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Circle #119 on Reader Service Card
Kim Jackson was named Executive Director of the International Parking Institute in January. She had held the position of Interim President for nearly a year. She has been with the IPI for nearly a decade in various positions. While at the IPI, she has worked with all aspects of the organization, having run training programs, the annual conference and seminars, and technical and information services, and she has been editor/publisher of the Parking Professional magazine.

PT caught up with Jackson in her office in Fredericksburg, VA. Her office reflects her history in the parking business, from her beginnings as head of parking at Rutgers University to her 10 years of travels with the IPI.

PT: You were Interim President for nearly a year. What did you accomplish during that period?

Jackson: I felt that it was inappropriate to make major changes or start new programs until it was clear in what direction the board wished to head. At the time of my temporary appointment, we were four months from our major trade show in New Orleans, and there were training programs and other issues that were set. I felt it was my job to make them successful, not set policy. The first year was difficult. I was uncertain as to what the board was going to do, so I put my head down and did my job day by day. I am going now into the best of times. I will take the IPI with me.
Jackson: I am determined to move slowly but with focus. There is no rush to make quick changes; however, on the global vision, I think we need to bring the IPI in concert with the rest of the transportation infrastructure. I have a great concern as to the vision the public has of the parking industry, and generally, it’s not good. This makes it difficult to recruit good people. Most parking pros in the public sector have strong management backgrounds, but may not have parking expertise when they take over the position.

PT: How will you do that?

Jackson: I think we need a two-fold approach. First, we will continue to have the IPI meet the needs of professionals through training, networking and communications, plus work to bring the image of the industry to a level where quality young people will look to parking as a career path. We need to recognize that parking is a part of the transportation infrastructure; it is an important extension of transportation, whether auto, bus, air or mass transit.

By beginning to link parking to transportation, I see a way to give future parking pros more alternative career paths. In most cities and colleges and universities, the parking manager also has responsibility for transportation, at least the vehicular part. It is important to remember that these folks are also responsible for major construction in the area of garages. They are deeply involved in fleet management, enforcement, budgeting, personnel and the rest.

PT: What about new members? How will you reach out to the industry?

Jackson: First we need to determine what the IPI really does for the different membership types and ensure that they are getting the time and money’s worth. Then we need to promote those things that bring value to the IPI membership. In the next five years, I hope, with the concurrence of the board, to reach out to more of the public -- and private -- sectors, including other associations in transportation and engineering.

This will be an evolving process taking months to plan and years to execute. I don’t expect to be able to implement a plan before working with the board through the spring and into the IPI convention in Fort Lauderdale. We will be discussing the future of the IPI and its long-range goals.

There are literally 10,000 potential members in the cities, hospitals, higher ed and airports of our nation, plus all the private-sector parking owners and operators who are all welcome to the IPI family. We will begin to reach out to them. I think potentially broadening the scope of the IPI will increase the value of many of those parking pros and show them that we are worth the money, time and their participation. We want to ensure that the IPI has the resources to provide them the training, networking and information they need.

PT: Any specifics?

Jackson: This means surveys, information-gathering, and then planning and implementation. Of course, in my spare time, there are the current activities to oversee, including the upcoming show in Fort Lauderdale, working with the Intertraffic/Parking Industry Exhibition, and our ongoing CAPP and publication programs.

My goal is to reach out to all organizations and related industries, shows and programs. The IPI is not in competition with anyone. We just want to make the parking industry better. Better for the public, better for the people employed in parking, better for the manufacturers. The only way to do that is to keep an open mind, and an open door.
Cubic Buys Lexis, Forms Cubic Parking Systems

ubic Corp. of San Diego has acquired the assets of Lexis Systems, a Vancouver, Canada-based provider of revenue collection systems for parking and public transportation. The acquisition includes intellectual property, technology, the complete product line and software suite, inventory, and the Vancouver-based operations.

The assets from Lexis Systems, together with the recently acquired Traf-Park Inc., make up a new business unit for Cubic Transportation Systems, called Cubic Parking Systems. The company is a wholly owned subsidiary of Cubic Corp.

The latest acquisition and company formation enhance Cubic’s regional smart card systems for public transit in parking, a vital service in major metropolitan areas.

The North American parking equipment and system control market is more than $200 million per year and is poised for growth as municipalities move away from single-space, coin-operated on-street meters to “multi-bay” meters that take contactless smart cards as a form of payment.

