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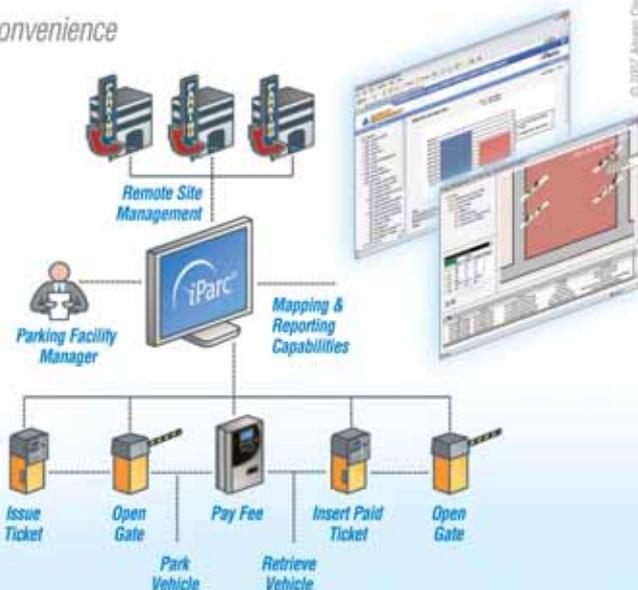
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London Removes Meters in Favor of Pay-by-Cellphone

“I felt this was parking history in the making. They were removing parking meters and not replacing them.”

Verrus Vice President Neil Podmore was describing the event last December when 400 single-head meters in London’s Westminster borough were removed and switched to pay-by-cellphone only.

“There was a real sense that this was the beginning of the end for mechanical meters,” Podmore said. “It was a sea change.”

“We’ve seen cities offering pay-by-cellphone technology as a payment option alongside pay-and-display/space or single-space meters,” he said. “But Westminster took that one small step for man, one big step for parking! If you want to park in these spaces, you must pay by cellphone.”

The system covers more than 2,000 parking spaces in the Soho and Kings Cross area of Central London. About 1,600 other spaces give parkers a choice of cellphone or pay-and-display.

The change came about as on-street pricing in the British capital was reaching \$10 an hour and the city was losing more than \$40,000 a week taken from meters that were simply torn out of the ground, loaded onto the backs of SUVs and driven away.

The conversion in many cities takes place as meters installed two decades or more ago are coming to the point of replacement. The decision must be made whether to pay \$10,000 or \$15,000 for a P-and-D machine or go with the much less expensive cellphone technology.



Alastair Gilchrist, head of parking for Westminster, places his boot on one of the meters replaced in December by the pay-by-cellphone system.

The U.K. cities of Birmingham, Salisbury, Cheltenham, Oxford and York are using the technology, with the latter having a special twist. York charges a different rate for low-emission vehicles, and parkers using a cellphone can indicate they are driving such vehicles and are charged a different rate. Enforcement officers are notified as to the type of vehicle so they can verify the charges are correct.

The company also has installed the system at the Chicago Metra park-and-ride stations, following Impark’s takeover of the management of these lots. The cost of parking is only \$1 a day, but as of this writing, 10% of the charges are being handled by the technology. It makes a lot of sense when you’re running to catch the train and can’t make it to the slot box.

National Car Parks in the U.K. has installed the system in the rail parking lots throughout the U.K. rail system. These are used as an alternative to the existing pay-and-display machines as are at most instal-

lations in the U.K. and North America.

The pay-by-cellphone system is just breaking into the U.S., with the Florida cities of West Palm Beach and Coral Gables leading the way. Municipalities are motivated to look to this technology for a number of reasons, one of which being the low cost to implement. Depending on the vendor, the cost to the city can be almost nil, with the expense being borne by the parker. In other cases, vendors receive a transaction fee or a percentage of the monies taken.

