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Circle #156 on Reader Service Card

# Smart Cards Focus on Cities and Manufacturers

By Ed Ritchie

**T**here are many so-called cashless approaches to collecting revenue. They include credit cards, debit cards, affinity cards and cellphones. One new approach is using smart card technology. This resolves some of the major issues with credit cards, but is not yet pervasive in the industry. However, its rollout in a number of major cities in the U.S. has been successful.

A major supplier of the technology is Parcxmart. The company's CEO, John Regan, believes that a smart card targeting small-dollar transactions offers a unique value proposition. "For consumers, this card is all about convenience," Regan says. "They can pay for parking in single or multi-space meters, and easily make purchases with local merchants. And this is a card that can function across participating cities, regions and even the nation."

An additional argument for smart card technology is the higher level of security, he says. "As fraudsters grow in size and capability, magnetic swipe card compliance is becoming more and more onerous and expensive." Security expenses also concern the pay-and-display manufacturers. "They are complaining about all the compliance rules as never-ending and more and more expensive and time-consuming," Regan says. "And there are the back-end charge-backs and fraud protections compliance too."

So the benefits of smart card technology make for a persuasive pitch, but how have they played with the meter manufacturers? Duncan Parking Technologies, Cale and POM have begun smart card programs. Moreover, Duncan is developing meters for phase two of trial programs in New Haven, CT, and San Jose, CA. The trials launched in May.

While this program may be the first to rally manufacturers behind an outsider's payment card, it's not the first attempt to use smart cards for parking meter transactions in the U.S. According to Larry Berman, an industry consultant and 34-year veteran of the New York City Parking Authority (commissioner from 1993-97), his city experimented with a smart card-based program in 1995.

"We tried it and about five other cities, including Miami, also tried and failed," Berman recalls. "They were successful in the first months, but the programs wither because cities don't have the personnel, or the knowledge and drive, to run them. And worst of all, they weren't able to include the merchants." Merchants often see meters as detrimental to their business because they encourage customers to shop at malls, where parking is free. It's a fallacy, says Berman, but one that needs to be addressed by starting with incentives to both merchants and their customers and finishing with benefits to the city.

Parcxmart has taken that approach and, so far, has issued 1,300 cards in New Haven and 500 in San Jose. Merchants and city officials are reporting satisfaction with the first two months of the program. Cards are free to con-



Smart Card being used in a single space meter.

sumers at this point. They can be loaded with up to \$100 by local merchants. Initially in New Haven, 35 merchants signed up, along with nine New Haven Parking Authority garages and lots and 26 private garages. They account for approximately 12,000 parking spaces.

According to Paul Wessel, New Haven's Director of Parking and Traffic, the program works well and has provided some unexpected benefits. "We are marketing this as the 'New Haven' card, so we're branding the city, and there's some real excitement about it," Wessel says. "We have civic pride going on here, and there's a 'cool factor' that I underestimated."

Meanwhile, New Haven now collects 90 cents of every dollar spent on prepaid parking, with the remaining 10 cents going to the vendor. It's a vast improvement over the previous prepay paper voucher system in which the city collected only 62 cents on the dollar.

New Haven has about 2,700 parking meters and Wes-

Continued on Page 18



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## Smart Cards Focus on Cities and Manufacturers

from Page 16

sel's department plans on replacing their modular coin mechanisms to accept smart cards, while raising their total inventory to 3,000. New Haven is also considering introducing pay-and-display machines with its new single-space meters as it rolls out the program citywide. Its metered parking currently costs 75 cents an hour citywide. Administrators are considering a new rate of \$1 to \$1.25 an hour. Rate adjustments will start with lower hourly rates for nights and weekends, with future discounts possible as an incentive for local holiday shopping.

The rate flexibility and smart card-based turnkey programs are designed to offer an attractive package for municipal parking authorities. The city makes no investment upfront, and the vendor handles marketing, advertising, card issuing and system deployment. On the transaction side, services include a payment platform that complements existing Electronic Funds Transfer (EFT) networks, retail merchants and merchant banks on behalf of municipalities and consumers. The company routes all of its own transactions, and POS transactions enter its back office first.

