

Historic Landmark; Month Loft Apartments

time, Mayor George Cryer urged that parking garages be constructed downtown for safety reasons. "The constantly increasing number of accidents and fatalities is appalling," Cryer said, laying out a series of traffic-flow proposals that included a phase-out of on-street parking,

The Grand Avenue garage was a standout when the prominent local architectural firm of Curlett & Beelman designed it in 1923. The idea was to make the building blend in with other storefronts, offices and hotels that then lined the street. "Its particularly poignant in Los Angeles, since we have such a love for the car," said Trudi Sandmeler, a historic -building preservationist with the Los Angeles Conservancy, on the garage's new designation.

"When they built this, there was a real attention to making sure there was a continuity of the streetscape. You didn't see an ugly parking structure. This building had windows and decorative details that made it look like a regular building. It was designed to fit in."

Because the site was narrow, there was no room for angled ramps that could take cars to upper parking levels, so architects designed the garage around a huge freight elevator that was sturdy enough to hold two cars at once.

The Grand Avenue garage was a sensation when businessman Ken Stoakes opened it to the public. By 1925, he was touting the structure in newspaper ads as a fireproof garage where a 50-cent parking fee could save motorists the cost "of a \$10 body repair bill if you park along the curb in the downtown area".

The garage was soon used by valets from the Bullock's department store on 7th Street. Customers making purchases of \$1 or more parked free for two hours, and uniformed Bullock's attendants delivered their cars to the structure for them. Customers could shop longer for an additional 5 cents per hour.

As downtown's retail district began to flog after the war, the parking garage changed as well.

It was purchased by Pacific Telephone & Telegraph Co. for employee use in 1950 and was configured for 260 cars. Parts of it were later used for storage, offices, and for a time, unauthorized work space for artists. San Francisco-based Martin Building Co. has spent about two years and \$10 million on the building's latest incarnation, called South Park Lofts.

Because the building used elevators instead of ramps, its concrete floors are level and usable for residential space. Acid etching and polyurathane application have erased decades of motor oil and skid marks and made the floors glossy and colorful again. The developer nominated the building for listing on the National Register In exchange



for tax credits that were used to offset construction costs, according to Patrick McNerney, president of Martin Building.

The historic designation was applauded by those moving into units that rent for \$1,550 to \$3,500 a month.

PT

ALPR: The I



Note different syntax in plates in western states.

This is the second of two installments on Automatic License Plate Recognition systems by Jim Kennedy. He has been involved in the video industry since the mid-1970s, with a particular interest in closed-circuit video as it applies to traffic observation, and, over the past eight years, with vehicle license plate capture technology. In this installment, he discusses the details of problems with mismatched license plate numbers.

What are the actual chances for a mismatch at the exit? Using history that shows the highest probability ALPR errors (O and 0 or Q, B and 8, 1 and I, notably), there are two likely opportunities for this plate to be misread at either entrance or exit. It could be read as A8C123 or ABCI23. Arguably, it could be read as A8CI23 as well. Remember, it is now a captive number, having been read on the way in. At the point of exit, therefore, it is highly unlikely that it can be A8C123, as this plate never entered the facility. This, of course, assumes an accurately read license plate upon entry.

If it is misread the same at both entry and exit, it does not matter as it will be a match. A good ALPR system will virtually eliminate the misreads just suggested, because it knows the "geographic syntax rules" of plates likely to frequent a particular parking location. What would be the result if there was the occasional misread?

Let's consider what the probable odds are of having the correctly read ABC123 in the same 3,000-space parking facility as the incorrectly read A8C123 (if such a plate even existed?). To actually calculate those odds, which will be very, very long (the word gazillion comes to mind), you would have to determine if the geographic syntax rules -- the arrangement of numbers and letters allowed by a particular state or states -- would even allow for it to happen. It is surprising to see how many



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Circle #115 on Reader Service Card

Devil is in the Details...

By Jim Kennedy

states have a unique syntax for their standard-issue license plate and how many share their syntax with only one other state or just a few other states. This is probably a poor example, as there may not even be a state that would use A8C123 as a standard-issue passenger car license plate. (Note the picture nearby.)

To compensate for the occasional misread character, and since we already know the "captive" (entry) plate, all that needs to be done is to compare the plate read at exit with any other plate in "inventory" that has:

- The same exact string of characters
- Five characters the same, in the same order
- Four characters the same, in the same order

If the character(s) that is not the same on both plates meets criteria such as one is an "0" and the other is an "O" or "Q" (or B & 8, I & 1, etc.), then it becomes even easier to assume with a very high degree of confidence that they are the same vehicle.

The certainty of it being the same vehicle as that which entered even when only four characters are the same, and in the same order, is

To calculate the odds, of such similar plates in the same lot, well gazillion comes to mind.

very high. Consider the odds of two states, each with the same syntax and each having the same exact license plate number as a current issue, and then calculate the odds for the likelihood of both vehicle owners being at the same airport (or any other place) at the same moment in history? In the same lot? The mind

boggles.

Consider one more thing that is very important in understanding the probability of two similar plates being in the same parking facility at the same time and therefore being confused at exit: One of them has to be a cheater -- someone who swapped a ticket or some other scheme where the ticket/transaction number does not match the license plate. Quite simply, it really doesn't happen in statistical terms.

Some end-users look to including state identification as a further means to eliminate the potential for misread plates being confused. State identification is something that good suppliers of ALPR hardware and software can provide, but in light of the odds of duplicate plate reads, it may be the wrong solution.