PT

Book Features Information on Building a ‘Virtual Team’

Millions of Americans do it every work day — head to their home office instead of their car to start their day. While the benefits of telecommuting or working from remote locations are numerous, so are the pitfalls. Especially for the manager who faces the daunting task of building a cohesive team of employees when not everyone is on-site. So how can a manager successfully lead a team of workers who might never meet face to face?

The secret may lie in understanding the dynamics of building and leading a virtual team. Successful virtual managers realize that they can’t just cut and paste the skill set for ‘traditional management’ to lead a virtual team, according to Colleen Garton, an international project manager and the author of “Managing Without Walls” (MCPress, 2006). “Today, many virtual and

outsourced projects are failing due to managers’ lack of expertise in virtual management,” says Garton. “The successful virtual manager has developed the knowledge and expertise needed to overcome the unique challenges of working together while the team is physically apart.”

In a highly competitive and always changing world market, Garton’s goal is to prepare readers for the challenges of virtual management. “Traditional methods of management fall short in the virtual world,” Garton says. “Unless managers can adapt quickly to this new business model by making changes to the way they manage and communicate, they will not be successful.” She says her book is designed to show “them how to develop the tools for success.”



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Wireless: The Next Frontier of Revenue Control

BY RICHARD A. RICH

Over the past 15 years, the parking industry has experienced many technological advances. From the development of pay-on-foot technologies to the creation of advanced revenue control software tools, parking structures can be managed more efficiently and effectively than ever.

Today, we are in the midst of another exciting breakthrough: the wireless revolution. Wireless tools have become so entrenched in our day-to-day lives that we often take them for granted.

The parking industry is starting to benefit from breakthroughs in wireless technologies, particularly in the area of revenue control. Of course, technology has played an important role in revenue control for many years.

In the 1990s, a number of software products were introduced to streamline operations, minimize employee theft, provide scalability for expanding structures, and improve customer service. When they were introduced, these tools permitted parking owners and operators, for the first time, to constantly monitor how their facilities were being utilized.

They allowed parking owners to measure how many parkers were using their facilities each day, when peak and low usage hours occurred, and how long the average parking stay was. In addition to collecting this vital information, revenue control technologies could send it to a central location for tabulation and review. These tools have played such a vital role in parking management that they have become standard features of parking facilities.

Today, however, wireless technologies are being introduced that make revenue control and parking management even more efficient and cost-effective. When used properly, they promise to provide enormous advantages to parking owners and operators.

Wireless Vs. Wired Revenue Control

For many of us, life without wireless communication tools would be unthinkable. Few of us could get through our work days without a cellphone; we would accomplish far less if we were tethered to a desk. Similarly, many of us have switched from desktop computers to laptops because of the flexibility they provide.

Parking management can benefit from wireless technologies in many of the same ways. These tools can provide a level of flexibility and cost-effectiveness that is unattainable with traditional tools.

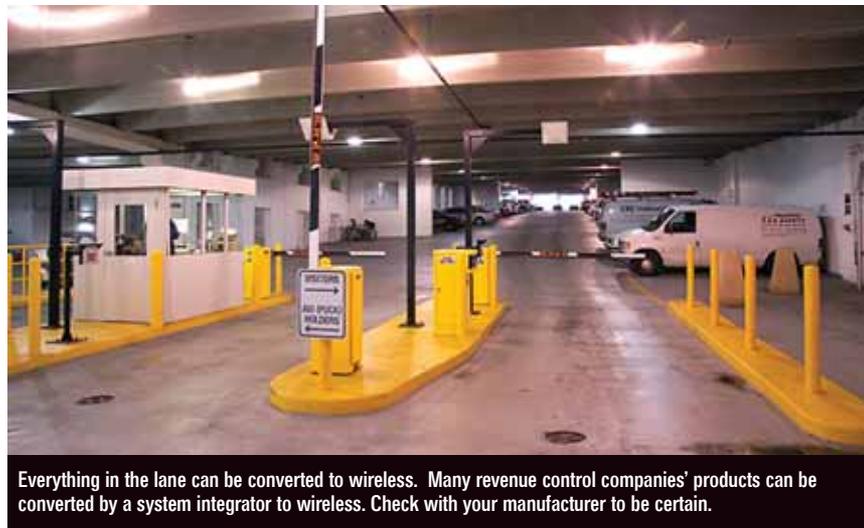
Cost savings can be particularly pronounced when wireless revenue control tools are used in the development of new parking facilities. Traditional revenue control technologies require fiber-optic or copper-wired cables to communicate with one another, with central computers and with credit card companies. These systems can be expensive to install, particularly in existing structures if you have to dig through existing foundations to lay the wire, and then pour concrete over the wiring. Repairing buried lines can be a nightmare for the same reasons.

