CAPP Certification Program

CAPP RESOURCE GUIDE

Presented by the IPI Education Development Committee

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Members of the IPI Education Development Committee
Introduction

The International Parking Institute (IPI) provides CAPP certification as the industry’s benchmark of management and operational excellence. CAPP certification continues to be the signature of excellence associated with the expertise and skills required of parking professionals. CAPP has evolved to reflect and encompass the growth and changes in the parking industry and profession.

What does it mean to be a CAPP? Connect with any parking professional who currently holds the title and you will find that the CAPP community comprises the very best in the profession—mentors, innovators, leaders—who combine talent, skills, expertise, and a commitment to share their ideas and knowledge to advance the parking profession.

Increased knowledge and certification leads to better performance, visibility, opportunities, and jobs. In an increasingly complex and highly-specialized working environment, accredited credentials are very important. For many career-minded professionals, certification is often the answer to convincing potential employers that they can do the job and do it successfully. This CAPP Resource Guide is intended to help you prepare for the experience of taking the CAPP examination. This resource guide provides information and advice to help you to effectively prepare to take the exam.

Section 1: Get Started – Journey to Become a CAPP and Self-Assessment Methods

Section 2: Study Plan – Identify How You Study Best

Section 3: Exam Day Preparation – What to Expect Before, During, and After You Take the CAPP Exam

Section 4: Studying the Content – Recommended Readings and Content Exam Outline

Section 5: Practice Questions

Section 6: Practice Questions Answer Key

The Purpose of the CAPP Resource Guide

This guide is intended to assist those studying for the CAPP exam to prepare for the testing experience. It begins with a self-assessment and ends with an opportunity to complete practice questions.

The CAPP exam is designed to evaluate potential CAPPs and determine their ability to serve as ambassadors for advancing the parking profession through their leadership, expertise, and willingness to give back to the parking community through presentations, media outreach, and professional development.

For assistance and more information about the CAPP Program:

Email: capp@parking.org
Phone: CAPP Certification Department +1.571.699.3011

The CAPP Registry is an online vehicle for individuals to search for other CAPPs in their area. Search by first/last name, or last name/city/state. Click here to access the CAPP Registry.

The CAPP Resource Guide is independent of the CAPP Certification Program. The CAPP Certification Program is administered by the CAPP Certification Board, which operates as an autonomous board of the International Parking Institute (IPI). The CAPP Certification Board is responsible for all aspects of the CAPP credential, as authorized by the bylaws of IPI. IPI is a nonprofit membership 501(c)6 trade organization providing services to and representing the parking industry since 1962. The CAPP credential is a program of IPI and is administered through the independent CAPP Certification Board of IPI in cooperation with the University of Virginia. The CAPP Certification Board and the CAPP item writing volunteers are not involved in the development of any part of this CAPP Resource Guide. No preparatory resource is endorsed by the CAPP Certification Board. The use of this resource guide does not guarantee successful completion of the CAPP examination.
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SECTION 1: Get Started

Introduction

Thank you for your interest in IPI’s CAPP Certification Program. Designation as a CAPP is meant to demonstrate to stakeholders (employers, regulators, consumers, and the public) that the credentialed parking professional has demonstrated an established level of competence in the field.

The CAPP Program is a relevant and engaging program that will continue to grow in accordance with the changes of the parking profession and the associated professional practices.

The goals of the CAPP Certification Program are to:

I. Provide a means for parking professionals to demonstrate the critical knowledge, skills, and abilities necessary to serve the public trust and interest.

II. Establish legally defensible criteria against which competency as a CAPP may be measured.

III. Encourage personal and professional growth.

IV. Recognize parking professionals who demonstrate and maintain competency as a CAPP.

V. Provide a registry of CAPPs, serving the stakeholder’s need to identify those who have earned the credential.

What is CAPP Certification?

The CAPP Certification Program is voluntary. Specific requirements must be fulfilled to qualify to take the CAPP examination. Parking professionals must demonstrate and assert that they have the management or supervisory experience in parking or an allied profession, including, but not limited to, architect, engineer, construction, maintenance, service/material vendor, transportation, or consultant. Parking professionals must also demonstrate a minimum level of education. Potential applicants must complete a minimum of 25 professional development education hours, which can be accumulated during a period of five years.

Note: A common misconception since changes to the program were made in 2014 is that all CAPP Program courses are available online. Face-to-face, instructor-led IPI Professional Development courses (formerly “CAPP classes”) will be held at IPI-sponsored events, including the annual IPI Conference & Expo. Although they are no longer required, they are an effective way to earn professional development hours and develop strong professional networks with fellow CAPP applicants and instructors. IPI offers several online courses through IPI’s Online Courses & Training program that satisfy professional development points.

Once the credential is earned, CAPPs must recertify every three years. Requirements include earning a total of 20 points over this three-year period. Of those total 20 points, one point must be earned either by serving as a presenter or co-presenter of a one-hour or longer parking-related presentation, or through successful submission of a minimum 1,600 word article to The Parking Professional, or contribution of a regular column in an IPI-published parking or parking-related periodical.
Why Earn the CAPP?

The correlation between a certification and career advancement is no secret. Education and certification is in everyone’s best interest, not to mention the increase in salary that usually comes with an increase in education.

Certification identifies you as a proven expert in the industry, rendering you more valuable to your organization or other future employment opportunities. By continuing to train and inject new and proven CAPP certified members into the industry, we continue to raise the mean level of our professionalism.

“CAPP changed my life! I graduated in 2000 while working at IPI. There were those in the industry who questioned why I entered the program. I explained then it was one way to remain industry-knowledgeable, especially in areas that were not my expertise. Today, many years later, my CAPP not only served me well as Executive Director of IPI, but was a requirement of my current position at Princeton University. Getting back into operations was easier than I imagined with all my CAPP materials I use as ready reference and the many colleagues I can always count on!”

Kim E. Jackson, CAPP, 2000
Director, Parking & Transportation Services
Princeton University

“My involvement in the CAPP Program was a very good decision for me after 15 years working as a director of parking. The program challenged me to learn aspects of the industry that my day-to-day work could not have provided. Learning from other colleagues gave me an instant network of friends who I now collaborate with often. Do not wait as long as I did to get your CAPP. This accomplishment will bring immense value to you and those you work with. Remember, ‘It is never too late to be what you might have been,’ George Eliot.”

J. Diane Hale, CAPP, 2007
Director of Parking & Access
Georgia Building Authority

“The CAPP Program was invaluable for my transition to the parking industry. I would recommend the CAPP Program to any professional entering the parking industry. The learning and exposure to the best and brightest parking professionals allowed me to become a benefit to my organization almost immediately upon my acceptance.”

Daniel Fortinberry, CAPP, 2014
General Manager
Downtown Toledo Parking Authority

Are You Ready to Take the CAPP Exam?

If you are an intermediate or seasoned professional working in the parking industry and desire to elevate your career, it makes sense to pursue the highest professional credential: CAPP.

Before you begin your journey to pursue CAPP, verify that you meet the qualifications. Prior to completing the application, ensure that you have a minimum of three years of manager/supervisor experience in the parking industry.

Steps to Becoming CAPP Eligible:

**STEP 1:** The following criteria must be met or exceeded to be eligible to apply to take the CAPP exam.

- Applicant has earned a high school diploma or higher degree.
- Applicant has minimum of three years’ experience in the parking industry at a manager or supervisory level.
- Applicant has completed a minimum of 25 hours of continuing education or professional development within the past five years.
- IPI has received the applicant’s endorsement via USPS or courier independent of the application.
- Applicant agrees to abide by the CAPP Code of Ethics.

Applicants will be eligible to sit for the CAPP examination for 365 days after application is approved and accepted. If the applicant is not ready within this period, the process will restart with a new application process and accompanying fees.

**STEP 2:** Complete the application. Applicants must include experience, professional education, professional development education hours, and an endorsement form from a CAPP, employer, or equivalent of the attestation of education.
training, and experience claimed on the application. *The CAPP Certification Board reserves the right to verify/audit the experience, education, and professional development attested to by the applicant, and may request additional supporting documentation.*

**Application requirements:**

1. Include all requested information.
2. Document all courses taken to satisfy the minimum 25 professional development hours/points on the *CAPP Professional Development Documentation Form*.
3. Log experience on the *CAPP Experience Documentation Form*.
4. Provide information of formal education on the *CAPP Education/Certification/Licensing Documentation Form*.
5. Have a current CAPP, employer, or equivalent attest that the information on your application is correct by completing the *CAPP Application Endorsement Program Form*. Endorsements must be received by IPI via USPS or courier independent of the application.

