

and solve mutual problems, and the operators can learn specific problems the organizations need addressed.

There is also a lot of trust developed. When operators, manufacturers, consultants and owner/organizations work side by side in the association, they form bonds that can't be had in the day-to-day business world.

The Canadians, the Brits and the Europeans are all case studies on how these organizations can run effectively. I think this is a good place to stop this entry.

### A 'Different' Parking Trade Event

I was playing golf in Edmonton before the Canadian Parking Association's annual meeting, and one member of the foursome, who shall remain nameless, was talking about trade shows and the cost to exhibitors.

He told me that with more and more shows, both national and regional, the exhibitors are being forced to make some difficult choices. There are four major national events (IPI, NPA, PIE and CPA), plus a myriad of regional shows (such as in California, New York, MAPA, New Jersey, Florida, Texas and the like.)

The big shows consume companies for at least 10 days, what with preparation, shipping of equipment, setup, the show itself, and then getting back to normal afterwards. The smaller shows can take up to a week. If the company plans to attend four major shows and four smaller ones, up to three months can be consumed with parking shows. That's time not focused on what these companies are supposed to do. This distraction, he said, is the real problem, not the money these events cost.

One of the major issues is the fact that they have to have the large flashy booths and send so many people to run them. What would happen, he said, if his company elected to take only a small booth at these shows? Would people think they were "downsizing" or "going out of business"?

As we talked, I began to wonder at the efficacy of these events.

First, all the organizations struggle to get speakers. Let's face it, there are only so many good speakers around. Second, the event is a major fundraiser for the organization; it needs the money. Third, the exhibitors are becoming increasingly restless. I hear the words at every show: "Why can't we combine all this into one big event".

My response to the last one: "I tried to talk to the NPA and IPI about this and was politely rebuffed. There is just too much money and too much heritage. Oh, it may happen, but I think it's going to require some pressure from the exhibitors to make it so.

As for the money for the smaller events, why not have "shows" but not have exhibits. Have sponsors. The exhibiting companies could send money and maybe one representative to network, but no shipping and no displays, other than maybe a table with brochures, a little time out of the field. The organizations would have their funding, the companies would be able to network and meet their clients, and everyone would be happy.

As for the major events, I would set up a giant trade

event every other year combining the major shows. Move it around geographically. It would be a giant event. You would get twice the attendance than that at any other show. The exhibitors could use it to showcase new products. They would be happy to pay considerably more for the event if they didn't have to go to four every year. The money would be available for the organizations, and everyone would be happy. Of course, that means that the four groups would have to work together, bury the hatchet, show some respect for one another, and begin to understand that each is part of a larger industry.

Oh, the smaller booths. I told him I thought it would be a good start – however, he should feature something his company does that no one else does. Sell the differences. Make the single booth, in his case, a high-tech spot where people would be attracted for the special "whatever it is" that only they have. A trade show is about getting someone's interest, and then expanding the conversation later. Few actually buy at a show, although the process is started there. If you get a person to think about what you have, and then go to see him with all your sales tools, it would seem to me to be a better thing than just trying to impress them with elephants and dancing girls.

Just my opinion.

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The Canadian Parking Association's annual conference and trade show delivers! Edmonton was the site for the 2006 event held from September 24 – 27. Organizers say it was just about the most successful conference held to date. The trade show exhibit was championed by Anna Marie O'Connell from the City of Guelph and included displays of the latest trinkets and trends. This year, several new suppliers graced the floor with their displays, offering delegates a variety of new products to ponder over. Kudos' to James Plastow from Trafco (Canada) and his team of hosts, who worked for over a year to bring together the 2006 Edmonton event. Says Plastow, "The host committee is a great group of individuals from the Edmonton parking scene that have worked hard to make this show a success. They truly reflect on why Edmonton is referred to as 'The City of Champions'".

The CPA will take the 2007 annual event to Charlottetown, PEI from September 30 to October 3. Head east to enjoy some Maritime hospitality once again. The Call for Papers will be going out soon. If you have a topic of interest that you would like to submit, send it to [info@canadianparking.ca](mailto:info@canadianparking.ca)

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# WHERE IN THE WORLD IS J VH?



PT's wandering editor may show up most anywhere in the world. In the past six months, he has been in England, Ireland, Canada, Scotland, Washington, DC, San Francisco, Seattle, Las Vegas, Chicago, Dallas, Phoenix, San Diego, Indianapolis, Milwaukee and Philadelphia – and he did drop in at his house once or twice in the Mar Vista area of Los Angeles.

**T**he PT staff thought it might be fun to let our readers try to figure out where JVH is by printing a picture he took there and giving a few clues.

Each month, readers will be able to send us their solutions to the puzzle from a link on our Web site (there'll be more clues there, too.) The monthly winners will receive:

1. A "PT the Auditor" T-shirt.
2. Recognition in the next issue of **Parking Today**.
3. Placement in a drawing to win an Apple iPod (one presented each month).