While copper wiring can be installed anywhere, it presents limitations because of the slow rate at which it transfers information. This can represent a significant operational liability.

Fiber-optic cable is much faster. However, it can't be used over large areas without being linked to repeaters. This limitation significantly increases the cost of fiber-optic technology, which is much more expensive than copper.

Because of these limitations, parking owners are faced with making a choice between cost and efficiency when installing wired revenue control tools. Unfortunately, in most cases, neither can be considered a perfect choice.

Wireless technologies, on the other hand, have the potential to eliminate many of these challenges. The primary advantage is that



Everything in the lane can be converted to wireless. Many revenue control companies' products can be converted by a system integrator to wireless. Check with your manufacturer to be certain.

Security features are designed to prevent the information that's being transmitted from being stolen.

Continued on Page 22

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Wireless: The Next Frontier of Revenue Control

from Page 20

wireless has far fewer physical constraints. Since you don't have to bury wires or cables, wireless tools can be installed in new and existing structures. And while there are limits to how far information can travel wirelessly, it is relatively simple to install additional antennas if data must be transferred more than a couple of miles.

Wireless tools also can provide a much more cost-effective link between collection booths and parking management equipment that monitors gated entries and exits. Wireless technologies also permit constant communication within the structure between revenue control operations and parking staff carrying handheld parking control equipment.

Of course, no tool is perfect, and wireless revenue control is no different. The greatest disadvantage is that wireless technologies require open sightlines to operate properly. While this isn't generally a problem within a structure, if information needs to be shared between structures or between a facility and an off-site central computer, additional antennas may be

required to ensure that transmissions aren't impeded by other buildings or by hilly terrain.

Security also can be a challenge. At a time when identity theft is practically an epidemic, it is essential to make sure that any wireless equipment includes the most up-to-date encryption tools. Fortunately, the wireless tools being offered by reputable parking technology providers include security features designed to prevent the information that's being transmitted from being stolen.

We are really just at the beginning of the wireless revolution in parking. In the coming years, many new wireless tools will be developed to make parking management even more efficient and cost-effective. Nonetheless, the tools that are



This is a type of device that can be used in wireless conversion.

available now can provide enormous benefits when properly utilized.

Richard A. Rich is Director of Parking Planning Services for Rich and Associates. The firm can be found on the Web at www.richassoc.com.

PT

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Virtually any type of parking data sent to a central computer can be transferred over wireless networks. These are most useful when it isn't feasible to use copper or fiber optics because the distances the information has to travel are too great, or when there isn't direct access between the parking area and the data collection point.

Most parking technology manufacturers have yet to jump on the wireless bandwagon, offering only wired solutions. However, a system integrator can incorporate wireless technologies into the equipment they are installing. Most types of revenue control or parking access equipment can be wireless, including:

- Card readers
- Fee computers
- Exit verifiers
- Cashier booths
- Credit card acceptors
- Central cashier stations
- Automatic vehicle identification
- Parking meters
- Communication between pieces of equipment
- Enforcement handhelds
- Payment of parking by cell phone
- Reservation for on-street spaces



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System Data Show Half of Me

BY JOHN VAN HORN

The Port of San Francisco has a unique situation. They receive money from on-street meters and have a cap on the money they receive from enforcement efforts. Therefore, their goal is compliance.

