

CPRE Certification Preparatory Resource

This document is not a comprehensive source on its own. Together with the Management of Park and Recreation Agencies – 5th Edition book, the CPRE Certification Preparatory Resource is meant to guide users in preparing for the CPRE exam.

Content Area/Job Task	Book Chapter	Pages
Communication (21%)		
Promote and advocate for the benefits of parks and recreation to internal and external stakeholders	3	
	5	168-169
	8	249-250, 254
	9	293
Solicit public support for the mission and goals of the organization (e.g., formation/support of friends' groups)	5&6	143, 148, 183-188
Collect public input regarding policies (e.g., addressing constituent comments, public hearings, focus groups, surveys)	3	56
	6	180-182
	8	240/ 247-248
	11	262
	12	393
Communicate organization's vision and mission to personnel and stakeholders	5&6	143, 148, 183-188
Foster internal and external departmental relationships	3	52-58 60-63
Communicate and collaborate with elected officials, legislative boards, commissions, committees, advisory boards, agencies, and councils	3	52-58 60-63
Formalize relationships with outside community organizations (e.g., leagues, associations, clubs, nonprofits, school districts, faith based organizations)	2	32-44
	7	223
	8	251-252
	15	542
Follow the organization's internal chain of communication	5	152-162
Provide input for reports (e.g., annual, strategic plan, project updates)	6	181-182
	12	393
	5	161-162
Communicate financial policies, philosophies, and budget status (e.g., cost recovery analysis philosophy, budget update reports)	14	466-467
Oversee the development of an inclusive marketing plan (e.g., press releases, branding, advertising, presentations, social media)	8	259-260
	9	310-313
Implement / follow the marketing plan	8	259-260
	9	291-297, 310-313

Implement diverse and inclusive communication approaches based on community demographics (e.g., literacy, language, imagery, accessibility, technology)	2	32-44
	7	223
	8	251-252
	15	542
Provide input/updates for agency strategic/master plan (e.g., area specific work plan)	6	
Content Area/Job Task	Book Chapter	Pages
Finance (20%)		
Implement cash handling practices (e.g., retail sales, rentals, fee collection, deposits, petty cash)	14	467-469
Seek and develop additional revenue sources (e.g., grants, bond issues, trust funds, endowments, foundations, investment funds, new concessions or business opportunities, sponsorships)	14	465-473
Identify and manage alternative funding sources (e.g., grants, FEMA, foundations, estates)	14	491-500
Operate within an existing budget (e.g., purchasing, staffing, tracking)	14	470-472
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	469-473
Prepare financial analyses and reports (e.g., reconciliation of revenues, cost recovery analysis, budget justification, trend analysis, internal audit)	15	500-503 524 526-527
Collect financial and/or operating data (e.g., attendance, revenues, expenditures)	14	467-469
Manage area specific contracts (e.g., service providers, MOUs (Memorandum of Understanding), LOAs (Letter of Agreement), IGAs (Intergovernmental Agreement))	5	163-166, 168-169
	8	359
	11	353-354
	12	378-379
	14	473-490
Recommend and establish fee schedules & policies	14	494-500
Develop and manage a budget for an area, program, project, or facility (e.g., general fund, enterprise fund, maintenance)	7	224
	14	473-497
Develop and administer comprehensive agency budget (e.g., monitoring revenues and expenditures, allocating funds)	14	473-480 484 486-488 491 494-496
Develop and/or finalize contracts and lease agreements (e.g., MOUs (Memorandum of Understanding, Cooperative Endeavor Agreements, Joint Use Agreements, RFPs (Request for Proposals))	7	87-89 200
Content Area/Job Task	Book Chapter	Pages
Human Resources (21%)		
Contribute to the development of job descriptions	5	170-171
	8	247
	10	327
Implement equitable and inclusive processes when recruiting, selecting, and recommending candidates for seasonal/part time employee and contractor positions	11	367-368