With the combined installed customer base of Lexis and Traf-Park, Cubic Parking Systems has a substantial share of the parking market, with more than 2,200 pieces of equipment installed for almost 200 customers in the United States, Canada and Mexico.

Cubic’s David deKozan will head Cubic Parking Systems. Named its Vice President and General Manager, he has moved from San Diego to the new company’s headquarters in British Columbia.

Robert Ziola, founder and former president of Lexis Systems, will remain as Vice President of Sales and Marketing for the company. His duties will also include responsibilities for smart card payment sales under $10MM.

Traf-Park operations have been moved to Vancouver. Former Traf-Park President Pierre Boulin is heading the sales office in Montreal. In addition to Vancouver and Montreal, the company will have regional offices in Toronto, Nashville and San Diego.

Cubic Parking Systems offers a contactless smart card payment system for on- and off-street parking that is integrated and interoperable with public transit fare collection systems. Commuters can pay for parking their vehicles with the same smart card they use to pay for fares on public transportation.

Previously, Lexis Systems has been a provider of a variety of managed services for major parking operators, national park systems, universities and colleges, hospitals, city and county projects, major ski resorts, boat marinas and large city transit programs. Earlier this year, when the Washington Metropolitan Transit Authority decided to use its SmarTrip smart card system for all of its parking, it chose Lexis to provide the equipment.

Nearly 1,200 Lexis Pay Stations are installed in key cities throughout North America, including Seattle, San Francisco, Los Angeles, San Diego, Denver, Dallas, Houston, Chicago, St. Louis, Minneapolis, Cleveland, Pittsburgh, Baltimore, Washington, DC, and Atlanta. Cubic has smart card automatic fare collection systems in many of these cities and good opportunities in others. Parking is a factor in all of them. Integration with the mass transit ticketing system is a natural step.

Central Parking Corp., previously owned, through an affiliate, a controlling interest in Lexis Systems and operates Lexis machines in more than 500 locations. Cubic Parking Systems will continue to support Central Parking as a supplier and systems integrator under a five-year service contract.

Cubic Transportation Systems is a solution provider of automated fare collection systems for public transport, including bus, bus rapid transit, light rail, commuter rail, ferry and parking. Cubic’s solutions and services include central computer systems, equipment design and manufacturing, device-level software, installation, warranty, maintenance, computer hosting services, call center services, card management and distribution services, financial clearing and settlement, multi-application support, and outsourcing services.

Web Helps Lawbreakers Beat Parking Tickets

There’s a saying in Boston: “A great city, but you wouldn’t want to park there.” But now a Web site helps motorists use their computers to beat their parking tickets.

ParkingTickets.com helps you contest your parking tickets from your home or office without trekking to City Hall.

You just log on to the site and enter information about the ticket and the vehicle that received the ticket. The system then goes to work, checking the reason you think your ticket should be dismissed. The site will create a customized letter for you to print and mail to the city where you received the ticket.

If your ticket is dismissed or reduced, you pay the site half the cost of the original summons. If your ticket is not dismissed, you pay nothing to the site.

The service is also available for drivers in New York City, San Francisco and Washington, D.C.
HISTORY REPEATS ITSELF

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The Hotel del Coronado is one of the most recognizable properties in the U.S. The background for countless movies, including “Some Like It Hot” and “The Stuntman,” it is truly a destination location, whether to stay or just to visit the historic site.

The Del, just across the bay from downtown San Diego, is currently implementing a $10-million guestroom renovation, ensuring that this beautiful resort is just as breathtaking today as it was when it opened its doors more than 100 years ago.

Jadd Elkeshen, Director of Guest Services, needed more than new paint and floor coverings, however. He was looking to turn the parking operation at The Del into something that was state-of-the-art and easy for guests.

Half a year after installation of a new parking system, Elkeshen is cautiously satisfied. “We have learned a lot and would have done things differently if we had to do it over.” Would they have installed the same equipment and system? “Most likely yes. Our experience has been a positive one, for both guests and our staff.”

The Del went from an unautomated ticket in/cashier out system to the highest level of parking control, including online validation, tight valet tracking, and automated entrance and exit for guests (system provided by Secom International).