How to get the people who park in the 1,000 on-street spaces they control to pay for the time they park?

The Port is currently in the middle of a study that combines the use of on-street monitoring with research into the use of multi-space and pay-and-display/space meters in about a fifth of its inventory. The goal, according to Tina Olson, Finance Director for the Port, is to determine the type of equipment they are going to buy, and to gain data about the parking and pay habits of their customers.

“We are finding that compliance varies from block to block,” Olson told **PT**. “For instance, we get higher compliance in front of Gap headquarters than in an area down the street that is populated with shops and restaurants. We theorize that this is because business people visiting the Gap tend to pay the full amount of their parking fees, while visitors and tourists may only just put in the amount of change they have in their pockets. Business people tend to use credit cards far more frequently.”

The Port is getting its data from a system installed by Streetline Networks. The monitoring system uses devices that look like the reflectors you see between lanes. They contain a sensor and a transmitting device that enable the device to sense when a car arrives and leaves. These data are transmitted to a central processing system that correlates it and provides actual occupancy data.

“We are able to acquire data that [are] virtually impossible to get any other way,” says Streetline CEO Tod Dykstra. “We can provide the Port with information as to exactly how long a vehicle is in a space and how much money ‘should’ have been collected from that space. We can then compare that amount with the money that was actually collected and know which spaces overstayed and by how much.”



Sensors are surface mounted and look like the reflectors one sees dividing lanes on the highway.

The payment information can be accurate down to the space when pay-by-space equipment is used, and is averaged over the collection period for single-space meters.

“With the pay-by-space units, we know when a space was paid and how much time was purchased,” Olson says. “We can compare that with the actual occupancy of that space and know precisely which spaces were overstayed. With the Port’s existing single-space meters, [those data aren’t] collected. We know an average of how much money was collected from a series of meters over a collection period.

In either case, the data collected by the system are important to Olson and her staff.

“We can begin to sort through what geography, time of day and even type of parker bring to bear on why people pay or don’t pay,” says Olson, “and then we can decide the best way to

help our customers to come into compliance.”

The information collected by the system has another use. It can give enforcement agencies a leg-up on parkers. If the data show that a particular block face has a large number of parkers who overstay or don’t pay at all at certain times on certain days, enforcement can be directed toward those areas at those times.

The system uses a “mesh network” for communications. Each device talks to the device next to it, and, much like a bucket brigade, data are passed from device to device until reaching a point where the information can be picked up by a larger network and transmitted back to the central computer for correlation and storage.

“Our technology has its roots in DARPA research on low-power sensor networking,” says Dykstra. “We’ve developed it into real-world applications for parking management. Since these are machines talking to machines, a few seconds’ delay in getting the information back is perfectly acceptable. The radios are only on and transmitting when they have something to transmit. This means that the batteries that power the sensors have a

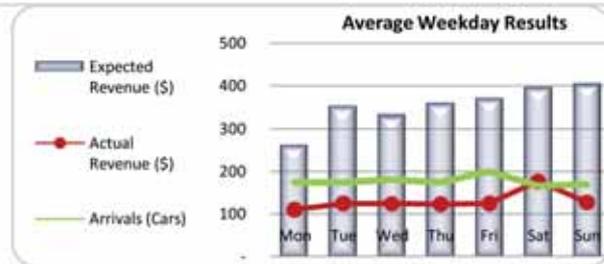
meter Income Goes Uncollected

City and County of San Francisco
Port of San Francisco



100 Jefferson, ODD Side

Total Monitored Spaces	15
Start of Study	1-Dec-06
End of Study	31-Dec-06
Total Parking Sessions	5,481
Expected Revenue*	\$ 11,023
Actual Revenue	\$ 4,059



* Expected Revenue = occupancy during metered hours X \$3/hr (PS) or \$2/hr (SSM)

Meter Type : PS Vendor : Digital PT

The report shows that the expected revenue based on the actual arrival and departure times of the vehicles is about half of the revenue actually collected.