**STEP 3:** Submit your application and fee.

**STEP 4:** Upon approval of your application, IPI will send a Candidate Admission Letter via email with your login and password. Applicants will have 365 days from the date of application acceptance to sit for the exam. Applications will be processed within 30 days of receipt. Once the application letter is approved, the applicant moves to the title of CAPP Candidate.

**STEP 5:** Use your login and password to schedule the exam at a convenient testing location. *This date must be no later than 365 days from the date of acceptance.* At the testing center, a certified proctor will check your application and government-issued valid photo ID, and, if available, give you a locker for storing your personal belongings. The proctor will show you to your computer and explain the tutorial before you begin. You will have three hours to complete your exam. The CAPP examination reports scores using a scaled score model, in which raw scores are placed on a 0–100 scale, with 70 reported as the passing score on all examinations. Candidates receive notice of performance prior to leaving the testing center.

- If you pass the exam, congratulations on earning the CAPP.
- If you do not pass the exam, you will receive information detailing the areas of the test and your performance, which will assist when preparing to re-take the exam.

You may reapply to retake the examination upon receipt and processing of a $150 re-examination fee. Candidates may retest up to four times. Rescheduling may be performed by accessing the test registration menu at isoqualitytesting.com, using the same username and password previously provided. The fee for rescheduling a missed examination administration appointment is $150.

**Self-directed Study Options**

Self-directed study requires self-discipline. As an adult learner, you are self-motivated and self-directed.

Take an active role in all of your study efforts.

If you prepare best by planning your steps, take a moment and write out your goals for your study program.

My goals for studying for the CAPP exam include:

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Writing out goals will help focus time spent studying. Online tools are also available to develop a study schedule: studygps.net/schedule/. This is an educational public service, that is intended to empower all learners.

Each person learns differently and there are different types of learners. They are:

- Active learners who tend to retain and understand information best by doing something active with it—discussing or applying it or explaining it to others. Active learners tend to like group work more than reflective learners, who prefer working alone. Sitting through
lectures without getting to do anything physical but take notes is hard for both learning types, but particularly hard for active learners.

**Reflective learners who prefer to think about it quietly first.**

- Visual learners who remember best what they see in pictures, diagrams, flow charts, timelines, films, and demonstrations. Visual learners try to find diagrams, sketches, schematics, photographs, flow charts, or any other visual representation of course material that is predominantly verbal.

- Verbal learners who get more out of words—written and spoken explanations. Verbal learners learn well by writing summaries or outlines of course material in their own words. Working in groups can be particularly effective: you gain understanding of material by hearing classmates’ explanations and you learn even more when you do the explaining.

Everyone learns more when information is presented both visually and verbally.

Complete the self-assessment that is included at the end of Section 4 of this resource guide under the heading **Studying the Material.** This self-assessment will help determine what areas to focus on in developing a course of study.
SECTION 2: Get Started

Introduction

Many CAPP professionals have utilized study groups comprised of their peers. This not only provides multiple individuals for collecting information and identifying study resources, but establishes a network of peers in which to engage in the future. Social media technology that supports remote in-person connections has made it even easier to create these groups.

The CAPP exam covers a tremendous amount of material. Allocating study time accordingly is essential to passing the exam. It is recommended that you create and maintain a study schedule several weeks in advance of the exam. You may also want to dedicate time a few days in advance of the exam to review the information you have prepared.

What is the Exam Like?

The exam is a closed-book examination, administered online at a certified testing center. It consists of 150 scored multiple-choice, single-answer questions (see sample questions in Appendix A on page 20 of the CAPP Candidate Handbook). Each multiple-choice question has four answer choices; only one choice is correct. The center will provide an on-screen calculator and scratch paper, to be collected after the test. The test is timed and you have three hours in which to complete all questions. At the end of the session, the center will provide a computer-generated report with a score indicating if you passed or failed.

Ready to Test?

Use the login and password you received when your application was accepted to schedule with a convenient testing center. Bring a printout of your Candidate Admission Letter email along with your valid, government-issued form of photo identification to the testing center. No applicant will be permitted to take the exam without these documents.

Would You Benefit from Face-to-Face Classes?

All former CAPP classes (now called Professional Development classes) still satisfy the professional development point requirements as long as they have been taken within five years of the CAPP application submission. All IPI-sponsored courses are consistent with the CAPP Exam Content Outline.
SECTION 3: Exam Day Preparation

Before You Arrive at the Testing Center:

Each candidate will receive a unique user name and password via email (Candidate Admission Letter) once the CAPP application has been approved and accepted. Candidates will sit for the CAPP exam at an ISO Quality Testing, Inc. (IQT) location. This must be scheduled ahead of time with the testing center—no walk-ins are allowed. When scheduling an exam time, allow plenty of time in your day, scheduling the full three hours for the exam. IQT provides secure, high quality, user-friendly computerized exams via a secure, password-protected website.

A tutorial of the computer-based format is available by clicking here to familiarize yourself with the technology. This is also available at the parking.org website: Under the Professional Development tab go to CAPP Program, then CAPP Quick Links and click on the Try a Tutorial/demo link.

Prior to the Day of the CAPP Exam:

- Retrieve your testing center information.
- Make sure you have the testing center address correct and handy.
- Map out a place to park.
- Gather your exam receipt, Candidate Admission Letter, and your government-issued photo ID.

What to Expect at the Testing Center:

- No food or drink allowed.
- No babysitting services or childcare services will be provided.
- No visitors will be allowed in the testing room.

Some facilities may have lockers available to store small items. If your testing center does not have lockers, no cell phones may be brought inside.

The Day of the CAPP Exam:

- Bring your directions.
- Bring your Candidate Admission Letter.
- Bring one form of valid government-issued photo identification with a signature, such as a current driver’s license or passport.

At the Testing Site:

- Provide your Candidate Admission Letter.
- Provide valid government-issued photo identification with a signature, such as a current driver’s license or passport.
- Sign in on the test roster.
- Place belongings, including mobile phones, in the locker assigned to you, if available.
- The certified proctor will direct you to your assigned seat in the examination room.
- The certified proctor will provide scratch paper to use during the exam and collect the paper once your exam is over.

**CAPP Exam Test Taking Tips:**
- Complete a stress-reducing activity prior to taking the exam. This will help you be more alert and reduce your stress, allowing you to concentrate better.
- Do not rush through the exam questions.
- Each multiple-choice question only has one response.
- Skip difficult questions or bookmark them for later review. Completing known answers first will increase your confidence during the exam.
- If you are not sure of an answer, it is best to make an informed guess rather than leave that question blank. Try to eliminate obvious incorrect responses quickly and then choose from the most logical answers remaining.

**What to Expect while Testing:**
- A navigation grid on the upper right-hand corner of the computer screen will show the number of questions you have answered, as well as skipped and bookmarked questions.
- A clock on your screen will count down the time remaining to complete the exam; three hours is the maximum time allowed to complete the exam. There is an option on the screen to hide the clock.

**Once You Complete the Exam:**
- The testing center will notify you about your status prior to leaving the site.
- If you pass the exam, you may begin to use CAPP after your last name (written as all capital letters, no periods, no spaces).
- All candidates will leave the exam testing center with a performance report stating passing or failing. Reports indicating a failing status will provide information on content areas to improve that may be used as a tool for study and preparation for retaking the exam.

**Retesting for Candidates Who Do Not Pass**
- Payment of a $150 re-examination fee is required.
- Candidates have 365 days to take and pass the examination from the time of fee payment.
- The first retake may take place as soon as the re-examination fee is received and processed.
- Candidates may retest four times.
- An additional $150 re-examination fee must be paid for every retest.
- After the fourth failure, there is a six-month waiting period, after which candidates may schedule another retest.
SECTION 4: Studying the Material

Not Sure if You are Ready to Take the CAPP Exam?

Self-assess your readiness by completing the document titled The Exam Content Outline Self-Assessment.

Note: The intention of the self-assessment document included in the CAPP Resource Guide is to assist candidates in the objective analysis of their industry skills and knowledge.

