IPI recognizes and thanks the following people and groups who contributed to the development of the IPI CAPP Resource Guide Second Edition:

Bruce Barclay, CAPP
Tracey Bruch, CAPP
Dennis Burns, CAPP
Josh Cantor
Brian Chamberlin, CAPP
Nicole Chinea, CAPP
Adele Clements, CAPP
John Collins, CAPP
Vanessa Cummings, CAPP
Harry Delgado, CAPP
Linsey Duett, CAPP
Johnnie Eastwood, CAPP
Perry Eggleston, DPA, CAPP
Diane Hale, CAPP
Thomas Hartley, CAPP
Pearl Hurd, JD, AAE

Michael Klein, CAPP
Patrick Martin, P.E.
Brent Matthews, CAPP
Doug Mayhew, CAPP
Daniel Lassiter, CAPP
Dave McKinney, CAPP
Mark Napier, CAPP
Victoria Pero, SPHR
Kevin Rowland, CAPP
Joseph Sciulli, CAPP
Brian Shaw, CAPP
Vincent Thomas, CAPP
Jennifer Tougas, Ph.D., CAPP
Elizabeth Underwood, CAPP
Sam Veraldi, CAPP
Tom Wunk, CAPP

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 can lead to better performance, visibility, opportunities, and jobs. In an increasingly complex and highly-specialized working environment, accredited professional 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 provides information and advice to help you prepare to take the CAPP examination. This list is not intended to be all inclusive but reflects references used to support the test development process.

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: Preparing to Take the Exam — Recommended Readings and the CAPP Examination Content Exam Outline

The Purpose of the CAPP Resource Guide

This guide is intended to assist individuals as they prepare for the exam. It includes a self-assessment to assist candidates in an objective analysis of their industry skills and knowledge.

The CAPP exam is designed to test individual’s knowledge of tasks related to performing the job of a parking professional as defined through IPI’s Parking Professionals Job Analysis. The enclosed CAPP Exam Content Outline provides the breakdown of the seven content areas on the exam.

For assistance and more information about the CAPP Program:

Email: capp@parking.org

Phone: CAPP Certification Program +1.571.699.3011

The CAPP Registry is an online tool for individuals to search for other CAPPs. 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 in cooperation with the University of Virginia. The CAPP Certification Board is responsible for all aspects of the 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 CAPP Certification Board of IPI. The CAPP Certification Board and the CAPP exam question 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.

*Note: Using this resource guide does not guarantee successful completion of the CAPP examination.
# Table of Contents

**Resources:**
- Resource Links and Documents, The Purpose of the CAPP Resource Guide .......................... 3

**Section 1: Get Started**
- Introduction .................................................................................................................. 5
- What is CAPP Certification? ......................................................................................... 5
- Why Earn the CAPP? .................................................................................................... 6
- Are You Ready to Take the Exam? ................................................................................ 6
- Steps to Becoming Eligible .......................................................................................... 6
- Self-Directed Study Options ....................................................................................... 7

**Section 2: Study Plan**
- Introduction .................................................................................................................. 9
- What is the Exam Like? ................................................................................................. 9
- Ready to Test? .............................................................................................................. 9
- Would You Benefit from Face-to-Face Classes? ......................................................... 9

**Section 3: Exam Day Preparation**
- Before You Arrive on Exam Day ............................................................................... 10
- Prior to the Day of Your Exam ..................................................................................... 10
- What to Expect at the Testing Center ......................................................................... 10
- The Day of the Exam .................................................................................................. 10
- At the Testing Site ....................................................................................................... 11
- Exam Test-Taking Tips ............................................................................................... 11
- What to Expect While Testing ..................................................................................... 11
- Once You Complete the Exam .................................................................................... 11
- Retesting for Applicants Who Do Not Pass .................................................................. 11

**Section 4: Preparing to Take the Exam**
- Not Sure if You are Ready to Take the Exam? ............................................................. 12
- Content Areas of the Exam ......................................................................................... 18
- Resources for Study ..................................................................................................... 25
- Code of Ethics ............................................................................................................ 26
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 knowledge in the field.

The CAPP Certification 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. Encourage personal and professional growth.

III. Recognize parking professionals who have demonstrated knowledge and maintain their CAPP credential through ongoing professional development.

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

What is CAPP Certification?

The CAPP certification is voluntary. Specific eligibility requirements must be fulfilled to qualify to take the CAPP examination. Parking professionals must demonstrate 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. Applicants must complete a minimum of 25 professional development hours, which must be accumulated during a period of five years prior to applying for the CAPP credential.

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 training points.