PLUS – Every winner will go into a GIANT Sweepstakes Drawing. The contest will run 10 months, through June 2007. In July 2007, one name will be drawn and the grand prize winner will receive:

**A one-week all-expenses-paid vacation for two to Hawaii or Las Vegas, or a cruise in the Caribbean. You get to choose.**

Can you figure out Where in the World Is JVH? Check out the picture at bottom left and then go online to [www.parkingtoday.com](http://www.parkingtoday.com) – click on "Where in the World," read some more clues, then enter the contest and win.

### Clue for where in the world this is:

Although the boat's owner is breaking the rules, the sign next to it should get you to within 500 miles.

The exact location is almost directly across America's Largest Peninsula from the area where Ponce De Leon searched for his famous fountain.

To enter "Where in the World is JVH" and find more clues, Log on our web site and click on "Where in the World"

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PT



From September

This is the "Road to Wigan, or road to Barnhill House, the spot on the Isle of Jura where George Orwell penned his famous novel, 1984. JVH says its also just a few miles from a fantastic distillery where the single malt whisky "Isle of Jura" has its home.

The winners:  
Tee Shirt and Ipod:  
Gerald Tottman,  
Parking Development Group, Salt Spring Island, BC

Tee Shirt:  
Michael Cummings  
Parking Manager, Riverboat Casino, Providence, MO

Michael Gerrity  
Database Administrator, California State Government

Terry Henderson  
POM Incorporated

Sarah Stot  
Parking Manager, Arlington County, VA

All these winners will be placed in a pool for a final drawing to be held in June for a trip to Las Vegas, the Caribbean, or Hawaii.



# Are You Prepared?

BY ROBERT HARKINS

This is the second article in a three-part series on the preparation of an emergency safety and security plan for your organization. Editor.

In the post-9/11 world, it is not uncommon to think about emergencies or traumatic events. We often categorize these incidents as acts of terrorism, severe weather, pandemics and technology attacks. Although it is easy to categorize emergencies in this way, the real task lies in figuring out how to best prepare for and react to these events.

The question for all of us is: "Are we prepared?"

For many of us, the answer is NO!

In our organizations, no one person controls all the agencies that interact to prevent or cope with emergencies. However, someone needs to identify the stakeholders and bring these individuals and groups together.

In order to do that at the University of Texas, we created an

office for Campus Safety and Security, and this decision gave focus to one person and one office to coordinate emergency planning and response. This office oversees the functions of the Police Department, Environmental Health and Safety, Fire Prevention Services, and Parking and Transportation Services, and brings other university personnel together to develop emergency policies.

The second step we took in improving emergency planning and preparedness was to establish a Safety and Security Committee. Its purpose is to coordinate the mitigation, preparation, response, and recovery necessary in campus emergency situations.

Forming this committee required pulling together numerous personnel, but with support and participation from senior administration, much can be done. A high level of senior leadership participation will facilitate a higher quality of the products prepared and/or actions taken by the committee.

I emphasize that you will need the "buy-in" or support of every agency in your organization. Safety and security is the business of everyone in the organization.

The real action accomplished is taken by forming subcommittees and subgroups to attack specific issues and bringing these solutions back to the monthly Safety and Security Committee meeting. The idea is to pull together groups to attack issues and problems. The focus must be on planning, mitigation and recovery.

Our Safety and Security Committee focused on the revision and/or preparation of plans by creating the following documents: Emergency Management Plan; Pandemic Influenza and Infectious Virus Annex; Severe Weather & Hurricane Response Annex; Emergency Sheltering During Mass Evacuation Annex; Building Emergency Annex.

The most important step in this plan-writing stage was to establish a template to serve as a model, and this was structured with supporting plans as annexes and appendices.

With that process underway, we focused on issues. With support from the administration, the committee addressed safety concerns, such as:

**Safety and security communications:** All organizations have the responsibility to communicate with their members. There are multiple means of transmitting information, and most in today's world immediately hold up their mobile phone when the need to communicate is crucial. However, with emergency after emergency, we have come to understand that this communication method is quickly overloaded, and is ineffective as the primary means of communication. Other options are available, such as pagers, e-mail, telephone (phone tree and reverse 911), CCTV, sirens, exterior signage, analog radios, and RDMT radios (Trunking Radios).

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# The Answer is NO!

**Emergency management planning:**

How does your organization plan for emergencies? Each must develop a process that cuts across the organization to address mitigation of emergencies, preparation of the organization, its response during the event and recovery after the situation passes.

**Severe weather / hurricane planning:** We aren't a coastal organization, but we are about three to five hours inland. For this reason, we have modeled the effects of a hurricane hitting the coast and then heading directly to Austin. From this, the university has determined the actions to be taken as a storm approaches. The university is installing an outdoor warning system to alert those students, staff, faculty and visitors who are not in a protected facility. Additionally, because of the proximity to the coast, the university and Austin will be shelter sites for evacuees. The university has developed a plan to accommodate its fair share of those who may be displaced. Again, it is necessary to plan and coordinate early.