It is important to most facilities to allow the traffic entering and leaving the parking facility to do so as rapidly as possible. Generally, it is thought that from the time a vehicle pulls a ticket from the dispenser at the entrance, it should take somewhere on the order of less than one second to have the barrier gate start to rise.

Adding additional algorithms allowing for the decoding of plate information to determine the state of issue, while adding a small amount of additional time as well as cost, would not seem to create any



A possible misread -- will it be 86Q, 68B, or B6Q 68B or ????

additional comfort level for increasing the odds of good license plate matching at exit. Something else to consider in such cases is the frequent software upgrades for those state-identifiable plates in an effort to keep up with changes made to plate characteristics, which seem to be made on a regular basis.

Jim Kennedy is President of INEX Technologies. Contact him through the company's Web site (www.inextek.com).

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Austrians Purchase Parking by Cell Phone

Mobile payment is part of the everyday routine for many drivers in Austria. About 50,000 drivers now purchase their parking tickets by cell phone and SMS (Short Message Service) in Vienna and several other Austrian cities. "M-parking" was introduced a year ago by German IT services provider Siemens Business Services and mobile operator Mobilkom Austria.

For users, it makes parking more convenient: no need to go to a parking meter, no searching for change, and the parking time can be extended through a cell phone at anytime from anywhere.

Here's how it works: Drivers register their cell phone number and car license plate number with the solution operator, either via the Internet or by phone. Parking credit is purchased either by credit card or a direct debit order. Then the driver can park in the marked lots throughout the city area. For a fee, users send an SMS to a service number indicating how long they want to park. If desired, the user will receive a reminder SMS 10 minutes before the parking period expires and can then decide whether to get back to the car on time or to extend the parking period by SMS.

However, the vehicle cannot remain in short-term parking zones for longer than the maximum permissible period. The driver no longer has to deal with ticket vending machines and parking receipts; the parking period can be set to the minute and extended or shortened at any time. In addition to m-parking, drivers can also continue to use car park tickets and parking meters.

The attendant, while standing next to the parked vehicle, enters the license plate number in a PDA. Via a GPRS link to the computer center, the attendant then receives immediate confirmation of whether the parker has paid – or not.

Edwards and Kelcey And Hybrid Parking Agree to Partner

Edwards and Kelcey, a nationally ranked consulting engineering firm, and Hybrid Parking Solutions, a design-builder specializing in parking structures, have announced an agreement to work together on the design and construction of large-scale parking garages in the eastern United States.

Under the terms of the agreement, the two firms will utilize Edwards and Kelcey's years of design experience on large infrastructure, transportation and commercial projects, including multi-level parking garages, and Hybrid's long history of completing structured parking facilities.

Recent projects include the 650-space Crosstown Parking Structure in Boston; the 1,000-space Burlington (VT) International Airport Parking Structure; the 1,450-space Albany (NY) International Airport Garage; and the 700-space Byrd Inter-modal Transportation Center in Wheeling, WV.

Bill Cress, President of Hybrid stated: "With their full-service design approach, Edwards and Kelcey will enhance our ability to serve the needs of our clients and allow us to focus on the implementation of their parking projects. I see this as a win-win for Hybrid, EK, and the clients we serve."



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Circle #34 on Reader Service Card

All's Quiet With Portland's Parking

"It's just like a nice restaurant -- a nice, soft opening," said the Chief Operating Officer of Star Park, which recently took over management and operation of the 11 Portland, OR-owned downtown SmartPark parking garages and surface lots.

Partnering with Star Park as "an alliance of minority chambers of commerce" are the African American Hispanic Metropolitan and Philippine American chambers of commerce.

The opening was a smooth transition after last spring's contentious bidding process, which knocked Greg Goodman, President of City Center Parking, out of the contract that his family had held with the city for 24 years.

Goodman twice protested to the City Council that the citizen committee's selection process was unfair. He claims that the committee should have chosen his bid, which was \$647,000 less than Oval's, as a savings to taxpayers. Besides cost, committee members said they also weighed the customer service proposals, diversity element and specific plans relating to supervision of attendants.

Star Park leaders told the City Council that they would raise revenue for the city by attracting more people to the downtown garages. When the council awarded the Star Park alliance it's \$3.46 million contract, city Commissioner Jim Francesconi said he'd be watching closely to see whether it effectively increased revenues during the first 60 days of operation.

Staffwise, 95 percent of the 52 employees are staying on, said Casey Jones, who oversees the SmartPark garage contract for the city. He said they'll likely get new uniforms and be trained on how to act more like concierges -- being able to provide information on downtown events, sales, directions and other resources.

Holiday Dad's \$2000 Parking Fee

Mike Keen returned home to Newcastle in the UK from a \$1000 family holiday -- to a \$2000 airport parking fee. He was stunned when he was hit with the bill as he collected his car after 11 days away.

"I couldn't believe it when the amount flashed up on the ticket machine," Keen said. He immediately complained, and was told he had been charged \$7.50 for each of the 264 hours his car was in the bay.

Keen, whose daughter uses a wheelchair, parked in the nearest disabled space to the entrance at Newcastle International. He says that only when he returned from their trip to the South of France did he learn that the space was for dropping off -- not a long-stay spot.

"It's ridiculous," Keen said. "You think you're going on a cheap holiday and end up with a \$2000 parking fee." An airport spokesman said Keen should contact them if he wishes to challenge the bill.



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Circle #129 on Reader Service Card

Out of Harm's Way

A new canopy system has allowed Tulsa International Airport's parking customers to leave their cars without worry.

