Candidate Information Bulletin

Certified Parking Professional
Certification Program

The National Parking Association has proudly served the nation's parking industry since 1951. NPA membership includes thousands of parking professionals in every facet of the industry around the world.

The NPA Board of Directors established an independent Certification Advisory Board, currently comprised of 12 industry professionals, to develop and oversee the Certification for Parking Professional (CPP) Program. The mission statement for this Board is to ensure that Certified Parking Professionals have demonstrated a superior level of knowledge and expertise, which promotes professionalism within the parking industry.

Standards and Guidelines
The NPA Certified Parking Professional program meets and in some aspects exceeds the American Psychological Association's Joint Technical Standards on testing and has been designed to comply with the Educational Testing Services' Standards for Quality and Fairness, standards which are the highest in the industry.

The NPA has formal affiliation with numerous state, local, and international associations, and is a member of the National Organization for Competency Assurance (NOCA), an agency that recognizes certifying programs. The CPP program is designed to meet the NOCA standards for certification agencies, the highest in the testing industry.

The Purpose of Certification
The Certified Parking Professional program is a practical, comprehensive curriculum designed to assist managers in performing their duties in an effective and professional manner.

This program sets performance and service standards at the point where the parking industry and the customer meet. The CPP credential is the standard against which excellence and professionalism are judged.

Development of the Certification Program
A national study, conducted in September 1993 by the NPA, defined the role of parking professionals. A cross-section of professionals in the parking industry provided the information used to define the roles and responsibilities of the parking professional. This information was then used to develop performance objectives, which in turn became the basis of the NPA Study Guide and the outline of the examination. The CPP test questions were written by the NPA Certification Advisory Board and its appointees.

The passing score determination for the CPP program was determined by the NPA Certification Advisory Board and its appointees.

Test Development and Administration
The NPA has retained Professional Credential Services (PCS), a full-service testing agency, to provide for scheduling, ongoing examination development, administration, and score reporting. All correspondence and questions related to the CPP should be directed to:

Professional Credential Services (PCS)
NPA Coordinator
P.O. Box 198689
Nashville, TN 37219

Or

150 Fourth Avenue North
8th Floor
Nashville, TN 37219

Toll free: 1.877.887.9727; fax: 615.846.0153; e-mail: npacord@pcshq.com; web site: www.pcshq.com

PCS staff is available by telephone Monday through Friday between 8:00 am and 4:30 p.m. Central Time.

Eligibility Requirements
Prior to sitting for the examination, the applicant *must* have completed one year of full-time employment in the parking industry in order to be eligible to take the examination.

Fees for Taking the Examination
The first-time application fees for taking the certification examination are as follows:

National Parking Association Members*	$400
Non-Members**	$700

Volume discounts are available for a company sending in 10 or more Scheduling Application Forms at one time. Please contact PCS for the procedural process.

The re-take application fees are as follows:

National Parking Association Members*	$250
Non-Members**	$500

Must currently be an NPA member in good standing to be eligible for the member rate.

**Non-members may wish to contact NPA concerning membership.*

If you have a question concerning membership, please contact NPA at: 1.800.647.PARK or e-mail: info@npapark.org. Visit the NPA web site at: www.npapark.org.

Payment must be made by corporate, institutional, municipal, cashier's check, or money order, and made payable to PCS. The Scheduling Application Form will also include information on the use of credit cards. Contact PCS for the procedures and requirements in the event that there is a request for purchase orders.

You must test within one year of issuance of your Authorization Letter. Failure to test within the one-year window will result in the forfeiture of your examination fees. You must then call PCS, as you need to submit the re-take fee to reinstate your eligibility status.

Eligibility Documentation for the Approval Process
On the PCS web site (www.pcshq.com) the following information can be found: (1) the Scheduling Application Form (included with this Bulletin); (2) a sample letter to be used to verify your length of employment, which needs to be signed by your employer and printed on your employer's letterhead; and (3) instructions as to where to mail the examination fee and related documents.

The name on your Scheduling Application Form *must* be an exact duplicate of the name on your photo and signature identification. If the information is not an exact duplicate, you may encounter a problem when you arrive at the test site.