**Power outages:** We generate the electrical power we use. We have our own generation plants, and our own chilled water and steam generation plants. We have many research projects that rely on constant power and temperature, so power outages are uncomfortable and annoying. Outages also can be disastrous to years of research and work. Each organization must develop contingencies to lessen the disruption of power outages.

**Computer and data hackers:** Leaders must assemble the resources to combat this threat and forever be watchful against these attacks. As with all safety and security issues, information technology cuts across the organization and needs multiple solutions.

**Pedestrian safety and movement:** When the leadership of any organization addresses this topic, you can see the

heads nod with: "Now there's a real safety and security concern." This topic is one for the architects, planners, landscape personnel, police, and all those who move in and around the organization. It takes time to look objectively at the organization's facilities and improve the perception and reality of safety and movement.

**Building emergency evacuation:** Our organization has more than 130 buildings on the main campus—this is 16 million square feet in floor area. When we began looking at this issue, we found nothing but confusion and a lack of planning. We developed a standardized plan, and have been working with all facilities to establish an organizational structure to get the word out and to supervise the evacuation of facilities.

**Alarm and access system:** This is an area where only the strong should tread. This issue has so many branches and sequels that the pathway forward is very difficult to see.

**Emergency exit lighting in buildings:** We have buildings that were constructed from the 1880s through this year, and a look at these facilities shows a wide variance in fire protection measures. This includes emergency lighting and fire alarm systems, and indicates a need for a comprehensive strategy to improve and correct these facilities.

**Security awareness:** There is a need for the organization to develop an exciting – even entertaining – safety and security education program that uses a variety of media. Talking to the students or employees is the best way to gain their help in developing this program.

The next issue I will lay out how Safety and Security builds the plans and the coordination that is required.

**Robert Harkins, Ed.D., is Associate Vice President for Campus Safety and Security at the University of Texas, Austin. He can be reached at bharkins@austin.utexas.edu.**

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# DEATH BY

By JVH

## They Throw Me a Curve

Paul Manning Jr. has a problem. He was “following the money” in hopes of catching an illicit parking operator and a mob boss with their fingers in the cookie jar, so to speak. However, on a lonely country road in the hills above L.A., things went bad. Paul takes up the narrative: Then the car in front of me slammed on its brakes. The car behind me rammed into the rear bumper. Suddenly, the whole idea of slapping the cuffs on Smith and LaFlonza didn’t seem so simple.

Four of the biggest palookas I have ever seen jumped out the cars and pulled me from my Jeep. They cuffed me and shoved me into the back seat of the lead car. We drove to a rather large mansion a mile or so farther up the road, hidden behind some trees. We went around back, down some stairs, and I was tossed into the cellar.

They took off the cuffs, but it didn’t make any difference. The solid oak door was locked from the outside. I had plenty of time to think about the case and decide where we went wrong.

Of course, my biggest problem was that absolutely no one had any idea where I was.

I watched helplessly as Paulo was taken from his Jeep, cuffed, and then tossed in the back of a mobmobile. They started up and were driving right toward the spot where I was parked.

I had driven up to Mulholland Drive to check out a lead my buddy Bill Vose of the LAPD had given me. Parking operator William Francis Smith, a mover and shaker in downtown L.A. politics, and Maria La Flonza, the L.A. rep for some very shady characters from New Jersey, had some property up here and could easily have built a shack under the building permit department’s radar. I also would be in the area if Paulo needed any help with his “follow the money” assignment.

I was right about the help, and maybe I would find the hideout by taking over for my son and following that car. I moved my Outback behind some boulders and waited for them to pass. I then followed from about half a mile back. No need to alert them too soon of their impending doom. I hoped.

They slowed, then turned in a canyon. From the Ordinance survey map I brought, it looked like there was no exit. I decided to follow the rest of the way on foot.

Most people think that L.A. is this big urban blight with 12 million people covering all the land from Santa Barbara to San Jan Capistrano and inland to San Bernardino. It’s not really like that. There are large tracts of land that are as wild and rough as you will find anywhere. This part of the Santa Monica Mountains between Malibu and the San Fernando Valley was one of them.

It’s populated with deer, puma, coyotes, snakes, hawks, eagles

and every type of rabbit, squirrel, rat and other vermin you could name. The road isn’t paved. And there’s not a house around for miles. It was a perfect place for a shack to be used as a hideout.

I called Bill Vose and told him what was up. He said he would be standing by with SWAT and a couple of helicopters from the city’s fleet. We decided that I would reconnoiter and then get back to him so we could devise a plan.

The road curved to the right, and I could see trees over the ridge. I rounded the bend and got a big surprise. Shack? Yeah, right. I should have known folks like LaFlonza and Smith wouldn’t have a shack as a meeting place.