Once the credential is earned, CAPPs must recertify every three years. Recertification 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 1600-word article to The Parking Professional, or contribution of a regular column in an IPI-published parking or parking-related periodical.
The remaining 19 points can be earned through a variety of professional development opportunities as long as the content of the professional development is aligned with the CAPP Examination Content Outline.

Why Earn the CAPP?

The relationship 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 can come with an increase in education.

The CAPP credential demonstrates you have met the eligibility requirements, demonstrated the required level of knowledge by passing the exam and are committed to ongoing professional development by maintaining your certification. By continuing to train and inject new and certified individuals into the industry, we continue to raise the level of professionalism in the parking profession.

“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

“I've worked in the parking industry for more than 20 years and I'm glad that after all this time, the CAPP Program afforded me an opportunity to learn and experience parking as a profession, not just a job. I learned so many important lessons about the parking profession through CAPP, but the most valuable experience has been learning from and interacting with colleagues from across the country and world. I now have a network system that I can tap into and share information with at any time.”

Alesia M. Woods, CAPP, 2014
Customer Service Manager, Parking & Transportation
University of California, Berkeley

Are You Ready to Take the CAPP Exam?

If you are an experienced 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 eligibility criteria. Prior to completing the application, ensure that you have a minimum of three years of manager/supervisor experience in the parking industry.

Eligibility Criteria

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

- A high school diploma or higher degree.
- A minimum of three years’ experience in the parking industry at a manager or supervisory level.
- A minimum of 25 hours of continuing education or professional development within the past five years.

Applicants will be eligible to sit for the CAPP examination for one year after their application is approved. 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 hours, and an endorsement form from a CAPP, employer, or equivalent of the attestation of education, professional development and experience claimed on the application. The CAPP Certification Board reserves the right to verify/audit the experience, education, and training or professional development as attested 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/training points on the Professional Development Documentation Form.
3. Log experience on the Experience Documentation Form.
4. Provide information of formal education on the Education/Certification/License Documentation Form.
5. Have a current CAPP, employer, or equivalent attest that the information on your application is correct by completing the Application Endorsement 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 instructions on how to register for the exam, a login, and password. Applications will be processed within 30 days of receipt. Once the application is approved, the applicant is considered to be a “CAPP Candidate.”

STEP 5: Use your login and password on your Candidate Admission Letter to schedule the exam at a convenient testing location. This date must be no later than one year from the application approval date. 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 escort you to your computer and explain the tutorial before you begin. You will have three hours to complete your exam.

The examination score report provides scores using a scaled-score model, in which raw scores are placed on a 0–100 scale, with 70 reported as the passing score. Candidates receive a pass/fail notice of 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 percent of questions you got correct in the seven content areas of the test, which can assist when preparing to re-take the exam.

You may reapply to retake the examination upon IPI’s receiving and processing the $150 re-examination fee. Non U.S. (International) re-test fees may apply.

You may retest up to three times within one year from application approval. You can reschedule by accessing the test registration menu at isoqualitytesting.com, using the same username and password previously provided.

Self-directed Study Options

Self-directed study requires self-discipline. As an adult learner, you motivate yourself and direct yourself.

- Take an active role in all of your study efforts.
- If you prepare best by planning your studying steps, take a moment document your study program goals.
- Identifying goals will help focus your study time spent studying. Online tools are also available to develop a study schedule: studygs.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:

1. **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 some learning types but particularly hard for active learners.

2. **Reflective learners**: who tend to think about it quietly first.
3. **Visual learners**: who tend to 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.

4. **Verbal learners**: tend to 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.

**Complete the self-assessment that is included in Section 4 of this resource guide under the heading** *Preparing to Take the Exam*. This self-assessment will help determine what areas to focus on in developing a course of study.
SECTION 2: Study Plan

Many CAPPs have used study groups comprised of their peers to prepare for the exam. This not only provides multiple individuals for collecting information and identifying study resources, but establishes a network of peers to engage with 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 in studying for the exam. It is recommended that you create and maintain a study schedule several weeks prior to the exam. You may also want to dedicate time a few days before 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 165 scored multiple-choice, single-answer questions (see sample questions in Appendix A on page 20 of the CAPP Candidate Handbook). 150 of the questions are scored and 15 are pretest items that can be used for future versions of the exam. 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 up to three hours in which to complete it. 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 approved to schedule your test session at a convenient testing center. Take a printout of your Candidate Admission Letter email along with your valid, government-issued form of photo identification to the testing center. No candidate 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 requirement as long as they have been taken within five years of the CAPP application submission. All IPI-sponsored courses are aligned 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 application has been approved. Candidates will sit for the CAPP exam at an ISO Quality Testing, Inc. (IQT) location. You must schedule your test session 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.