The entire package of services can lower costs to both cities and meter manufacturers. "There are no chargebacks, fraud or unauthorized transactions," Regan says. "Our settlement and processing fees are less than credit cards, and most cities don't realize they pay both a fixed transaction fee plus a percentage discount. So, on a \$2 transaction, it is not unusual for credit card fees to exceed 30 cents per transaction, whereas ours is a flat 20 cents and all sales are final."

The system also reduces a nuisance expense for cities -- coin collection. Regan says there's roughly \$3 billion in quarters collected annually from U.S. parking meters, and cities are looking for solutions. Larry Berman agrees, noting that handling and theft are problems in New York, which has more than 62,000 meters and processes a million quarters per day.

For merchants, the benefits include advertising in local media, merchant signage, and a consumer rewards program designed to encourage usage, loyalty and loading. The program hasn't been finalized yet, but Regan says it offers a "cooler than cash" appeal, and will help merchants build income generation, increased traffic and customer retention. "The loyalty program is an instant gratification program based upon usage at each particular merchant," notes Regan. "This can be done only with a smart card."

The program is very popular at Moka A Chocolate Café, says owner Duncan Goodall. "For the young 20- to 30-something professional types, this is right up their alley," Goodall says. "We have free Wi-Fi Internet access, and the idea of a smart card is easy for them to understand." Goodall counts about 80 unique Parcxmart users who have made purchases since the launch, and he believes the smart cards are more conducive than credit cards for small transactions.

"Most people seem to have a psychological barrier to using a credit card for anything below \$10, and this [smart] card effectively fills that gap," says Goodall.

Parcxmart doesn't charge transaction fees for con-



Smart card from New Haven, Ct.

sumers. As Regan says, no payment system has ever survived with the consumer paying for the freight. However, reloading by credit or debit card costs \$2. If cash is used, the cost is waived.

*Ed Ritchie is a Los Angeles-based freelance writer specializing in business and energy technology. He can be reached at [eritchie@pacbell.net](mailto:eritchie@pacbell.net).*

PT

### LETTERS

from Page 14

one-year waiting lists. Great for my industry, but not so great for urban "planning."

Don't get me wrong. I am never in favor of government regulation, but a middle-ground mentality would make more sense.

*Sincerely,  
Norman Florance  
Westpark Services*

*City governments attempt to "nuance" what would otherwise be very simple philosophies. If I remember correctly, Embarcadero Center was built with very large associated garages, and there are a number of large city garages south of Market (Moscone Center and 5th and Mission come to mind). If the planners had simply let the developers put in as much parking as they thought they needed and kept out of the process, there would have been a bit more parking for each building.*

*My guess is that if the city would charge what on-street parking is worth, instead of subsidizing the parking, more people would find ways to get around and store their cars outside the city. The \$200 to \$300 rates seem cheap when you compare them to New York City.*

*Remember Shoup's simple rules – Charge what parking costs. Set on-street rates so that 15 percent of the spaces are empty. Make sure the money goes to the neighborhood in which the parking is located and not into the General Fund. Get urban planners out of the mix. And unbundle parking from the costs folks pay for goods, rents and services. I doubt seriously if San Francisco followed any of these rules too carefully. Shoup's book, "The High Cost of Free Parking," is worth the read. Editor*



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# Getting the M

**M**ulti-space, pay-and-display parking terminals can be more reliable than other types of on street revenue collection. It is just one of the reasons that an increasing number of cities are making the switch. As with any piece of equipment, however, some forethought before installation and some TLC afterwards will pay dividends.

When it comes to locating pay-and-display terminals, the most influential factor is probably the distance drivers have to walk to pay for parking. One machine is generally recommended for every 8 – 10 vehicles for on-street parallel parking. On an average block, this means one terminal halfway along each side of the street. For off-street parking lots, depending on the physical layout, one machine for every 20 –25 spaces would be typical.