If your car has ever been damaged by hail, then you know it's not a pretty sight—and neither is the repair bill. People in the Tulsa, Oklahoma-area experience their share of strong storms every year, many that include hail. So it's no wonder that wherever they park their cars, they seek as much cover as possible for their vehicles.

Until recently, however, cover wasn't available on the top floor of the parking garage at the Tulsa International Airport. Clients of the airport scrambled to secure downstairs parking whenever possible to afford their cars the most protection they could. Still, some 600 or so spaces of the 1,000-plus spots in the two-story garage remained uncovered, and many clients had no choice but to use them.

In an airport that services some three million passen-

gers per year on six major airlines plus charters, that was a real problem. This was especially true for long-term parking clients, whose cars might sit in the exposed spaces for a week or more at times.

"Everyone wanted to park downstairs, but we didn't have the room," says Tony Morreale, engineering section chief at Tulsa International. "Not only did our clients want to avoid hail, but they wanted shade from the sun during the hot summers."

With regular requests for some sort of solution to the top-floor exposure to the elements, Tulsa

International began to seek out methods for covering the exposed parking spots. Working with a consultant, Tulsa considered a variety of shade solutions. One of the suggestions was to look into a shade system that had been successful at the Oklahoma City airport. After considering its options and narrowing down the list, the airport began seeking out bids.

The first storm to come through had 80-mile an hour winds with it.

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Circle #270 on Reader Service Card

It turns out that the same type of structure that worked in Oklahoma City was also the right answer for Tulsa International.

Coming in with the lowest bid and the optimal solution for Tulsa International's parking garage was WorldCover, LP, designer of total weather protection systems.

The company designed a custom shade system that has turned what once was an area to be avoided in the parking garage into a packed house. "The customers love it," says Morreale. "We're always full now."

Making a change

Putting the new shade system into place at Tulsa International came with its own unique challenges, says James Thomas, CEO at WorldCover. "This was about a 30-year old garage, so we had to retrofit the canopy structure over existing columns to support the system," he explains. "They had a poured, cable tension design in place that we had to



work around. Then we retrofitted double- and single-cantilevered canopies onto the supports."

Morreale says that in all, more than 200 columns had to be installed to make the system work in the aging garage. Then steel poles had to be welded to the columns. "Pouring the columns was time consuming, especially if we had to delay for cold weather," he says. "When it was windy, we couldn't work on the canopies."

Making the challenge even tougher was a small window of opportunity for setting up the structure. "We had 120 days to work on the project, but the airport didn't want any part of the garage to be shut down during very busy periods, like Thanksgiving, Christmas and spring break," Thomas says. "That required that we have three different mobilizations and demobilizations."

Even with the time constraints, WorldCover managed to complete the project on schedule. WorldCover also

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Circle #166 on Reader Service Card

Out of Harm's Way

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installed the arrival canopy at the airport in 2002, a Teflon-coated fiberglass structure. The parking canopies were designed to match the distinct arrival canopy at the front of the airport. "Tulsa wanted continuity with the canopies, so we designed canopies that offered a very high-end look," explains Thomas.

The canopies themselves are made of a fine mesh shade cloth that provides about 90 percent rainwater runoff and offers shade from the sun and shelter from damaging winds and hail.

Just after installation of the new canopy system was completed, Tulsa International got its first real test of the system when a violent storm ripped through the area.



"Some people were concerned that the canopies wouldn't stand up to a strong storm," says Thomas. "But the first storm to come through had 80-mile an hour winds with it. Part of the airport's roof was actually torn off by the winds, but the canopy system remained intact."

Not only has the system proven itself durable and good protection from the elements for client cars, but it will soon lead to higher revenues for the airport. "This new service is in response to customer demand, and with the new service, Tulsa Airport Authority will be adjusting parking rates to reflect the differences in service levels in the airport parking system," says Morreale.

With customers providing positive feedback on a regular basis, Tulsa International has no doubt it did the right thing by adding the new canopy system to its garage. "We'll probably recoup our investment in just a few short years," says Morreale. "Customers are happy and so are we—this has been a worthwhile investment."

PT

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Circle #134 on Reader Service Card

Hiring Consultants; There's Some Fear on Both Sides

This is a reprise of an article written for Parking Today in the last Millennium by Barbara Chance, PhD, President of Chance Management Advisors.

Got a problem? Know that one of your operating divisions is not performing as well as projected? Worried that you don't really know how to reorganize your program, even though your bosses expect you to do it? Need some new ideas about how to better provide the services you manage? Need to spend less and do more?

It may be time to hire a consultant to help you. Then again you may be leery of hiring a consultant.

Howard Shenson, in his book, *How to Select and Manage Consultants*, describes the top five fears clients have about hiring consultants, as revealed by his research:

- Consultant incompetence-fear that the consulting experience will yield nothing useful (and that you might be blamed for the results of the project);
- Continuing dependency-worry that the organization will continually have to acquire assistance rather than its own staff learning how to do things better;
- Lack of managerial control-concern that the project will take on a life of its own, different from what was anticipated;
- Excessive fees-wondering whether the consultant has the same ideas about the level of quality and extent of services desired and what they should cost; and
- Time availability-ability of the consultant's schedule to mesh with the organization's schedule.

So if clients have all these fears, why do they continue to hire consultants?

They don't have the time or the resources to address the issues from within their own organizations. Staff members are already over-worked and don't have time to do research or analysis. They want an outside, objective analysis of conditions. This outside look may be

required by someone higher in the organization as well.

They need expertise or experience beyond what is already available in the organization.

They need outside support for project or ideas.

There is also another reason, wryly put by Nigel Viney in *Bluffing Your Way in Consultancy*: "The essence of consultancy is simply stated, and you (the consultant) should never fail to bear it in mind. "You are there to do the dirty work."