To familiarize yourself with the technology, a tutorial of the computer-based format is available by clicking here: https://www.iqtesting.com/ExamV2008/Default.aspx?Function=SampleExam&Exam=8. It 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 your 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 is 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 Exam:

- Take your directions.
- Take your Candidate Admission Letter.
- Take 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 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.

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 remaining answers.

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 pass/fail 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 score report stating passing or failing.

Reports indicating a failing status will provide you with the percent of questions you got correct in each of the seven content areas and can be helpful as you prepare to re-take the test.

Retesting for Candidates Who Do Not Pass

- Payment of a $150 re-examination fee is required.
- Candidates have one year to take and pass the examination from when your initial application was approved.
- The first retake may take place as soon as the re-examination fee is received and processed.
- Candidates may retest three times within one year of the application being approved.
- 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 must reapply and pay all initial application fees.
SECTION 4: Preparing to Take the Exam

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

Evaluate your readiness by completing the following CAPP Exam Content Outline Self-Assessment.

**Note:** The intention of the self-assessment is to assist candidates in an objective analysis of their industry skills and knowledge.

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

<table>
<thead>
<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>I can make this happen</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A.</strong> Establishes, leads, and holds responsibility for corporate/facility:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Management structure and teams</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Internal communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Business and strategic plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Performance measures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Budgeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Hardware and software interoperability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Electronic data security (e.g., encryption, data storage, back-up, PCI compliance)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Customer service policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Project management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>10.</strong> Risk management including:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Business practices/liability exposure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial markets/economy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue/inventory/asset control</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data management, data security, remediation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety and security</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency procedures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</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
<p>| 6. Buses and shuttles |  |
| 7. Events |  |
| 4. Use of technology (e.g., parking guidance systems, hand-held equipment) |  |
| 5. Peak demand/utilization strategies |  |
| <strong>B. Manages parking system staff by:</strong> |  |
| 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 |  |
| <strong>9. Monitoring staff performance and conducting evaluations</strong> |  |
| <strong>10. Providing a safe and secure work environment by:</strong> |  |
| 1. Compliance 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 |  |
| <strong>C. Establishes policies for, and manages emergencies (e.g., fire, injury/accident, crime, power outages)</strong> |  |
| <strong>D. Establishes relationships with third-party service providers</strong> |  |
| <strong>E. Manages the revenue control system(s) by:</strong> |  |
| 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 |  |</p>
<table>
<thead>
<tr>
<th>F. Establishes and follows a maintenance program schedule by:</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>I can make this happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conducting regularly-scheduled inspections to identify maintenance requirements for facility:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Structure (e.g., corrosion, spalling, delamination, oxidization, cracking, roof leaks)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Equipment (e.g., elevators, fencing, lavatories (WC), lighting, signage)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Aesthetics (e.g., painting, landscaping, cleaning)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Identifying, analyzing, and prioritizing long-term, short-term and preventative maintenance projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Implementing cost-savings measures including energy-efficient equipment upgrades</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Ensuring continuity of services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Performing in-house or subcontracted maintenance:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Structural maintenance (e.g., concrete, beams, coatings, sealants)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Equipment maintenance (e.g., elevators, fencing, lavatories (WC), lighting, signage)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Aesthetics (e.g., painting, landscaping, cleaning)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Conducting quality control maintenance performance inspections</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. Safeguards parking system assets by:</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>I can make this happen</td>
</tr>
<tr>
<td>1. Establishing internal revenue controls by:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Eliminating staff conflicts of interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Segregating duties</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Managing bank-facility relationship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Managing assets by keeping inventory records, and redundant systems and performing audits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Responding immediately and consistently to unexpected findings in revenue and inventory audits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Using active and passive security monitoring systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H. Establishes and supervises the parking system enforcement policy, including:</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>I can make this happen</td>
</tr>
<tr>
<td>1. Purpose of enforcement (e.g., safety, vehicle turnover requirements, quality of life for stakeholders)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Personnel training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Enforcement practices (e.g., warning, citations, booting, towing, impounding)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Fine collections</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Adjudication and appeals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Holds responsibility for day-to-day financial operations including:</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>I can make this happen</td>
</tr>
</tbody>
</table>
1. Establishing and reviewing fee structures and revenue collection procedures based on evaluation of:

1. Numbers of transactions
2. Types of fees (e.g., permit, hourly, daily, weekly, event)
3. Rate schedules related to time of day, special events, overnight, long-term and lost tickets
4. Fee payment options
5. Market survey comparisons
6. Budget variances