The Hotel del Coronado is a designated National Historic World Class Hotel, World Class Parking

The Hotel Del Coronado located on a spit of land across the bay from San Diego has been designated a National Monument. It also has a most complex parking control system.
Landmark. As such, adding equipment such as card and ticket readers, gates and dispensers was challenging, because all external changes must meet certain standards. The housings for much of the equipment had to be customized to fit the hotel’s décor.

Self-park guests pull a ticket and have it validated online at the front desk. Upon departure, they can either use the ticket in an auto read at exit or give it to the cashier, who processes and returns it for entrance use until the final checkout.

When the ticket is validated at the front desk, it is given a checkout date and kept upon exit at that date.

Valet parkers receive a two-part ticket. One goes with the parker and is validated at the front desk; the other stays with the keys. Once the ticket is validated, the other one with the keys is authorized for exit. Self-park daily guests have their fees collected at a cashier in one lot, and can use a pay-on-foot facility in another.

The valet operation is extremely tight. When a valet is dispatched to pick up a vehicle, he takes the car keys and validated ticket with him. Upon exit, the valet uses that ticket to open the exit gate. However, it will not work unless a valid proximity fob (dangling from the valet’s wrist) is presented with the ticket. This not only increases security, but also enables the parking manager to track valet activity and productivity.

In the large surface lot to the rear of the hotel, parkers either have their tickets validated (hotel guests or those making purchases in the hotel) or pay at a pay-on-foot machine in the lot. Delivery vehicles are given free parking, but must have their tickets validated at the delivery entrance to the hotel.

“Most organizations like ours consider parking as a service to the guests,” Elkeshen said. “The new equipment has allowed us to consider all the aspects of this part of our operation and ensure that our guests do come first.

“What about guest deliveries? Sometimes guests need deliveries to their rooms. A longer grace period for these types of deliveries solved the problem.

“Of course, that could cause another concern,” he noted. “What about visitors who come to the hotel simply to visit our historic site? We wanted to be certain there was no confusion concerning parking and its cost. Setting the grace period too long can make it difficult for visitors to understand. We ensured that good signage and proper grace period policy made our parking operation easy to use and understand.

“We had to take our restaurant into consideration,” Elkeshen said. “The beauty of the system is that we can now track just how long people stay in the restaurant and adjust the validations so they are covered and aren’t charged for parking after joining us for a meal. It gives us excellent management information for planning, and once again, ensures our guests are treated graciously.

“If I had anything to do over? I would have gone to hotel locations where the system was installed and talked to the management there,” Elkeshen said. “I would have learned about the many changes that would happen to the hotel when these types of systems go online.

“My main recommendation to others? Train your staff, including your front desk staff, on the intricacies of the system. For instance, if a hotel guest is self-parked, they need to have their ticket validated at the front desk to expedite their exit. Our training program ensures that quick mention of parking is made by the desk staff,” Elkeshen said. “This makes for a more pleasant stay for our guests.”

A mild Southern Climate makes outdoor Pay on Foot Equipment just the thing for the parkers at the Del.
Lighting in parking facilities is one of the most critical aspects of the project, but it is also one of the most misunderstood. While you are concentrating on collecting the revenue, potential parkers are going elsewhere because they don’t want to park in your dark facility.

Studies have consistently shown that drivers will enter a bright, well-lighted garage long before they will park in a darker facility. In fact, many garages double up their lighting at entries and exits to attract business. Don’t laugh; it works.

Parking Today is beginning a multi-part series on lighting. Over the next few issues, we will be exploring everything from luminaries to foot-candles, from “light trespass” to glare, from security to safety, from power usage to color. We have contacted experts from the engineering, consulting and manufacturing fields to assist in our introduction to lighting.

We will be discovering luminaries. These are the fixtures in garages. They hold everything from fluorescent tubes to incandescent bulbs, from high-pressure sodium to metal halide. Which bulb should you choose? Coming next month.

In the meantime, remember this: The bulb generates the light, and the color of the light. The color of the light determines the color you see reflected back at you. Generally, high-pressure sodium turns everything a bit orange; metal halide puts off a white light and the colors reflected are true.

We’re told that the color of the lighting in the garage will affect the attitudes of the people parking there before they go into the store.