Leave it to a Brit to point out the obvious. He writes this analysis in his humorous little book, but "dirty work" is quite often the essence of consulting projects. Consultants are rarely hired when things are going well and when everything is anticipated to run smoothly in the future. Therefore, clients may have mixed feelings about starting a consulting project. Even if the folks on top of an organization are excited about having outsiders look at everything, those farther down may not be so thrilled.

Elements that help develop a successful project include a reasonable scope and a budget that matches it, open and honest communication between the client and the consultant, an identified liaison in the client organization, objectives for the project and milestones to be observed by all, on time progress reports from the consultant and quick feedback from the client, adherence to the initial schedule or mutual agreements about changes in the schedule, and flexibility on both sides. Rarely does a project unfold as it was initially imagined by either the client or consultant. Recognizing that fact and adjusting gracefully is to be desired by both parties.

If you overcome your fears about retaining a consultant, what do you anticipate getting out of a consultant's assistance? How about these:

- An objective analysis by someone whose purpose is to help you accomplish the goals and objectives associated with the project;
- A different point of view about what is going on at present and what will improve conditions or better position your organizations for the future;
- The benefit of experience in other places and on other projects;
- Someone to reveal the unpleasant truth and help you deal with it;
- Someone who can confirm validity of our strategy and what you intend to do; and
- Someone who can make you (and your organizations) money or save you money.

If you want these positive results, take the time to

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Consultants: Take the Fear out of Hiring Them

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find out who really provides the kind of assistance you need. Do more than look in directories and revise an old bid list -- call some of your colleagues and get their opinions about consultants they have used for similar problems. Then devote the time and thought necessary to develop a good description of what you want done. If you and your staff can't agree on a description, it is unlikely that perspective consultants will do better with it! Run a reasonable selection process. Finally, find a way to hire who you want to do the project, under whatever procurement rules you must use.

See, you're feel less fearful already. Go get the help you need. **PT**

*Dr. Chance can be reached at
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Advanced Parking Solutions

Advanced Parking Solutions LLC has continued to expand its consulting business in the last year. Kirsten Dolan and Lynne Schumal, the co-owners of Advanced Parking Solutions, have worked with various regional parking operators preparing and presenting training for their hourly and management employees. In addition, they have worked with various property owners completing due diligence on prospective parking properties and aiding the owners in making proper purchasing decisions on their parking portfolios. Also, Lynne and Kirsten are involved with various regional and national parking associations presenting at their annual conferences and conventions. Even though business has increased this year for Advanced Parking Solutions, Lynne and Kirsten still insist on providing personalized consulting service to each and every one of their clients.

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CIRCLE #138



Parking Strategy Study for Markham Centre

In 2003, **BA Group** was retained by the Town of Markham to prepare a parking strategy for the new downtown area known as Markham Centre. This comprehensive study included an evaluation of long-term parking supply needs, the development of parking zoning bylaws that encourage transit use and car pooling, identification of potential locations for future municipal parking structures and on-street parking, a review of alternative financing mechanisms, an implementation plan, an assessment of the potential for public-private partnerships in developing future parking, and a review of municipal parking organizational options. Municipal involvement in the provision of parking was assessed in terms of its ability to influence good Urban Design, serve as an Economic Development tool and serve a Transportation Demand Management (TDM) function.

A TDM plan was integrated into the parking strategy, by phasing the introduction of parking supply caps in relation to increased transit service and developing a Transportation Management Association as a means to coordinate the provision of transit, bicycle, pedestrian and parking services for the area.

Potential financing mechanisms included the use of tax increment financing, parking fees, mandatory cash in lieu payments, and development charges. The draft strategy prepared to date includes a potential municipal parking role of up to 8,000 parking stalls with a long range capital cost of up to \$150 million.



Downtown Revitalization in Greenville

Carl Walker, Inc. provided parking consulting and structural engineering design for the 905-space Spring Street parking structure completed for the City of Greenville, SC in early 2004. As part of a downtown revitalization, two adjacent aging steel-framed parking garages were replaced with the new parking structure and new residential/retail buildings in the same city block. Architectural façade elements incorporated two-tone brick veneer with aluminum accent screening to provide an appealing perspective. Streetscape improvements complement the architecture and invite pedestrian traffic along the adjacent thoroughfares.

Diversity in Clients and Projects

Three recent projects illustrate the diversity of strategies used by **CHANCE Management Advisors, Inc. (CMA)** to help clients accomplish their objectives. The University of Oklahoma Health Science Center, home to seven medical schools and three major hospitals, previously retained CMA to develop a Parking Facilities Master Plan. One of the major recommendations was to implement a new centralized access/revenue control system (RCS) on this large campus comprising approximately 40 parking facilities and 12,000 spaces. CMA returned to the Health Science Center campus this year as part of a team to develop the system definition, specifications, procurement documents, and evaluation plan for a comprehensive RCS to be acquired using an RFP later this fall. The new RCS will allow Parking and Transportation Services to better control permits, validations, and transient parking, as well as providing real-time management information on parking use.

The University of Iowa desired a narrowly defined analysis to determine whether adequate visitor parking spaces existed to serve its East Campus during peak periods, and how those spaces should be allocated. Using available data, CMA analyzed parking occupancy, duration and turnover patterns in major visitor parking facilities. Representatives from existing demand generating destinations were interviewed, and information was obtained about future developments and their effects. CMA's short-term recommendations focused on management techniques: varying rates, use of cashiers, a validation system, improved walking environment and wayfinding, pre-pay for events, and cooperation with the City to use its parking supply when necessary. Long-term recommendations included planning for more peripheral parking to serve the East Campus and identifying a site for additional visitor parking.

