

## INDUSTRY NOTES

from Page 13

He is based at company headquarters in St. Louis.

As of July 1, 2005, JAI AS of Copenhagen, Denmark, and **Schweers GmbH** of Meerbusch, Germany, have agreed to transfer all Ticketman activities into Schweers. The transaction was made possible in order to guarantee long-term orientation and ongoing product development and support. In close cooperation with its Politess partner network, Schweers will continue sales, marketing and support of the Ticketman product range.

Due to significant growth in billings and acquisition of new clients, **Walter P. Moore** has moved its Los Angeles office only two years after establishing a local office to better serve clients in Greater Los Angeles. **Jeff Guh**, Ph.D., S.E., a Principal of the firm, is Managing Director of the office. An expert in innovative structural technologies and seismic engineering, Guh blends exceptional client service with superb technical expertise and extensive experience throughout California. The new address is 11900 W. Olympic Boulevard, Suite 750, Los Angeles, CA 90064. Phone: (310) 254-1900. Fax: (310) 254-1940.

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# CCTV Puts Brakes on Vandal

By Dan O'Connell

**T**oshiba Security & Network Video helped crash the criminal aspirations of a vandal responsible for \$75,000 worth of damage at Richard Chevrolet, an auto dealership in Cheshire, CT. Earlier this year, when the intoxicated vandal set about keying and slashing the tires of 46 Yukons and Suburbans, four dome video surveillance cameras linked to a digital video recorder (DVR) captured images of the crime.

Although late at night, the digitalized images were of such high quality that the dealership's salespeople easily identified the vandal as a local building contractor. The recorded video information was promptly handed over to police, who issued a search warrant for the suspect's house. After additional evidence was uncovered at the home, he was arrested and charged with a felony.



As a result of the vandal's subsequent conviction, Richard Jaffe, the President and Owner of Richard Chevrolet, not only received the full \$75,000 restitution that the court ordered the vandal to pay, but also was able to return the \$50,000 his insurance company had compensated him with for the loss.

A few months after the vandalism incident, Jaffe applied the search functions of the DVR to identify images of a long-time business associate stealing hubcaps off his cars: "He owned up the theft when I confronted him with the recording. What else could he do? He returned the hubcaps, but obviously, we don't do business with him anymore. It was very disappointing to find out it was him."

John Cronkite, a Systems Specialist for Tri-Ed Distribution in Milford, CT, engineered and designed the sys-

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tem. "Every component performed flawlessly, the upshot of which was a recorded image with the clarity and detail needed to make a positive identification," Cronkite said.

## we recouped a good chunk of our investment by getting our deductible back

"This crime serves as an example of why every business, large or small, needs video surveillance."

When it came to installing a video surveillance system to protect his lot, Richard Jaffe didn't go with a stripped-down economy model; he drove away with the security industry's version of full-featured high-performance utility vehicle.

"You need high-quality surveillance equipment, and that is not cheap," Jaffe said. "However, we recouped a good chunk of our investment by getting our deductible back."

Jaffe's installed system includes eight domes and fixed outdoor cameras, partnered with the Toshiba digital video recorder and strategically placed motion detectors. Computer monitors are networked to the DVR display images.

At the heart of the video security system is the Toshiba DVR. This 16-channel DVR offers detail-rich, high-resolu-

tion recorded-imaging prowess with recording rates up to 30 frames per second per channel, along with remote configuration, operation and video storage capabilities, as well as a hard drive disk storage space-saving compression technique.

Dan O'Connell is president of O'Connell Communications, Inc. He can be reached at dan@oconnelpr.com

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## Nova Delivers 3,000th Bus

Nova Bus announced the delivery of its 3,000th LFS bus to Réseau de Transport de la Capitale (RTC) on June 30. The unveiling ceremony took place at the Nova Bus plant in Saint-Eustache, Canada. On hand to mark the occasion were RTC President Daniel Dupuis and General Manager Normand Carrier. Also in attendance were a number of distinguished members of Association des Transporteurs Urbains du Québec.

"At Nova Bus," said President and CEO Gilles Dion, "our first priority is to provide North American customers with superior-quality buses and unsurpassed service. We are extremely proud to deliver our 3,000th Nova LFS to RTC, a valued Nova Bus customer over the past several years. On behalf of the entire Nova Bus team, I would like to take this occasion to sincerely thank the RTC group for its confidence and for allowing the development of a great partnership between our two organizations."

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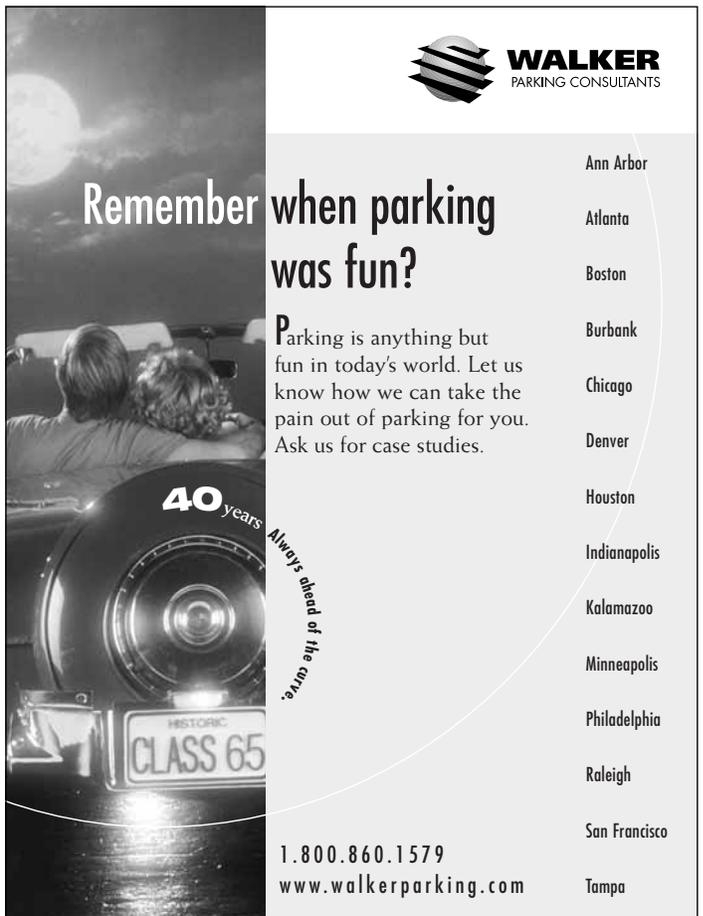
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IN 1905, IT WAS **E=MC<sup>2</sup>**

