

**National Recreation and Park Association
Certified Park and Recreation
Executive (CPRE)
Examination**

Candidate Handbook



**National Recreation and Park Association
National Certification Board
22377 Belmont Ridge Road
Ashburn, VA 20148
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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/E 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/E 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/E 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 is a manager with administrative oversight experience in Parks and Recreation serving in the leadership role in an organization; promoting the mission and vision of the organization; formulating policies, goals, and directives; having responsibility for the fiscal, property and personnel resources of the organization ; developing strategic priorities and advocating for the organization and profession to advance parks, recreation, and environmental conservation efforts that enhance quality of life.

Examination Development

A national job analysis was conducted in 2016 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.

Examinations are delivered by computer at more than 190 PSI Assessment Centers located throughout the United States. PSI Assessment Centers have been selected to provide accessibility to the most candidates in all states and major metropolitan areas. A current listing of PSI Assessment Centers, including addresses and driving directions, may be viewed at PSI's website located at www.goAMP.com. Examinations are administered by appointment only Monday through Friday at 9:00 a.m. and 1:30 p.m. Saturday appointments may be scheduled based on availability. Available dates will be indicated when scheduling your examination. Candidates are scheduled on a first-come, first-served basis. Available dates will be indicated when scheduling your 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. Candidates will schedule their exam with PSI by calling, 1-888-519-9901 or by accessing the PSI website at www.goAMP.com and select "Candidates" to find a location or set up time and day for testing. When candidates schedule an appointment for the examination, they will be notified of the time to report to the center. **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 for the examination fee, but will not receive a refund for the application fee. If ineligibility is determined, an applicant has the right to appeal the decision through a written request to the CPRP/E 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 **two** business days 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 1-888-519-9901. A candidate who wishes to reschedule an examination but fails to contact PSI at least two business days 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 and reapply 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 and 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 www.goAMP.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

1. 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.
2. 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

PSI complies with the Americans with Disabilities Act and strives to ensure that no individual with a disability as defined by the ADA as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment is deprived of the opportunity to take the examination solely by reason of that disability. PSI will provide reasonable accommodations for candidates with disabilities. Candidates requesting special accommodations must call PSI at 1-888-519-9901 to schedule their examination.

1. Wheelchair access is available at all established Assessment Centers. Candidates must advise PSI at the time of scheduling that wheelchair access is necessary.
2. Candidates with visual, sensory, physical or learning disabilities that would prevent them from taking the examination under standard conditions may request special accommodations and arrangements.

Verification of the disability and a statement of the specific type of assistance needed must be made in writing to PSI at least 45 calendar days prior to your desired examination date by completing the Request for Special Examination Accommodations form. PSI will review the submitted forms and will contact you regarding the decision for accommodations.

Services for Candidates with English as a Second Language

Time extension - If a candidate's primary language is not English and he or she wants to request a time extension to take the Certified Park and Recreation Executive (CPRE) exam he/she 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 he or she wants to provide and use a strict translation dictionary (word to word and in book form only, no electronic dictionaries allowed), he or she 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.

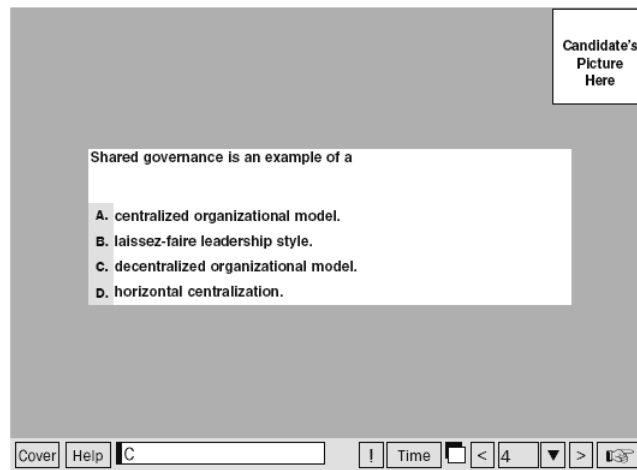
Duplicate Score Report

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 hand icon. 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 may apply during the examination:
 - Candidates may be subjected to a metal detection scan upon entering the examination room.
 - 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 button displaying an exclamation point (!) 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 CEUs from the date they passed the exam to the expiration date of their certification. CEUs taken must be classified within the Executive Level Core

Competencies (Communication, Finance, Human Resources, Operations, Planning and Policy-notice these are different from examination levels) at the time of renewal.