	Baseline (Avg Month)	Dec-06	Jan-07	Feb-07	Study (Avg Month)
Total Available Hours	11,040	11,160			11,160
Total Occupied Hours	5,956	5,435			5,435
Total Available Metered Hours	5,520	5,400			5,400
Total Occupied Metered Hours	3,917	3,674			3,674
Total Paid Hours	2,026	1,219			1,219
Total Meter Revenue	\$ 4,052	\$ 4,059			\$ 4,059
% of Metered Hours Occupied	71%	68%			68%
% of Occupied Metered Hours Paid	52%	33%			33%
Total Revenue per Available Metered Hour	\$ 0.73	\$ 0.75			\$ 0.75
Average Revenue per Hour of Usage	\$ 1.03	\$ 1.10			\$ 1.10
Average Charge per Paid Hour	\$ 2.00	\$ 3.33			\$ 3.33

This type of report will give the Port extensive data on its actual current parking situation and compare it to a base line month. This shows data from only the first month of the study.

much longer life [five to 10 years]. The data sent [are] much like that sent to a pager [fast bursts of small amounts of data].”

The technology behind the system has been peer-reviewed and, according to Dykstra, is solid. “When you use this type of system, you don’t have to upgrade or replace the existing meters. Our goal is to collect data and compare [that information] with the data from existing meters so you get a length of stay vs. amount paid. We can interface with the meters, if necessary.”

San Francisco is currently looking into why so little money is being collected from its meters. Less than half of the potential money that could be collected is finding its way into city coffers.

Olson says it’s a mystery, but handicapped permits may have something to do with it.

“There are twice as many handicapped parking permits

issued in San Francisco as there are meters,” she says. “And disabled people park for free.”

As shown on the graph nearby, the amount of money collected in virtually all areas surveyed is half the amount that should have been collected based on the amount of time vehicles spent in the space.

“We think that increasing the different ways people can pay, including credit cards, will increase compliance,” Olson says. “However, we are still in

the midst of our research. We will have more data in the upcoming months and will make decisions based on that data.”

Tina Olson can be reached at tina.olson@sfport.com, and Tod Dykstra at tod@streetlinenetworks.com.

PT

The data can give enforcement agencies a leg-up on parkers.

Letters

Writer Thinks Editor is Knucklehead....

Editor, *Parking Today*:

I take very strong exception to your lead article in the January edition of **Parking Today** with the subheadline "That's Personal Computer, you knuckleheads.:"

Granted, the banner heading is "Point of View," so I must assume that the contents of that page do not reflect the attitude of the entire staff of **Parking Today**.

The condescending tone set by your very generously pointing out to your readers what PC stands for indicates to me that your opinion is [that] most people in the parking industry are little better than hewers of wood and drawers of water.

I have been 30-plus years within the parking industry in Canada and across the United States and elsewhere. The people I have been associated with during that time

have always struck me as professional, conscientious and forward-thinking.

Perhaps evaluation of **Parking Today** readership's learning curve should be left to others in your organization.

Regards,

Brian Clark
Senior Regional Manager
JJ MacKay

Brian:

I take your point. However, as you may or may not be aware, the entire media today, both U.S. and Canadian, are full of the term "PC" and its reference is entirely different from "personal computer."

I have no doubt that our readers know both definitions, but based on much that I have written in the past, they may have taken the reference to mean something social, not technical. I fully agree with your description of the professionals in our industry, and it's because of their literacy that I felt it important to be clear in my usage of the term.

Oh, and I take "knucklehead" as a term of endearment, as I think do most, as its usually accompanied with a chuckle and for kids, a hand mussing the hair.

Thanks for reading and all the best.