# In 2005, a New Parking Formula?

By: Joseph P. Sciulli, Vice President and Senior Operations Consultant, *CHANCE Management Advisors, Inc.*

## You're Kidding, Another Parking Formula?

You might be thinking what the world needs now – aside from “love, sweet, love”, as the lyrics go – is **not** another parking formula. Or does it? A formula beautifully captures reality. A formula elegantly shows how variables interact to produce a given outcome. Even Martha Stewart might say, “It’s a good thing.” And this year, we mark the 100th anniversary of perhaps the most important formula of all time:  $E=mc^2$ .

## Happy Birthday, $E=mc^2$

Albert Einstein’s formula predicted an *outcome* for the amount of energy\* contained in matter. Perhaps no formula before or since has so affected our quality of life for better or for worse – depending on your point of view! By showing the interaction of complex variables through formulas, Einstein unlocked the door to outcomes ranging from nuclear bombs to nuclear medicine. But how does this relate to parking, you ask?

Parking programs are also interactions of complex variables which yield outcomes that affect our quality of life, for better or for worse – again, depending on your point of view. Drive within the boundaries of an effective parking program, and you’ll be more likely to quickly locate convenient parking; walk within one, and chances are you’ll be safer crossing the street. Imagine the formulas we would have if Herman and Pauline Einstein had encouraged their son toward a career in parking management!

## Albert Einstein, Director of Parking??

Suppose it had been Al the Parking Director, instead of Einstein the Professor. Or Albert the Parking Analyst, not Einstein the Physicist. Would he still have been compelled to find one formula that could capture and predict the outcome of a parking program? Who can say? But as a tribute to *AE* on this hundredth anniversary of his *Annus Mirabilis*<sup>†</sup>, or “year of wonders”, what if we attempted a formula to predict the outcome from effective parking? How would we show the interaction of variables that affect the *quality of life* for motorists and pedestrians? Where do we begin to tell the story of how great parking could be?

## A Five-Step Program for Measuring Parking “Outcome”

Whether serving a small town, large city, university, private development, airport or hospital, a parking pro-

gram’s loftiest outcome is not its contribution to a bottom line, but its contribution to motorist ease and pedestrian safety. Key variables that influence the latter include, though aren’t limited to: effective policies, procedures and regulations; quality leadership and supervision; the legal authority to organize and staff the program, and an ability to influence the cost of parking. But the actual list may be as infinite as time and space itself.

To identify the variables and show their interaction, this and future articles will detail a *FIVE STEP APPROACH* for measuring and optimizing “the parking outcome”. Borrowing liberally from the scientific method, this approach will have us *observe, measure, test, analyze* and *draw conclusions about* parking programs and the quality of their service outcomes. The first step involves observing the program through the eyes of others.

## STEP ONE: Obtain Customers’ Opinions on Program Performance – Stop, Look and Listen

Just because your observations should be objective and quantitative does not mean they can only be numbers-based. You need to ask questions of the right people to learn how your program’s strengths and weaknesses are perceived. Depending on your particular universe (municipal, university, private business, airport or hospital), you should regularly attempt to obtain the opinions of citizens and elected officials, patients and administrators, students and chancellors, and everyone in between. Within the program, include everyone from front line staff to program executives. What do these customers believe about the program, and about the quality of service provided? To enact *STEP ONE*:

1. identify your customers;
2. develop questions that test for key performance and perception issues;
3. schedule and conduct one-on-one interviews and/or hold focus group sessions;
4. develop and distribute written questionnaires or surveys that test for perceptions, opinions, and parking (and/or transit) behaviors and experiences;
5. document all responses (they will form a baseline for future comparisons);
6. tabulate, analyze and summarize the responses by issue and group;
7. develop statements of how the program is perceived and experienced by its internal and external customers;

\*  $E=mc^2$  can be read as, “Energy is equal to mass multiplied by the speed of light squared”, and essentially means that an object’s mass and energy potential are one and the same. “The mass of a body is a measure of its energy content”, Einstein concluded....”

Reference: <http://www.astronomy.com/asy/default.aspx?c=a&id=3526>

<sup>†</sup> In 1905, Einstein had four scientific papers published in the German “Annals of Physics” that the scientific community considers to be the foundation of modern physics. References: <http://lorentz.phl.jhu.edu/AnnusMirabilis/Visuals/childhood.data/album.html> and [http://en.wikipedia.org/wiki/Annus\\_Mirabilis\\_Papers](http://en.wikipedia.org/wiki/Annus_Mirabilis_Papers)

8. share the summary with coworkers at all levels within the program and with the external customers, and solicit their ideas for improvements;

9. develop recommendations and an action plan that capitalizes on the program's acknowledged strengths and targets its validated weaknesses;

10. execute and monitor the action plan;

11. provide updates to all customers on the plan's progress;

12. identify related actions that may be needed to further implement improvements (see future *STEPS* in forthcoming issues of *Parking Today*); and

13. repeat items 1 through 12 as appropriate.

As a desired outcome for *STEP ONE*, perhaps the most important element in realizing your program's *Energy* potential is to make the above actions a part of your organization's routine management approach. That way, you'll always have the benefit of your customers' opinions and experiences as a barometer of your program's service quality.