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/phone), 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/phone) removed from the registry by either logging into the online certification center at www.nrpa.org/certification/ or 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 desiring to appeal their examination score may complete the Appeal Application to be reviewed by the CPRP/E Certification Committee. Written appeals must be received within 45 days of the examination date for the appeal to be considered. Contact certification@nrpa.org or (800) 626-6772 for the application and details. Appeals will be brought before the CPRP/E 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. 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, in the NRPA headquarters, and most of the larger accredited university libraries would also carry these reference materials.

Allison, M. T. & Schneider, I. E., (Eds.). (2008). Diversity and the Recreation Profession: Organizational Perspectives (Rev. ed). State College, PA: Venture Publishing, Inc.

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.

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

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

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

Cushman, R. F. & Bottum, T. B., (Eds.). (1987). Architect and Engineer Liability: Claims Against Desian 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.

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

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

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.

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

Wholey, J.S., Hatry, H.P. & Newcomer, K. E., (2004). Handbook of Practical Program Evaluation (2nd ed.). San Francisco, CA: Jossey - Bass.

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. For example, the items testing finance may address any of the four tasks listed in this detailed outline. It is unlikely that any task would be tested more than once.

Responsibilities in Communication

- Promote the benefits of specific programs and services to the community
- Provide education regarding the value and benefits of parks and recreation (e.g., for staff, the public, commissions stakeholders, policy makers, etc.)
- 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
- Collaborate with external groups, committees, advisory boards, agencies, and councils
- Promote the organization through marketing and branding
- Formalize relationships with outside community organizations (e.g., leagues, associations, clubs, non-profits, school districts, faith-based organizations)
- Advocate on behalf of the organization to public and media
- Advocate for public support of the organization (e.g., initiatives to advance the profession, need for funding)
- Follow the organization's internal chain of communication
- Foster internal and external departmental relationships
- Provide input for reports (e.g., annual, strategic plan, budget)
- Disseminate organization reports (e.g., annual report, financial reports, statistical data, project updates)
- Communicate financial policies, philosophies, and budget status to subordinates (e.g., cost recovery analysis philosophy, budget update reports)
- Develop marketing strategic plan, e.g., press releases, advertising, presentations
- Communicate with elected officials, legislative boards, commissions (e.g., navigating the political environment, lobbying, advocating for policies)
- Maintain customer relationships (e.g., respond to customer concerns, requests for information)

Responsibilities in Finance

- Collect financial and/or operating data (e.g., attendance, revenues, expenditures)
- Implement cash handling practices (e.g., retail sales, rentals, fee collection, deposits, petty cash)
- Prepare requests for alternative support (e.g., grants, donations, sponsorships, in-kind services, matching funds)
- Research sources of alternative support (e.g., grants, donations, sponsorships, in-kind services, matching funds)
- Seek and develop additional revenue sources (e.g., bond issues, trust funds, endowments, foundations, investment funds, new concessions or business opportunities, state, federal, or private grants)
- Conduct cost recovery analysis for a specific area in order to recommend fee schedules
- Manage area specific contracts
- Administer asset management protocol
- Develop and implement fee collection procedures
- Recommend fee schedules & policies
- Establish fee schedules & policies or philosophies
- Develop a program budget

Finance Continued

- Develop and administer comprehensive agency budget (e.g., monitoring revenues and expenditures, allocating funds)
- Communicate budget needs to supervisor
- Operate within an existing budget
- Prepare budget for areas of responsibility
- Manage budget for areas of responsibility
- Develop and/or finalize contracts and lease agreements (e.g., MOUs, Cooperative Endeavor Agreements, Joint Use Agreements, RFPs, etc.)
- Initiate the bid process for 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)