Washington National Cathedral is the nation's house of prayer, built with private donations over a period of eighty-three years. Located on 57 acres in Washington, D.C., the Cathedral is the sixth largest in the world and its Close is home to St. Albans School for Boys, National Cathedral School for Girls, and other related institutions. Nearly 700,000 worshippers and visitors come to the Cathedral annually, with additional employees, visitors, and volunteers coming to all of the other institutions as well. In order to provide adequate and suitable parking, minimize negative effects on the surrounding neighborhoods, and preserve the landscape for contemplation and recreation, the Protestant Episcopal Cathedral Foundation is studying the construction of a major underground parking garage. As one of several consultants working on this project, CMA's role has been to quantify total parking demand on the Close, create a space-hour demand model that accounts for each institution's parking requirements, develop a financing plan, and guide the new garage's operations model.



Choate Parking Consultants, Inc. is proud of the recent opening of the 5-level 2,543-space parking facility for California State University, Fullerton. The parking frames a new entrance into the campus, has extensive landscaping and a unique glazed and stainless steel façade to compliment the new Performing Arts Center. Other features include concrete moment frames on all four sides to preserve the openness and a green screen on the North side. There is a spacious pedestrian accent with a concrete stair adjacent to the elevator core highlighted by an illuminated glass wall.



Advanced Parking Solutions is a woman-owned consulting and training firm focused on the parking industry. We are primarily engaged in furnishing operating counsel and assistance to management of private, nonprofit and public organizations. We perform training and a variety of services including Due diligence, RFP Administration,

Audits, Feasibility Studies and Technology review with the focus of strategic and organizational planning. The company maintains branch offices in Phoenix and New York City and performs work nationwide.

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CIRCLE #58



BA Consulting Group Ltd. provides comprehensive services in parking facility planning, design and management for developers and property owners, municipal governments, hospitals, educational institutions, architects and structural engineers. We specialize in urban parking planning, transportation planning and traffic engineering and operate out of a Toronto, Ontario, Canada, office with a staff of approximately 35 people. We have provided our services for over 30 years, on projects in Canada from coast to coast as well as in the United States, Mexico, South America, the Middle East and the Far East.

**BA Consulting Group Ltd., 45 St. Clair Ave. W, Suite 300,
Toronto, Ontario, Canada M4V 1K9 Tel: 416.961.7110 • Fax: 416.961.9807
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CIRCLE #85



Carl Walker, Inc. provides parking-related services for parking facility owners/operators. Services include ADA compliance, lighting, signage, graphics, and functional design. Our operations group provides feasibility and supply/demand studies to detailed revenue audits and management and operation studies. With structural design experience of over 700 parking structures, we address durability, minimized maintenance and lifecycle cost considerations. As a leader in restoration engineering, we include condition appraisals, alternative analyses, construction document/specification preparation, construction administration and maintenance programs.

**Carl Walker, Inc., 950 West Elliot Road, Suite 116, Tempe, AZ 85284
Tel: 480-505-0088 • Fax: 480-505-0090**

CIRCLE #94



CHANCE Management Advisors, Inc. (CMA) provides management and operations consulting to government, the private sector, universities, hospitals, and special event centers in the areas of parking, transportation, and access management. Since its creation in 1984, CMA has helped clients around the country improve operations through reorganization, better budgeting and cost/revenue controls, quantifying supply and demand, strategic planning, financing facilities, enhancing alternative transportation, installing state-of-the-art technology, improving signs and wayfinding, and outsourcing.

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CIRCLE #47



For this 1700-space garage located on the campus of the University of Maryland – College Park, the **Consulting Engineers Group, Inc.** provided precast specialty engineering, revenue control specifications, and signage design. The exterior of the facility conforms to the University’s aesthetic standards.

Implementing the Right Revenue Control System Solutions

Alan J. Cruickshank & Associates (AJC&A) applies its proven approach to ensure the best and most appropriate parking access and revenue control system (PARCS) solutions are identified and implemented for its clients. AJC&A is expert in all aspects of PARCS definition, development, procurement and implementation. Assistance is being provided or was recently completed for:

The University of Oklahoma (Oklahoma Health Center) with replacement of their existing system with a fully networked and automated PARCS that provides tighter controls over validations and is designed to eliminate unprocessed tickets.

A large commercial property owner/manager with the development of the system requirements, technical specifications and request for proposals, evaluation of proposals and management of the system implementation to provide a comprehensive PARCS with centralized controls, revenue accountability and real-time permit management.

The Port Authority of NY & NJ with the needs identification and functional specifications for an RFP to maintain and replace the PARCS for their major airports.

The University of Kentucky with the development of technical specifications and evaluation of proposals for a comprehensive access and revenue control system for two new parking structures.

Target Corporation with the system design, specifications, procurement support, contract management, inspection and testing of the parking control system for the parking lot at a new store in northern Virginia.



DLC Consulting Audit Results in Settlement for Municipality

For several years, the income from a large municipal garage operated under a management contract by a private operator showed little or no growth despite the facility being full. The city auditors reviewed the operations each year, but with no findings.

DLC Consulting was commissioned to conduct an “Operational Audit” of the garage. We examined the data runs of the garages’ revenue and access control system and compared them to daily reports submitted by the operator. Our findings revealed a substantial number of “missing tickets,” and more active monthly access cards than the payments reported.