This place was huge – 7,500 square feet if a foot. There were split levels, a swimming pool, a four-car garage, tennis courts, and from what I could see, a lawn out

back the size of a nine-hole golf course. It was all wound up in Spanish tile and white stucco. A real hacienda.

The car with Paulo had just stopped when I caught sight of the house. Paulo was dragged out of the car and around to the side. They took him down some stairs, opened a door, tossed him inside and locked the door not only with the deadbolt in the door, but also with a padlock, and then came back around to the front and went inside.

They seemed to have little concern about his escaping, as they left no guard on the door.

I watched the place for a few minutes; no one was coming in or going out. I did notice that power to the place was supplied from a generator in an enclosure about 100 yards away. It was completely self-contained.

I called Bill. “We’re ready to move,” he said. “Did you see Paul?”

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### How could she be here and obviously not under duress?

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# BY PARKING

EPISODE II  
THE  
RENDEZVOUS

“Yes,” I told him. “He looked OK.”

I described the layout. I heard his whistle over the phone.

“Wow, those folks must really know how to make things happen without any trace of city involvement. There is no record of any building in that entire area. That means we can’t get floor plans and figure out where they are keeping him.”

I told him that it was obvious where Paul was being held and, in fact, fairly easy to get him out. I thought they didn’t have much electronic security such as CCTV or motion detectors. These wise guys must have felt that their location, and the fact that no one knew where it was, gave them enough security.

As Bill was considering the situation, I looked up and saw a very large gentleman in a dark suit carrying a rifle ambling in my direction. I hit the ground and hung up the phone. I was fairly sure I hadn’t been spotted as he seemed to be simply walking the perimeter of the property. I guess this was their security. My son’s rescue wasn’t going to be as easy as I had thought.

I walked quietly back down the side of the road and found a position out of sight of the house where I could see the access road. I called Bill and told him the current situation.

“Well, perhaps we have a good chance of catching Smith and LaFlonza. If we leave Paul there, he is probably OK for the time being. The men we have on Smith have reported that he is being driven in the general direction of your location. We don’t know where LaFlonza is, but my guess is that she is headed there, too. It’s their opportunity to resolve the Manning situation.”

That was what I was afraid of. The “resolution” of the Manning situation certainly didn’t bode well for Paulo.

Bill and I agreed that he would stage SWAT in a nearby canyon that wouldn’t alert the goons in the house. I was to keep an eye out for any new arrivals.

An hour passed and I was getting tired and hungry. In my planning for this trek, I hadn’t figured I would be this far from a McDonald’s. Then I spotted a large car making its way up the road. It was Smith, with someone else in the car. I decided to circle around and get as close to the house as I could.

To read all previous chapters of “Death by Parking” and be brought up-to-date with the case in which Paul Manning and his son find themselves mired, log on to [www.parkingtoday.com](http://www.parkingtoday.com) and click on the right button.

When the car stopped, the driver opened the door. Smith hoisted his 300 pounds out of the back seat. He then turned around and put his hand out to assist the other person in the car.

When I saw who it was, my mind went wild. How could she be here and obviously not under duress? I could tell because she gave Smith a peck on the cheek and put her arm through his as they walked to the front door.

What the hell was going on?

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## Special Consultant's Section

# A Consulting Stream of Consciousness

As part of the Consultant's Issue of **Parking Today**, we reached out to industry consultants for their thoughts on consulting. Here is the result:

**A** consultant to me is person that will provide answers to technical questions. As a result, a consultant will need to have a broad knowledge of the area he is known to be good at. Not only on a specific topic, (that would be a PhD) but be an expert on a wide range of problems. So a consultant can be defined as someone knowledgeable in broad areas.

On the other hand, how can one become a consultant? A consultant will need to be able to learn and excel in any problems that he or she encounters. A consultant will have the unique quality of being able to analyze and then resolve problems. Therefore, with time a good consultant will become better and broader in his ability to assist his/her clients....**K. Nam Shiu, S.E., P.E., Vice President, Walker Restoration Consultants**

A parking consultant is one of the hardest jobs out there in one respect: everyone is a parking consultant. I only say that because everyone uses parking facilities and therefore everyone is an expert on what is a good or bad parking facility. As such, many clients have preconceived ideas of what makes a good parking facility – no matter how ill informed that idea may be. It's our job as parking consultant to not only lead them to the water but also to convince them to drink....**Matt Feagans, Walter P Moore**

The largest issue we see going into a new consulting project with a client is difficulty rounding up all the information we need to effectively assess the parking situation to be studied. Our advice to clients is to get your parking operator or administrative staff to collect information a consultant requests prior to the site visit and forward all of it to the consultant. This saves the cost of having to pay for a consultant's time on-site while the requested materials are being gathered. Furthermore, providing the consultant with all the materials beforehand will allow the consultant to provide an in-depth review of the project and effectively address the solutions to the problem at hand....**Lynne M. Schumal MPM, Principal, Advanced Parking Solutions LLC**

When I took over as president of my predecessor firm with whom I worked a total of 46 years, I had a difficult time dealing with rejection when we didn't get hired following a competitive presentation. The feeling of rejection hung on for at least a week. It was destroying me. I figured out a way to cope with the situation. From then on whenever we lost a project, I just said to

myself. "They weren't a very smart client. If they were smart they would have recognized us as the best Firm that was interviewed. I'm glad that they didn't hire us. We don't want to work for clients that aren't smart".