## Coming Attractions

The following *STEPS* to appear in upcoming issues of *Parking Today* will help us develop our own formula for parking outcomes:

- making first-hand observations of your parking (or combined parking/transportation) operations;
- analyzing available program information, and if necessary, developing the means to collect additional data;
- designing, supervising and analyzing parking activity and transit field surveys;
- assessing the true effectiveness of your program's supporting infrastructure (organizational design, facility conditions, organized labor agreements, overarching governance, etc.).

## Last But Not Least

It is only fitting to close this first article with a bit of the Professor's wisdom that seems as timely today, given the state of our world, as when he wrote it 55 years ago in his book, *Out of My Later Years*: "Everything that is really great and inspiring is created by the individual who can labor in freedom."<sup>†</sup>

<sup>††</sup> [http://www.quotationspage.com/quotes/Albert\\_Einstein/](http://www.quotationspage.com/quotes/Albert_Einstein/)

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Joe Sculli can be reached at [joseph.sculli@chancemanagement.com](mailto:joseph.sculli@chancemanagement.com)

## APS Focuses on Service Training in 2005

From Baltimore to Detroit, West Palm Beach to Phoenix, the owners of **Advanced Parking Solutions (APS)**, Lynne Schumal and Kirsten Dolan, have traveled motivating front line employees across the country to provide better service. This is no generic customer service workshop; it is designed specifically for the parking industry (even though APS has trained other front line departments alongside their parking peers as well). The program includes exercises, discussion and numerous parking stories that get employees involved, relating to their specific customer challenges. The key is finding solutions on how to help employees overcome these challenges. This program successfully goes beyond smile and say thank you and has been well received by attendees. So what's hot for training in 2006? APS says topics such as Harassment Training, Developing your Basic Orientation Plan, Workplace Safety and Emergency Preparedness and Parking Financial Analysis for Managers will dominate 2006. To learn more, contact Kirsten at [kdolan@advancedparkingsolutions.com](mailto:kdolan@advancedparkingsolutions.com)



## CHANCE Management Advisors, Inc

**CHANCE Management Advisors, Inc. (CMA)** is creating parking demand database models for its clients who need to project parking demand that will be generated by new development or redevelopment of properties. These diverse clients want the capability to respond to planned development and to easily model potential scenarios.

Montgomery County, MD is experiencing dramatic growth in Silver Spring and Bethesda. Under its multi-year contract with the County, CMA is developing a database program with GIS features that will allow the calculation of parking demand associated with new development, displaced or added spaces, and the overall parking effects on the areas influenced by the new projects. The database contains baseline parking supply and demand data collected in the field, and it will allow regular updates by the County to maintain a "living inventory" of public and private parking.

The largest medical complex in the world, the Texas Medical Center in Houston, TX, will see significant expansions of several of its member institutions in the near future and over the next ten years. As part of a comprehensive parking, transportation, and demand management plan, CMA is creating a specialized database that will allow the TMC to project the parking needs associated with the institutions' patient treatment, academic, and research areas as they grow. The delivery of the database model will be supported by CMA instruction on its use for TMC staff.

## Atlantic Station Carl Walker, Inc.

Eight years in development, Atlantic Station is a spectacular, \$2 billion, 138-acre environmental redevelopment of the former Atlantic Steel Mill located in midtown Atlanta, Georgia. It is ultimately projected to include 12 million square feet of retail, high-rise office, multi-family residential, entertainment and hotel space as well as 11 acres of public parks. Atlantic Station is the largest urban "brownfield" redevelopment in the country and even has its own zip code.

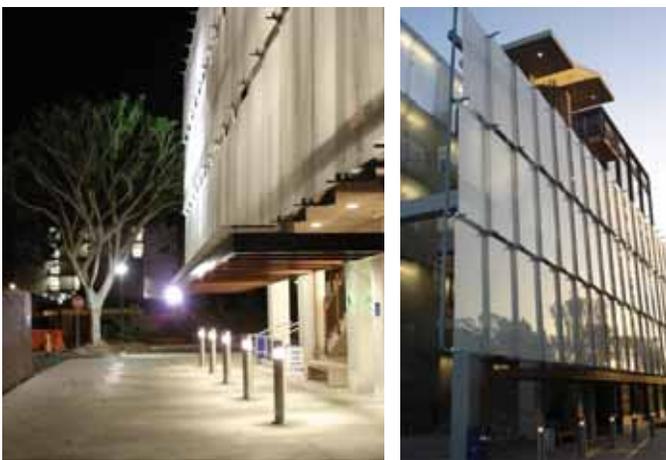
The gateway to Atlantic Station is The District, a four-block by five-block, high-density area with one million square feet of open-air retail and entertainment. It will eventually include single-family homes and more than 300 two-story loft apartments. (Grand opening for Phase I of The District was held in October, 2005.) **Carl Walker, Inc.** served as prime parking consultant, structural engineer and functional designer for the 38-acre, central parking structure that lies underneath the District and serves as a combined sub-structure for all the development above, as well as a major entrance to the project. The parking structure was designed to accommodate more than 7,200 vehicles and incorporates valet parking, revenue control using pay-on-foot and central cashing stations and on-line access control for office and resident parking areas. The structural system utilizes a precast concrete column and beam superstructure, with factory-topped double tees.



### Saint John Strategic Parking Plan – Phases 1 & 2

In 2004, **BA Group** was retained by the Saint John Parking Commission to undertake a review of the future parking demand and supply needs associated with multiple alternative development scenarios in the downtown area. This analysis included: extensive consultation with 16 stakeholder groups in the study area; a review of alternative sites for future parking structures including preliminary development cost estimates; an examination of future financing issues and potential solutions; as well as the development of a recommended strategy for meeting future parking needs in four or five strategically located parking structures with up to 1,500 parking stalls at a potential capital cost of up to \$35 million. This study also included a preliminary evaluation of the potential for reducing future parking demand through the implementation of transportation demand management measures such as parking pricing, increased car/van pooling and increased transit use.