The operator claimed this was a unique situation and that they had terminated the employees involved in the manipulation scheme prior to our audit. The operator commissioned DLC to audit another time period to substantiate their claim to the city that the losses were limited to those employees’ actions.

Ultimately, our audit reviewed documents and data for the same month spanning a four-year period. The results were the same each time: a large number of missing tickets and many unaccounted monthly payments. As a result of our review, the owners received a large settlement and a new operator was installed to manage the facility.



Award-Winning Parking Garage
FAY, SPOFFORD & THORNDIKE

MONTCLAIR STATE UNIVERSITY TRAIN STATION & PARKING

Garage, Little Falls, NJ

FST is design engineer for this design/build project for NJ Transit. Recently completed, this new facility includes an 800-ft center island high-level platform with pedestrian overpass, elevators, escalators, and other passenger amenities; and a 7-level parking garage with capacity for 1,500 vehicles, with elevators, lighting, rest rooms, and electronic revenue collection; and kiss-and-ride drop-off facility; access roadway realignment; and traffic control for safe and efficient pedestrian and vehicular circulation.

University Of Illinois North Campus Parking Deck

Champaign, Illinois

DESMAN Associates – Architect & Structural Engineer of Record & Parking Consultant.

The North Campus Parking Deck located in the Northeast portion of the University of Illinois, Urbana-Champaign is constructed to accommodate hourly and daily parkers composed primarily of University faculty, staff, employees and students. The four-bay wide cast-in-place post-tensioned parking structure contains 1,495 cars on six levels with approximately 42,000 gross square feet retail and office space.



Timothy Haahs & Associates, Inc.

The City of Naples Fourth Avenue South and Eighth Street South Parking Facility provided much needed parking for employees and customers of the exclusive Fifth Avenue South shopping area, in addition to supporting the Naples Players Theater located directly adjacent to the facility. The prime professional was architect Andrea Clark Brown of Naples. Timothy Haahs performed functional design, structural engineering, and parking consulting services. The construction system is precast concrete with integral exterior beam/planter combinations, as well as aluminum trellises. The four tier facility measures 260' x 120' and provides 341 spaces. The functional layout is of a single helix design using two-way traffic throughout the facility.



**International Parking Design.
A leader in design though innovation.**

For over 35 years, International Parking Design has been a leader in providing distinctive architectural design, structural engineering and parking consulting services for parking facilities across the globe. Recognized for our award-winning designs, IPD has continually raised the bar in the parking design industry. Our comprehensive approach to parking design, aesthetics, functionality, structural systems, operational elements and cost-effectiveness has garnered us the reputation of providing unsurpassed client service and ingenuity. Our proven track record comes from our principal architects who provide hands-on management on all projects. Their depth of knowledge and experience enables them to quickly identify key program issues and provide solutions.

At International Parking Design, our philosophy is to push the boundaries of excellence, and our commitment is to establishing long-term relationships with our clients.



Choate Parking Consultants, Inc., was established in the Fall of 1998. With over 50 years experience, our staff of seasoned Architects specialize in parking planning and design. We have developed parking solutions for the educational, healthcare, municipal, county, state as well as the private sector of retail, office and theme entertainment. Our experience allows us to share with our clients quick and accurate information with respect to site capacity and project quality to establish appropriate budget allocations early on in the design process.

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CIRCLE #181



Consulting Engineers Group (CEG) provides services to the parking industry ranging from management consultation, revenue control consultation, and project planning to the preparation of feasibility analyses and functional plans to production of design plans and specifications. Garage design plans can be prepared for design-bid award or for design/build, design/build/finance or design/build/finance/ operate. Our work in garage repair includes condition surveys, comprehensive renovation programs, and schedules along with critical construction phasing diagrams.

Consulting Engineers Group, Inc.
www.cegeners.com

Mt. Prospect, IL
Tel: 800-755-5201

San Antonio, TX
Tel: 800-827-1906

CIRCLE #97



Alan J. Cruickshank & Associates is a transportation and parking consulting firm, which since 1976, has specialized in applying a proven, structured systems engineering approach to parking solutions. AJC&A's expertise includes every phase of parking system development and design: revenue control system reviews/evaluations, marketing/business strategies, technical specifications, inspection, testing, system documentation, contract and operations management. Alan Cruickshank, principal and founder, has a personal history of creating several parking industry innovations, including the first on-line monthly parker system.

**Alan J. Cruickshank & Associates, 317 Madison Avenue, Suite 1621,
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CIRCLE #155



DESMAN Associates is a national planning, architectural & structural engineering firm and one of the leaders in the parking industry for the past 30 years.

Services include: functional design; architecture; structural, waterproofing and concrete restoration engineering; traffic, parking demand, master planning and financial feasibility studies; parking operations and access/revenue control consulting. New York 212-686-5360, Chicago 312.263.8400, Washington, D.C. 703-448-1190, Hartford 860-677-5253, Boston 781-431-2211, Baltimore 410-234-1201, Cleveland 216-736-7110, Las Vegas 702-431-0328.

**DESMAN Associates, 20 N. Clark Street, 4th Floor, Chicago, IL 60602
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Web: www.desman.com • Email: email@desman.com**

CIRCLE #294



At the University of North Carolina, Chapel Hill, **Kimley-Horn** is designing an 800-space parking structure adjacent to a planned medical office building. The firm's services include a parking study; traffic, structural, and civil engineering; stormwater design; and landscape architecture. The project is part of Kimley-Horn's tradition of exceptional client service in a wide range of parking disciplines: planning and feasibility studies, structural engineering, and revenue control system design and specification.