Content Area I: General Knowledge (5% of the exam)

<table>
<thead>
<tr>
<th>Content Area I: General Knowledge (5% of the exam)</th>
<th>I have heard of this before</th>
<th>I can explain this to someone</th>
<th>I can and have applied this</th>
<th>CAPP Level, I can make this happen</th>
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</thead>
<tbody>
<tr>
<td>A. Understanding the variables and considerations of facility design (surface and structure) including:</td>
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<td>1. Functional design</td>
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<td>2. Operational considerations (e.g., safety and security, automated)</td>
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<td>3. Financial feasibility</td>
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<td>4. Site considerations, location, climate and local architecture</td>
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<td>5. Maintenance considerations</td>
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<td>6. Federal state and local ordinance requirements</td>
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<td>B. Understands the relationship of sustainability practices to parking management</td>
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<tr>
<td>C. Understands the variables and considerations of facility construction including:</td>
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<td>1. Bid process</td>
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<td>2. Project Management</td>
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<tr>
<td>D. Manages the procurement process for goods and services</td>
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Content Area II: General Management (20% of the exam)

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<tr>
<th>Content Area II: General Management (20% of the exam)</th>
<th>I have heard of this before</th>
<th>I can explain this to someone</th>
<th>I can and have applied this</th>
<th>CAPP Level, I can make this happen</th>
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<tbody>
<tr>
<td>A. Establishes, leads and holds responsibility for corporate/facility:</td>
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<td>1. Management structure and teams</td>
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<td>2. Internal communications</td>
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<tr>
<td>3. Business and strategic plan</td>
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<td>4. Performance measures</td>
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<tr>
<td>5. Budgeting</td>
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<tr>
<td>6. Hardware and software interoperability</td>
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<td>7. Electronic data security (e.g., encryption, data storage, back-up, PCI compliance)</td>
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<td>8. Customer service policies</td>
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<tr>
<td>9. Project management</td>
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<tr>
<td>10. Risk management including:</td>
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<td></td>
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<tr>
<td>1. Business practices/liability exposure</td>
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<tr>
<td>2. Financial markets/economy</td>
<td>I have heard of this before</td>
<td>I can explain this to someone</td>
<td>I can and have applied this</td>
<td>CAPP Level, I can make this happen</td>
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<td>3. Revenue/inventory/asset control</td>
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<td>4. Facility maintenance</td>
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<td>5. Data management, data security, remediation</td>
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<tr>
<td>6. Safety and security</td>
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<td>7. Emergency procedures</td>
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</table>

B. Manages revenue sources, cash flow, allocation of resources

C. Establishes/maintains business partner relationships and alliances including:

1. Government and quasi-government
2. Administrative services providers (e.g. bookkeeping, banking, insurance, record-keeping)
3. Professional service providers (e.g., architects, engineers, attorneys, consultants)
4. Facilities and operational services providers (e.g., physical maintenance, staff, security, data management, revenue equipment)

D. Makes decisions concerning revenue control equipment including:

1. Researching and matching various system to use patterns (e.g., gated vs. un-gated, coin, electronic, self-pay)
2. Performing a cost-benefit study on different systems; selecting system(s)
3. Financing and contracting system purchase and installation

E. Establishes/reviews policies and procedures (e.g., enforcement, fines, special events)

F. Develops/implements transportation demand management (TDM) plans including:

1. Programming by mode-split (e.g., bike, carpools, transit)
2. Coordinating with parking management
3. Marketing to and educating stakeholders
4. Assessing and measuring effectiveness of the program/strategies

### Content Area III: Operations Management (40% of the exam)

A. Performs operation management services based on:

1. Industry segment (e.g., airport, municipal, university, hospital, commercial operators)
2. Number of spaces and ingress/egress lanes, and demand cycles
3. Standard operating procedures including:
   1. On-street
   2. Off-street
   3. Valet
   4. Multi-modal
   5. Fleet management
<table>
<thead>
<tr>
<th></th>
<th>I have heard of this before</th>
<th>I can explain this to someone</th>
<th>I can and have applied this</th>
<th>CAPP Level, I can make this happen</th>
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<tbody>
<tr>
<td>6.</td>
<td>Buses and shuttles</td>
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<td>7.</td>
<td>Events</td>
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<td>4.</td>
<td>Use of technology (e.g., parking guidance systems, handheld equipment)</td>
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<td>5.</td>
<td>Peak demand/utilization strategies</td>
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</tbody>
</table>

B. Manages parking system staff by:

1. Writing and updating employee job descriptions based on required skills and responsibilities
2. Recruiting staff
3. Setting staffing levels, organizational structure, performance goals, and scheduling
4. Performing staff internal and external training (e.g., safety, benefits)
5. Adhering to union and/or parking system contract requirements
6. Coordinating with human resources personnel
7. Applying management theories
8. Establishing, applying, monitoring, and/or enforcing:
   1. A code of ethics
   2. Policies and procedures
   3. Incentive programs
   4. Establishing and monitoring incentive programs
9. Monitoring staff performance and conducting evaluations
10. Providing a safe and secure work environment by:
   1. Complying with the Fair Labor Standards Act (e.g., discrimination, sexual harassment, severance, overtime, minimum wage)
   2. Posting employee safety and rights information, material safety data sheets (MSDS) and hazardous material placards
   3. Providing protection from workplace injury, hazards, the elements and crime

C. Establishes policies for, and manages emergencies (e.g., fire, injury/accident, crime, power outages)

D. Establishes relationships with third-party service providers

E. Manages the revenue control system(s) by:

1. Managing the installation of system hardware and software
2. Training staff and ensuring customers are able to use the system
3. Managing, supervising, auditing and reporting on functionality, security and revenue
4. Setting maintenance and revenue collection schedules
F. Establishes and follows a maintenance program schedule by:

1. Conducting regularly-scheduled inspections to identify maintenance requirements for facility:
   1. Structure (e.g., corrosion, spalling, delamination, oxidization, cracking, roof leaks)
   2. Equipment (e.g., elevators, fencing, lavatories (WC), lighting, signage)
   3. Aesthetics (e.g., painting, landscaping, cleaning)

2. Identifying, analyzing and prioritizing long-term, short-term and preventative maintenance projects

3. Implementing cost-savings measures including energy-efficient equipment upgrades

4. Ensuring continuity of services

5. Performing in-house or subcontracted maintenance:
   1. Structural maintenance (e.g., concrete, beams, coatings, sealants)
   2. Equipment maintenance (e.g., elevators, fencing, lavatories (WC), lighting, signage)
   3. Aesthetics (e.g., painting, landscaping, cleaning)

6. Conducting quality control maintenance performance inspections

G. Safeguards parking system assets by:

1. Establishing internal revenue controls by:
   1. Eliminating staff conflicts of interest
   2. Segregating duties
   3. Managing bank-facility relationship

2. Managing assets by keeping inventory records, redundant systems and performing audits

3. Responding immediately and consistently to unexpected findings in revenue and inventory audits

4. Using active and passive security monitoring systems

H. Establishes and supervises the parking system enforcement policy, including:

1. Purpose of enforcement (e.g., safety, vehicle turnover requirements, quality of life for stakeholders)

2. Personnel training

3. Enforcement practices (e.g., warning, citations, booting, towing, impounding)

4. Fine collections

5. Adjudication and appeals

I. Holds responsibility for day-to-day financial operations including:
<table>
<thead>
<tr>
<th>I have heard of this before</th>
<th>I can explain this to someone</th>
<th>I can and have applied this</th>
<th>CAPP Level, I can make this happen</th>
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</thead>
<tbody>
<tr>
<td>Establishing and reviewing fee structures and revenue collection procedures based on evaluation of:</td>
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<tr>
<td>1. Numbers of transactions</td>
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<td>2. Types of fees (e.g., permit, hourly, daily, weekly, event)</td>
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<td>3. Rate schedules related to time of day, special events, overnight, long-term and lost tickets</td>
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<td>4. Fee payment options</td>
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<td>5. Market survey comparisons</td>
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<td>6. Budget variances</td>
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<tr>
<td>Controlling and auditing revenue by performing:</td>
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<td>1. Daily reconciliation by method of payment</td>
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<td>2. Monthly access card/permits audits comparing active vs. paid</td>
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<td>3. Scheduled and unscheduled internal auditing of revenue (e.g., surprise equipment and vehicle inventories, audit of payroll records)</td>
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<td>4. Reporting on audit findings</td>
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<tr>
<td>Controlling and auditing expenses including:</td>
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<tr>
<td>1. Comparison of orders-to-invoice to-inventory</td>
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<td>2. Comparison of contract to payments</td>
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<td>3. Payroll</td>
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<td>4. Taxes and fees</td>
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<td>5. Changes to purchase patterns (e.g. gas purchase doubled in one month)</td>
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<tr>
<td>Performing internal operational performance audits to assess:</td>
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<tr>
<td>1. Cash and credit transaction processing procedures</td>
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<td>2. Data security for credit transactions</td>
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<td>3. Stakeholder satisfaction</td>
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<tr>
<td>4. Safety and security</td>
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<tr>
<td>5. Emergency preparedness</td>
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<tr>
<td>6. Staffing requirements</td>
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<td>7. Maintenance goals and requirements</td>
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<td>8. Energy consumption</td>
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</table>