I urge beginning consultants to adopt this philosophy. It really worked for me....**Larry Donoghue, Larry Donoghue and Associates**

I became a parking consultant because I believe that a bad or even mediocre parking experience is NOT an option. A parking facility exists primarily so that people can park their cars. If the facility can't provide the user with a good experience, then it has failed to accomplish its main purpose. It is our duty as parking consultants to provide owners with facilities that work right the first time around....**Laura I. Barbero-Buffa, Parking Consulting Services, WALTER P MOORE**

A great part of consulting is developing new ways to gather, analyze and interpret data. You can shed new light on existing problems or conditions, so your clients get a better understanding of the "real" versus the "perceived". This helps clients make better decisions and saves their money in the long run, and so their customers and constituencies all gain by it....**Joseph P. Sciulli, Vice President and Senior Operations Consultant, CHANCE Management Advisors, Inc.**

It is said that a consultant just is someone who looks at your watch and tells you what time it is. But the consultant will also tell you how to maintain your watch, when to get a new one, how much new one is going to cost, and how to pay for it....**Chuck Cullen, Director of Parking Consulting Services, The Consulting Engineers Group, Inc.**

I have always enjoyed teaching, whether with coworkers or in a structured classroom setting. As a consultant I share my knowledge and expertise to a varied group of truly interested people; even with my exciting specialty of parking. In a sense I have become a full-time teacher with better pay. Although... I might enjoy the three months off each summer.

The reward for me is communicating successfully the characteristics of good parking design and witnessing the client's appreciation as the project comes to life. We now have a believer who may be as passionate about parking as we are. Conversely, when this area of the design is neglected the overall project experience is affected in a negative way.

Why become a consultant? To share the passion!...**Michael L. Johnson, Senior Associate, WALTER P MOORE.**

PT



### Downtown Parking Action Plans for Three Cities

In 2006, **BA Group** was retained to create parking strategies for the revitalization of three downtown areas, including the Cities of Barrie, Niagara Falls and Oshawa - all of which used parking facilities as important catalysts for future development. This work included: detailed parking demand estimates associated with the redevelopment of existing municipal surface lots with retail, commercial and residential uses; the identification of future parking garage locations; and the preparation of business plans which identified various options for financing future parking infrastructure and a recommended approach. We also developed performance standards for future joint development projects, which include municipal garages. In Niagara Falls, we are proceeding with a Class Environmental Assessment process for the first garage to be constructed. These studies also included extensive stakeholder consultation plans.



### Gerald R. Ford International Airport, Grand Rapids, MI

Final design is nearing completion for the new parking garage at the Gerald R. Ford International Airport in Grand Rapids, Michigan. The cast-in-place post tensioned concrete structure will encompass four levels and accommodate 5,000 vehicles. It is designed to make airport parking as easy and convenient as possible for the thousands of people who will use it every day, with such features as a circular helix for easy vehicular access, two pedestrian bridges at the second level, rental car counters at ground level in the garage, and a "Welcome Wall" in the middle of the garage with general interest information, maps, accommodations and history about the Grand Rapids area. To help protect both people and vehicles from the weather, a large canopy spans between the garage and the terminal and the top is covered by a roof. Architectural features include glass and terra cotta accents on the building's facade.

**Carl Walker, Inc.** is performing a number of functions on this project, including structural design, signage consulting, and design of the electronic car-count and parking and revenue control systems.

Owned and operated by the Kent County Department of Aeronautics, the \$74 million dollar garage is scheduled to be completed in the fall of 2009.



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Tel: (212) 370-1900; Fax: (212) 370-5726  
Email: [acruickshank@ltk.com](mailto:acruickshank@ltk.com)**

CIRCLE #287



**BA Consulting Group** 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 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.

**BA Consulting Group Ltd., 45 St. Clair Ave. W, Suite 300,  
Toronto, Ontario, Canada M4V 1K9 Tel: 416.961.7110 • Fax: 416.961.9807  
Web: [www.bagroup.com](http://www.bagroup.com) • Email: [bond@bagroup.com](mailto:bond@bagroup.com)**

CIRCLE #169



As one of the most experienced parking consultants in the industry, **Carl Walker, Inc.** has created innovative, flexible and cost-effective solutions for parking projects throughout the country since 1983. We're industry leaders in parking consulting, new parking structure design, restoration engineering and operations consulting for all types of clients. However, instead of planning parking systems and facilities around the vehicles that use them, we take a different approach: Parking for People.