Wilbur Smith Associates Conducts Los Angeles Downtown Parking Study

Wilbur Smith Associates is conducting the Downtown Los Angeles Parking Management Ordinance Implementation Project for the Community Redevelopment Agency of Los Angeles. This study is examining a broad range of parking policy issues and needs in a study area of over 450 city blocks encompassing 13 distinct commercial districts such as the fashion district, the jewelry district, the toy district, the downtown historic core, Civic Center, Chinatown and Little Tokyo. It is the first comprehensive examination of parking management in Los Angeles since the Peripheral Parking Policy was adopted in the 1980's.

The goal of the project is to update and revamp the policies and programs which govern the provision and the management of parking in the diverse sub-districts and communities that make up downtown Los Angeles. The study recommendations will be designed to enhance economic vitality, air quality, increased transit use, traffic reduction and the overall quality of life throughout the greater downtown area.

Urbitran Delivers Functionality, Durability and Aesthetics

Urbitran's multidisciplinary team of specialists in parking facilities planning, design and operations is nationally recognized for its award-winning designs that minimize development expenditures and maximize operational efficiency. Experienced planners, architects, landscape architects, and civil and structural engineers provide comprehensive services for parking projects of all types. These include parking structure design, parking master planning, architectural and engineering design, parking structure rehabilitation, financial feasibility, management and operational studies and consulting, parking demand and traffic analyses, inventory and privatization studies, revenue and access control system design, and construction administration and support services. Supported by firm professionals with expertise in civil and bridge engineering, traffic engineering, transit planning and operations, environmental planning, construction services, structural engineering, and architecture and landscape architecture, Urbitran's parking staff delivers cost-effective designs noted for their functionality, durability and aesthetics.

The Parking Network Provides Operational & Financial Reviews and Municipal Tax Program Services

The Parking Network is perhaps unique amongst parking consulting firms in that its founding principals are former parking operators. It is an industry pioneer in the quality of its operational and financial reviews and its municipal tax program services. The Parking Network provides its clients with standards of excellence and benchmarks appropriate to any type of operation.

The Parking Network has completed dozens of projects for all types of parking operations including on-street, self park, valet, shuttle, unmanned and attendant park. Utilizing the principals' hands-on approach, all of The Parking Network's projects begin with the end in mind: an efficient operation generating the maximum amount of revenue appropriate to the level of service desired.

The firm is experienced at providing operational and financial reviews for a range of parking operations, combining its real-world knowledge in how parking works at the street level with the professionalism and the business savvy minds of those schooled in the nuances of revenue generation and expense accountability.



Walter P. Moore Manages Parking and Pedestrian Flow

The Marq*E Entertainment Center consists of a variety of entertainment venues, including a movie theater and comedy club, as well as many restaurants and retail. The combination of all these venues often made the center's parking situation very difficult. A 1,400 space, 540,000 s.f. parking structure was built to eliminate this problem. All parking spaces are located on flat floors, making them pedestrian friendly and enhancing security since all areas are visible on each floor. The vast majority of spaces are angled to help ease the parking process and are sized generously at 9'-0" wide. A dedicated speed ramp system for the garage handles the traffic. At each end of the garage, three large elevators and oversized stairs efficiently transport patrons to their destinations. These vertical elements are painted in bright, vivid colors to compliment the center's color palate and give the garage a festive feel.

Consultants Have Fears Too....

According to Howard Shenson, consultants are also worried about their own issues as they start a project:

- Σ Whether the client will pay the invoices, and how long it will take to pay;
- Σ The inability of the client to define the problems it wants addressed;
- Σ The difficulties of agreeing on a Scope of Work, and the tendency of the client to keep asking for more than is described in the Scope ("Scope-creep");

- Σ Inadequacy of information and data promised by the client (usually not found out until the project is well underway and there is no budget for data gathering); and
- Σ The fear that the client's staff will be counterproductive during the project because they do not want their performance reviewed or because they are afraid of what will result.



Town Square Parking Garage

Walker Parking Consultants

The redevelopment of Downtown Silver Spring, Maryland created the need for two new parking structures. The Town Square Parking Garage is a 1,270 space structure designed to serve retail, entertainment, and cinema patrons visiting the redeveloped Downtown Silver Spring. This garage has six retail spaces and a 4,000 square foot parking office. It has a very attractive exterior façade incorporating precast concrete and brick in a building-like appearance to blend with the adjacent residences and buildings.



Watry Design, Inc.

The City of Palo Alto wanted to create as many new parking spaces as possible within the central business district, and two downtown parking structures were conceived. The structures were to be of an appropriate scale and architectural style to blend with their neighbors and maintain downtown appeal for pedestrians. The parking structures opened near University Avenue, just in time for the Christmas shopping season in 2003. The residents take great pride in these structures in the heart of the City.

The Bryant/Lytton Parking Structure utilized imported limestone and sandstone to embellish the classical lines of the structure. Its L-shaped footprint gracefully wraps around and complements the adjacent existing Victorian and Mediterranean office structures. A portion of the parking is set back from the prominent street corner to make room for a stone-clad commercial space integrated into the structure. A courtyard embellished with public art was created between the commercial space and the parking.



DLC Consulting offers all operational consulting services and is a certified administrator of public parking. DLC has more than 20 years of experience in providing its clients with revenue access control equipment specifications, operational audits, managements RFPs, expert testimony and other services designed to meet the unique requirements of the parking industry.

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CIRCLE #93

Larry Donoghue Associates, Inc.

With nearly forty years of revenue control experience, **Larry Donoghue Associates** is the firm to call for a comprehensive, expert evaluation of the integrity of your parking control system's equipment and procedures. The services include: operational audits, expert witness services, internal audit personnel training, cashier manual preparation, parking rate studies to optimize revenues, assistance in drafting parking operator agreements, employee honesty detection assistance for cashiered facilities and parking meter systems.