Consider this: A woman is going shopping and has put on certain clothes so she can match jackets or accessories to it. When she steps out of her vehicle in the parking garage, she looks down at herself and sees an entirely different person from what she saw when she started out. Her attitude concerning her purchases changes, and perhaps the amount of money spent in the nearby stores.

The link between color of lighting and security is important too. Witnesses watch a car being robbed. They report the color of the suspect’s clothes, hair and the like. However, the colors differ depending on the lighting source.

Luminaries, or fixtures, are important factors in lighting. Their design and location and the lenses in them determine which part of the garage is lighted. For instance, some plans light the floor extremely well, but everything 2 feet above the floor is in shadows. This can be disconcerting to the parker. Other plans light the upper area but not the floor -- a potential safety hazard.
The two basic types of luminaries are high-profile and low-profile. Each has its benefits. You must take into consideration the clearance. If you have a “double T” design, will they be mounted between the T’s or on them? How do they affect your clearance? Also, if they are between the T’s or cross beams, will the beams detract from the lighting?

OK, you have your lighting plan and turn on the lights. You have a beautiful, well-lighted facility, and folks are wearing sun glasses in your garage. Not a problem, until you receive a letter from a lawyer. Seems the folks in the condos next door can’t sleep because your lights are shining through their black-out curtains. Now what?

This problem is known as light trespass. And it’s becoming a big deal -- but more about that next month. (There is a solution, but you need to know about it before you install your lighting.)

There are codes and directives that tell you the amount of light that should be in your facility at different levels above the floor. That’s easy to check; a light meter will do it. Check PT in the coming months for the numbers. (By the way, they are changing.)

Oh, you thought you were finished. Right …

What about power consumption? There are devices that will lower the power sent to your lights without appreciably lowering the light output. They can save you big bucks, particularly in a garage where the lights burn 24/7. Stop! Certain kinds of lights shouldn’t burn 24/7. Metal halide lights, for instance, should be turned off for 15 minutes once a week.

Other systems allow you to turn off lights unless the particular area of the garage is being used and then turn on only those floors necessary (where cars and people are moving). Of course, depending on the light types, it may take five minutes for the lights to come up.

It’s all to come -- details on lighting your garage, starting in April in Parking Today. The folks supplying the data literally wrote the book. We won’t make you an expert, but we will give you enough information so you can ask the right questions and know whether the answers you get come from the middle of a snowstorm.
‘A Wake-Up Call For Manufacturing

By Rebecca A. Morgan

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

-- Charles Darwin

If only all American manufacturers acted as if this Charles Darwin declaration were true. While some companies constantly work at becoming more competitive every single day, others continue to act as if 1950 was right around the corner.

Simply saying "We've always done it this way" is not the key to success. The world really is changing daily, with customer expectations and global competition increasing constantly. What has "always worked" -- heck, what worked yesterday -- won't cut it moving forward.

If American manufacturers want to survive, many need to begin by waking up. Hitting the snooze button again, hoping for a better result at the next alarm sound, is unlikely to make operations more competitive. There are plenty of strategic and tactical tools to consider, and surely one of them can help your company survive and even prosper.

Let's consider three time-tested approaches that could help many manufacturers: MRP/ERP, Lean Manufacturing and Theory of Constraints.

**Materials Requirement Planning (MRP)** systems were available in the late 1960s. Throughout the 1970s, '80s and '90s, they evolved into Manufacturing Resource Planning (MRPII) and Enterprise Resource Planning (ERP) systems capable of integrating most company data.

Yet many companies that bought the software still struggle with the basics. Admittedly for some businesses, Lean Manufacturing may be a better means of shop-floor execution; however, ERP systems continue to be an excellent planning tool.

But ERP can't improve your company's performance if system-users do not understand fundamental concepts. Nor can it pay for itself if management supports a lack of discipline that encourages ignoring the system. Typical ERP packages have capabilities that can benefit many manufacturers, but none can save a company that doesn't assimilate the education, training and disciplined approaches that success requires.

**Lean Manufacturing** focuses on three things: (1) value as defined by the customer; (2) the elimination of waste; and (3) continuous improvement. The concepts of Lean, based on the Toyota Production System, were born in the mid 1940s and continue to evolve today. Lean philosophy and tools are hardly cutting edge, and are proven with time.
the success stories of thousands of companies across numerous industries. But education, training and discipline are once again key to success. Companies that implement Lean are not guaranteed survival, but their chances are much better than those of most companies that fail to focus on improving every single day.