JVH

This One Doesn't

Editor, *Parking Today*:

I just read your article "That Infamous Solution in Search of a Problem". Thank you for expressing the ongoing cries of the parking operator! We are constantly explaining this exact thing to our Landowners, our Hotel General Managers and to our guests! I agree that I have never had a problem of finding a place to park. It may not be close, and it may not be cheap, but it's there! Which makes it all the more difficult when I try to put myself in "their shoes" when they complain.

I loved the line from the NBC guy who translated your comment of not having cheap parking into not having ANY parking! Classic!

I am a parking operator for a hotel, office tower and convention center with just under 500 spaces. On the days we run out of parking, it's my fault. And on the days I sit empty and don't make any money, it's my fault. I'm sorry...I wasn't at the construction meeting in 1973 when they decided to only provide 500 parking spaces for thousands of potential guests!!!

Thank you very much for putting my thoughts into words! Now if we could make every American read your article, life would be swell!

Denise Moschak, Facilities Manager
Network Parking Liberty Center
Philadelphia, PA

PT

The construction is soon to be completed on the parking deck portion of the Children's Healthcare of Atlanta, Scottish Rite Campus Expansion. The deck is 200,890 SF with four levels, 395 spaces, five elevators, four general stairwells, two large 13-percent grade ramps and two underground pedestrian tunnels. It completely encompasses a Central Energy Plant and a 2.5 story truck dock and holds the hospital's new Emergency Department and Surgery additions on top.

The deck was built by R.J. Griffin and Co. and was designed by HKS Architects, Dallas, TX, to not only increase parking capacity but to also provide ADA compliant access for the hospital campus and connect the hospital's existing medical office building and existing parking deck to the hospital facility.



Penn State University Hosts World Parking Symposium

The Canadian Parking Foundation is pleased to announce that the sixth biannual World Parking Symposium will be held June 24-27 at Penn State University, State College, PA.

The symposium is an opportunity to meet in a discussion forum with urban transportation colleagues from around the world. Presentation notes, discussion papers, published documents, and other materials from previous symposia in Canada, the United Kingdom and Germany are available in the World Parking Symposium's "Virtual Library."

For more information, log on to www.worldparkingsymposium.ca.



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S.F. Meter Revenue Below Expectations

According to the San Francisco Chronicle, the city's supervisors expressed shock over a report that parking meters are pulling in just a fraction of the revenue that might be expected in a city where competition for space to tuck away one's car can be cut-throat.

"There's something seriously wrong here," said Supervisor Jake McGoldrick, who called for the hearing. "We've got to get an analysis. We've got to understand what's going on here. It's beyond credulity."

McGoldrick was responding to a report from Board of Supervisors Budget Analyst Harvey Rose that shows San Francisco's roughly 23,000 meters collect on average between \$2.61 and \$5.59 a day.

Surprisingly, the lowest collection rates were recorded in the core of downtown San Francisco, where drivers run the gantlet to find a legal parking space and where meters cost as much as \$3 an hour.

Over the past three years, the city has collected \$77.6 million in parking meter revenue, well below the \$83.5 million originally forecast. But officials at the Municipal Transportation Agency, which oversees meter collections, said the numbers are significantly higher than in 2002, when the city collected \$12 million.

Muni spokesman Judson True said that antiquated, broken meters were to blame for the lower amount five years ago. Since then, San Francisco has invested in thousands of digital meters, which have proved to be more reliable.

Speaking to the supervisors' Budget and Finance Committee, True said disabled parking placards, yellow loading zones, parking reserved for construction and motorcycles, and a shortage of parking enforcement officers are all factors for the low meter collection rates.

Parking Today has learned that San Francisco has issued twice as many disabled parking placards than the city has parking meters.

