedures
- Implement risk management, safety, security plan (e.g., addresses safety concerns, recognizes risk, identify hazards, pre and post opening inspections)
- Manage customer relationships (e.g., customer concerns, service recovery, recognition, retention)
- Manage properties (e.g., parks, facilities, athletic fields, areas, beaches, trails, cemeteries)
- Monitor capital improvements (e.g., renovations, building new facilities)

Planning & Policy (17%)

- Develop and recommend organization specific policies, regulations, codes, laws, referendums, rules, etc.
- Participate in the development of inter-agency plans (e.g., emergency management, comprehensive plans, sustainability plans, connectivity & mobility)
- Facilitate staff and public input opportunities (e.g., committees, public meetings, focus groups, surveys)
- Conduct community wide needs assessment
- Develop an inclusion plan for individuals of differing abilities (e.g., adaptive & inclusive recreation program plan)
- Identify needs for new facilities, services, and capital improvements
- Provide input/updates for organization strategic/master plan (e.g., area specific work plan)
- Develop and administer risk management, safety, and security plans
- Develop and implement the organization's emergency management plan
- Oversee and administer capital improvement plan
- Define organizational structure and adjust structure to address changing needs and trends

Notes