Self-Assess more than Once

There are six domains on the exam. The CAPP Examination Content Outline provides the percent of questions dedicated to each of the domains 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 the CAPP Examination Content Outline. In addition to classes, conference sessions, and seminars, other resources for study material may be related articles in Parking & Mobility magazine.

Domain Weight of the Exam

Domains	Weight (%)
Domain I: General Management	22
Domain II: Project Management	15
Domain III: Financial and Operational Auditing	16
Domain IV: Operations Management	21
Domain V: Marketing and Public Relations	10
Domain VI: Analysis and Application of Technology	16

Suggested Study References

The CAPP Certification Board provides a suggested reference list as a resource that may be useful to candidates as they study for the exam. This list is not intended to be all-inclusive but reflects references used to support the test development process.

Candidates are encouraged to review resources and information in all content areas. The CAPP Certification Board does not endorse any text or author.

The CAPP Certification Board does not recommend candidates memorize all suggested references.

Note: Using the references does not guarantee successful performance on the examination.

Regulations/Processes

- *The Generally Accepted Accounting Principles (Foreword and Preamble)*
- *The Generally Accepted Auditing Standards*
- *https://www.cisecurity.org/white-papers/cis-primer-emergency-preparedness-for-cyber-infrastructure/*
- *https://www.ibm.com/support/knowledgecenter/en/ssw_ibm_i_73/rzarm/rzarmdisastr.htm*
- *https://www.fema.gov/preparedness-checklists-toolkits*
- Emergency Preparedness Manual*, International Parking & Mobility Institute*

- *The Complete Guide to Physical Security, 1st Edition; Dr. Paul Baker, and Dr. Daniel Benny, https://www.amazon.com/Complete-Guide-Physical-Security/dp/1420099639*

IPMI Publications

- *Sustainable Parking Design & Management: A Practitioners Handbook, International Parking & Mobility Institute*
- *A Guide to Parking, International Parking & Mobility Institute*
- *The Technology Glossary for Parking Professionals (First edition 2017), International Parking & Mobility Institute and the British Parking Association*
- *Parksmart Certification Standard, Version 1.0 with Addenda, Green Business Certification Inc.*

Parking-Related Texts

- *The Dimensions of Parking, (5th Edition, 2010) Urban Land Institute, National Parking Institute*
- *The High Cost of Free Parking, (Edition June 2011) Shoup, Donald C., APA Planners Press*
- *Lots of Parking: Land Use in a Car Culture, (July 8, 2004) Jakle, Scuttle, University of Virginia Press*
- *Parking Structures: Planning, Design, Construction, Maintenance and Repair, (Third edition February 2001) Chrest, Smith et. al., Springer*
- *Parking Management Best Practices, (Second edition March 2006) Litman, Todd, APA Planners Press*
- *Guide to the Project Management Body of Knowledge PMBOK Guide® 6th Edition PDF eTextbook ISBN: 978-1628251845 Publication Date: 2017 Author: Project Management Institute (PMI)*

Ancillary Resources

- *Management: Building a Competitive Advantage, 3rd Edition 1996, Bateman, Snell.*
- *Management: Leading and Collaborating in a Competitive World, (Tenth edition, January 2012) Bateman and McGraw-Hill/Irwin; 10 edition (January 17, 2012)*
- *The Leadership Challenge, James Kouzes and Barry Posner, Jossey-Bass Publishers, 7th Edition, 2012*
- *Please Understand Me, David Keirsey and Marilyn Bates, Prometheus Nemesis Book Company, 1984*
- *Team Players and Teamwork, Parker, Glenn; 1990*
- *Management of Organizational Behavior: Leading Human Resources, Hersey, P. Blanchard, K and Johnson, D.   Upper Saddle River, NJ: Prentice Hal, 2001*
- *The Situational Leader. The Center for Leadership Studies, Hersey, Paul. Escondido, CA. 1984*

Domains in Depth

Domain I: General Management
(22 percent of exam)

Key Content:

A. Demonstrates knowledge of the following management practices and techniques:
1. Internal communications
2. Customer service policies
3. Business and strategic plan
4. Performance measures

A. Manages revenue sources, cash flow, and/or allocation of resources

B. Analyze, propose, and/or determine aspects of revenue control solutions including:
1. Performing a cost-benefit analysis on different systems; selecting system(s)

C. Determine, recommend, and/or employ business-partner relationships and alliances including:
1. Facilities and operational services providers

D. Evaluate, review, and/or select policies and procedures

E. Examine and/or select Transportation Demand Management (TDM) plans including:
1. Assessing and measuring the effectiveness of the program/strategies

F. Recognize organizational human resources practices regarding:
1. Applying management/leadership principles
2. Establishing, applying, monitoring, and/or enforcing:
   a. Policies and procedures
   b. A Code of Ethics

Domain Explanation:

As with most high-level management positions, effective senior management in parking, transportation, and mobility environments requires a broad expanse of industry-relevant knowledge. Though it is not expected that senior management are subject matter experts in all aspects of their operation, they must be reasonably fluent, able to determine if there are problems to be addressed and determine if individuals assigned to different departments and/or tasks can fulfil the needs to which they are assigned.

This Domain will focus on those areas in which a senior manager in the parking, transportation, and mobility industry will be expected to create and manage a strategic business plan, determine all associated costs and financial components, determine anticipated labor requirements and departmental management needs, and oversee a safe and effective work environment. In addition, the senior manager should have a working knowledge and high-level expertise regarding intended technology and the required associated support structures.

Notable concepts include but are not limited to:

- Develop a 'team-oriented' organization
- Develop a 'Mission' to foster organizational understanding and consistency
- Identify departmental needs and create cure plans
- Establish a clear strategic business plan: both short and long term
- Understand and develop emergency procedures

Resources associated with this content area include:

Regulations/Processes

- *https://www.ibm.com/support/knowledgecenter/en/ssw_ibm_i_73/rzarm/rzarmdisastr.htm*
- *https://www.fema.gov/preparedness-checklists-toolkits*
- Emergency Preparedness Manual*, International Parking & Mobility Institute*

IPMI Publications

- *Sustainable Parking Design & Management: A Practitioners Handbook, International Parking & Mobility Institute*
- *A Guide to Parking, International Parking & Mobility Institute*
- *The Technology Glossary for Parking Professionals (First edition 2017), International Parking & Mobility Institute and the British Parking Association*

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- *The High Cost of Free Parking, (Edition June 2011) Soup, Donald C., APA Planners Press*
- *Lots of Parking: Land Use in a Car Culture, (July 8, 2004) Jakle, Scuttle, University of Virginia Press*
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Ancillary Resources

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- *Management: Leading and Collaborating in a Competitive World, (Tenth edition, January 2012) Bateman and McGraw-Hill/Irwin; 10 edition (January 17, 2012)*
- *The Leadership Challenge, James Kouzes and Barry Posner, Jossey-Bass Publishers, 7th Edition, 2012*
- *Please Understand Me, David Keirsey and Marilyn Bates, Prometheus Nemesis Book Company, 1984*
- *Team Players and Teamwork, Parker, Glenn; 1990*
- *Management of Organizational Behavior: Leading Human Resources, Hersey, P. Blanchard, K and Johnson, D. Upper Saddle River, NJ: Prentice Hal, 2001*
- *The Situational Leader. The Center for Leadership Studies, Hersey, Paul. Escondido, CA. 1984*

Domain II: Project Management
(15 percent of exam)

Key Content:

A. Identify/recognize the variables and considerations of facility design (surface and structure) including:
   1. Functional design
   2. Operational considerations (e.g., safety and security, automated)

B. Explain the variables and considerations of procurement practices including:
   1. Research and due diligence (e.g., test, pilot, systems, demo, site visits)
   2. Bid process (e.g., request for proposal/information/qualifications, selection process)
   3. Implementation

Domain Explanation:

Effective management of projects is necessary for the successful growth of a parking program and are key to the overall success of the organization. Senior management may not be directly involved in the day to day management of projects; whether they are facility construction, maintenance, or programmatic changes to how the organization functions, they must possess an understanding of the key skills of project management. Project management can be an internal function of the organization, or it could be handled through oversight of outside contractors or vendors that deliver the project.