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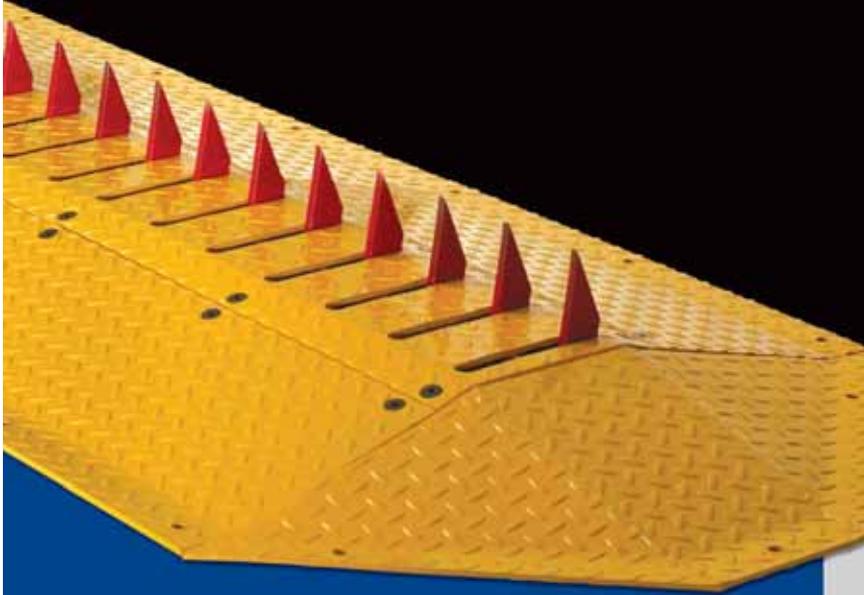
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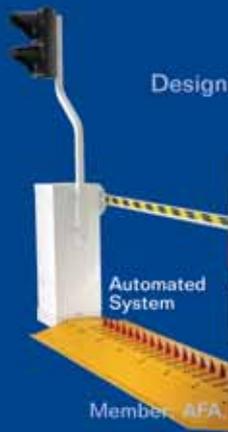
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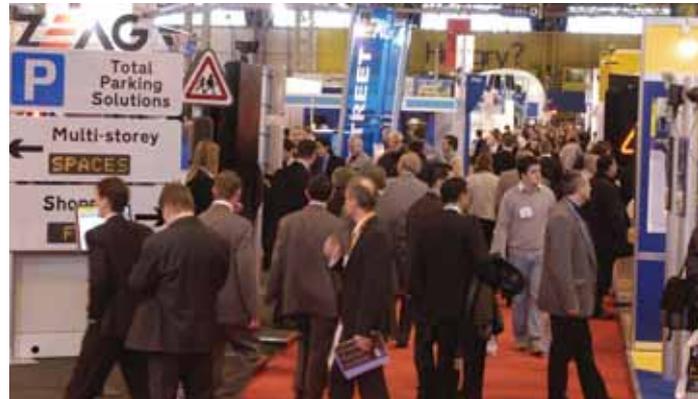
Parkex, Traffex Combine for Largest Parking Show on Earth

Now firmly established as the “must attend” event for the Parking community, Parkex International has grown to become the largest parking Exhibition & Conference in the UK and Europe and is considered the most effective place to meet the UK and Europe's leading suppliers of parking technology, products and services.

Over 100 exhibiting companies from the parking industry in the UK, Europe and around the world take part, with many companies choosing Parkex International as the launch pad for their latest products and services. That group, added to over 400 transportation and infrastructure exhibitors at the collocated Traffex make the three day event a must.

The 23rd edition of Parkex/Traffex will once again take place at the National Exhibition Centre in Birmingham from the 17th to the 19th of April. Firmly established as the international meeting place for everyone involved in the design, management and maintenance of traffic and highway infrastructure, it is the essential event for industry professionals to attend.

Traffex is an exclusive opportunity to meet the entire industry under one roof. In a single visit you will be able to obtain expert advice, research and compare the very latest products and services from world-class companies. Traffex exhibitors represent the global traffic engineering, road safety, parking and highway maintenance industry from the UK, Europe, the USA and across the world. See it first at Traffex. A visit to Traffex is the perfect opportunity to meet the entire traffic and transportation industry all under one roof. In a single visit you will be able to obtain expert



advice, research and compare the very latest products and services from world-class companies.