## Solar power

While a small number of operators opt for autonomous, battery-powered machines and fewer still go for direct connect power operated units, almost 90% of the pay-and-display terminals for example, are solar powered. A compact solar panel tops each machine, keeping the integral battery charged-up.

Solar conditions vary considerably according to location, even differing between towns and cities on similar latitudes and/or longitudes. Although this has an impact on the performance of solar panels, it does not make them unsuitable for Northern climates. The Toronto Parking Authority, for instance, uses solar power to successfully operate over 2,000 pay-and-display machines.

The optimum output for parking terminal solar panels is between 5 and 10-watts. Because of the way that output is calculated, a 10-watt panel is more than twice as powerful as a 5 watt. However, anything larger than 10 watts can lead to maintenance problems, due the unwieldy size of the panel.

Solar panels are mounted at an angle, allowing rainfall to clean them. However, they should be checked regularly for dirt, particularly between October and March, when days are shorter. A regular wipe-over will prevent dust and other debris acting as filters and reducing their performance. While reports from Canada indicate that solar machines work fine with a 5" snow topping, that should also be cleared regularly for optimum performance.

## Battery capacity

A 26 Ah battery is recommended to optimize solar machine capabilities but because its recharging characteristics do not remain constant throughout the unit's life - capacity reduces over time – battery life recommendations must be respected. Terminals fitted with a sealed lead acid battery will obviate Health and Safety considerations, as will selecting a unit in which the power store is raised-up inside the machine, reducing the risk of a strain when it is removed. A raised battery will also suffer less

# Most Out Of Pay & Display

By Michael Kavur

from grounding effects and be significantly easier to access when it snows.

## Centralization

To optimize parking revenues, multi-space, pay-and-display terminals can be centrally monitored. They are then linked, via a wireless network, to a PC in a parking manager's office. A modem in each terminal transmits real-time messages, through a fully hosted server, to the PC.

Management then receives warnings and alarms immediately whenever a terminal needs a service or maintenance call, e.g. notification that the ticket supply is running low or a cash box needs emptying. Messages are also sent if there is a malfunction or a machine is interfered with in some way. Terminals can then be visited and fixed before they go into "out-of-service" mode. Similarly, "just-in-time" cash collections can be implemented to reduce revenue-handling costs.

## Routine maintenance

A number of other commonsense measures will also keep pay-and-display terminals operating efficiently.

Continued on Page 49



Using manufacturer approved ticket stocks will increase printer life and reduce ticket jams.

# Pay & Display?

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# Parking Cash in Niche

## Parking properties offer investors diversification, steady income and a chance at handsome appreciation.

*Robert Caplin is leading the advanced management seminar on parking facility funding at the Intertraffic NA/Parking Industry Exhibition in September in Baltimore.*

**W**e have all circled the same city block searching for the highly coveted and elusive legal parking space. In Chicago, and in many other cities, finding on-street parking in the central business district (CBD) can be a maddening proposition and virtual impossibility. But this dilemma also provides clues to the often-overlooked potential of parking properties as real estate investments. This under-followed, unloved and misunderstood niche real estate opportunity offers a host of advantages and potentially lucrative returns.

### History of Private Ownership

The paid parking industry in Chicago has been pioneered and dominated by closely held private firms. Two of the most prominent players were the Prussian family and the Warshauer family, both of which are presently involved with large national owner/operators of paid parking facilities.

For many years, these family-run businesses controlled choice urban sites that were developed into surface lots and parking structures that could generate significant cash flow with minimal operating expense. There was little need to invest in technology or streamline operations. The garages served a basic need, and owners had no incentive to do anything more than minimal maintenance. As a result, the image of dark, dirty, uninviting and sometimes dangerous parking garages lingers today.

Parking properties are still largely in the realm of private entities, although not exclusively. With the exception of several large national parking companies -- most of which were formed through mergers or acquisitions of small private operators -- large institutional investors continue to shy away from parking properties as investments.