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CIRCLE #113



Fay, Spofford & Thorndike

With offices throughout the Northeast, FST is a full-service firm, well-versed in handling a project from the initial planning, site selection, and feasibility studies through preliminary and final design, environmental documentation and permits, and the provision of services during construction. Parking services are provided for both surface and structured facilities. FST's work includes new facilities and rehabilitation of existing ones. Improvement programs have also included expansion of capacity. Specific services include complete engineering and design; permitting; parking and circulation studies; parking management construction phase services, and residential engineering.

*5 Burlington Woods, Burlington, MA 01803
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CIRCLE #80



TimHaahs' structural engineers and architects provide comprehensive, solution-oriented parking expertise. TimHaahs is dedicated to communicating closely with our clients – in each and every project we do. We specialize in planning/studies, conceptual design, construction documentation, field representation, and restoration. Our experience ranges from stand-alone parking structures to complex, multi-use facilities including offices, retail, entertainment, intermodal transportation, residential, and design-build. Our clients include transit authorities, developers, municipalities, universities, corporations, and hospitals. We are known for designing parking structures that are user-friendly, cost-effective, and durable.

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CIRCLE #60

Advanced Parking Solutions

Advanced Parking Solutions LLC has continued to expand its consulting business in the last year. Kirsten Dolan and Lynne Schumal, the co-owners of Advanced Parking Solutions, have worked with various regional parking operators preparing and presenting training for their hourly and management employees. In addition, they have worked with various property owners completing due diligence on prospective parking properties and aiding the owners in making proper purchasing decisions on their parking portfolios. Also, Lynne and Kirsten are involved with various regional and national parking associations presenting at their annual conferences and conventions. Even though business has increased this year for Advanced Parking Solutions, Lynne and Kirsten still insist on providing personalized consulting service to each and every one of their clients.

Carl Walker, Inc.



*Mark L. Yedinak
Parking Operations Specialist*

Carl Walker, Inc. is pleased to announce that Mark L. Yedinak has joined the firm as a Parking Operations Specialist.

Prior to joining Carl Walker, Mr. Yedinak worked as Manager of Parking Systems for a firm engaged in integrating AVI and smart card technology into airport and municipal off-street parking operations. In that role, he was involved in leading-edge programs designed to broaden the application of single-source electronic payment options in multiple environments.

In 1991, Mr. Yedinak was hired by the Metropolitan Washington Airports Authority to oversee the contracts for parking and shuttle operations at Washington National Airport. In that

capacity, he monitored the performance of two private operators in the daily operation of the airport's 7,800-space parking facilities and shuttle fleet.

He has direct involvement in revenue control needs analyses, designing revenue control systems, and developing detailed revenue control system specifications for a wide range of systems, including some of the earliest industry work in developing Real-Time, On-Line, License Plate Inventory technology for high revenue operations.

Chance Management Advisors, Inc.



Robert Schaffner and Brett Fusco

CHANCE Management Advisors, Inc. (CMA) is pleased to welcome new employees Robert (Bob) Schaffner as Executive Consultant, and Brett Fusco as Planner/Project Analyst.

Bob Schaffner brings unparalleled credentials as a senior parking executive with truly international experience. He served as the executive director of parking authorities in Albany, Baltimore and Harrisburg, and

has implemented private parking operations across the globe. A Past President of IPI and Board of Advisors Chairman, Bob leads CMA's engagements for cities and private developers seeking comprehensive solutions to their parking organizational and financial challenges.

Brett Fusco holds a Masters in City Planning from the University of Pennsylvania, and a B.A. in mathematics from Wichita State. Brett's resume includes recreation planning for the National Parks Service and engineering design work in the aviation industry. For CMA, Brett conducts parking facility feasibility analyses, develops parking allocation solutions, and utilizes PDA and GIS technology to analyze existing parking conditions and display potential alternatives.



Choate Parking Consultants, Inc.

Choate Parking Consultants, Inc. is lead by a group of seasoned parking professionals dedicated to providing quality parking design to meet our client's needs and exceed their expectations.

Our extensive experience in having designed directly for both the Owner and the Contractor, provides our clients with the diverse understanding of what can be achieved without having to reinvent the wheel.

Larry Donoghue Associates, Inc.



Larry Donoghue

Larry Donoghue Associates was engaged by a large Big 10 University to conduct an Operational Audit of its several parking structures. The principal purpose of the Operational Audit was to identify and correct any weaknesses which would permit patrons to cheat or employees to steal.

Shortly after receiving the Operational Audit Report of Findings, the University's parking staff implemented the recommendations contained in the Report. The staff noted an immediate increase in revenue. Recently the University's parking staff made a comparison of the annual parking revenue generated before the Operational Audit

was conducted, with the annual revenue generated after the recommendations had been implemented. The comparisons revealed that the gross revenue had increased slightly more than 23 percent! This increase occurred even though there had been no increase in parking rates, no increase in enrollment, and no changes of the in-place revenue control equipment. It is interesting to note that this revenue increase amounts to more than 18 times the cost of the Operational Audit.

The Operational Audits conducted by Larry Donoghue Associates, in addition to checking out the integrity of a revenue control system, may also include many other important aspects of parking operations. For example, it may include such things as adequacy of lighting and signage; ease of traffic circulation; elimination of possible pedestrian/vehicular conflicts; means of avoidance of slip, trip and fall accidents; and security of cash revenues from hold-up attempts.