The last Traffex in 2005 attracted exhibitors from over 30 Countries many using Traffex as the launch pad for their latest products and services. The Combined Traffex, Parkex and EWx External Works exhibition, represent the global traffic engineering, road safety, parking and highway maintenance industries from the UK, Europe, the USA and across the world. The combined event brings together over 500 exhibiting companies so whether you are from a local, authority, central government, a car park operator, emergency service, transport operator or contractor—if you are in the parking or traffic industry then a visit to Parkex/Traffex is a must.



The World of Concrete trade event, arguably the largest in the construction industry, was held in January at the Las Vegas convention center. More than 60,000 people attended the event, which had more than 1,000 exhibits over four days. Of particular interest to those in the parking industry were exhibits on concrete sealing, water proofing and repair. The massive show covered all four halls of the convention center plus had exhibits and a “construction rodeo” in the parking lot.

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“We are at the awareness stage. Cities, transit authorities, parking authorities, universities, airports, hospitals – all are curious. They have a problem, this is a possible solution.”

Rick West, former Kinney Parking VP and CEO of Avistar, sold his company to Macquarie Bank and stayed with it to lead the acquisition activities of the firm. He is heading the panel on infrastructure acquisition at Park Across America, to be held in April.

“The basic problem is that garages built 30 or 40 years ago now need substantial repair and upgrading, and most cities don’t have the capital to do it. They see these assets as severe problems, West said. The city of Chicago, for instance, solved the problem by leasing the asset on a long-term basis, with the requirement that the lessor return the garages in pristine condition.

It was a “win-win, he said. The city received a substantial up front payment, and the private sector could use its capital

sources and business acumen to turn the facilities into profitable ventures.”

“When I was at the IQPC U.S. Infrastructure Investing Summit in October (2006), pension funds, state DOTs, Moody’s, investment banks, the city of Chicago, debt banks, legal and accounting firms and others were in attendance. But most questions were very basic, such as (i) what is infrastructure (asset types or asset characteristics); (ii) who are the players, (iii) how do you initiate a public-private-partnership and (iv) what is important to all sides to generate a win-win transaction and sustainable relationship?”

These and other questions suggested that most attendees are new to the infrastructure topic and need a “connect the dots” education and road map to follow. The goal of the Park Across America Infrastructure panel is to provide the “how to” and “where do I get help” answers so all attendees can get up to speed. This concept is in its infancy, West continues. We know of a number of instances where it has already happened. Chicago has leased or sold its Skyway, its parking garages, and is looking at Midway Airport. Indiana has leased its tollway, and

“They have a problem, this is a solution.”

PANEL DISCUSSION = Infrastructure Panel

Introduction & Overview of Infrastructure Market (Rick West)

- What is infrastructure?
- Update on where parking & transportation infrastructure stands in 2007
- Introduction of presenters & panel format

Representing the Sell Side (Thomas Lanctot – William Blair & Company)

- Why sell or lease public infrastructure?
- Political and community dialog as part of the process
- Valuing your infrastructure asset: How to enhance & what are realistic expectations?
- Where does the process start?
- Opportunities for cities, transit authorities, institutions of all sizes

Buy-Side Perspective (Duncan Murdoch, Macquarie)

- Key terms that positively or negatively impact the value of your infrastructure sale

- Acquire existing infrastructure
- Developing new infrastructure

City of Chicago Case Study (co-presenters Alan Lazowski of Laz Parking and a representative from Morgan Stanley)

- Overview of city of Chicago: post winning
- Ongoing relationship / standards of operation
- Successful transition (staff, public & city)
- Role of the private parking company in an infrastructure transaction
- Capital program: garage renovations

Summary and Q&A (Rick West)

- Overview of how the pieces fit.
- Start the dialog in your city, authority or institution.
- General Q&A.