**Carl Walker Inc.  
5136 Lovers Lane, Suite 200, Kalamazoo, MI 49002  
Tel: 269-381-2222 • Fax: 269-349-0782**

CIRCLE #66



**CHANCE Management Advisors, Inc.**

Palm trees and parking have been themes this year for CMA's projects determining existing and future parking supply and demand in Coral Gables, Florida and Kuwait City. Both projects have used OCR (optical character recognition) technology and intensive field work (in 120 degree weather in Kuwait!) to provide valuable current parking inventory and use patterns to these cities. Recommendations for meeting future needs are also part of these projects. At opposite ends of the U.S., the firm has worked on parking and transportation master plans for Princeton University and New Mexico State University, including the development of new transit services for Princeton. Reviews of transit services (or recommendations for them) have also been performed for the University of Maryland and the University of Delaware. Finance has been a major emphasis as well, with CMA and a team of colleagues providing extensive due diligence analysis for a client bidding on the concession to operate the Chicago Parking System's 9,200 underground parking spaces.



**Choate Parking Consultants, Inc.**  
**Project Feature – San Manuel Indian Reservation**  
**Bingo & Casino Parking Facility**

Choate Parking Consultants, Inc. is proud of this 7-level, 1,190 space parking facility for the San Manuel Indian Reservation Bingo & Casino in Southern California. Designed as an integral part of the Casino complex, the parking facility connects to the Casino main building through a pedestrian bridge at the fourth level.

As the parking facility is both the first and last impression a patron of the Casino will have, a key component to the functional design was pedestrian traffic separation from vehicular traffic. The short site demanded a careful analysis of ramp design relating both parking functionality and exiting time requirements. A speed-ramp was located in the center bay that quickly leads patrons from the ground level to the fourth level while still allowing for vehicles to access each level. Placing the ramp at the center bay allowed for a more functional design of entry and exit traffic that coordinated with the main access road, thereby effectively separating parking facility users from through traffic.

The design team spent 10 weeks in design with construction complete in 10 months and a construction cost of \$22,340,000.

**Implementing the Right Parking and Revenue Control System Solutions**

Alan J. Cruickshank & Associates (AJC&A) applies its proven, structured systems approach to achieve the most appropriate parking and access revenue control system (PARCS) solutions for its clients. AJC&A is expert in all aspects of PARCS definition, development, procurement and implementation. Assistance has been provided for:

The University of Kentucky: development of technical specifications, evaluation of proposals review of submittals and system acceptance of a comprehensive PARCS, compatible with the existing system.

A large commercial property owner: reviewed existing parking conditions, developed a comprehensive PARCS modernization plan, identified; specified, implemented and oversaw upgrades and improvements; conducted alternatives development and analysis; designed, specified, managed the procurement and contract implementation of a new PARCS, with centralized controls, revenue accountability and real-time tenant permit management at one of the garages.

San Antonio Airport: developed and specified a solution for a Parking Guidance System for a new garage which accommodated an existing facility with a similar system. Identified equipment (loop and signage) locations, functionality and interface requirements for the entire facility and special areas with different rates.

The Parking Authority of River City: for all their owned/operated facilities developed technical specifications, evaluated proposals, developed operational solutions, reviewed submittals, performed testing, provided project management and provided system acceptance for a comprehensive replacement PARCS.

**New Seminar to Detect Employee Fraud Related to Automated Revenue Control Equipment**

Larry Donoghue, President and CEO of Larry Donoghue Associates, Inc., has developed an Audit Procedures Manual to detect employee fraud related to Automated Revenue Control Equipment such as Pay-on-Foot, Pay and Display, and Pay By Space Devices. The manual has over 100 pages describing numerous ways that employees have devised ingenious forms of getting cash out of the devices with little chance of detection.

Participants in the seminar will be told exactly how the fraud is committed, how to stop the fraud, and how often to make the Audit Check Steps so that they aren't done too often and be needlessly expensive.

The manual is a follows his very successful Internal Audit Procedures Manual for Cashiered Activities. To date, Larry has conducted 120 of these seminars for municipal, university, airport, hospital and developer clients located all throughout the United States and Canada.



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

This new 800-space parking deck serves the UNC-Chapel Hill hospital campus. Kimley-Horn design services: parking; revenue control; traffic, structural, environmental, and civil engineering; and landscape architecture.



## 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.



## International Parking Design. A Leader in Design Through Innovation.

For over 37 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 hands-on management team, who provide guidance 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.



**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.

*CHANCE Management Advisors, Inc., 1600 Market Street, 26th Floor  
Philadelphia, PA 19103-7219 • Tel: 215-564-6464 • Fax: 215-564-6472  
Web: www.chancemanagement.com • Email: info@chancemanagement.com*

CIRCLE #188



**Choate Parking Consultants, Inc.** is an ARCHITECTURAL consulting design firm specializing in parking facilities. Our small-firm team has over 25 years of experience developing parking solutions for both the public and private sector. Our experienced staff is uniquely focused solely on parking planning and design.