Many parking facilities are too small to be considered by the insurance companies and pension fund behemoths looking to place \$100 million in marquee trophy assets. The lack of understanding among lenders, the absence of

anchor tenants in most parking properties, and the nuances from the operating side of the business have conspired to keep these assets from becoming mainstream. Nevertheless, this has created opportunity for private investors and other entrepreneurial buyers looking to diversify into this niche.

### Natural Barriers to Entry -- Good News for Investors

In Chicago, and in most metropolitan areas, certain macro trends and natural barriers to entry inherently limit competition. Consider the most obvious: the declining number of on- and off-street parking spaces.

In Chicago, the number of surface parking lots in the downtown West Loop, once a haven of inexpensive options for those willing to walk a few extra blocks, has begun to shrink. The new ABN Amro corporate headquarters at 540 West Madison St. is just one high-profile example of how new development is eliminating parking options in the CBD. Continued development of prime River North and GreekTown parcels is also steadily reducing parking options around town. Although the reduction in parking spaces signals more frustration and higher costs for consumers driving downtown, it also points to rising income streams for parking properties.

Zoning trends also provide a favorable backdrop. In Chicago, the re-write of the antiquated zoning code, in conjunction with the latest version of the Central Area Plan, is being designed to keep vehicular traffic to the perimeter of the Loop. It has now become difficult, both financially and politically, to build a new parking structure in the Loop. Mayor Richard M. Daley and city planners have no incentive to add inexpensive parking options that would increase traffic downtown. Parking rates are clearly headed higher, and this is good news for parking facility owners and investors.

Another key benefit for the parking asset investor is the ability to react to the market instantly. Parking contracts are usually of a short-term nature, often never trending out beyond 30 days, so any rate change will affect the owner's cash stream immediately. The nature of these parking contracts also mitigates risk. If the parking operator overestimates what customers are willing to pay, these rates can be quickly adjusted to find the right pricing structure. Fundamentally, the market for parking is a simple and visible function of supply and demand.

### Constant Monitoring Required

As with any investment that offers upside potential,



60 E Lake garage in Chicago.

# Properties

By Mike Wilford



Chicago's Bismark Garage.

there are also significant challenges involved with parking properties. Financing purchases can be difficult, because many lenders do not fully understand the business. Unlike other asset classes, most parking properties cannot rely on anchor tenants to provide security in the traditional sense. The short-term nature of parking contracts also necessitates continual marketing and monitoring of the market. Are your rates competitive? Is your asset underused at certain periods? Either the owner or manager must be willing to be involved in day-to-day operations.

Another challenge comes from spiralling parking and real estate taxes, which typically are the largest expense items associated with these assets. Taxes can rise dramatically on short notice, and there are no pass-throughs as with retail properties. With municipalities everywhere facing budget shortfalls, it is unlikely that tax rates will decline any time soon.

Public works projects can also provide unforeseen disruptions in income. In Chicago, the Wacker Drive reconstruction over the past several years re-routed traffic numerous times and hampered operations at several parking properties. Scaffolding from private development projects can also obstruct signage and have a material impact on monthly receipts. Disruptive corporate events -- such as a relocation or bankruptcy -- are virtually impossible to account for in any risk analysis. And finally, one of the most notorious issues for parking lot investors is employee theft. These impediments have conspired to keep most conventional real estate investors away from parking properties.

## A Virtual Annuity

But for those willing to address the challenges comes the potential for reward. In Chicago, where the macro trends favor ownership and the diversified economy provides a viable draw to the Loop, the downside is

Continued on Page 24

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# Parking Cash in Niche Properties

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limited. Owners willing to reinvest in aging properties and streamline operations can reap further gains.

Buying an underused parking asset in a high-density neighborhood is an excellent option for diversifying any commercial real estate portfolio. With a sound strategy, these properties can generate annuity-like cash flow. They also offer a natural hedge against inflation, considering that parking rates in Chicago have increased about 7 percent annually over the past decade. Total returns on paid parking investments can be significant, even with today's cap rates at about 7 percent.