The 1984 book “The Goal” outlined a manufacturing concept called Theory of Constraints (TOC). It demonstrated that not all improvements are equally valuable, and how concentration on the constraint will increase throughput and profits. TOC continues to evolve today, as manufacturers throughout the world utilize TOC concepts to drastically improve the output of production, the success of projects in terms of time and money, and the optimization of the entire supply chain. Focusing on what matters is not particularly radical advice.

While it takes an understanding of each to determine how to best utilize ERP, Lean and/or TOC in improving your company’s operations, to reject all three without that understanding is like rolling over and hitting the snooze button.

Manufacturing employment is declining throughout the world. But the demand for goods and services is not. While efficiency improvements may mean that not as many people are needed to provide them, people will still be needed. And they can be in the United States if our manufacturers take advantage of available tools.

Effective use of ERP, Lean and TOC requires a management committed to implementing the concepts. Not just trying them, but living them. Maybe one or more of those tools is just the ticket to helping your company succeed. But doing what you’ve always done is not.

To the companies that have aggressively learned from others and work daily to improve -- congratulations. To those that are just getting started but fully understand the need to develop change as a core competency -- keep it up. It’s challenging, but worth it. To the rest of you -- unplug that snooze button and wake up. Before it’s too late.

Rebecca A. Morgan is president of Fulcrum ConsultingWorks Inc. She can be reached through her website (www.fulcrumcwi.com).
Due to tightened security regulations following the 9/11 terrorist attacks, luggage at the airport is no longer allowed to be stored in lockers. It is now currently stored in “left luggage” facilities. But before storage, it needs to be scanned and tagged, and preferably the storage fee would be paid in advance to a self-service payment terminal.

Though not common in North America, the ability to “check” luggage at the airport is found in most European Cities.

The Swiss Zeag Group, known for airport parking and revenue control systems, developed a simple but effective solution that automates the fee payment and luggage identification process. The solution is based on the use of the Zeag-Orion Car Park and Revenue Control System technology using the self-service payment station model PK.

The passenger buys storage time and an identification label from the self-service payment machine. The storage fee must be prepaid with cash or cashless, e.g., credit/debit cards, stored-value cards and voucher tickets. Change is given in coins and, optionally, in dollar bills.

Upon full payment, the station provides the passenger with a claim ticket, a thermal paper receipt upon request, and a self-adhesive label to tag the luggage.

The label carries all relevant payment information for later identification. The luggage can be claimed only on presentation of the claim ticket. In the event that the storage time exceeds the prepaid time, the claim ticket can be used for excess payment at the manned or automatic payment station. The luggage is then placed with the “left luggage” staff. Upon return, the receipt is compared with the tag and the luggage given to the traveler.

The Zeag-Orion luggage payment machine can operate in stand-alone mode or online as part of the Zeag-ZMS Car Park and Revenue Control System.

The Zeag Group is headquartered in Switzerland, with subsidiary organizations in the United Kingdom, United States, Canada and South Africa. Zeag systems are installed at Chicago’s O’Hare International Airport and in Calgary, Canada; Singapore; Lisbon; Dublin, Ireland; London-City and Manchester, England; Copenhagen; Minneapolis, Fort Lauderdale, FL; Richmond, VA; and San Diego.

For more information, contact info@zeag.com

Officer Scalded With Hot Coffee

A Boston man was recently charged with assaulting a parking enforcement officer with a scalding cup of coffee. Francois Youhanna claims he accidentally spilled the coffee after receiving a $55 ticket. Christi Noviello received first- and second-degree burns.

Noviello said she gave a woman passenger waiting in the vehicle a chance to move it before writing the ticket. Youhanna allegedly came out of the coffee shop and was angry about the ticket.

“I had gone down the street,” Noviello said. “By the time I was coming back up, I saw him coming out. He passed her one cup of coffee ... took his ticket off the car, was reading it and then he saw me. He was coming after me and yelling at me about the ticket.

“I said, ‘Sir, you are in a loading zone.’ He said, ‘You didn’t ask her [the passenger] to move.’ I said, ‘I did ask her to move.’ He wanted to see a supervisor. The next thing I knew, the coffee was coming at me.”