The "parking industry" has become a hybrid of the parking operational planning, design and construction process, requiring strong and focused leadership with the understanding and development experience of the building systems necessary for a parking solution. CPC provides innovative, user-friendly, cost-effective design... parking, plain and simple.

*Choate Parking Consultants, Inc., 116969 Von Karman, Suite 230  
Irvine, CA 92606 • Tel: 949-474-0880 • Fax: 949-474-2420  
Web: choateparking.com • Email: info@choateparking.com*

CIRCLE #189



Does everyone blame you for the parking problem? Does your revenue control system manage you? Do you worry about financing the next parking facility? If you answered yes to one or more of these questions, you may be suffering from a condition known as P.A.R.C. (Parking Access Ramp Congestion). Call the **Consulting Engineers Group**. The parking doctors at CEG can diagnose the problem and prescribe solutions that are practical, user-friendly, and cost-effective. We make house calls.

*Consulting Engineers Group, Inc.  
www.cegengineers.com*

*Chuck Cullen  
Tel: 513-519-7979  
ccullen@fuse.net*

*Greg Leean  
Tel: 952-240-1101  
gregleeaan@charter.net*

CIRCLE #183



**DESMAN Associates** is a national planning, architectural and 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.

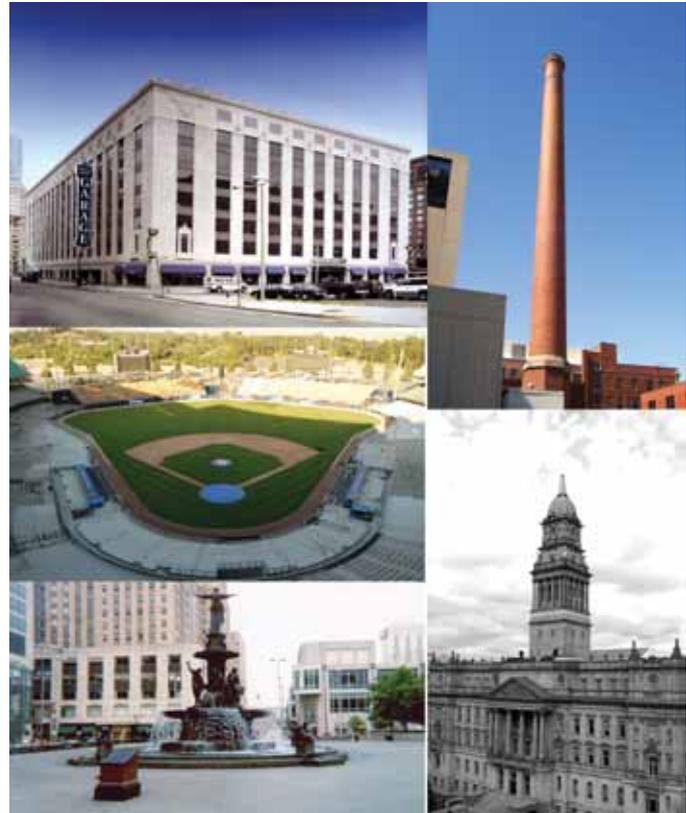
*DESMAN Associates, 20 N. Clark Street, 4th Floor, Chicago, IL 60602  
Tel: 312-263-8400 • Fax: 312-263-8406  
Web: www.desman.com • Email: email@desman.com*

CIRCLE #187



**Timothy Haahs & Associates, Inc.**

Union Station in Washington, D.C. is an extremely busy facility serving approximately 75,000 people per day. Facing increasing demand and transportation needs, Union Station required additional parking to serve its many users and visitors. In 2003, **Tim Haahs** began designing the solution to alleviate the parking problem at Union Station and provide the additional infrastructure to accommodate future demand. Union Station is a five-story multi-use facility; the first level was designed to accommodate buses. The four upper levels house visitors and monthly parkers. Expansion of the garage will include a 334,000 sq ft expansion on upper levels one through four, as well an addition of a brand new 53,000 sq ft mezzanine level for auto rental operations. TimHaahs worked to improve the design and layout of the interior of the garage and to help develop a new architectural façade for the expansion. TimHaahs led the design team, and RTKL Associates, Inc. provided architectural design for the expansion. Gilbane Building Corporation served as the construction manager, and Clark Construction Group served as the general contractor.



**Walker Restoration Consultants**

**Walker Restoration Consultants** provides consulting and engineering services to help owners extend the life of their built assets using an array of state-of-the-art restoration and preservation strategies. Whether it's a simple visual inspection or an in-depth sophisticated investigation and evaluation, our rapid-response teams have extensive experience and mobilize quickly to solve structural problems. We embrace a corporate culture of responsiveness and the objective to be on site within 24 hours to consult on urgent restoration-related challenges.