Given the current low interest rate environment, the natural barriers to entry and the attractive yields, these properties are an excellent place to park money while investors wait for alternative land use. Furthermore, this natural income play also offers potential above-average returns as land values rise and redevelopment of the site becomes a viable option. When the development cycle turns and builders consider options, they call owners of parking garages first.

## From Underused to Profitable

A classic example is the Bismark Parking Garage, located at the northwest corner of Randolph and Wells streets in the heart of the Loop. Situated one block from City Hall and the State of Illinois Building and across the street from the Cadillac Palace Theater, the facility's ability to attract

tenants at peak and off-peak hours is one of its inherent strengths. Nevertheless, the investment was not without its challenges. Over 15 months, we committed about \$500,000 to repair the neglected property and implement a variety of operating improvements. Chief among these was the installation of pay-on-foot machines to convert the property from a cashier-operated facility to one of total automation. This transition to pay-on-foot technology not only improved customers' exit times by about 50 percent, but also eliminated shrinkage. Capturing a huge amount of data on usage is a byproduct of the pay-on-foot technology and will be used to further analyze and improve operations.

Another major component of the asset strategy was rehabilitating the physical structure, including extensive concrete repairs, painting the interior to brighten and color-code the floors, and installing new signage. Maximizing use of the 4,000-square-foot ground-floor retail space, which is traditionally underutilized in older parking facilities, was also a priority. The previous tenant, a poor fit for the neighborhood, was bought out and replaced with Washington Mutual.

The return on investment has been dramatic. The renovated Bismark Parking Garage is now open 24 hours a day. Its improved functionality has resulted in significantly higher monthly revenues, particularly from evening and off-peak hours. Lower labor costs, the elimination of theft and additional retail income have contributed to the improved performance.

*Robert M. Caplin is a Principal with Next Realty. He can be reached at [rcaplin@nextrealty.com](mailto:rcaplin@nextrealty.com).*

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## Parking Industry Exhibition Seminars Slated for Baltimore September 26-29

### “High Cost of Free Parking” To Lead Off Event Seminars

Don Shoup's provocative new book, "The High Cost of Free Parking" will be the topic of the plenary seminar opening the PIE show in Baltimore. The session will be led by Michael Manville, one of the book's editors and UCLA Doctorate Candidate.

Shoup opines that much of urban America's problems are directly related to "free" or "subsidized" parking and by the requirements made by urban planners that set the number of spaces a developer must provide when building new facilities.

This seminar and discussion will delve into these challenges and Shoup's solutions, including raising on street parking fees and giving the resulting monies to the neighborhoods from which they came, removing parking requirements, and ensuring that parkers actually pay what it costs to park their cars (often more than the car itself).

Michael Manville worked closely with Shoup (who is unavailable due to teaching requirements) on the book and brings insight and answers to many questions that arise during a discussion of this type.

The session will be held Tuesday morning, September 27, just prior to the opening of the exhibition.

### Largest Parking/Traffic Exhibition Ever the Crown Jewel of Conference

The organizers of the largest parking and traffic trade fair on earth have teamed with the Parking Industry Exhibition to bring a different type of trade show to the North American Parking Industry. More than 250 companies from parking, traffic, and transportation will pack more than 100,000 square feet of exhibit space at the Baltimore Convention center September 27-29, 2005.

### Tours Highlight POE, P and D, Cities, Airports, and Universities,

Three tours will highlight the Parking Industry Exhibition. "Baltimore is the perfect city for parking information," said PIE exec Sandra Watson. "If you want to see it in action, its there."

First on the schedule is a tour of the City's on and off street operations featuring pay and display in the city owned structures, a central clearing house for revenue, on line permit registration, and the new Pay and Display test underway with

Seventeen hours of exhibition time gives all attendees ample opportunity to view the more than 250 exhibitors, of which over 100 are focused on Parking. This Exhibition combines the Parking Industry Exhibition with the Intertraffic Trade Fair. This means that in addition to parking, over 150 exhibits will be available for those also interested in transportation, traffic, and related fields. This is a perfect place for engineers and traffic planners to get all the most current information.