Youhanna told authorities he spilled the coffee after slipping on ice and falling. He was arrested and charged with assault and battery with a deadly weapon. He pleaded not guilty and was released on personal recognizance and ordered to stay away from Noviello.

City's Parking Security Being Beefed Up

Mount Vernon, NY, is installing security cameras and better lighting in all 14 of its parking structures.

Only two garages now have cameras although all have security guards. A state grant for $400,000 allows the Department of Planning and Community Development, under which the Parking Bureau falls, to install them in the remaining parking areas.

Low-energy, maximum-illumination fixtures will replace the current lighting, and a graffiti-buster team will continue to combat vandalism.

The security features will be installed one at a time in the different garages. Everything should be up and running by the summer, city officials said.

In Yonkers, high-tech cameras that were installed a year ago in two city garages have brought an added sense of security, said Michael Dalton, Deputy Executive Director of the Yonkers Parking Authority. “It’s a great [crime] deterrent, but it really is about perception,” he said. “People want to park in a well-lit and secure place.”

“The Largest Parking Event in the US -- Intertraffic NA/PIE in Baltimore. See page 27
International trade fairs for infrastructure, traffic management and parking

**Intertraffic Eurasia**
May 18 - 20, 2005
Istanbul, Turkey

Supported by the Turkish Ministry of Public Works, Turkish Ministry of Transportations and Communications, General Directorate of Turkish Highways, the General Commandant of Turkish Gendarmerie, the General Directorate of National Security (Road Safety and Traffic), and the municipalities of Istanbul, Ankara and Izmir.

**Intertraffic Asia**
June 14 - 17, 2005
Bangkok, Thailand

In conjunction with the 15th IRF – International Road Federation – World Meeting 2005
PARKING BOOT CAMP:

Bootcamp - Four hours of parking from the beginning. This is for newcomers, whether you work in a garage, own a lot, or are responsible for a parking facility. You will learn about equipment, rates, management, and contracts. You will come away from this four hours with enough knowledge to ask the right questions, and expect the right answers. This is directed to beginners in parking.

ADVANCED PARKING TRAINING - It’s for Senior Managers

And Our Advanced Parking Seminar - A half day of parking for senior managers. Do you need more parking? Ways to get more out of less. Projections for five years into the future. Can you do it? And How? This is a strategic session for those with senior level responsibilities.

PARKING TRAINING PROGRAM

Two-Day program that focuses on the two aspects of Parking: On Street and Off Street. Industry experts bring these topics to life and bring you the information you need for success. The On Street Program covers equipment, law, legal, compliance, and policy issues. The Off Street program covers equipment, personnel, operations, and revenue control. These day long programs are designed for attendees with more than five years experience in the parking industry. If you are unsure, you should take the Parking Boot Camp before entering into either of these courses. On Street will be held on Wed. September 28, Off Street on Thurs. September 29.

VENDOR PRESENTATION

Major Parking Vendors who are exhibiting at the associated PIE/Intertraffic exhibition have been given the opportunity to give two hour in depth training/familiarization programs. These classroom style presentations, takes the equipment out of the hustle and bustle of the trade floor and allows the manufacturers the opportunity to give their customers and potential customers a good look at the equipment and its features.

This program is designed to allow existing customers to learn more about the features of their equipment and potential customers to get a “feel” for the product before making that final purchase decision. Please see the schedule for the time of the vendor presentation you wish to see. NOTE: There is no reason why you can’t attend more than one.

THE TRADE SHOW AND EXHIBITION

Seventeen hours of exhibition time gives all attendees ample opportunity to view the more than 300 exhibitors, of which 150 are focused on Parking. This Exhibition combines the Parking Industry Exhibition with the Intertraffic Trade Fair. This means that in addition to parking, over 200 exhibits will be available for those interested in transportation, traffic, and related fields. This is a perfect place for engineers and traffic planners to get all the most current information.

POTENTIAL EXHIBITORS

The buzz in the industry says that this will be the number one parking event of the year. Over 800 parking professionals are expected, plus an additional 1000 traffic and transportation experts. More than 300 booths, exhibits, and presentations.

These are senior level decision makers. They are the people that come to do business. Already 65% of the exhibit space is sold out. Take a look at the exhibit floor on our web site (www.parkingtoday.com/pie). 400 Square foot booths are not unusual. The parking industry is investing in PIE/Intertraffic.