In 2005, Phase 2 of the study is focused on the refinement of the strategy and the preparation of a detailed implementation plan. The functional feasibility of the recommended parking garage sites were evaluated in some detail to identify more accurate development costs and implementation issues, including land acquisition and joint development potential. A detailed review of future parking rates in association with other financing mechanisms, including cash-in-lieu contributions from developers, tax increment financing and benefit assessment areas is being conducted in order to develop a recommended financial strategy to fund future parking garages. A detailed review of transportation demand management initiatives such as increased transit service, remote park 'n' ride lots, car and van pooling and parking pricing was undertaken in order to recommend a strategy for reducing future parking structure costs.



**Chocate 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.



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 structured systems engineering 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): replacement of their existing system of 60 lanes for 18 parking facilities with a fully networked and automated PARCS that has convenient permit access, provides tighter controls over validations and automates fee collection.

A large commercial property owner/manager: development of 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 University of Kentucky: development of technical specifications, evaluation of proposals, review of submittals and on-site testing of a comprehensive access and revenue control system for two new parking structures.

Target Corporation: 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.



### 515 Euclid Avenue Parking Garage and Tower

Cleveland, OH  
The 515 Euclid Avenue Parking Garage & Tower, a project designed by **DESMAN Associates**, is located in downtown Cleveland, Ohio and has an architectural solution conducive of a downtown office building. The recently completed 524-space garage and 11,000 square foot retail facility will serve as the base of a 240-unit high rise, luxury condominium tower to be completed in Phase II.



## Fairfield Multimodal Transportation Facility Fairfield, California

As part of our full-service design work for civic, education and healthcare clients, **Chong Partners Architecture** has worked on more than 35 parking structures since 1990. These include mixed-use parking structures and multi-modal transportation facilities, as well as numerous feasibility studies for parking and transportation centers. Chong Partners' work includes the Fairfield Multimodal Transportation Center. Located off of Interstate 80 on a five-acre site, this structure serves as an information and transfer point for local, inter-city and commuter bus demand, as well as a staging location and park-and-ride facility. The center includes a mixed-use parking structure with government, commercial office and retail lease space and a park-and-ride lot, providing a total of 900 parking stalls, a passenger waiting/transfer area with 10 bus bays, a kiss-and-ride/taxi area, electric vehicle charging port, bike lockers, and connections to bike/pedestrian improvements. The project is a public/private partnership developed by the City of Fairfield, California.

Municipal Sector Leader Geoffrey Adams, AIA, has provided project leadership for more than a dozen parking structures. He has a total of 28 years of architectural experience and is skilled at managing community outreach programs that encourage the stakeholder participation required to gain community acceptance.

## 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 garage's 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.



**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 #7



**BA Consulting Group** provides comprehensive services in parking facility planning, design and management for developers and property owners, municipal govern-

ments, 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 40 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.

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CIRCLE #258



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CIRCLE #132



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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 #295



**Fay, Spofford & Thorndike  
Central Parking Garage**

The Central Parking Garage serves as the primary parking facility at the Logan Airport, Boston, MA. Designed by **Fay, Spofford & Thorndike**, the project involves adding three (3) additional floors above the existing garage, in addition to four new stair towers, and a vehicular bridge tying the Central Garage to the existing West Parking Garage at each of the new levels. The new addition will add 2,900 parking spaces to the garage, bring the total number of spaces of the expanded facility to 8,000.

In addition to the expansion, significant structural rehabilitation is also taking place including repairs to girders, deck beams and the existing post-tensions decks; complete lighting replacement is also underway. Significant to the project is the fact that all repairs and improvements are taking place while maintaining ongoing operations at the facility .



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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.



**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. **Tim 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.



**Graelic LLC**

Is your parking shrinking as your facility is growing? **Graelic** provides the tools necessary to help get the most out of your parking investment. We add valuable spaces to your existing facility without sacrificing function. Graelic's design and consulting services are based on its commitment to create a parking design concept that will deliver optimum space efficiency...and maximum cost effectiveness...tailored expressly to the user needs. We will custom tailor preliminary design alternatives optimizing function and cost per space. The end result is an efficient cost effective design to construct, safe and convenient for all users, designed and integrated into your future growth plans.



## Kimley-Horn

Over 20 years, **Kimley-Horn** has designed five parking garages totaling more than 3,800 spaces in a nine-block area in downtown Raleigh, North Carolina. As part of the cultural arts district renaissance, the sixth, and largest, will be a three-level, 900-space underground facility built beneath a 400-room Marriott hotel at the city's brand new Convention Center. A half million cubic yards of dirt will be moved to make room for the garage and underground sections of the Convention Center.



© Wes Thompson

## Walter P. Moore Designs Dallas/Fort Worth Airport Smart Garage

**Walter P. Moore's** parking team has designed a new state-of-the-art parking facility for the Dallas/Fort Worth (DFW) International Airport. The massive 8,200-space garage provides parking for a new 29-gate terminal. With floor plates reaching approximately 1,000 spaces, the team quickly realized that finding a parking space could prove a challenge for the garage's users. Parking near the desired gate was an additional requirement of the design.

Using a combination of an innovative ramping system and dynamic message signs (together called a "Smart Garage"), the team was able to accomplish both goals to create a user-friendly facility. Drivers can enter the garage at Level 5 of the garage, prior to passing the terminal. This entrance point is referred to as "The Mitten", because of its shape. It feeds two cascading ramping systems on opposing sides of the garage. These two ramp systems are designed to help separate the gate traffic for the user. Additional garage entrances are located at Level 1 & 3 of the garage before and after the terminal building.

In addition, dynamic message signs located near the mitten tell drivers the number of spaces available on each level. Each level also has additional signs at each entrance giving the number of spaces available. Further segregating the garage, each level is divided into zones by the system. The resulting garage gives the user an efficient and quick parking experience while providing other benefits, such as a reduction in traffic and vehicle emissions as well as providing detailed data to the operator to more efficiently staff and run the facility.