Once PCS approves your documentation, your eligibility file will be forwarded to PSI, the computer-based testing platform company. You will receive an Authorization Letter with instructions on how to schedule your test administration. If you do not receive your Authorization Letter outlining the steps to be taken to schedule your examination with PSI within three weeks of the submission of your documentation, please contact PCS.

Scheduling Your Examination Test Date
You will receive an Authorization Letter once you have been approved to test. Your Authorization Letter will provide you with information on how to contact PSI to schedule your examination.

PSI is also the computer-based testing platform company for other national and state certification and licensure programs. Thus, you should permit a sufficient amount of time between the time you call to schedule your examination and the time you wish to sit for your examination. This is due to the fact that a "seat" may not be readily available at the time you wish to test if there is not sufficient lead-time in placing your scheduling call.

Admission Requirements
You should plan to arrive at the test center at least 30 minutes prior to your scheduled testing time. It is your responsibility to be at the test center on time. Candidates will not be permitted into the testing room after the scheduled testing time. It is strongly suggested that you visit the site before the day of the exam so you are familiar with the route and the needed time. If you are not present for your scheduled testing time, you will forfeit your fee.

You *must* have your Authorization Letter and one form of identification with your photograph and your signature (e.g., driver's license, school or work identification card, or passport) in order to be admitted to the examination room. The name submitted on your Application Scheduling Form *must* be an exact duplication of the name on your identification.

The identification must be current and clearly recognizable or you will not be admitted to the test. If your photo does not have a signature, you must bring a second form of signature identification. If you do not have proper identification, you will not be admitted to test and you will forfeit your fee. *There are no exceptions*.

Study Guide and Preparing to Test
The NPA developed Study Guide will be forwarded to each approved candidate. The Study Guide will accompany the Authorization Letter. The Study Guide was developed as a national source for the body of knowledge for the parking industry. It is recognized that individual companies, institutions and/or municipalities may have their own operational guidelines; however, candidates should answer the test questions correctly based on the information found in the Study Guide.

Use the Study Guide to study and review the examination outline. Answer the sample questions in the Study Guide to help familiarize yourself with the nature and format of the kinds of questions that will be appear on the examination. If there are issues you do not understand in the Study Guide, review them with your supervisor.

Computer Testing
The NPA certification examination will be administered throughout the year at PSI test centers. The 150 question, multiple-choice test will be administered on computers during a 3.5 hour testing session.

For the candidate, all test functions are controlled by the candidate's choice of the keyboard or mouse. PSI exam capabilities include on-screen graphics, tagging of questions for later review, on-screen calculator, and the ability to review any question with a click to the help screen.

The site administrator will be available to assist you with becoming familiar with the testing process prior to your actual testing time. In rare instances, technical problems may require late starts and/or rescheduling of your examination. If, at any time during the examination, you believe you have a problem with your computer, notify the site administrator.

Paper and Pencil Testing
If requested by a candidate, a special paper-and-pencil test is still available by special arrangement at an additional fee. Contact PCS for details.

About PSI Test Centers
All PSI Test Centers: ▪ Are accessible to individuals with disabilities. ▪ Utilize monitor screens that are Super VGA and 17" in size plus larger fonts providing optimal readability. ▪ Have a testing room, separated from the business offices and reception area. ▪ May be monitored by a direct view window from the proctor's area or through the use of video. ▪ Have convenient parking. ▪ Are temperature-controlled and secure with convenient restroom facilities.

Test Center Locations
Examinations are offered daily at PSI Test Centers. Operation hours vary. PSI has approximately 600 U.S. and 100 Canadian test sites. You may also access the PSI web site for the nearest location at: www.psiexams.com. You can enter your zip code under "Quick Find" or choose "Find a Testing Center." You may also download site directions and site hours from this web site. All the Canadian test sites may not be listed on the web site but a PSI call center representative will make these sites known to you when you call to schedule your examination.

Testing Candidates with Special Needs
The CPP program, in accordance with the provisions of the Americans with Disabilities Act (ADA), provides examination administration modifications to candidates who qualify. Such candidates must obtain an official form from PCS on which to request special modifications. The completed form must be returned to PCS with all required documentation 60 days prior to the month in which you wish to schedule an examination. These accommodations are made available at no extra charge.