2. Controlling and auditing revenue by performing:

1. Daily reconciliation by method of payment
2. Monthly access card/permits audits comparing active vs. paid
3. Scheduled and unscheduled internal auditing of revenue (e.g., surprise equipment and vehicle inventories, audit of payroll records)
4. Reporting on audit findings

3. Controlling and auditing expenses including:

1. Comparison of orders to invoice to inventory
2. Comparison of contract to payments
3. Payroll
4. Taxes and fees
5. Changes to purchase patterns (e.g. gas purchase doubled in one month)

4. Performing internal operational performance audits to assess:

1. Cash and credit transaction processing procedures
2. Data security for credit transactions
3. Stakeholder satisfaction
4. Safety and security
5. Emergency preparedness
6. Staffing requirements
7. Maintenance goals and requirements
8. Energy consumption

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
### Content Area IV. Financial and Operational Auditing (15% of the exam)

<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>I can make this happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Performs strengths, weaknesses, opportunities, and threats (SWOT) analyses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B.</td>
<td>Develops and evaluates performance metrics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.</td>
<td>Performs internal financial audits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td>Assists external financial auditors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td>Prepares for/assists in unscheduled outside regulatory compliance audits (e.g., EPA, OSHA, fire marshal, FTA)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F.</td>
<td>Creates/implements management plans to address audit findings</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Content Area V: Federal, state and local laws (7% of the exam)

A. Understands the basics of public policy including:

1. Federal and state funding initiatives affecting parking and business pattern operations
2. Grant funding
3. Advocacy to protect the public, serve the general welfare, and improve operations
4. Community development initiatives
5. Enterprise zone initiatives/parking benefit districts

B. Understands applicable rules, regulations, and laws including:

1. Compliance requirements of:
   1. Americans with Disabilities Act
   2. Environmental Protection Agency or state or local equivalent
   3. FERPA/HIPPA
   4. Use of commercial driver’s licenses (CDL)
2. Reporting requirements for:
   1. Transportation Safety Administration /Federal Transit Authority
   2. Hazardous Materials Regulations (HMR) (e.g. state and local emergency response commissions)

C. Understands federal and state and local funding opportunities

D. Understands grant application, spending, and reporting requirements

E. Understands the relationship between federal, state, and local agencies; lobbies on behalf of stakeholders

### Content Area VI. Marketing and Public Relations (7% of exam)

A. Establishes and/or implements an external communication policy and protocol

B. Shares the details of emergency/disaster response(s) with stakeholders
I have heard of this before  |  I can explain this to someone  |  I can and have applied this  |  I can make this happen
---|---|---|---
C. Identifies and markets services based on stakeholder and service profiles, competitors, and feedback
D. Implements marketing practices to increase market share, improve customer retention and satisfaction, and increase revenue
E. Communicates organizational mission and service expectations to stakeholders
F. Practices community involvement/engagement

Content Area VII. Analysis and Application of Trends and Technology (6% of exam)

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

Content Areas of the CAPP Exam

There are seven content areas on the exam. The CAPP Examination Content Outline provides the percent of questions dedicated to each of the seven content areas and can help candidates to focus their study efforts. It is recommended that a candidate regularly check his or her progress against their self-assessment of CAPP Examination Content Outline. In addition to classes, conference sessions, and seminars, other resources for study material may be related articles in The Parking Professional magazine.

Resources associated with this content area include:

Content Areas in Depth:

Content Area I: General Knowledge
(5 percent of exam)

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).
- 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)
- The Generally Accepted Accounting Principles

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.
Content Area II: General Management
(20 percent of exam)

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)

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 objective 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:
   a. 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.
   a. Factors to be considered when determining whether an accommodation would impose an undue hardship on a covered entity include:
      i. The nature and cost of the accommodation needed under this chapter.
      ii. 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.
      iii. 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.
      iv. 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 IV: Financial and Operational Auditing (15 percent of exam)

Key Content:

- Performs strengths, weaknesses, opportunities, and threats analyses (SWOT).
- Develops and evaluates performance metrics.
- Performs internal financial audits.
- Assists external financial auditors.
- Creates/implements management plans to address audit findings.

Resources associated with this content area include:

- The Generally Accepted Accounting Principles (Foreword and Preamble)
- The Generally Accepted Auditing Standards
- Federal Motorcarrier Safety Administration Website

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 must properly supervise any assistants.
3. The auditor must obtain a sufficient understanding of the entity and its environment, including its internal control, 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 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 V: Federal, State, and Local Laws (7 percent of exam)

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 USDT)

**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

**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)

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
- 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.