Heading the list as founder's circle members are ACS, Barrier Systems, Inc, Cubic Parking Systems, Duncan, Federal APD, Parkeon, Quixote, Seimens, Work Area Protection, WPS, and Zeag.

The Exhibition hall will be open Tuesday from noon to 5 PM and on Wednesday and Thursday from 10 AM to 4 PM.

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## Tours Highlight POF, P and D, Cities, Airports, and Universities

from Page 27

60 machines located in selected areas throughout Baltimore.

Second will be the tour of the University of Maryland, Baltimore, with its urban campus and eight parking structures. The unique applications include dealing with hundreds of validation accounts, a training hospital, law school, and centralized and off site control of all permit and revenue control using internet technology.

The third tour will be Baltimore Washington International Airport, with its brand new lot count and parker notification systems, pay on foot, and parking availability direction system which directs parkers to individual spaces that are available, greatly reducing "search" times and increasing customer service.

Seats for the tours are limited to Conference registrants only, and must be reserved at the time of registration. If you haven't done so, you may register on line at [www.parkingtoday.com/pie](http://www.parkingtoday.com/pie).

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## Boot Camp Is the Most Popular Session at PIE

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.

Boot Camp is run by four professionals who have more than a century and a half of combined experience in the industry.

This session, held on Monday morning before the opening of the exhibition, is without a doubt the most popular of all events at PIE. More than 100 attendees sign up each year to get the basics of parking.

It's designed for those with less than five years experience in parking. Don't know why a loop detector is needed in front of a ticket dispenser? Find out here – Wonder about staffing requirements, or the background needed for that new attendant, this is the place.

Or, do you really REALLY know what the numbers mean on that monthly report you receive from your operator. Here's where to find out?

Dennis Cunning, Charlie Munn, and Robert Milner will again join "Top Kick" Chuck Cullen to lead this year's Boot Camp.

This is truly the most complete, intensive, immersion in parking for those new to the industry.

## Intertraffic NA/PIE Exhibitors as of July 21, 2005

.CT Tech Inc.  
ACS (Affiliated Computer Services)  
Adolf Nissen Elektrobau GmbH & Co. KG  
Advanced Retro Technology  
AIMS (EDC Corporation)  
Alien by Cibertrade  
Amano Cincinnati, Inc.  
American Honda Motor Company, Inc.  
American Institute of Steel Construction  
American Traffic Safety Materials, Inc.  
Ascom Transport Systems  
ASE USA, Inc.  
ASIM Technologies, Inc.  
Austin Mohawk and Company, Inc.  
Automatentechnik Baumann GmbH  
AWID  
Barrier Systems, Inc.  
BBA Fiberweb  
Better Roads/Aggregates Manager  
Bone Safety Signs  
CALE Parking Systems USA, Inc.  
Cardinal Tracking Inc.  
Carl Walker, Inc.  
Carmanah Technologies  
Citation Management  
Citilabs  
Citilog  
CNA  
CO.PR Elettronica

Cohu Electronics Division  
Complus Data Innovations, Inc.  
Computer Recognition Systems Ltd.  
Consulting Engineers Group Inc.  
Consulting Engineers Group Inc.  
Control Specialists Company  
CreditCall Communications Ltd.  
Crown Technology, LLC  
Cryotech Deicing Technology  
CTR Systems  
Cubic Parking Systems  
Daktronics, Inc.  
Dambach, Inc.  
DAP Technologies  
Data Park  
DESIGNA Access Corp.  
Designated Parking Corp.  
Desman Associates  
Diamond Traffic Products  
Dicke Safety Products  
Digimatics, Inc.  
Digital Payment Technologies Corp.  
Digital Printing Systems  
Dimensional Products, Inc.  
DKEE Co., Ltd.  
DKS Doorking, Inc.  
Dobco  
Duncan Parking Technologies, Inc.  
Eberle Design, Inc.  
Econolite  
EIS  
Electronique Controle Mesure France (E.C.M. France)