The Special Accommodation Form can be found on the PCS web site.

Site Environmental Distractor
Although every attempt is made to provide a quiet and comfortable test environment, noise and room temperature may be an unforeseen distractor. It is suggested that if you are sensitive to noise or temperature variations, you may want to bring earplugs and types of dress that can help you to adapt to a cooler or warmer climate in the examination room. Since PSI provides many different examinations for many different clients, be aware that candidates will be working at different paces in the testing room. PSI will work with the test site staff to anticipate potential problems.

Refund Policy
Candidates who wish to cancel from the examination process and receive a partial refund must notify PCS prior to scheduling an examination test date. A written request must be received within 30 days of the submission of your Scheduling Application Form to PCS. A $200 processing fee will apply to all candidates. All refunds will be issued 30 days after receipt of the request.

Refunds are not granted to candidates who have scheduled an examination and then withdraw from the examination process; who have failed to test within the one-year window; who have failed to reschedule their examination within the appropriate timeframe; or who have failed to appear or were not admitted for testing.

If an employer-sponsored candidate is not available for testing, the application fee may be transferred to another individual. The employer should provide PCS with a replacement Scheduling Application Form, eligibility letter, and $100.00 transfer fee. A Study Guide will not be re-issued to the replacement candidate.

Rescheduling Policy
Candidates who wish to reschedule an examination *must* notify PSI at least three working days prior to the scheduled test date. If your scheduled test date is within this three-day window, you will not have the opportunity to reschedule.

You will forfeit all examination fees if you do not appear for your scheduled examination or if you are not admitted due to lack of proper photo/signature identification.

Emergency Policy
In the event of inclement weather or similar emergency, you should contact PSI to ascertain the status of the test site. If PSI must cancel or delay an examination, you will be notified and rescheduled at no additional cost.

However, given the difficulties in canceling a test center, this decision is rarely made. If the test center is open and you choose not to appear for testing, your examination fee will be forfeited.

Security Guidelines for Taking the Examination
The National Parking Association copyrights all test questions. Copying, reproducing or taking any action to reveal the contents of an examination in whole or in part is unlawful.

Any irregularity such as an act of impersonation, creating a disturbance, giving or receiving unauthorized information or aid to other candidates, attempting to remove test information by any means, possession of unauthorized notes or equipment may be sufficient cause for you to leave the examination room. Irregularities may be identified by observation or suspicion by the examination proctors, or may be evidenced by subsequent statistical analysis of testing materials. All such irregularities will generate a report to NPA and PCS.

Notebooks, magazines, reference materials, backpacks, briefcases, hats, caps or electric devices such as cameras, walkmans, radios, tape players, portable fax machines, cellular telephones, calculator watches, reproduction equipment, beepers or pagers are NOT permitted in the examination room. Neither PCS nor PSI will be responsible for the security of this material; therefore, it should remain outside the test center. If any of the aforementioned items are found on a candidate in the examination room, the Site Administrator will collect it and hold it until the end of the examination and provide a written report of the incident to NPA and PCS. It is possible that some confiscated material will be forwarded to NPA and PCS and will not be returned to the candidate.

Each incident of misconduct or irregularity will be investigated and will be reported to NPA. NPA will hold responsibility for the final decision on score invalidation or cancellation. All fees will be forfeited if a candidate is found to have violated any security measure.

Test Center Regulations

You should arrive at the test center 30 minutes prior to your scheduled examination. If you fail to appear on time, you will forfeit your fees.

To be admitted you will need your Authorization Letter and photo identification with signature. If you are not admitted due to lack of proper identification, you will forfeit your fees.

You may bring a silent, simple (i.e. four-function) pocket calculator. Programmable and text calculators will not be permitted. The PSI software will provide a built-in calculator for your use.

The examination is closed book. Please review the security guidelines above. You will be provided with scratch paper to use during the examination. This will be collected prior to your leaving the test center.

No tobacco, food, or beverage will be permitted in the examination room. No visitors, guests or children are permitted in the examination room.