Notable concepts include but are not limited to:

The variables and considerations of facility design of the 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
- Durability Design

Resources associated with this content area include:

- *The Generally Accepted Accounting Principles (Foreword and Preamble)*
- *The Generally Accepted Auditing Standards*

- *A Guide to Parking, International Parking & Mobility Institute*
- *The Dimensions of Parking, (5th Edition, 2010) Urban Land Institute, National Parking Institute*
- *Guide to the Project Management Body of Knowledge PMBOK Guide® 6th Edition PDF eTextbook ISBN: 978-1628251845 Publication Date: 2017 Author: Project Management Institute (PMI)*

Domain III: Financial and Operational Auditing
(16 percent of exam)

Key Content:

A. Performs strengths, weaknesses, opportunities, and threats (SWOT) analyses
B. Develops and evaluates performance metrics
C. Performs internal audits
D. Creates/implements management plans to address audit findings

Domain Explanation:

Both areas directly affect mission performance and customer service.

A program that is not financially sustainable will be unable to perform its mission for long; neither will a program that is weak or unsound operationally. Shortcomings in financial accountability, internal controls, and daily operations inevitably will result in negative publicity and embarrassment to the organization and its employees. Public or community support for the organization will wane, and delivery of the very tangible public safety, economic development, and quality of life benefits that the organization supports will suffer.

Thus, given the high stakes involved in the financial and operational spheres of a parking program, this Domain is designed for the CAPP to help ensure the integrity of the program's revenue stream and operational controls by proactively assessing weaknesses, and recommending effective solutions to safeguard the areas in question.

Notable concepts include but are not limited to:

- Gaining the support of program leadership to adopt a mindset promoting the proactive review of internal financial and operational performance
- Periodically evaluating (formally, through the SWOT analysis process) the departments and processes involved with program finance and operations
- Institutionalizing a system of performance metrics or Key Performance Indicators (KPI) within all departments by routinely collecting data and monitoring performance trends
- Supporting management's efforts to reinforce or modify strategies, processes, and tactics, given the performance feedback provided by the KPI
- Supporting the establishment of an internal audit function, or the assignment of internal audit responsibilities to qualified persons, within the organization
- Ensuring the separation of duties involving oversight versus the performance of financial and operational functions

- Conveying the importance of having outside auditors periodically review operations, but equally important, ensuring that those auditors fully understand and appreciate the special requirements and nuances of a parking management organization (its mission, operations and responsibility to all stakeholders), to enhance the auditors' effectiveness
- Knowing the details of regulatory compliance audits (e.g., Payment Card Industry Data Security Standard (PCI DSS) reviews, accessible parking compliance audits, etc.), and ensuring the organization is prepared to meet all requirements
- The ability to develop, facilitate, lead and/or co-author with parking organization representatives a plan that would implement corrective actions in response to audit findings, focused on the necessary changes to financial and operational systems and procedures, and identifying the priorities, objectives, activities, responsibilities, support requirements, and costs for implementation

Resources associated with this content area include:

IPMI Publications

- *A Guide to Parking, International Parking & Mobility Institute*

Parking-Related Texts

- *[The High Cost of Free Parking](), (Edition June 2011) Shoup, Donald C., APA Planners Press*
- *Parking Management Best Practices, (Second edition March 2006) Litman, Todd, APA Planners Press*
- *[Guide to the Project Management Body of Knowledge PMBOK Guide® 6th Edition]() PDF eTextbook ISBN: 978-1628251845 Publication Date: 2017 Author: Project Management Institute (PMI)*

Ancillary Resources for Further Study Information:

- [A Beginner's Guide to SWOT Analysis]()
- [6 Principles of Internal Control Activities (quizlet)]()
- [The PCI Compliance Guide for Ecommerce (downloadable white paper)]()