Develop and implement practices supporting a culture of diversity, equity, and inclusivity in staff recruitment, hiring, training, etc.	4	94
	12	383-384, 386-387
Design and conduct trainings (e.g., staff, board members, advocacy groups, sports officials, volunteers)	2	44-46
	4	115
	9	285-286
	10	320
	11	352-253 367-368
	12	397 405-406
	13	430-432
Supervise personnel, volunteers & independent contractors	13	457
Administer disciplinary action (other than termination) for seasonal/part time employees & contractors	13	445-447
Evaluate personnel performance (e.g., develop goals, recommendations, work plans)	13	439-443
Administer the policies and procedures of the human resources department or union	5	163-166
	13	429-430 453-455
Perform personnel actions (e.g., recognitions, coaching, grievances, disciplinary actions, terminating)	13	442-443 453 457-458
	13	450-452 453-454
Oversee staff development (e.g., counseling, mentoring, cross training)	1	22
	13	431-432
Assess and recommend pay levels for staff within organization	12	409-419
Content Area/Job Task	Book Chapter	Pages
Operations (21%)		
Conduct assessment of specific programs, areas, products, services	15	530-560
Recommend and implement energy efficient and environmentally friendly procedures (e.g., disposal methods, purchasing of efficient supplies, Green initiatives, LEED, recycling)	11	369
Implement maintenance standards (e.g., perform or request troubleshooting, inspections, routine maintenance, preventative maintenance, repairs, or replacement)	11	341-353
		354-358
		362-366
Maintain information systems (e.g., enter data, use permits, reservations, registrations, equipment use records)	10	319-334
Develop work schedules for seasonal/part time employees & contractors	5	166
	11	358-362
	12	386-388
Provide supervision of specific facilities and areas (e.g., opening, routine, and closing inspections, monitor activities)	7	211-228
	11	341-367
Reinforce code of conduct for facility users and program participants, coaches, and staff	4	120
	8	262
	13	435-439

Provide reasonable accessibility accommodations	2	30-31
	6	195-196
	7	42-49
	11	230-231, 243, 253
	12	388
Collect support documentation regarding accidents and incidents	4	96, 169
Follow emergency plan procedures, and respond to emergencies (e.g., first aid, CPR)	4	105
Provide customer service, both internal and external	3	55-58
	11	349
Provide input regarding capital improvements based on operational needs	14	466 476-483
Identify credentials legally required for organization staff (e.g., technical, safety, maintenance, operator licenses & certifications)	12	394-400
	13	405-407
Identify needs and promote equitable access and distribution of resources across the community	8	244-245
	15	515-518
Comply with community codes and ordinances	7	204-205, 228
	12	341-343 386-390
Provide input for updating standard operating procedures/manuals	4	131
	5	163-167
	7	230-232
	13	437-438
Analyze operating data (e.g., attendance, revenue, expenditures, maintenance, marketing)	8	239-265
Develop risk management, safety, security plans, policies, and procedures	4	131-132
Implement risk management, safety, security plan (e.g., addresses safety concerns, recognizes risk, identify hazards, pre and post opening inspections)	4	132-135
Manage customer relationships (e.g., customer concerns, service recovery, recognition, retention)	8	259-260
	15	540-541
Manage properties (e.g., parks, facilities, athletic fields, areas, beaches, trails, cemeteries)	7	211-228
Monitor capital improvements (e.g., renovations, building new facilities)	7	230-232
	11	353
Content Area/Job Task	Book Chapter	Pages
Planning & Policy (17%)		
Develop and recommend organization specific policies, regulations, codes, laws, referendums, rules, etc.	3	65
	4	132
	5	165
	7	204-205, 228
	12	341-343 386-390
Participate in the development of inter-agency plans (e.g., emergency management, comprehensive plans, sustainability plans, connectivity & mobility)	3	65-73
	7	206
	9	296-297

Facilitate staff and public input opportunities (e.g., committees, public meetings, focus groups, surveys)	3	56
	6	180-182
	8	240/ 247-248
	11	262
	12	393
Conduct community wide needs assessment	3	59-60
	8	244-245
	15	515-518
Develop an inclusion plan for individuals of differing abilities (e.g., adaptive & inclusive recreation program plan)	7	220, 230-231
Identify needs for new facilities, services, and capital improvements	6	195-196
Provide input/updates for organization strategic/master plan (e.g., area specific work plan)	6	
Develop and administer risk management, safety, and security plans	4	131-135
Develop and implement the organization's emergency management plan	4	105
Oversee and administer capital improvement plan	11	341-367
Define organizational structure and adjust structure to address changing needs and trends	5	152-162