Test Taking Suggestions

- Take time to familiarize yourself with the location of the test site. Ensure that you have ample time to get to the test site. This will reduce your stress.
- Double-check that you have your Authorization Letter and your photo with signature identification.
- Use the Study Guide to prepare for the examination. Test questions are referenced against the Study Guide.
- Get plenty of rest the night before and do not go to the site hungry.
- Pace your progress on the test. It is not a test to measure how quickly you can read so you should have plenty of time to finish. There will be a clock within the computer so you will be able to keep track of your testing time.
- Do not spend too much time struggling with questions that you cannot answer. Mark them on the computer and return to them after you have answered the questions that you are more familiar with.
- There is no penalty for guessing. It is to your advantage to take a guess on any questions where you are totally unsure of the correct answer.
- Read the questions carefully and do not skim the test questions or the options.
- Pick out the key phrases of each question to assist in choosing the correct response.

Examination Scoring and Reporting
Examination questions are multiple-choice with one correct answer and three incorrect responses. Your score will be based on the number of questions you answer correctly.

Candidates must achieve a scaled score of 70 to pass the examination. Scaling the scores permits the different forms of an examination to be reported on a common, consistent scale and is not necessarily equivalent to the scores based on a percentage.

Upon completion of your testing session, you will automatically receive your score report. If you have passed the examination, your score report will indicate a "Pass." If you have failed the examination, your score report will indicate a "Fail" and will provide you with a diagnostic analysis of your strengths and weaknesses in your test performance based on the content outline.

All score results will be forwarded to PCS from PSI on a weekly basis. PCS in turn will provide the score results to NPA and your employer as discussed on the Scheduling Application Form.

Request for Hand Scoring
If you wish your computer score results to be verified by hand, a candidate must make the request in writing and it must be accompanied by a Money Order in the amount of $50.00 made payable to PCS. Requests for hand scores will only be honored up to three months after the testing date.

Candidate Feedback
Candidates may make comments about the test administration or a particular test question on-line. All comments will be researched and acted upon accordingly. You will not receive a response letter based on the candidate feedback section on the computer.

Candidate Appeal Process
Please contact PCS in writing if you wish to make a comment concerning the test administration process or on a particular test question for which you wish a written response. You should provide your name, address, social security number and the test date with your particular comment. Your letter will be researched and acted upon accordingly.

Certification
Candidates who pass the exam will receive a certificate suitable for framing and will be able to use the credential "CPP" (Certified Parking Professional). Certification will remain valid for a period of three years. If you have failed the examination, you may apply to re-take the examination. A Study Guide will not be re-issued.

Name or Address Change
Any name or address change must be reported in writing to PCS. Be sure to include your name, as it appears on your application, social security number, and signature along with the information to be changed. For a name change, you must submit a photocopy of a legal document verifying the name change (i.e. marriage certificate, divorce decree, or legal document indicating a name change).

Examination Outline

The CPP Examination is comprised of 150 multiple-choice test questions with 3.5 hours of testing time. This is a closed book examination.

Content Area 1: Operations (30% of the examination)

Chapter 1: Types of Parking Operations
Industry Market Segments
      Airport and Off-Airport
      Colleges and Universities
      Event
      Hotel and Restaurant
      Hospital and Medical
      Municipal and Governmental Services
      Office Buildings
      On-Street
      Retail and Mixed-Use Developments
      Transit and Intermodal
Modes of Operation
Unattended (Honor) Facilities
      Location and Frequency of Turnover
      Layout and Appearance
      Frequency of Audits and Collections
      Enforcement of Procedures
      Robotic Parking
Attended Facilities
      Attended Self-Park
Valet Attendant Parking
      On-Site Valet
      Off-Site Valet
      Special Event Valet
Attendant Assist Parking

Chapter 4: Facility Design
Traffic Access Variables
      About On-Street Parking
Key Parking Facility Design Elements
      Siting of Entrances and Exits
      Entrances
      Exits
      Reversible Lanes
Layout of Spaces and Aisles
      Types of Vehicles Using the Facility
      Facility turnover Rate
      Local Codes and Legal Requirements
      Two-Way vs. One-Way Traffic Patterns