Empco-Lite  
Ennis Paint, Inc.  
ESRI  
EZ Tag Corp  
Federal APD, Inc.  
Flint Trading Inc.  
G. Luft Mess-U. Regeltechnik GmbH  
Gamma Scientific  
Garden State Highway Products, Inc.  
GDI Communications LLC  
GELcore  
GMG Systems, Inc.  
Guardian Traffic Systems  
Hamilton MFG Corp.  
Horizon Signal Technologies Inc.  
Ibersegar Systems, S.A.U  
IMPACT  
Impact Absorption/SaFence  
Impact Recovery Systems, Inc.  
IntegraPark  
Integrated Paving Concepts, Inc.  
International Road Federation  
ITEM Ltd.  
Iteris  
Itowall Systems S.L.U.  
Jackson Products, Inc.  
Jamar Technologies, Inc.  
Kanda (China) Manufacturing & Co.  
Karges-Faulconbridge, Inc.  
Key Valet, Inc.  
Keystone Structures  
Leotek Electronics USA Corp.  
LightGuard Systems Inc.

Login Lock  
LoJack Corporation  
Mabyc, S.A.  
Mackay Meters, Inc.  
Magnetic Automation Corp.  
McGann Software Systems  
Meteriek, LLC  
Metric Parking  
MetroCount USA, Inc.  
Meypar S.L.  
MSI Sensors  
Multiquip Inc.  
Nagels North America, LLC  
NCMS  
Nestor Traffic Systems  
Next Parking, LLC  
Olvia JSC  
Park Trak, Inc.  
Parkeon  
Par-Kut International, Inc.  
Paylock, Inc.  
Pay-Park/Division of Forchip LLC  
Plastic Safety Systems, Inc.  
Plasticade Products  
POM Incorporated  
Porta-King Building Systems  
Presion Y Fuerza, S.L.  
Professional Pavement Technologies  
PTC Industries  
Quixote Corporation  
Raimguard International  
Ray O Lite Div Pac Tel Inc.  
Recycled Technology, Inc.

Redflex Traffic Systems  
Reflexite Americas  
Reno A&E  
Revcon Technology Group Inc.  
Rich and Associates, Inc.  
Roads & Bridges Magazine  
Roadsys, LLC  
Roo Guards Inc.  
Rotary Lift  
Route One Publishing Ltd.  
Rytec Corporation  
SamHwa Automation Co., Ltd.  
Scheidt & Bachmann USA, Inc.  
Scientific Technologies Inc.  
Sebach, Inc.  
Secom International  
Serco Management Services, Inc.  
Siemens ITS  
Signal-Tech  
Sirit, Inc.  
Skidata, Inc.  
Smartek Systems Inc.  
Solar Technology, Inc.  
Southern Manufacturing  
Southland Printing Company, Inc.  
Standard Parking Systems  
Stego, Inc.  
Striker Tools, LLC  
Structural Group  
Structures of Ironwood, LLC  
Superior Signals Inc.  
Swarco Traffic Management, Inc.  
T2 Systems

TagMaster, Inc.  
Talk-A-Phone  
TAPCO - Traffic & Parking Control Company  
TCS International  
Telest Video Networks  
Three D Traffic Works  
TimeMark Incorporated  
Timothy Haahs & Associates, Inc.  
Toledo Ticket Co., The  
Traffic Group, Inc., The  
Traffic Safety Devices Inc.  
Traffipax, Inc.  
Traffix Devices, Inc.  
Traficon USA  
Trakker Systems  
Transpo Industries, Inc.  
Trinity Industries  
Univar USA, Inc.  
Universal Boot Inc.  
Varitext Ltd.  
VenTek International  
Verrus Mobile Technologies  
Videoalarm  
Walker Parking Consultants  
Wavetronix LLC  
Westward Industries Ltd.  
Wilbur Smith Associates  
Work Area Protection Corporation  
Worldwide Parking Inc.  
WPS North America  
Zeag North America Inc.  
ZipPark