Study Resources

To guide you through the vast information available for study, the table on the next page summarizes the references could be helpful. The content areas of the CAPP Examination Content Outline are aligned with the references for your information.

The suggested reference list has been provided by the CAPP Certification Board as a resource that may be useful to candidates as they study for the exam. Candidates are encouraged to review resources and information in all content areas. The CAPP Certification Board does not recommend that candidates memorize all recommended references. The exam questions are written based on the knowledge and tasks identified in the CAPP Examination Content Outline.

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.
<table>
<thead>
<tr>
<th>Reference</th>
<th>Read</th>
<th>Content Area of Exam Outline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americans with Disabilities Act of 1990 and the ADA Administration Guidelines (ADAAG)</td>
<td></td>
<td>Content Area 1; Content Area 3; Content Area 5</td>
</tr>
<tr>
<td>The Fair Labor Standards Act of 1938, as amended (DOL Handy Reference Guide)</td>
<td></td>
<td>Content Area 3; Content Area 5;</td>
</tr>
<tr>
<td>The Family Educational Rights and Privacy Act of 1974</td>
<td></td>
<td>Content Area 5</td>
</tr>
<tr>
<td>Federal Motorcarrier Safety Administration Website (Dept. of USDT)</td>
<td></td>
<td>Content Area 4; Content Area 5</td>
</tr>
<tr>
<td>The Generally Accepted Accounting Principles (Foreword and Preamble)</td>
<td></td>
<td>Content Area 1; Content Area 2; Content Area 4</td>
</tr>
<tr>
<td>The Generally Accepted Auditing Standards</td>
<td></td>
<td>Content Area 1; Content Area 2; Content Area 4</td>
</tr>
<tr>
<td>The Health Insurance Portability and Accountability Act of 1996/ Family Educational Rights and Privacy Act of 1974, Fact Sheet</td>
<td></td>
<td>Content Area 3; Content Area 5</td>
</tr>
<tr>
<td>Omnibus Transportation Employee Testing Act of 1991</td>
<td></td>
<td>Content Area 5</td>
</tr>
<tr>
<td>IPI Publications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking 101: Parking Primer, International Parking Institute, Volume 1</td>
<td></td>
<td>Content Area 1; Content Area 2; Content Area 6; Content Area 7</td>
</tr>
<tr>
<td>Parking 101: Parking Management: Planning, Design and Operations, International Parking Institute, Volume 2</td>
<td></td>
<td>Content Area 1; Content Area 6; Content Area 7</td>
</tr>
<tr>
<td>Parking Related Texts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Dimensions of Parking, Urban Land Institute, National Parking Institute, 5th Edition, 2010</td>
<td></td>
<td>Content Area 1;</td>
</tr>
<tr>
<td>The High Cost of Free Parking, Shoup, Donald C., APA Planners Press; Updated edition (June 21, 2011)</td>
<td></td>
<td>Content Area 1; Content Area 2;</td>
</tr>
<tr>
<td>Lots of Parking: Land Use in a Car Culture, Jakle, Scuttle, University of Virginia Press (July 8, 2004)</td>
<td></td>
<td>Content Area 1;</td>
</tr>
<tr>
<td>Parking Structures: Planning, Design, Construction, Maintenance and Repair, Chrest, Smith et. al., Springer; 3rd edition (February 28, 2001)</td>
<td></td>
<td>Content Area 1; Content Area 3;</td>
</tr>
<tr>
<td>Parking Management Best Practices, Litman, Todd, APA Planners Press; 2 edition (March 14, 2006)</td>
<td></td>
<td>Content Area 1; Content Area 2; Content Area 3; Content Area 6</td>
</tr>
<tr>
<td>An Evaluation of Pricing Parking by Demand-April 2 2013.pdf</td>
<td></td>
<td>Content Area 1; Content Area 2; Content Area 3; Content Area 5; Content Area 6; Content Area 7</td>
</tr>
<tr>
<td>Other Texts/Websites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management: Building a Competitive Advantage, Bateman, Snell, 3rd Edition 1996</td>
<td></td>
<td>Content Area 2;</td>
</tr>
<tr>
<td>LEED Certification Requirements, US Green Building Council, 2000</td>
<td></td>
<td>Content Area 1; Content Area 7</td>
</tr>
<tr>
<td>Shoup_Lead Story for Cato Institute April 2011.docx</td>
<td></td>
<td>Content Area 1; Content Area 2; Content Area 3; Content Area 5; Content Area 6; Content Area 7</td>
</tr>
</tbody>
</table>
Code of Ethics

The CAPP Certification Board established 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 knowledge in the field of professional parking management. Part of that competence knowledge 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 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:

1. 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.

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

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

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.