Parking Space Design
 Parking Space Width and Length
 Customers Being Served
 Parking Space Turnover Rate
 State and Local Requirements
ADA: Special Design Considerations
Signs and Graphics
 Signs for Drivers
  Entrance Signs
  Available Space Signs
  Vehicle Clearance Signs
  Rate Signs
  Hours of Operation Signs
  Parking Restriction Signs
Signs within the Facility
 Signs for Pedestrians
 Vehicle Location Information
 Destination Directions
Sign Messages
 Information
 Direction
 Identification
Standard Sign Layout
Location of Signs
Characteristics of a Good Sign System
Lighting
 Exterior Lighting
 Interior Lighting
 Drainage, Landscaping, and Other Fixtures

Chapter 5: Equipment Technology
 Revenue Control Equipment Systems
 Computer Systems
 Signage Systems
 Security Equipment Systems
 Cleaning and Maintenance Systems
Revenue Control Equipment Systems
 Levels of Revenue Control Systems
Automated Versus Cashiered Transient Systems
Revenue Control Equipment – Automated, Transient Systems
 Ticket Dispenser Arming Loops
 Ticket Dispensers
 Entry Barrier Gate
 Entry Barrier Gate Counter
 Pay-In-Lane Device
 Pay-On-Foot
 Exit Barrier Gate
 Exit Barrier Gate Counter

Revenue Control Equipment – Typical Cashier and/or Automated Transient System
       Credit Card Processing
       Fee Computer
Count Systems
       Lane Counter
       Level Count Systems/Parking Guidance Systems
       Mass Validation Coupon Encoder
       Store Validation Encoder Device
Revenue Control Equipment in Lower Volume, Unattended Transient Facilities
       Meter
       Honor Box
       Pay-and-Display/Pay-by-Space
Typical Equipment Found in a Contract Parker System
       Card Access Readers
       Automatic Vehicle Identification (AVI)
Other Equipment Located in a Parking Facility
       Back –up Power Systems
       Intercoms
       Computer Systems
       Hardware, Including Peripherals
       Software
       Other Computer Based Terms and Technology
Signage Systems
       Fixed Message Signs
       Variable Message and Dynamic Signs
       Dynamic Signs
       Single Space Monitoring
Security Equipment Systems Found in Parking Facilities
Active Security Systems
       Closed-Circuit Televisions (CCTV) and VCRs
       Alarms
       Audio Monitoring Devices
       Two-way Audio Systems
       Telephones
       Watchman's Clocks
Passive Security Systems
       Lighting and Lighting Control
       Controlled Access
       Paint
       Open Façade
       Elevators and Stairways
Cleaning and Maintenance Systems
       Snow/Ice Control Systems
       Sweeping/Scrubbing Machines
Safety Equipment Systems
       Mechanical Ventilation System
       Automatic Carbon Monoxide (CO) Detectors and Alarms
       Pedestrian Exit Signs

Content Area 2: Valet Parking Operations (15% of the examination)

Chapter 13: Valet Parking Operations
Key Elements of Valet Parking
 Service
 Safety
 Security
 Staffing
Valet Personnel Requirements and Positions
Valet Equipment and Supplies
General Procedures
 Some Recommended Dos and Don'ts
 Tipping
 Defensive Driving Techniques
 Facility Safety
Special Event Parking
 Steps to Prepare for a Special Event with Valet Parking
Considerations for Valet Parking Operations
 Altered Vehicles
 Intoxicated Guests
 Lost Keys and/or Ticket
 Security of High-Value Vehicles
 Handling Customer Complaints
 Incident/Accident Investigations

Content Area 3: Revenue Control (15% of the examination)

Chapter 10: Accounting
Importance of Reviewing Revenue and Expenses
 Basic Accounting Procedures
 Data Collection
 Summarizing
 Reporting
 Responding
Reporting Tools
 Daily or "Flash" Report
 Daily Shift Report
 Location Summary Report
 Carryover Reports
 Missing Ticket Report
 Summary of Income and Expenses
 Key Card Control Reports
 Contract/Monthly Reports
 Duplicate Permit/Tag Reports
 Ticket Summary
 Monthly Report by Daily Totals
 Revenue Summary
 Income and Expense Statement