J. Designs and maintains a disaster preparedness program including responses to and safeguards for:

1. Natural and/or man-made disasters/incidents
2. Data and information protection (e.g., computer system backups, off-site data storage, off-site monitoring)
3. Equipment and asset protection
<table>
<thead>
<tr>
<th>Content Area IV. Financial and Operational Auditing (15% of the exam)</th>
<th>I have heard of this before</th>
<th>I can explain this to someone</th>
<th>I can and have applied this</th>
<th>CAPP Level, I can make this happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Performs strengths, weaknesses, opportunities and threats (SWOT) analyses</td>
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<tr>
<td>B. Develops and evaluates performance metrics</td>
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<tr>
<td>C. Performs internal financial audits</td>
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<tr>
<td>D. Assists external financial auditors</td>
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<td>E. Prepares for/assists in unscheduled outside regulatory compliance audits (e.g., EPA, OSHA, fire marshal, FTA)</td>
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<tr>
<td>F. Creates/implements management plans to address audit findings</td>
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</table>

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<thead>
<tr>
<th>Content Area V: Federal, state and local laws (7% of the exam)</th>
<th>I have heard of this before</th>
<th>I can explain this to someone</th>
<th>I can and have applied this</th>
<th>CAPP Level, I can make this happen</th>
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</thead>
<tbody>
<tr>
<td>A. Understands the basics of public policy including:</td>
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<tr>
<td>1. Federal and state funding initiatives affecting parking and business pattern operations</td>
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<tr>
<td>2. Grant funding</td>
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<td>3. Advocacy to protect the public, serve the general welfare and improve operations</td>
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<td>4. Community development initiatives</td>
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<td>5. Enterprise zone initiatives/parking benefit districts</td>
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<tr>
<td>B. Understands applicable rules, regulations and laws including:</td>
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<tr>
<td>1. Compliance requirements of:</td>
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<tr>
<td>1. Americans with Disabilities Act</td>
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<td>2. Environmental Protection Agency or state or local equivalent</td>
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<td>3. FERPA/HIPPA</td>
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<td>4. Use of commercial driver’s licenses (CDL)</td>
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<tr>
<td>2. Reporting requirements for:</td>
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<tr>
<td>1. Transportation Safety Administration /Federal Transit Authority</td>
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<tr>
<td>2. Hazardous Materials Regulations (HMR) (e.g. state and local emergency response commissions)</td>
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<tr>
<td>C. Understands federal and state and local funding opportunities</td>
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<tr>
<td>D. Understands grant application, spending and reporting requirements</td>
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<tr>
<td>E. Understands the relationship between federal, state and local agencies; lobbies on behalf of stakeholders</td>
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<thead>
<tr>
<th>Content Area VI. Marketing and Public Relations (7% of exam)</th>
<th>I have heard of this before</th>
<th>I can explain this to someone</th>
<th>I can and have applied this</th>
<th>CAPP Level, I can make this happen</th>
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</thead>
<tbody>
<tr>
<td>A. Establishes and/or implements an external communication policy and protocol</td>
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<tr>
<td>B. Shares the details of emergency/disaster response(s) with stakeholders</td>
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<tr>
<td>C.</td>
<td>Identifies and markets services based on stakeholder and service profiles, competitors and feedback</td>
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<tr>
<td>D.</td>
<td>Implements marketing practices to increase market share, improve customer retention and satisfaction, and increase revenue</td>
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<tr>
<td>E.</td>
<td>Communicates organizational mission and service expectations to stakeholders</td>
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<td>F.</td>
<td>Practices community involvement/engagement</td>
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<tr>
<td><strong>Content Area VII. Analysis and Application of Trends and Technology (6% of exam)</strong></td>
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<tr>
<td>A.</td>
<td>Online business services (e.g., reservations, permit applications and renewal, citation payments and appeals)</td>
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<td>B.</td>
<td>Smart phone technology (e.g., pay-by-phone, near-field communications, QR code)</td>
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<td>C.</td>
<td>Real-time communications (e.g. GPS, parking availability, bus schedules/arrivals)</td>
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<td>D.</td>
<td>License plate recognition</td>
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<tr>
<td>E.</td>
<td>Social media marketing and communication</td>
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<tr>
<td>F.</td>
<td>Web-app technology</td>
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<td>G.</td>
<td>Wireless sensing devices for traffic/inventory management</td>
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<td>H.</td>
<td>Green/sustainable technologies and systems (e.g., EV stations, smart lighting, solar)</td>
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<td>I.</td>
<td>Cloud-based programming (e.g., security, connectivity access, data-storage capacities)</td>
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<td>J.</td>
<td>Demand response transportation systems (e.g., bicycle sharing, car sharing)</td>
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<td>K.</td>
<td>Predictive parking algorithms</td>
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</table>
Content Areas of the CAPP Exam

There are seven areas of content in the exam. It is recommended that a candidate regularly check his or her progress against the CAPP exam outline. In addition to classes, conference sessions, and seminars, other resources for study material may be related articles in *The Parking Professional* magazine.

<table>
<thead>
<tr>
<th>Content Area</th>
<th>Information</th>
<th>Percent of Exam</th>
<th>Number of Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content Area I</td>
<td>General Knowledge</td>
<td>5%</td>
<td>7</td>
</tr>
<tr>
<td>Content Area II</td>
<td>General Management</td>
<td>20%</td>
<td>30</td>
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<tr>
<td>Content Area III</td>
<td>Operations Management</td>
<td>40%</td>
<td>60</td>
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<tr>
<td>Content Area IV</td>
<td>Financial and Operational Auditing</td>
<td>15%</td>
<td>22</td>
</tr>
<tr>
<td>Content Area V</td>
<td>Federal, State, and Local Laws</td>
<td>7%</td>
<td>11</td>
</tr>
<tr>
<td>Content Area VI</td>
<td>Marketing and Public Relations</td>
<td>7%</td>
<td>11</td>
</tr>
<tr>
<td>Content Area VII</td>
<td>Analysis and Application of Technology, Including its Use</td>
<td>6%</td>
<td>9</td>
</tr>
</tbody>
</table>

Resources associated with this content area include:

Please click on each Resource in each section to access the hyperlinked content.

- "Parking 101: Parking Primer, International Parking Institute, Volume 1"
- "The Dimensions of Parking, Urban Land Institute, National Parking Institute, 5th Edition, 2010"
- "The High Cost of Free Parking, Shoup, Donald C., APA Planners Press; Updated edition (June 21, 2011)"
- "LEED Certification Requirements, US Green Building Council, 2000"
- "The Generally Accepted Accounting Principles"
- "The Generally Accepted Auditing Standards"

http://www.parking.org/shop-mpi/mpi-on-amazoncom.aspx

Content Areas in Depth:

Content Area I: General Knowledge

(5 percent of exam, 7 questions)

Key Content:

- Understands the variables and considerations of facility design (surface and structure).
- Understands the relationship of sustainability practices to parking management.
- Understands the variables and considerations of facility construction.
- Manages the procurement processes for goods and services.
- Understands debt (e.g., types and purposes, bond indenture and debt service obligations).
Notable concepts include but are not limited to:

1. Sustainability practices inherent to parking management, including “right-sizing” parking structures and lots, utilizing energy efficient lighting, products and practices, and supporting transportation demand management principles such as carpooling and ridesharing.

2. The variables and consideration of facility design of parking structures and surface lots including:
   - Project Delivery.
   - Sustainable Design—LEED Site Requirements.
   - Site Constraints.
   - Concept Design.
   - Circulation and Ramping.
   - Access Design.
   - Parking Geometrics.
   - Parking Layout Efficiency.
   - Vehicular Entry/Exit Lanes.
   - Pedestrian Requirements.
   - Accessible Parking Requirements.
   - Safety and Security.
   - Lighting.
   - Signage and Wayfinding.
   - Drainage.
   - Open or Enclosed Parking Structures.
   - Structural Systems.
   - Durability Design.

Content Area II: General Management
(20 percent of exam, 30 questions)

Key Content:

- Establishes, leads, and holds responsibility for corporate/facility.
- Manages revenue sources, cash flow, and allocation of resources.
- Researches, establishes, and monitors parking rates.
- Establishes/maintains business-partner relationships and alliances.
- Makes decisions concerning revenue control equipment.
- Establishes/reviews policies and procedures (e.g., enforcement, fines, special events).
- Develops/implements transportation demand management (TDM) plans.