**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.

*Choate Parking Consultants, Inc.*  
16969 Von Karman, Suite 230, Irvine, CA 92606  
Tel: 949-474-0880 • Fax: 949-474-2420  
E-mail: [info@choateparking.com](mailto:info@choateparking.com)

CIRCLE #13

## CHONG | PARTNERS ARCHITECTURE

**Chong Partners Architecture** is a community-based architectural practice, serving clients in health care, education and the public realm. We provide strategic planning, urban planning, architectural services, interiors and graphic design services and LEED/sustainability consulting. Founded in 1976, we have a staff of 189 with offices in San Francisco, Sacramento, San Diego and London.

*Chong Partners Architecture*  
405 Howard Street, 5th Floor, San Francisco, CA 94105  
Tel: 415-433-0120 • Fax: 415-433-4368  
Web: [www.chongpartners.com](http://www.chongpartners.com) • Email: [info@chongpartners.com](mailto:info@chongpartners.com)

CIRCLE #169



**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.cegengineers.com](http://www.cegengineers.com)

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

*San Antonio, TX*  
Tel: 800-827-1906

CIRCLE #202



**Alan J. Cruickshank & Associates** is a transportation and parking consulting firm, that for three decades has specialized in applying a proven, structured system 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 J. Cruickshank & Associates*  
317 Madison Avenue, Suite 1621, New York, NY 10017  
Tel: (212) 370-1900; Fax: (212) 370-5726  
Email: [acruickshank@itk.com](mailto:acruickshank@itk.com)

CIRCLE #204

## The Parking Network

People throw around the term “consulting”, as if its meaning was obvious— we all know what a consulting firm looks like, right? Generally defined, consulting is the craft of helping organizations improve performance by analyzing existing problems and developing future plans. What we are all beginning to realize, however, is that the term “consulting” does not have just one identity. In our industry, for example, we are fortunate to have the broad expertise of designers, engineers, architects, auditors, etc. — each consulting firm providing their own scope of experience, skill-set, and abilities, providing invaluable services to the parking industry. **The Parking Network** is one such company. Honored to be found in the respected ranks of parking consulting firms, TPN offers a focus that is distinctively unique. TPN consultants are the first to assert, “We’re not architects or engineers. We won’t pretend to design your facility... and we wouldn’t dare construct your garage! This industry has a good pool of talent for help with those needs.” What TPN professionals are experts in, however, is identifying the financial and operational health of a facility and helping to implement measures that assist in preventing lost revenue and increasing productivity. TPN consultants have been credited for conducting “the most forensic operational reviews witnessed”, raising awareness about performance monitoring and setting a standard of unprecedented professionalism and quality analysis. “It’s about passion”, Bea Vela, Director of Accounting and Finance explains, “having a passion for what we do.” TPN’s passion is for driving the industry toward excellence.



### Watry Design, Inc. Covina Metrolink Parking Structure

On Thursday, September 22, Covina celebrated the Grand Opening of their Metrolink Parking Structure. The City has long been in need of additional parking to serve patrons of the busy Metrolink commuter rail system, as well as visitors to Covina’s historical downtown. **Watry Design, Inc.**, who served as parking consultants, architects, and structural engineers for the four-level structure, created a parking solution that not only provides convenient parking, but also enhances the downtown area.

The structure can be characterized as multi-faceted and vibrant, utilizing warm southwest earth tone colors. The main pedestrian entry is highlighted in a deep “Covina green”, the recognizable color found in all City signage. The vertical circulation tower is prominently featured on the exposed corner of the building and features a glass-backed elevator framed by tall palm trees. The structure’s 655 parking stalls are easily accessible via a landscaped entry drive.

## Advanced Parking Solutions

Lynne Schumal is Principal and co-owner of Advanced Parking Solutions. This means traveling the country not only providing her parking expertise to owners of parking assets, it also means giving back to the industry through education. Over the past three years, Lynne has designed and delivered several education topics for parking professionals such as: customer service, revenue control, valet liability reduction, and space and revenue maximization. She understands the strategic importance of continuous training to increase performance for all employees within our industry.

Lynne's dedication to education outside our industry hasn't gone unnoticed either. Lynne is also on the faculty for the University of Phoenix and Western International University. She teaches undergraduate and graduate level classes in management theory, and project and operations management. Lynne is also preparing to begin work on her doctorate in business administration.

Thanks, Lynne, for helping future managers in and out of the parking industry!



Mark Postma



Tim Christle



Forrest Hibbard



Dennis Burns



Mike Ortlieb

### Service Sector Leaders at Carl Walker, Inc.

With an emphasis on service, the above senior members of the **Carl Walker** management team have been named leaders of our three Service Sectors. The New Parking Structures Group will be led by Mike Ortlieb, P.E., Forrest Hibbard, P.E., and Tim Christle, P.E., who have a combined total of more than 60 years in the parking consulting business. These individuals also head up our three geographic regions in the country – Mike is the leader of the North Region, Forrest leads the South Region, and Tim manages the West Region.

Our Restoration Service Sector is managed by Mark Postma, P.E., a veteran of more than 10 years in our Kalamazoo office. Dennis Burns, in our Phoenix office, is the head of our Studies and Operations Group. He brings more than 24 years of parking experience to the role. For service, expertise, and leadership in the parking industry, look for these individuals on our website at [www.carlwalker.com](http://www.carlwalker.com).

## Chance Management Advisors, Inc.



Chelsea Li and Chris Jurek

CHANCE Management Advisors, Inc. (CMA) is pleased to welcome new employees Christopher (Chris) Jurek, Planner / Project Analyst and Shiqi (Chelsea) Li, Analyst.

Shiqi Li holds an MBA in Finance and Accounting from La Salle University and a Bachelors degree in Computing Science from Taiyuan

University in China. At CMA, Shiqi supports the operations through statistical analyses of data, financial forecasting, feasibility analyses, and use of database software to analyze existing parking conditions and project effects of future developments. She is currently designing database tools for analyzing parking demand for Montgomery County, MD, and participating in the analyses for the Fairmount Community Development Corporation and York University Parking Services Review.