       Manually Issued Tickets
       Back-out Tickets
       Void Transactions
       Employee Access to Equipment
       Excessive Errors (Over/Short, Over-ring/Under-ring)
       Illegal Forwards/Reverses
       Manual Gate Vends
       Mysterious Power Outages
       Active Access Cards in Inventory
       Missing Cash Equivalents
Shift Report Auditing
Ticket-to-Tape Audit
Over/Short Register
Over-ring/Under-ring
Spot Audits
       Spot Audit at an Attended Self-Park Location
       Attendant-Park Location
       Valet Location
       Special Event Location
Petty Cash and Change Fund Audit
License Plate Inventory
Monthly Account Audit: Non-Key Card
Monthly Account Audit: Key Card
       Common Code Key Card System
       Individually Coded Key Card System
"Shopper" Audit

Content Area 4: Human Resources (10% of the examination)

Chapter 3: Human Resources
The Professional as Leader
       Openness in Communication
       Communication Methods
             Speak Openly and Honestly
             Listen
             Visit Frequently with Employees
             Develop Effective Written Communications
             Hold Frequent Facility Meetings
       Fairness to Employees
       Attendance
       Grooming and Appearance
       Communication
       Respect Towards Customers
       Honesty
       Adherence to Procedures
Hiring
       Establish Qualifications
Create Job Descriptions

Describe Job Functions, Not Individuals
Advertisements
Develop Sources
    Sources for Job Applicants
    Develop Your Most Successful Sources
Resume/Application Screening
    Tips on Screening Applications/Resumes
Candidate Interviews
    Prepare for the Interview
    The Interview
    Close the Interview
Treat Applicants Consistently
Candidate Evaluation

New Hire Orientation and Training
    Training
        Equipment Use Training
        Customer Service Training
        On-the-Job Procedures Training

Scheduling Employees

Motivating Employees
    Personal Contact
    Involvement
    Respect
    Rewards and Recognition

Counseling Employees
1. Identify and Correct the Problem
2. Investigate the Reasons
3. Stick to the Issue
4. Define a Plan for Improvement
5. Make a Deadline
6. Follow Up
7. Document

Steps for Disciplining Employees
1. Issue a Verbal Warning
2. Issue a Written Warning
3. Issue a Suspension
4. Termination

Termination
    Termination Procedures
1. Get the Facts
2. Meet with the Employee
3. Respond to Issues, Not Emotions
4. Review and Update All Documentation and Personnel Records
5. Collect Company Property from the Discharged Employee

The Importance of Documentation in Human Resources

Key Statutory Requirements
    Equal Employment Opportunity (EEO)
    Family Medical Leave Act

Americans with Disabilities Act
Minimum Wages, Overtime, and Wage Payment
      Wage Payment
Sexual Harassment
National Labor Relations Act

Content Area 5: Customer Service (10% of the examination)

Chapter 2: Customer Service
Principles of Customer Service and Courtesy
      Service with a Smile
      Make Good Eye Contact
      Greet Every Customer
      Always Wear the Proper Attire
      Always Be Professional When in Uniform
      Present a Good Appearance
      Ask Before You Are Asked
      Deliver Prompt, Accurate Service
      Never Ignore the Customer
      Provide Excellent Service, With or Without a Tip
      Always Thank the Customer
Additional Responsibilities for the Certified Parking Professional
      Be Available
      Return Phone Calls and E-mails Promptly
      If You Make a Promise to a Customer, Follow Through Promptly
      Treat Customers Professionally at All Times
      Understand the Service Level Your Customers Expect
Service Levels for Different Types of Facilities
      Unattended Facilities
      Facility Design
      Facility Appearance
      Equipment
      Attended Facilities
      Knowledgeable Personnel
      Equipment Operation
      Valet Facilities
      Courteous Valet Service With a Cashier
      Courteous Valet Service Without a Cashier
      Prompt Check Out
Policies, Procedures, and Customer Service
      Customer Safety
      Prompt Handling of Damages and Claims
      Handling Lost Tickets Claims
      Deal with Problems – Don't Ignore Them
      Customers Are Not Always Right, but They Are Your Customers
      Help Staff Deal with Dissatisfied Customers
      Good Customer Service Training
      Follow-up Consultations with Employees