Resources associated with this content area include:

- *The Generally Accepted Accounting Principles* (Foreword and Preamble)
- *The Generally Accepted Auditing Standards*
- *Parking 101: Parking Primer, International Parking Institute, Volume 1*
- *The High Cost of Free Parking,* Shoup, Donald C., APA Planners Press; Updated edition (June 21, 2011)

Notable concepts include but are not limited to:

1. An independent auditor plans, conducts, and reports the results of an audit in accordance with generally accepted auditing standards.

2. The auditor must adequately plan the work and properly supervise any assistants.

3. The auditor must obtain a sufficient understanding of the entity and its environment, including its internal controls, to assess the risk of material misstatement of the financial statements whether due to error or fraud, and to design the nature, timing, and extent of further audit procedures.

4. The auditor must obtain sufficient and appropriate audit evidence by performing audit procedures to afford a reasonable basis for an opinion regarding the financial statements under audit.

5. The auditor must either express an opinion regarding the financial statements taken as a whole, or state that an opinion cannot be expressed in the auditor’s report.

6. The auditor must state in the auditor’s report whether the financial statements are presented in accordance with generally accepted accounting principles.
Content Area III: Operations Management
(40 percent of exam, 60 questions)

Key Content:
- Performs operation management services.
- Manages parking system staff.
- Establishes policies for, and manages emergencies (e.g., fire, injury/accident, crime, power outages).
- Establishes relationships with third-party service providers.
- Manages the revenue control system(s).
- Establishes and follows a maintenance program schedule.
- Safeguards parking system assets.
- Establishes and supervises the parking system enforcement policy.
- Holds responsibility for day-to-day financial operations.
- Designs and maintains a disaster preparedness program including responses to and safeguards.

Resources associated with this content area include:
- Americans with Disabilities Act of 1990 and the ADA Administration Guidelines (ADAAG)

Notable concepts include but are not limited to:
The objectives of the Americans with Disabilities Act of 1990 (ADA) is to provide “a clear and comprehensive national mandate for the elimination of discrimination” and “clear, strong, consistent, enforceable standards addressing discrimination” by reinstating a broad scope of protection to be available under the ADA.

1. The term “reasonable accommodation” may include:
   - Making existing facilities used by employees readily accessible to and usable by individuals with disabilities.
   - Job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities.

2. The term “undue hardship” means an action requiring significant difficulty or expense.
   - Factors to be considered when determining whether an accommodation would impose an undue hardship on a covered entity include:
     - The nature and cost of the accommodation needed under this chapter.
     - The overall financial resources of the facility or facilities involved in the provision of the reasonable accommodation; the number of persons employed at such facility; the effect on expenses and resources; or the effect otherwise of such accommodation upon the operation of the facility.
     - The overall financial resources of the covered entity; the overall size of the business of a covered entity with respect to the number of its employees; the number, type, and location of its facilities.
     - The type of operation or operations of the covered entity, including the composition, structure, and functions of the workforce of such entity; the geographic separateness, administrative, or fiscal relationship of the facility or facilities in question to the covered entity.

3. The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full- and part-time workers in the private sector and in federal, state, and local governments.

4. The Wage and Hour Division (WHD) of the U.S. Department of Labor (DOL) administers and enforces the FLSA with respect to private employment, state and local government employment, and federal employees of the Library of Congress, U.S. Postal Service, Postal Rate Commission, and the Tennessee Valley Authority.

5. Wages required by the FLSA are due on the regular payday for the pay period covered. Deductions made from wages for such items as cash or merchandise shortages, employer-required uniforms, and tools of the trade, are not legal to the extent that they reduce the wages of employees below the minimum rate required by the FLSA or reduce the amount of overtime pay due under the FLSA.
6. FLSA covers an enterprise that has related activities performed through unified operation or common control by any person or persons for a common business purpose and:
   
a. Whose annual gross volume of sales made or business done is not less than $500,000 (exclusive of excise taxes at the retail level that are separately stated), or
   
b. Is engaged in the operation of a hospital, an institution primarily engaged in the care of the sick, the aged, or the mentally ill who reside on the premises; a school for mentally or physically disabled or gifted children; a preschool, an elementary or secondary school; or an institution of higher education (whether operated for profit or not for profit); or
   
c. Is an activity of a public agency.

7. Tipped employees are individuals engaged in occupations in which they customarily and regularly receive more than $30 a month in tips. The employer may consider tips as part of wages, but the employer must pay at least $2.13 an hour in direct wages.

   The employer who elects to use the tip credit provision must inform the employee in advance and must be able to show that the employee receives at least the applicable minimum wage (see above) when direct wages and the tip credit allowance are combined. If an employee’s tips combined with the employer’s direct wages of at least $2.13 an hour do not equal the minimum hourly wage, the employer must make up the difference. Also, employees must retain all of their tips, except to the extent that they participate in a valid tip pooling or sharing arrangement.

   Employers with fewer than 50 employees are not subject to the FLSA break time requirement if compliance with the provision would impose an undue hardship.

8. The equal pay provisions of the FLSA prohibit sex-based wage differentials between men and women employed in the same establishment; who perform jobs that require equal skill, effort, and responsibility; and that are performed under similar working conditions. These provisions, as well as other statutes prohibiting discrimination in employment, are enforced by the Equal Employment Opportunity Commission.
Content Area V: Federal, State, and Local Laws (7 percent of exam, 11 questions)

Key Content:
- Understands the basics of public policy.
- Understands applicable rules, regulations, and laws.
- Understands federal, state, and local funding opportunities.
- Understands grant application, spending, and reporting requirements.
- Understands the relationship between federal, state, and local agencies; advocates on behalf of stakeholders.
- Establishes/supports parking system policies and procedures for rules, regulations, and laws (e.g., Code of Ethics, non-discrimination).

Resources associated with this content area include:
- The Family Educational Rights and Privacy Act of 1974
- Federal Motorcarrier Safety Administration Website (Dept. of USDOT)

Notable concepts include but are not limited to:
1. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) is a federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education.
2. The Health Insurance Portability and Accountability Act (HIPAA) offers protections for millions of American workers who improve portability and continuity of health insurance coverage.

Content Area VI: Marketing and Public Relations (7 percent of exam, 11 questions)

Key Content:
- Establishes and/or implements an external communication policy and protocol.
- Shares the details of emergency/disaster response(s) with stakeholders.
- Identifies and markets services based on stakeholder and service profiles, competitors, and feedback.
- Implements marketing practices to increase market share, improve customer retention and satisfaction, and increase revenue.
- Communicates organizational mission and service expectations to stakeholders.
- Practices community involvement/engagement.

Resources associated with this content area include:
- Parking 101: Parking Primer, International Parking Institute, Volume 1
- Parking 101: Parking Management: Planning, Design and Operations, International Parking Institute, Volume 2

Notable concepts include but are not limited to:
- Parking needs to be viewed as valued partner in the overall economic development efforts of communities.
- Parking tends to be viewed unfavorably, or at best as a necessary evil, so it is important for our industry to market its programs and contributions effectively.
- New parking programs must be appropriately marketed to ensure effective implementation.
- Effective marketing and public relations can increase parking profitability.
- Establish clear and concise policies and procedures and ensure staff understands and can convey those same policies and procedures.
- Ensure any related publication and/or public outreach is consistent and easily understood.
- When crafting any level of emergency or specialized program, reach out to include other agencies such as law enforcement, fire and rescue, and local hospitals.
- Routinely visit and audit the operation to confirm revenues, labor and fixed costs, exception transactions, and audit procedures.
Institute a series of customer surveys to determine areas of concern and area of perceived lack of customer service.

Be cognizant of local competition to stay current with pricing and programs that are available.

**Content Area VII: Analysis and Application of Technology, Including its Use: (6 percent of exam, 9 questions)**

**Key Content:**

- Online business services (e.g., reservations, permit applications and renewal, citation payments, and appeals).
- Smartphone technology (e.g., pay-by-phone, near-field communications, QR code).
- Real-time communications (e.g. GPS, parking availability, bus schedules/arrivals).
- License plate recognition.
- Social media marketing and communication.
- Web/app technology.
- Wireless sensing devices for traffic/inventory management.
- Green/sustainable technologies and systems (e.g., EV stations, smart lighting, solar).
- Cloud-based programming (e.g., security, connectivity access, data-storage capacities).
- Demand response transportation systems (e.g., bicycle sharing, car sharing).
- Predictive parking algorithms.