Christopher Jurek holds a Masters in City Planning from the University of Pennsylvania, and a B.A. in anthropology from Beloit College. Chris previously worked for the Center City District tracking and analyzing the retail environment and residential developments in downtown Philadelphia. At CMA, Chris conducts parking facility feasibility analyses, develops parking allocation solutions, and uses GIS technology to examine existing parking conditions and display alternatives. At present he is working on the analysis for the Princeton University Master Plan, as well as projecting demand for a proposed automated parking facility in downtown Philadelphia.



## 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.

## DESMAN ASSOCIATES

**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**  
Tel: 312-263-8400 • Fax: 312-263-8406  
Web: [www.desman.com](http://www.desman.com) • Email: [email@desman.com](mailto:email@desman.com)

CIRCLE #120

## DLC

**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.

**DLC Consulting, 37 Summit Road, Milton, NJ 07438-9531**  
Tel: 973-697-8212 • Email: [dlc\\_park@ix.netcom.com](mailto:dlc_park@ix.netcom.com)

CIRCLE #6

## 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.

**Larry Donoghue Associates, Inc.**  
1550 N. Northwest Highway, Suite 334, Park Ridge, IL 60068-1433  
Tel: 847-297-1180 • Fax: 847-297-1103 • Email: [ldonogh@aol.com](mailto:ldonogh@aol.com)

CIRCLE #244



## 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 resident engineering.

**5 Burlington Woods, Burlington, MA 01803**  
Tel: 781-221-1000 Fax: 781-229-1115 - [www.fstinc.com](http://www.fstinc.com)

CIRCLE #60

## Chong Partners Architecture



*Geoffrey Adams*

As part of our full-service design work for civic, education and healthcare clients, Chong Partners Architecture has worked on more than 35 parking structures since 1990. These include mixed-use parking structures and multi-modal transportation facilities, as well as numerous feasibility studies for parking and transportation centers. Chong Partners' work includes the Fairfield Multimodal Transportation Center. Located off of Interstate 80 on a five-acre site, this structure serves as an information and transfer point for local, inter-city and commuter bus demand, as well as a staging location and park-and-ride facility. The center includes a

mixed-use parking structure with government, commercial office and retail lease space and a park-and-ride lot, providing a total of 900 parking stalls, a passenger waiting/transfer area with 10 bus bays, a kiss-and-ride/taxi area, electric vehicle charging port, bike lockers, and connections to bike/pedestrian improvements. The project is a public/private partnership developed by the City of Fairfield, California.

Municipal Sector Leader Geoffrey Adams, AIA, has provided project leadership for more than a dozen parking structures. He has a total of 28 years of architectural experience and is skilled at managing community outreach programs that encourage the stakeholder participation required to gain community acceptance.

## "On-Street Parking System Operational Audits"



*Larry Donoghue*

Larry Donoghue Associates recently was engaged by the Pittsburgh Public Parking Authority to conduct an operational audit of its on-street parking meter system. The System has nearly 8,100 parking meters. The System utilizes both Smart Cards and coins to activate the meters. The Operational Audit is designed to detect opportunities for cheating by patrons, internal theft by collectors, maintenance or counting personnel, theft by vandals, homeless persons, and the most damaging theft by professional meter theft rings. They can strip a city of \$20-30,000 in just one night and leave no tracks.

The Donoghue Firm has conducted similar Operational Audits of the parking meter systems for the cities of Chicago, IL; Miami Beach, FL; Cincinnati, OH; and White Plains, NY.

The Operational Audit covers the 18 essential elements of revenue control of parking meter systems as identified by Mr. Donoghue.

A parking system administrator can benefit by comparing his operation to the Donoghue Firm's eight critical factor benchmarks that have been based upon a review of more than 40 other cities' parking meter systems.

After the recommendations of the Donoghue Firm's Operational Audits are completed, the annual revenues usually increase from 10-15 percent and continues year after year thereafter. The Service costs only a fraction of one percent of a parking meter system's annual revenue. Consequently, the Service usually pays for itself in a very short time.

## International Parking Design (IPD)



*Donald B. Marks  
Vice President*

Mr. Marks has provided architectural design services to a variety of clients for over 18 years. As a project manager, Mr. Marks is responsible for the daily activities of the project from conceptual design through construction and occupancy. His experience involves various types of construction and buildings types, including work for public agencies, corporate clients and private developers.

Using his 18 years of construction and project management experience, he ensures that all project needs are met responsibly and economically. Prior to Joining International Parking Design, Mr. Marks worked with various architectural firms in Southern California on numerous municipal, commercial and industrial projects. He is very familiar with all aspects of project management and construction administration.

## Kimley-Horn and Associates, Inc.



*Dean Penny*

If you had a "flour man" and a "baking soda girl" and a "spice boy," how do you suppose your gingerbread would turn out? Cooking and parking have this in common: someone has to know all of what they're doing, from beginning to end. Kimley-Horn's parking practice, under the guidance of Dean Penny, doesn't have one guy looking at the functional issues and another independently considering the traffic and yet another isolated expert in structures or revenue control. "Our parking practice PMs have a comprehensive expertise covering all of the issues and how they might impact the success of the project," Dean says. The result is that Kimley-Horn can design from site to

site, strategy to strategy, without ever forcing a "cookie cutter" design. It makes for some sweet solutions.

## Walter P. Moore



*David Moore  
Senior Parking Consultant  
and Principal*

David Moore is a Senior Parking Consultant and Principal of Walter P. Moore with over 15 years of experience in diversified aspects of parking design and operations. David directs the Atlanta Parking Consulting Services Group and specializes in aviation parking operations, revenue control technologies and Smart Garage technologies. The most recent of David's aviation projects are the new 8,200-space Terminal D parking garage at Dallas/Ft. Worth (DFW) International Airport and the Orlando South Terminal parking garage, currently under design. David also has extensive experience in the design of parking facilities connected to office building developments and hospital campuses.

David is a member of the Parking Consultants Council (PCC), a distinguished group of parking consultants and planners open to individual members only, along with being active in the Parking Association of Georgia.

