



Certified Public Works Professional – Management (CPWP-M)

Content Outline

DOMAIN: BUDGET AND FINANCE	17.56%
Analyze cost to benefit for potential programs	
Calculate cost recovery for potential and existing infrastructure and programs	
Prepare forecast demands for future services, maintenance and capital needs	
Evaluate programs to determine actual costs	
Track expenditures against budget	
Authorize expenditures	
Conduct financial tracking for projects and contracts	
Implement purchasing processes and requirements	
Evaluate impact of increased service demands/requirements, capital construction and improvement projects on operating budget	
Evaluate relationship between service level and budgets	
Draft operating budget proposal	
Develop capital improvement budget	
Request budgetary adjustments	
Compile data for capital improvement plan (CIP) to determine present and future	
Evaluate capital project requests to establish project ranking and priority	
Establish scope of individual capital projects including estimated costs and revenues	
DOMAIN: ASSET MANAGEMENT	6.70%
Inventory existing assets	
Determine condition of public assets	
Develop schedule for replacement of assets and asset components	
Direct activities related to maintenance of public assets (e.g., scheduling, repairing)	
Utilize inventory of existing assets to project future levels of service	
Determine operational impacts of proposed improvement projects	
DOMAIN: PROCUREMENT & CONTRACT ADMINISTRATION	8.55%
Implement policies to determine goods and services that require a formal contract	
Implement procedures for purchasing service, maintenance and consultant contracts	
Develop tracking and reporting system to evaluate contract/service performance	
Evaluate suitability of procurement methods for contracts/services	
Draft scope and specifications	
Prepare procurement documents (e.g., requests for proposal [RFP] or bid [RFB]) for contracts/services	
Evaluate and recommend vendor	
Ensure deliverables are met and recommend payment	



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DOMAIN: COMMUNICATION	9.60%
Establish procedures for receiving and processing inquiries and concerns regarding public works	
Establish relationships with external entities to include HOA, Special Districts, Media	
Resolve difficult and sensitive inquiries from citizens and organizations regarding public works	
Develop communication strategy and system with citizens, elected officials, and organizations	
Implement communication strategy and system with citizens, elected officials, organizations, and other departments	
Implement distribution of information to citizens regarding public works, services and plans	
Implement plan to manage negative publicity (damage control)	
Identify forms and tools of communication appropriate to audience	
Conduct effective meetings	
DOMAIN: HUMAN RESOURCE MANAGEMENT	20.09%
Set and communicate employee performance goals and expectations	
Evaluate employee and provide feedback based on performance	
Recognize labor/management relation structure	
Develop and implement employee training programs	
Develop and implement personal development plans	
Develop and implement employee safety programs	
Recognize qualifying incidents for accident reporting requirements	
Develop/implement risk management programs	
Develop succession plan	
Prepare job descriptions that reflect responsibilities, qualifications and working conditions	
Implement employee recruitment strategies	
Implement employee retention strategies.	
Select and hire employees	
Allocate human resources to fit operational needs	
Resolve conflicts/incidents based on relevant facts	
Identify and prioritize tasks based on urgency and importance	
Apply delegation skills to work tasks	
Assess and utilize leadership styles and team dynamics	
DOMAIN: ADMINISTRATIVE	12.96%
Interpret applicable regulatory requirements	
Develop and implement policies and procedures	



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Develop and implement practices and procedures	
Develop operational priorities in alignment with strategic plan	
Develop system for measuring performance of activities	
Measure and report activity performance	
Assess service and work order requests	
Schedule work tasks and crews	
Establish guidelines for preparation and presentation of technical and operational studies and recommendations	
Prepare periodic activity report	
Retain and manage records	
Conduct service audits to determine appropriate service levels	
DOMAIN: PROJECT MANAGEMENT	5.43%
Prepare conceptual designs, cost estimates and schedules	
Supervise preparation of project documents	
Manage delivery of projects	
Report project status	
Establish and implement project close-out procedures	
DOMAIN: EMERGENCY MANAGEMENT	8.92%
Coordinate internal communication and information management during emergency incidents	
Coordinate inventory, mobilization, dispatch, and tracking of resources during emergency incidents	
Analyze impact of community risks and vulnerabilities on departmental emergency planning	
Recognize the command and management system for emergency management	
Recognize documentation and recordkeeping system required for emergency incidents	
Recognize emergency purchasing policies for emergency resources	
Execute the role of public works in emergency planning, response and recovery along with the roles of other governmental entities	
Recognize the difference between emergency planning, response, and recovery as it pertains to public works	
DOMAIN: UNDERSTANDING OF PUBLIC WORKS OPERATIONS	10.19%
Broad understanding of PW operational areas and how they are integrated, including the roles, functions and key terminology.	
Water, wastewater, and stormwater systems	
Engineering and project management	
Fleet and equipment management and maintenance	



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Transportation	
Sustainability	
Snow and ice management	
Permitting and right-of-way management requirements	
Bridges	
Facilities & grounds management	
Solid waste	
	100%