**Resources associated with this content area include:**

- Parking 101: Parking Primer, International Parking Institute, Volume 1
- Parking 101: Parking Management: Planning, Design and Operations, International Parking Institute, Volume 2
- Relevant technology articles available on the internet via subject searches

**Notable concepts include but are not limited to:**

- Establish business intentions.
- Visit and interview staff from similar operations.
- Define operational intentions.
- Prioritize functional components.
- Engage all operational constituents.
- Reach out to relevant technology providers.
- Objectively analyze in-house staff expertise and capabilities.
- Criticality of network design.
- Initial and life-cycle cost considerations.

**Resources for Study**

To guide you through the vast information available for study, this table summarizes which references would benefit the candidate.

You may indicate that you wish to read the reference by placing an X in the Read column. You may summarize key points of that reference in the Results column.

The suggested reference list has been provided by the CAPP Certification Board as a resource that may be useful to supplement the education and experience related to competent performance as a CAPP. The CAPP Certification Board does not recommend that candidates memorize all recommended references. The information tested on the examination pertains to the common body of knowledge that is delineated in the CAPP Examination Content Outline. Candidates are encouraged to review resources and information in content areas where skills or knowledge may be weak.

The content areas of the examination content outline are aligned with the references for your information.
<table>
<thead>
<tr>
<th>Reference</th>
<th>Read</th>
<th>Content Area of Exam Outline</th>
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<td><strong>The Family Educational Rights and Privacy Act of 1974</strong></td>
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<td><strong>Omnibus Transportation Employee Testing Act of 1991</strong></td>
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<td>The Dimensions of Parking, Urban Land Institute, National Parking Institute, 5th Edition, 2010</td>
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<td>The High Cost of Free Parking, Shoup, Donald C., APA Planners Press; Updated edition (June 21, 2011)</td>
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<td>Lots of Parking: Land Use in a Car Culture, Jakle, Scuttie, University of Virginia Press (July 8, 2004)</td>
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<td>Parking Structures: Planning, Design, Construction, Maintenance and Repair, Chrest, Smith et. al., Springer; 3rd edition (February 28, 2001)</td>
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<td>Management: Building a Competitive Advantage, Bateman, Snell, 3rd Edition 1996</td>
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SECTION 5: Practice Questions

Choose one option that best answers each question. Please note that the questions are correlated to the CAPP Examination Content Outline, pages 9 - 13 of the CAPP Candidate Handbook.

CAPP Examination Content Outline; Content Area I — General Knowledge Question, [Reference Sustainable Parking Design and Mgmt., pgs. 8-11]

1. A universal goal of a sustainable parking garage is to:
   a. offer a limited number of parking spaces on the smallest possible footprint.
   b. include “green roofs” on the top of new garages.
   c. create structures and lots to match parking demand
   d. convert high-pressure sodium lamps to pulse start metal halide lamps.

CAPP Examination Content Outline; Content Area III — Operations Management Question, [Reference Parking Management - Planning Design and Operations, pgs. 1-13]

2. Parking demand studies are typically performed to:
   a. make financial feasibility estimates for new parking facilities.
   b. determine if current parking facilities meet industry demand ratio standards.
   c. assess customer satisfaction with parking availability and costs.
   d. establish peak parking demand periods and profit potentials.

CAPP Examination Content Outline; Content Area III — Operations Management Question, [Reference Parking Management - Planning Design and Operations, pgs. 195-208]

3. Generally, the goal of a parking system operational review is to
   a. establish the efficiency and effectiveness of facility staffing levels and scheduling.
   b. assess the feasibility and project management requirements for the performance of capital improvements.
   c. monitor compliance with facility policies and procedures, and federal, state, and local laws and regulations.
   d. assess the condition of infrastructure, operation policies and procedures, and management effectiveness.

CAPP Examination Content Outline; Content Area III — Operations Management Question, [Reference Parking 101: A Parking Primer, pgs. 89 - 95]

4. All of the following are goals of parking enforcement policies and procedures, EXCEPT
   a. increase vehicle turnover.
   b. generate revenue.
   c. improve community quality of life.
   d. support the safety of the community.
CAPP Examination Content Outline; Content Area II, Section E. Establishes/reviews policies and procedures (e.g. enforcement, fines, special events).

5. Parking enforcement regulations should contain all of the following EXCEPT
   a. a list and definition of the types of parking violations.
   b. delineation of citation fine amounts.
   c. an appeals and adjudication process.
   d. the annual quota for citation revenue.

6. Which of the following stakeholders should parking management include when developing special event parking policies and procedures?
   a. civic groups, corporate marketing staff, and law enforcement.
   b. law enforcement and emergency responders.
   c. law enforcement, event venue staff, corporate communication staff, and local transportation representatives.
   d. law enforcement and corporate marketing and communications staff.

CAPP Examination Content Outline; Content Area II, Section F. Develops/Implements TDM plans; 3. Programming by mode-split (e.g. bike, carpools, transit)

7. Decrease carbon footprint of commuters, improve road run-off, encourage multi-modal transportation including biking, and decrease demand for parking.

   The statement above describes goals for which of the following programs?
   a. A facility multi-year marketing program.
   b. An internal control audit finding remediation.
   c. Transportation demand management.
   d. Facility annual strategic planning.

CAPP Examination Content Outline; Content Area II, Section F. Develops/Implements TDM plans, 3. Marketing to and educating stakeholders

9. It is logical to market parking and TDM programs together because:
   a. it reduces marking costs and simplifies marking efforts.
   b. the two programs are funded by the same source.
   c. the cost of enforcement is reduced if consumers consider both options.
   d. it encourages consumers to consider multi-modal options.

CAPP Examination Content Outline, Content Area VII: Analysis and Application of Trends and Technology, Section B. Smartphone Technology

10. Pay-by-phone technology requires the
   a. use of parking meters.
   b. integration of enforcement and pay-by-phone software.
   c. charging of convenience fees.
   d. use of mobile application.

CAPP Examination Content Outline; Content Area VII: Analysis and Application of Trends and Technology, Section C.11. Real-time communication

11. What are examples of real-time communication?
   a. Posting of bus schedules at stops.
   b. Websites providing locations of parking facilities.
   c. Mobile applications that post parking space availability and bus arrival information.
   d. Processing citations using email.

CAPP Examination Content Outline; Content Area III: Operations Management Section B

12. Effective human resource management requires
   a. relying on referrals for employee recruitment.
   b. avoiding the conflicts associated with incentive programs.
   c. writing and updating employee job descriptions based on required skills and responsibilities.
   d. coordinating with human resources only after a significant employee-related incident has occurred.
CAPP Examination Content Outline; Content Area III: Operations Management Section F

13. The primary goal for establishing and following an operational maintenance program for a facility is to:
   a. identify, analyze, and prioritize short-term maintenance projects.
   b. manage the installation of system hardware and software.
   c. ensure that the facility condition supports continuity of service.
   d. respond to internal revenue control issues.

CAPP Examination Content Outline; Content Area III: Operations Management Section G

14. Methods for establishing internal revenue controls for garage operations include:
   a. relying solely on passive security monitoring systems.
   b. segregating staff duties.
   c. performing annual audits of staff paid time off.
   d. auditing for changes in purchasing patterns.

CAPP Examination Content Outline, Content Area V: Federal, state and local laws Section B

15. Parking operations are governed by all of the following EXCEPT:
   a. local laws.
   b. the Americans with Disabilities Act (ADA).
   c. the Federal Educational Rights and Privacy Act (FERPA).

CAPP Examination Content Outline, Content Area VI: Marketing and Public Relations Section D

16. The goals for implementing a parking marketing program include all of the following, EXCEPT:
   a. increasing revenue.
   b. improving customer retention and satisfaction.
   c. avoiding lawsuits.
   d. increasing market share.

17. Marketing of new parking technology is beneficial for all of the following reasons EXCEPT to:
   a. support community acceptance of innovations.
   b. enhance compliance.
   c. increase revenue.
   d. open communication with the community.

18. Expenditure of money and resources on public relations is:
   a. generally not advisable because community members see it as a way to justify increased parking rates.
   b. necessary to help ensure compliance with parking programs and enhance community support of parking operations.
   c. a gimmick to attempt to professionalize the parking industry.
   d. inadvisable based on a cost-benefit analysis of industry research.