## TPN Recognizes Team Member, Mark Garcia



*Mark Garcia  
Director of Operations*

The Parking Network is proud to recognize Mark Garcia, Director of Operations with TPN's Professional Services Group in Austin, TX, for his contributions with the continued growth and expansion of the Company. Mark joined TPN in 2004 with over five years of parking experience, having held management positions involving all aspects of a parking operation. Mark's expertise in market evaluation, operational reviews, and performance monitoring has been invaluable to the Company and has assisted numerous clients in identifying significant revenue loss, improving operational processes, and increasing facility profitability.

Mark's keen perspective and attention to detail make him an esteemed team member and an asset to our clients, who have the privilege of working alongside someone with his knowledge and energy. As TPN heads into the future, Mark continues to demonstrate a talent for "driving the industry toward excellence".

## Watry Design, Inc.



*Gloria Payne*

Watry Design, Inc. proudly announces the addition of parking veteran Gloria Payne to our Parking Planning team. Gloria will provide Parking Operations Consulting services to Watry clients. This represents a new service area for the growing architectural, engineering, and parking planning firm.

Gloria will leverage her twenty years of experience in parking to provide services that include Operational Assessments, Revenue and Operational Analysis, Access and Revenue Control Systems Studies, Event Parking Planning, and Financial Consulting. In addition to planning and implementing revenue control systems for large,

multi-use parking facilities, Gloria's extensive background includes substantially improving the financial performance of parking operations, and developing policies and procedures that ensure client retention.

Gloria has previously worked for Bay Area Rapid Transit, the City of Sausalito, Secom International, Ampco Systems Parking, The Parking Place, Century Parking, and the University of Southern California Los Angeles.



The Graelic, LLC team is a unique association of experienced commercial parking industry veterans. On average, each team member possesses over 15 years of experience in his/her individual area of expertise in parking design and consulting. We bring the parking facility planning and design experience of over 3,000 locations across the world. Whether you are planning a new parking facility, or evaluating an existing one, Graelic offers comprehensive parking consulting services to aid you in your decision making process. Graelic's host of parking planning services include parking master planning, functional planning and design, access and revenue control, operations consulting, parking studies, signage programming, design/build services.

**GRAELIC, LLC**  
[www.graelic.com](http://www.graelic.com)

East Coast: 216-335-9910

West Coast: 253-225-7610

CIRCLE #38



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.

*Timothy Haahs & Associates, Inc., 550 Township Line Road, Suite 100,  
Blue Bell, PA 19422 • Tel: 484-342-0200 • Fax: 484-342-0222 • [www.timhaahs.com](http://www.timhaahs.com)*

CIRCLE #65



**International Parking Design IPD** is a full service parking design firm providing distinctive architectural design, structural engineering and

parking consulting services across the globe. Our comprehensive approach to design and close attention to aesthetics, functionality, structural systems, operational elements and cost-effectiveness has garnered us the reputation of providing unsurpassed client service and ingenuity. With over 35 years of experience, IPD has worked hard to build a solid reputation of strength and quality. We are proud of our distinguished reputation for providing excellence in design and immeasurable client service.

*Sherman Oaks      Oakland      Irvine      Sacramento  
Tel: 818-986-1494    Tel: 510-553-2120    Tel: 949-595-8004    Tel: 916-373-1193  
[www.ipd-global.com](http://www.ipd-global.com)*

CIRCLE #10



**Kimley-Horn  
and Associates, Inc.**

We do everything but park your cars.

*Kimley-Horn and Associates, Inc.  
3001 Weston Parkway, Cary, NC 27513  
Contact: Dean Penny  
Tel: 919-677-2090 • Fax: 919-677-2050  
Email: [dean.penny@kimley-horn.com](mailto:dean.penny@kimley-horn.com) • Web: [www.kimley-horn.com](http://www.kimley-horn.com)*

CIRCLE #214



Founded by former commercial parking operators, **TPN** is a full-service parking consulting firm. TPN's extensive operational reviews are unparalleled in the industry, providing clients with an in-depth analysis of their parking operation and financial health and offering innovative solutions to parking challenges. In addition, TPN's performance monitoring and quality assurance programs have set a new standard of merit, earning a reputation for unsurpassed professionalism as they continue to "drive the industry toward excellence."

*The Parking Network, Inc.*  
 14101 Hwy 290 West, Bldg 300, Austin, TX 78737  
 Tel: 512-894-3556 • Fax: 512-858-9500  
 Email: [info@tpnconsulting.com](mailto:info@tpnconsulting.com) • Web: [www.tpnconsulting.com](http://www.tpnconsulting.com)

CIRCLE #237



**Walter P. Moore** provides parking consulting services including parking planning, functional and graphics design, operation consulting, parking equipment consulting, ingress/egress studies, and restoration/repair engineering. The firm combines an in-depth understanding of parking with its core structural, civil, and traffic engineering services to improve the planning, design and operations of parking facilities. For over 50 years, Walter P. Moore has designed parking garages that are efficient, attractive, durable, safe, and economical.

*Walter P. Moore, 3131 Eastside, Second Floor, Houston, TX 77098-1919*  
 Tel: 713-630-7300 • Fax: 713-630-7396  
 Web: [www.walterpmoore.com](http://www.walterpmoore.com) • Email: [info@walterpmoore.com](mailto:info@walterpmoore.com)

CIRCLE #117

Architects • Engineers • Parking Planners



**WATRY DESIGN, INC.**

**Watry Design, Inc.** Watry Design's team of highly skilled architects, engineers and parking planners are changing the way people approach parking. Our firm's innovative design process creates parking solutions that enhance rather than detract from entering our client's buildings. This philosophy and the team's passion for parking have not only earned many prestigious awards, but more importantly have led to satisfied clients. It's not the journey . . . it's the parking.