Responsibilities in Human Resources

- Develop & approve job descriptions
- Conduct hiring process for new employees (recruit, review applications, interview, hire)
- Design and conduct training for staff, board members, advocacy groups, volunteers
- Enforce the policies and procedures of the human resources department or union
- Evaluate personnel performance (e.g. develop goals, recommendations, work plans)
- Manage time cards, payroll, and/or employee records
- Perform personnel actions (e.g. disciplinary actions, coaching, recognitions, terminating, grievances)
- Supervise interns and employees
- Determine pay levels for subordinate staff within organization
- Manage employee resources (e.g., employee assistance, grievances, benefits, performance coaching, career development, staff allocation)
- Monitor labor relations (e.g., meet with labor organizations such as unions or HR departments/divisions)

Responsibilities in Operations

- Manage contract agreements with independent contractors
- Conduct assessment of specific programs, areas, products, services
- Establish relationships with outside organizations (e.g., leagues, associations, clubs, non-profits, school districts, faith-based organizations, advocacy/friends groups)
- Collaborate with related organizations (e.g., leagues, school districts, other districts/departments, state and federal environmental/natural resource agencies, state affiliates, professional associations)
- Develop 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, routine maintenance, preventative maintenance, repairs or replacement)
- Stay current with changes in applicable regulatory agency policies
- Implement policies & procedures, health codes, OSHA, ADA
- Provide input for updating standard operating procedures/manuals
- Provide reasonable accessibility accommodations
- Review site plans, bid specifications, and maps
- Analyze operating data (e.g. attendance, revenue, expenditures, maintenance, marketing)
- Develop standard operating procedures/manuals
- Compile information to defend agency in the event of accidents
- Enforce code of conduct for facility users and program participants, coaches, and staff
- Develop emergency management plan

Operation Continued

- 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)
- Develop plan to accommodate participants with disabilities
- Provide customer service, both internal and external
- Manage customer relationships (e.g., service recovery, recognition, retention)
- Manage properties (e.g. parks, facilities, areas)
- Monitor capital improvements (e.g. renovations, building new facilities)
- Provide input regarding capital improvements based on operational needs
- Evaluate participant satisfaction, program outcomes

Responsibilities in Planning & Policy

- Analyze trends and best practices
- Assist with development of emergency management plan
- Collect public input (e.g. public hearings, focus groups, surveys)
- Develop a plan to include participants with disabilities
- Develop a comprehensive program plan
- Identify needs for new facilities, services, and capital improvements
- Provide input/updates for agency strategic/master plan (e.g. area specific work plan)
- Administer capital improvement plan
- Identify methods for land or other property acquisitions (e.g., conservation or other easements, fee simple, cooperative ventures or purchases, park dedication ordinances, copyright and patent, bonds)
- Propose land or property acquisitions for future development
- Participate in research with outside agencies and institutions (e.g., trend analysis, technology, social needs, benchmarks, cooperative agreements)
- Develop and administer risk management, safety, security plans
- Develop and administer the agency strategic/master plan
- Develop and implement emergency management plan
- Oversee and administer capital improvement plan
- Participate in planning to ensure park development, intermodal access, environmental quality
- Participate in research through cooperative agreements or contracts with academic or private institutions (e.g., trend analysis, technology, social needs, benchmarks)
- Support sustainable economic development (e.g., environmental conservation, tourism, attracting business, improving property values, attracting residents)
- Define organizational structure and adjust structure to address changing needs and trends
- Develop and present proposals, budgets, and justifications to policy makers
- Develop and recommend agency specific policies, regulations, codes, laws, rules, etc.
- Ensure agency compliance with national, state, and local laws and regulations
- Establish vision and mission for the organization
- Develop energy efficient and environmentally friendly policies (e.g., disposal methods, purchasing of efficient supplies, Green initiatives, LEED, recycling)

Notes