19. What would be the most effective approach to ensure that parking information is shared with a community?
   a. Use of a variety of methods including walking maps, part of business flyers, and on validation cards.
   b. Use of a professional website, since everyone gets their information online now.
   c. Through validation cards only so you target business customers and gain their support; because the businesses print the validation cards, there is no expense to the parking operator.
   d. There is not a proven effective way to convey parking information because people will simply come into the area and expect to find an available spot.

CAPP Examination Content Outline; Content Area VII: Analysis and Application of Trends and Technology Section C

20. License plate recognition systems will do all of the following EXCEPT:
   a. increase PEO efficiency.
   b. enhance monitoring of time restricted areas.
   c. lower operating costs.
   d. decrease need for management oversight.
CAPP Examination Content Outline ; Content Area III: Operations Management E. Manages the revenue control system(s) by: 3. Managing, supervising, auditing and reporting on functionality, security and revenue

21. All of the following variables are used to establish an annual meter revenue projection EXCEPT
   a. meter downtime rate.
   b. hours of operation.
   c. meter violation capture rate.
   d. annual days of operation.

CAPP Examination Content Outline; Content Area III: Operations Management, G. Safeguards parking system assets by: 1 Establishing internal revenue controls

22. Among the following staff positions in a parking management organization, when considering minimizing risk to the meter revenue stream, which of the following positions should be assigned responsibility for issuing meter collection keys?
   a. residential parking analyst
   b. meter maintenance supervisor
   c. meter revenue analyst
   d. on-street parking manager

CAPP Examination Content Outline; Content Area III: Operations Management ; Content Area IV. Financial and Operational Auditing B. Develops and evaluates performance metrics

23. There is an observed parking meter violation rate of ten percent coupled with an observed parking duration of twice the legal parking time limit. All of the following are factors that could contribute to this situation EXCEPT
   a. enforcement officer staffing levels.
   b. patrol beat design.
   c. parking ticket fines that are double the cost of all-day parking off-street.
   d. ratio of enforcement officers to supervisors.
SECTION 6: Practice Questions Answer Key

Please review your answers against these answers and the rationale provided.

**Question 1 Answer: c**

**Rationale:** A sustainable parking facility must be both environmentally responsible and cost-effective. The other three answers are limited in scope and return and therefore not universal.

**Question 2 Answer: a**

**Rationale:** Parking demand studies are performed to gauge the parking needs of a given situation and determine financial feasibility. If it turns out to not be financially feasible, the project should not proceed. The other three answers would collect reasonable information for an operations manager, but not for development planning.

**Question 3 Answer: d**

**Rationale:** Review of a parking system operation has to be holistic in nature, encompassing all aspects and all locations within that given operation. The other three answers are limited in the evaluation results.

**Question 4 Answer: b**

**Rationale:** Parking enforcement is meant to make sure the overall parking environment in a given area is safe and compliant with agreed-upon stipulations. The other three answers are consistent with that goal.

**Question 5 Answer: d**

**Rationale:** Answers a, b, and c indicate information that is relevant and instructive to potential parking constituents. Answer d is not something that is encouraged or would be tolerated by the public. Policies are the guidelines that define the scope of enforcement and the authority on which a jurisdiction’s ability to enforce are based. It should be clear as to what the definition of a violation type is, what the corresponding citation amounts are, and the process to appeal a citation.

**Question 6 Answer: c**

**Rationale:** Planning for special events is an all-inclusive activity that includes actions performed by staff of the organizations listed in answer c. The other answers do not include all relevant organizations. While many groups can be included in special event policy and procedural development, the departments ultimately responsible for carrying out events must be included. Parking and transportation are needed to handle physical access to a venue. The event venue must be included as the host of an event. Law enforcement is essential for security and emergency preparedness. Lastly, communications should be included as the party responsible to convey the policies and procedures to best prepare the public and event organizers.
**Question 7 Answer: a**

**Rationale:** Transportation demand management (TDM) is an all-inclusive evaluation and planning activity. The other three answers are limited in their activity. TDM supports multiple goals in several related areas. It reduces the number of vehicles driven, which reduces carbon emissions and supports sustainability/environmental goals. TDM also reduces parking demand by needing to accommodate fewer vehicles, which also leads to less need to build parking lots and garages, which supports land use by allowing land to be used for other purposes. Lastly, improved transit and reduced traffic helps economic development as less resources are spent on parking and roads.

**Question 8 Answer: c**

**Rationale:** Simply building a parking garage to accommodate a greater number of vehicles does not connect parking and transit. Construction of additional spaces without incentives and amenities to encourage transit may even decrease the propensity to use transit or multiple modes of travel.

**Question 9 Answer: d**

**Rationale:** TDM is meant to produce a variety of sustainable and effective products that address a variety of needs of both the consumer and parking provider. Marketing TDM efforts and parking together allows the patron to evaluate all transportation options and programs.

**Question 10 Answer: b**

**Rationale:** In order for a pay-by-phone situation to work properly, the consumer must have the ability to access a pay-by-phone module and the provider must have the ability to accept a pay-by-phone payment. In addition, enforcement must be able to determine the current payment of any vehicle to determine if a particular vehicle’s owner has made the appropriate payment and is within the relevant time period. Pay-by-phone technology does not require a meter as it can be applied in an open lot, does not require convenience fees as agencies can choose to pay for those instead of having the customer pay, and does not require a mobile app as transactions can be handled via phone. However, in order for pay-by-phone to work properly, the software must integrate with an enforcement software so the enforcement officer knows if a space is paid or not.

**Question 11 Answer: c**

**Rationale:** Dynamic, real-time information is gathered through mobile applications that post parking space availability and bus arrival information. The other three answers reflect information that is static. Bus schedules and websites are often static information and citation processing can be done in batch mode, compared to mobile apps with parking space availability or bus arrival information, which provide current information when the user views it.

**Question 12 Answer: c**

**Rationale:** Using job descriptions will help an organization better understand the experience and skill base needed to enhance the success of the employee and organization. They help in the hiring, evaluation, and potential termination of employees. They help eliminate misunderstanding of what a position entails. A well-prepared job description can help the employee understand what is expected of and how he or she will be evaluated.

**Question 13 Answer: c**

**Rationale:** A structure that is not properly maintained will result in many unfavorable consequences. Preventative maintenance programs provide a strategy for proactively addressing factors that contribute to the deterioration of parking structures to ensure that the facility condition supports continuity of service.

**Question 14 Answer: b**

**Rationale:** A fundamental element of internal control is the segregation of certain key duties to ensure that no one is in a position to perpetrate and conceal errors or fraud in the normal course of their duties. Payroll is not revenue.

**Question 15 Answer: d**

**Rationale:** Parking operations are governed by all applicable federal, state, and local laws.

**Question 16 Answer: c**

**Rationale:** Marketing is communicating the value of a product or service to customers for the purpose of increasing sales and creating brand loyalty. Marketing also involves understanding economic patterns of various customer bases and competition for customers.
Question 17 Answer: a
  Rationale: The implementation of new parking technology must be marketed for it to gain community acceptance. Often, this piece is neglected. This can result in lower compliance because users are not familiar with the technology. It can result in lost revenue as users avoid parking with technology they do not understand. Finally, it can lead to lower acceptance of the technology because users do not understand the need for its implementation.

Question 18 Answer: b
  Rationale: Public relations related expenditures on parking programs are a good business decision. They will lead to better compliance and more community support. Better compliance leads to increased revenue and fewer complaints. Increased community support is critical for both private and public operators.

Question 19 Answer: a
  Rationale: Conveying parking-related information via many different modes helps ensure it reaches a broader audience. Reliance on users locating and navigating a specific website alone provides for anemic information transfer and limits the potential scope of the audience.

Question 20 Answer: d
  Rationale: License plate recognition (LPR) technology affords many benefits, including increasing tools and data that can assist in managing operations. However, management oversight of LPR technology and processes is still required to ensure the system is working effectively. In addition, technology does not eliminate the need for proper management and oversight of personnel.

Question 21 Answer: c
  Rationale: The meter violation capture rate may influence the amount of money collected by parking meters in a given area, but it is not found in the traditional meter revenue projection formula, which includes the number of meters x hours of operation daily x operating days per week x operating weeks per year x the hourly meter rate x the paid (legal) meter parking rate.

Question 22 Answer: a
  Rationale: Of the four positions, the one with the least ability to directly handle and/or account for meter revenue/equipment is the residential parking analyst. Internal physical and administrative controls dictate ensuring the separation of duties for access to and control over/issuance of all revenue-sensitive equipment, which helps protect the integrity of the parking program and public revenues.