*Watry Design, Inc.*  
 1700 Seaport Blvd., Suite 210, Redwood City, CA 94063  
 Tel: 650-298-8150 • Fax: 650-298-8151  
 Web: [www.watrydesign.com](http://www.watrydesign.com) • Email: [info@watrydesign.com](mailto:info@watrydesign.com)

CIRCLE #138

# CONSULTANT LISTINGS

by SERVICE PROVIDED  
 by GEOGRAPHICAL REGION



**ADA Compliance Reviews and Upgrades**

Carl Walker, Inc.  
Chong Partners Architecture  
Graelic L.L.C.  
Timothy Haahs & Associates, Inc.  
Watry Design, Inc.

**Architectural / Structural Design / Engineering Services**

Carl Walker, Inc.  
Choate Parking Consultants, Inc.  
Chong Partners Architecture  
Consulting Engineers Group  
Desman Associates  
Fay, Spofford and Thorndike  
Timothy Haahs & Associates, Inc.  
International Parking Design  
Kimley-Horn and Associates Inc.  
Walter P. Moore  
Watry Design, Inc.

**Attend / Assist Programs**

Graelic L.L.C.

**Auditing**

Advanced Parking Solutions LLC  
Carl Walker, Inc.  
Alan J. Cruickshank & Associates  
DLC Consulting  
Larry Donoghue Assoc. Inc.  
Walter P. Moore  
The Parking Network

**Benchmarking**

Carl Walker, Inc.  
CHANCE Management Advisors, Inc.  
The Parking Network

**Circulation and Congestion Studies**

BA Group  
Carl Walker, Inc.  
Chong Partners Architecture  
Graelic L.L.C.  
International Parking Design

**Construction and Contract Admin.**

Carl Walker, Inc.  
Chong Partners Architecture  
Timothy Haahs & Associates, Inc.  
Walter P. Moore  
Watry Design, Inc.

**Construction and Contract Admin. (Bid and Document Prep.)**

Carl Walker, Inc.  
Chong Partners Architecture  
Alan J. Cruickshank & Associates  
Desman Associates  
DLC Consulting

Fay, Spofford and Thorndike  
Timothy Haahs & Associates, Inc.  
Watry Design, Inc.

**Design / Build**

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Carl Walker, Inc.  
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Consulting Engineers Group  
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Graelic L.L.C.  
Timothy Haahs & Associates, Inc.  
International Parking Design  
Walter P. Moore  
Watry Design, Inc.

**Expert Witness**

Advanced Parking Solutions LLC  
BA Group  
Carl Walker, Inc.  
CHANCE Management Advisors, Inc.  
DLC Consulting  
Larry Donoghue Assoc. Inc.  
Timothy Haahs & Associates, Inc.  
Walter P. Moore

**Feasibility and Financial Studies / Budget Est. / Site Selection**

Advanced Parking Solutions LLC  
BA Group  
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CHANCE Management Advisors, Inc.  
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Consulting Engineers Group  
Desman Associates  
Graelic L.L.C.  
Timothy Haahs & Associates, Inc.  
International Parking Design  
Kimley-Horn and Associates Inc.  
Walter P. Moore  
The Parking Network  
Watry Design, Inc.

**Functional Design**

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Chong Partners Architecture  
Consulting Engineers Group  
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Graelic L.L.C.  
Timothy Haahs & Associates, Inc.  
International Parking Design  
Walter P. Moore  
Watry Design, Inc.

**Lighting and Security**

Carl Walker, Inc.  
Desman Associates  
Fay, Spofford and Thorndike

**On-Street Operations / Contract Admin.**

Carl Walker, Inc.  
CHANCE Management Advisors, Inc.  
Larry Donoghue Assoc. Inc.  
Walter P. Moore

**Operational Consulting**

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Consulting Engineers Group  
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Desman Associates  
DLC Consulting  
Larry Donoghue Assoc. Inc.  
Graelic L.L.C.  
Timothy Haahs & Associates, Inc.  
Walter P. Moore  
The Parking Network

**Parking Enforcement / Management**

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**Planning for Multi-Facility Operations**

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Chong Partners Architecture  
Desman Associates  
Graelic L.L.C.  
Walter P. Moore  
The Parking Network

**Privatization**

BA Group  
Carl Walker, Inc.  
CHANCE Management Advisors, Inc.  
The Parking Network

**Rate Analysis and Projections**

Advanced Parking Solutions LLC  
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DLC Consulting  
Larry Donoghue Assoc. Inc.  
Walter P. Moore  
The Parking Network

**Recruitment and Training**

Advanced Parking Solutions LLC  
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CHANCE Management Advisors, Inc.

**Repair / Restoration / Maintenance**

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Consulting Engineers Group  
Desman Associates  
Fay, Spofford and Thorndike  
Walter P. Moore

**Rev. Control Equipment Specs / Bidding Proced.**

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Desman Associates  
DLC Consulting  
Fay, Spofford and Thorndike  
Graelic L.L.C.  
Timothy Haahs & Associates, Inc.  
Kimley-Horn and Associates Inc.  
Walter P. Moore  
The Parking Network

**Seismic / Corrosion / Forensics**

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**Signage / Wayfinding / Graphics**

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Desman Associates  
Fay, Spofford and Thorndike  
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**TMA / Transportation**

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CHANCE Management Advisors, Inc.  
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**Traffic Flow / Planning / Impact Studies**

BA Group  
Carl Walker, Inc.  
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## NATIONWIDE

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*Additional offices in Tempe, AZ and West Palm Beach, FL*

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**Kimley-Horn and Associates Inc.**

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Houston, TX  
Tel: 713-630-7300

**The Parking Network**

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Tel: 770-552-0005  
*Additional offices in Austin, TX and Miami, FL*

## NORTHEAST

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*Additional offices in Boston, MA; Bedford, NH; East Berlin, CT; New York, NY; Melville, NY; West Caldwell, NJ*

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Blue Bell, PA  
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## SOUTHEAST

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*Additional office in Miami, FL*

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## MIDWEST

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*Additional offices in Chicago, IL; Los Angeles, CA; Raleigh, NC; and Houston, TX*

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Tel: 713-630-7300

## SOUTH

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Tel: 919-677-2090  
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## SOUTHWEST

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