Periodic Customer Service Performance Reviews
Open Communications with Customers

Content Area 6: Marketing/Administration (10% of the examination)

Chapter 9: Administration
General Organization
Insurance
      General Liability Insurance
      Garage Keepers Legal Liability Insurance
      Procedures for Damage Claims
Occupational Safety and Health Administration (OSHA)
      OSHA Inspections
            Review of Paperwork
            Facility Tour
            Private Interview of Employees
      OSHA Requirements
      Occupational Illness and Diseases
      On-the-Job Injuries
            Hazard Communication Program
Workers' Compensation Insurance
      Reducing Workers' Compensation Claims
      Remove Unsafe Working Conditions
      Potentially Unsafe Workplace Conditions
      Adopt a "Safety-First" Attitude
      Recognize Potentially Unsafe Employee Behavior
      How to Handle Workers' Compensation Claims
Operating Licenses and Permits
      Certificate of Occupancy
      Parking Facility Permit
      Business License
      Open Lot Permit or Parking Attendant License
      Man Lift Permit
      Man Lift Operator License
      Elevator Inspection License
      Driver's License
      Work Permit
      Police Permit
      Parking Lot License Bond
      Parking Tax Bond

Chapter 12: Marketing
What Is Marketing
All Parking Is Local
Staying Competitive
      Know Your Parking "Product"
Know Your Customer
Know the Competition
      Comparison – How Do You Measure Up?
      Determining Rates
      Planning
Identify Generators and Promote New Business
      Operate a Well-Managed, Clean, and Well-Lit Facility
      Improve Signage
      Benefit From Name Recognition
      Offer Low Introductory Rates
      Offer Special Daily Rates
      Advertise
      Internet
      Promote Validation Programs
      Increase the Level of Service
      Lease Business Space to Vendors that Attract Parkers
Enhance Owner and Customer Relationships
      Run a Successful Operation
      Communicate Effectively
      Be Professional
      Take Charge
      Enhance Customer Relationships
Become a Part of the Community
      Operate a Clean and Professional Parking Facility
      Offer Validation Programs and Discount Coupons
      Approve Reasonable Requests from Neighboring Businesses
      Participate in Community Events
      Become Involved in Area Improvement Organizations
Maximizing Revenue Through Rate Management
      Capacity
      Turnover
      Increments
      Customer Mix
      Physical Improvements
      Special Services
      Operating Policies
      Competition
Validation Programs

Content Area 7: Maintenance (10% of the examination)

Chapter 8: Maintenance
The Condition Assessment
General Maintenance Schedules
        Daily Housekeeping
                Sweeping
                Grease and Oil
                Windows
                Miscellaneous
                Parking Control Equipment
                Elevator Doorsills
                Periodic Washdown
                Drains
Doors and Hardware
        Pedestrian and Vehicle Access Doors
Electrical System
        Lights
        Battery Packs
        Control Panels
Elevators
        Lamps and Cabs
        Safety Checks
Heating, Ventilating, Air Conditioning (HVAC)
        Ventilation
        Repairs and Replacement
Landscaping
        Maintenance Schedule
        Consult with a Professional
        Man Lift
        Painting
        Striping
        Curbs
        Metals
        Concrete
Parking Control Equipment
        Operation
        Service Agreement
Plumbing Systems
        Hoses
        Fire Extinguishers
        Fire Protection System
        Water Supply
        Storm Water Collection and Drainage Piping System
Roofing and Waterproofing
        Membranes
Safety Checks
        Carbon Monoxide Monitors

Mechanical Ventilation Systems
Metal Guardrails and Handles
Pedestrian Exit Signs
Emergency Lights and Signs
Fire Safety Equipment and Signs
Concrete Floors
Security Systems
Two-way Audio Systems
Telephones
Alarms
Camera Systems
Signs
Snow and Ice Control
Snowplow
Salt
Snow and Ice Buildup
Structural System
Cleaning Floor Surfaces
Proper Drainage
Proper Sealing
Concrete Floor Deterioration
Damage Caused by Salt
Damage Caused by Gas, Oil, and Other Fluids
Damage Caused by Moisture
Damage Caused by Vehicles
Warning Signs of Concrete Deterioration
Cracking
Spalling
Leaching
Rust Stains