Question 23 Answer: c
  Rationale: All things being equal, a relatively high ticket fine with respect to off-street rates should promote compliance with meter regulations; the other three choices represent areas to investigate as possible factors contributing to excessive violation and duration rates versus the parking regulation.

For more practice questions, please refer to the CAPP Candidate Handbook pages 20 – 22.

Resource Links and Documents
To access the What’s What in Parking Technology document, click here.
To access the EMV Migration Forum document, click here.
Code of Ethics

The CAPP Certification Board hereby establishes this Code of Ethics stating that all CAPPs are bound to:

Introduction

The CAPP Certification Board has adopted a Code of Ethics and Professional Responsibility (Code of Ethics) that establishes the expected level of professional conduct and practice for CAPP designees. The CAPP Certification Board retains the right to amend the Code of Ethics as required.

To promote and maintain the integrity of its CAPP certification for the benefit of credential holders and stakeholders, the CAPP Certification Board has the ability to enforce the provisions of the Code of Ethics. The CAPP Certification Board shall be required to enforce sanctions against CAPPs who violate the regulations as written in the Code of Ethics. The CAPP Certification Board will follow the disciplinary rules and procedures set forth below when enforcing the Code of Ethics.

CAPP Code of Ethics

The CAPP Certification Board is the sole body authorized to award the CAPP designation. The CAPP designation is widely recognized and bestows a recognized level of competence in the field of professional parking management. Part of that competence relates to an understanding that CAPPs will abide by the Code of Ethics, thereby protecting the public they are called to serve. The purpose of this Code is to direct CAPPs to conduct themselves with competency, honesty, professionalism, integrity and fairness, and to provide a benchmark code of conduct that stakeholders may expect.

To this end, the CAPP Certification Board hereby establishes this Code of Ethics stating that all CAPPs are bound to:

I. Conduct their businesses according to high standards of honesty and fairness and to render that service to customers so that any “prudent person” would agree that the CAPPs conduct themselves and their businesses in a manner that is beyond reproach.

II. Provide competent, “customer-centric” service that serves all stakeholders, and specifically protects the public.

III. Abide by all applicable governing rules, regulations and standards.

The Code consists of two parts: The Principles and The Rules. The Principles embody the ethical and professional standards expected of CAPPs. These principles address the “substance” and not merely the “form” of service to customers and employers. The principles are the guidelines of professional conduct, the same conduct that any customer would expect of any professional on whom they rely. The rules serve as a description of best-practice or CAPP standards and outline how the principles must be implemented in specific circumstances.

The Principles

Principle 1. Competence: The CAPP shall provide services to stakeholders in a manner that demonstrates competency. Competency must be maintained through participation in recertification activities that demonstrate the CAPP has maintained currency in the necessary knowledge, skills and abilities required in the role of the CAPP.
Competence is defined as having adequate levels of knowledge and skill to provide appropriate service in the parking profession as judged by one’s peers. Competence includes the recognition that when one is involved in matters beyond one’s competence, one must withdraw or seek appropriate professional assistance. Competence also includes maintaining one’s level of knowledge through continuing education/recertification.

**Principle 2. Confidentiality:** A CAPP shall not disclose any confidential customer information without the specific written consent of the customer unless the disclosure is made in response to a legal proceeding, to defend against charges of wrongdoing by the CAPP, or in connection with a civil dispute between the CAPP and a claimant. Confidentiality is a fundamental aspect of trust on which the professional customer relationship is based.

**Principle 3. Professionalism:** A CAPP’s conduct in all matters shall reflect professionalism and good character, as expected by the CAPP designation. A CAPP represents the credential and may not behave in any manner that would discredit the credential.

**Principle 4. Fairness and Integrity:** A CAPP shall perform professional services in a manner that is fair and reasonable to customers, prospective customers, colleagues, employers, and regulators, and shall disclose any conflicts of interest associated with service as a CAPP. Fairness includes subordinating one’s own personal interest when it conflicts with the stakeholder’s interests and when such conflicts are unclear, attempting to balance the interests of all parties equitably. The CAPP must demonstrate integrity by living according to high moral principles, and serving the public with steadfast adherence to the CAPP Code of Ethics Rules and Principles, and the policies and procedures of the CAPP Certification Board.

### The Rules

#### Rules that Relate to Principle I: Competence

**Rule 101:** CAPPs shall keep informed of developments in the profession and participate in continuing education throughout their professional careers in order to improve professional competence in all fields in which the designee is involved. CAPPs shall satisfy all minimum continuing education requirements established by the CAPP Certification Board.

**Rule 102:** CAPPs shall provide service and expertise only in those areas where they have competence. In those areas where the CAPP is not professionally competent, the CAPP shall seek the counsel of qualified individuals and/or refer stakeholders to such persons or withdraw from providing service or expertise.

#### Rules that Relate to Principle II: Confidentiality

**Rule 201:** A CAPP shall not reveal or use, without the customer’s written consent, any personally identifiable information relating to the customer except to the extent that disclosure or use is reasonably necessary to:

- a. Comply with legal requirements or legal process; or
- b. Defend the CAPP against charges of wrongdoing; or
- c. Defend the CAPP in connection with a civil dispute between the CAPP and the customer.

**Rule 202:** A CAPP shall maintain the same standards of confidentiality to employers and employees as to customers.

#### Rules that Relate to Principle III: Professionalism

**Rule 301:** A CAPP shall use the designation in compliance with the current rules and regulations of the CAPP Certification Board, as established and amended.

**Rule 302:** A CAPP shall show respect for other professionals and related occupational groups by engaging in fair and honorable competitive practices.

**Rule 303:** A CAPP who has knowledge that another CAPP has committed a violation of this Code shall promptly notify the CAPP Appeals and Discipline Committee. A violation would be any act that raises substantial questions as to another CAPP’s honesty, integrity, competence, trustworthiness or fitness to practice. For the purposes of this Rule, knowledge means no substantial doubt.

**Rule 304:** A CAPP who has knowledge that raises a substantial question of legally actionable, unprofessional, fraudulent or illegal conduct by a CAPP shall promptly inform the appropriate regulatory body if appropriate, as well as the CAPP Appeals and Discipline Committee. For purposes of this Rule, knowledge means no substantial doubt.

**Rule 305:** A CAPP who has reason to suspect illegal conduct within the designee’s organization shall make timely disclosure of the available evidence to the designee’s immediate supervisor and/or partners or co-owners. If the CAPP is convinced that illegal conduct exists within the designee’s organization, and that appropriate measures are not being taken to remedy the problem, the CAPP shall, where appropriate, alert the proper regulatory authorities, and the CAPP Certification Board.
Rule 306: In all professional activities, a CAPP shall perform services in accordance with:

a. Applicable laws, rules and regulations of governmental and other applicable authorities; and

b. Applicable rules, regulations and other established policies of the CAPP Certification Board.

Rule 307: CAPPs shall not engage in any conduct that reflects adversely on their integrity or fitness to practice.

Rule 308: A CAPP shall always act in the best interest of the customer and/or stakeholders, serving the overarching requirement to protect the public.

Rules that Relate to Principle IV: Fairness and Integrity

Rule 401: A CAPP shall, in rendering services, disclose all material information relevant to the professional relationship, including but not limited to conflict(s) of interest(s), changes in the CAPP’s employment affiliation, address, telephone number, credentials, and qualifications.

Rule 402: A CAPP who is an employee shall perform professional services with dedication to the lawful objectives of the employer and in accordance with this Code.

Rule 403: A CAPP shall not, during the course of rendering professional services, engage in conduct that involves dishonesty, fraud, deceit or misrepresentation, or knowingly make a false or misleading statement to a customer, employer, employee, professional colleague, governmental or other regulatory body or official, or any other person or entity.

Rule 404: A CAPP is prohibited from the unauthorized or misleading use of the CAPP credential. If the CAPP’s renewal date has passed and the CAPP has not fulfilled requirements to maintain certification, the CAPP designation may not be used until the CAPP meets all requirements and pays all outstanding fees and fines. Additionally, CAPPs are prohibited from using the CAPP designation to represent themselves as specialists in a particular product or service, as having specific knowledge that they do not possess or from using the designation in any way to mislead stakeholders about their expertise or breadth of experience or knowledge.

Rule 405: A CAPP shall conduct him/herself with honor and dignity.

Rule 406: A CAPP shall not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

Violation of the Code of Ethics

CAPPs who violate the Code of Ethics shall be subject to disciplinary actions. The Disciplinary Policy and Procedures may be found on the CAPP portion of the IPI website at parking.org/capp.