Walker addresses a broad continuum of challenges related to the built environment. For current challenges, we help clients renew and restore their assets using innovative restoration techniques. To prevent building and infrastructure issues, we protect and preserve assets by conducting condition appraisals, designing and developing restoration plans, and supervising repair work to ensure structures maintain their integrity. Through this dual strategy of restoration and preservation, we help clients optimally allocate their capital investment dollars wisely.



Courtesy: Baker Barrios Architects Inc.

**The Premiere Trade Plaza**

**WALTER P MOORE** provided functional design services for The Premiere Trade Plaza parking garage. Located in the core Central Business District of Orlando, the Premiere Trade Plaza mixed-use development includes approx. 300,000 GSF of Class A office space, a 2,000 seat cinema, restaurants, retail space and 300 residential condominium units. The project consists of an above-grade, nine level – 1,500 space parking structure below a multi-story tower.

Vehicular vertical circulation in the garage is handled through an express ramp system that includes direct access to an interior porte-cochere at Court Avenue. Parking bays on all levels include two-way drive aisles with 90 degree parking stalls and one-way drive aisles with 60 degree parking stalls.

A state-of-the-art Parking Access and Revenue Control System (PARCS) will be installed utilizing Pay-On-Foot technology. This system will result in maximum lane throughputs at the exits of the garage. Employee/ Monthly parking will be controlled through a proximity read card access system.

**Watry Design, Inc.**



*Genaro Morales, AIA*

As the Director of Architectural Design for Watry Design, Inc., Genaro Morales oversees the firm's architectural design excellence and is dedicated to creating parking structures that compliment and enhance their environment. Genaro's designs are inspiring examples of Watry Design's commitment to this philosophy. Riverside's parking structure 6 serves as a striking example of Genaro's work. At the City's request, Genaro designed a parking structure that reflects the character of the Historic Mission Inn District, which needed more parking for the nearby County Courthouse, City Hall, and local businesses. The ground-level arcade, tile-roofed elevator towers, distinctive colors,

and wrought iron trim take the structure far beyond the expected parking structure. For more information, visit our web site at [www.watrydesign.com](http://www.watrydesign.com).



**Watry Design, Inc.  
Granada Garage and Office Building,  
Santa Barbara, California**

After the original Granada Garage design came in substantially over budget, the City of Santa Barbara hired **Watry Design, Inc.**, to completely redesign the project within their budget constraints. As a central downtown location, the structure serves local businesses including the Granada Theater, shopping, restaurants, offices, the public library and the county courts. An office building is designed as part of the project and serves the City's Parking and Environmental Departments. Watry Design worked with local architect Henry Lenny to design a building that reflects the distinct regional style of Santa Barbara with a Mediterranean influence, which complements other buildings in the downtown area. Completed in June 2006, the structure features enchanting period specific detail, such as murals, alcoves, custom wrought iron balconies, ornamentation, scalloped parapets, wood framed doors and windows, metal spires, planter scones and a tile roof. For more information, visit our web site at [www.watrydesign.com](http://www.watrydesign.com).

**BA Group**



*Ralph Bond  
Senior Vice President*

Ralph Bond, Senior Vice President of BA Group, has 32 years experience in the planning, design and management of public and private parking systems and facilities.

He regularly advises clients on how to optimize the utilization of parking facilities and has conducted demand, financial feasibility, operational planning and functional design studies for over 300 parking projects ranging in size from a few hundred stalls to more than six thousand stalls. In addition to his transportation and parking planning expertise, Ralph also holds a diploma in Urban Land Economics (Appraisal) which has provided him with an in-depth understanding of the financial elements

associated with real estate development, including parking facilities.

Ralph co-authored a chapter regarding municipal zoning regulations in the new International Parking Institute (IPI) 2004 publication entitled "Parking Management – The Next Level", and was the sole author of the chapter regarding the Link between Parking and Transportation Demand Management.



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 #168



**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 37 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 Alameda Irvine Sacramento  
Tel: 818-986-1494 Tel: 510-473-0300 Tel: 949-595-8004 Tel: 916-373-1193  
[www.ipd-global.com](http://www.ipd-global.com)*

CIRCLE #50



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

**We fill your parking needs.**

*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 #186

**Larry Donoghue Associates, Inc.**

With nearly fifty 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 for both cashiered facilities and on-street meter systems, 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 #80

**Carl Walker, Inc.**



*Gary Cudney, P.E.  
President and CEO*

Gary Cudney, P.E. is President and CEO of **Carl Walker, Inc.**, a specialist in parking structure design, restoration, and parking studies and operations consulting serving clients from ten offices nationwide. During more than two decades in the parking business, he has developed extensive experience as a Principal-In-Charge, Project Manager and Parking Consultant and Structural Engineer for numerous **Carl Walker** projects.

Mr. Cudney's areas of parking facility design expertise include parking planning/feasibility, functional design, security, revenue control systems, structural engineering and design for durability. His experience leading parking structure and mixed use project design teams

enhances his ability to achieve the delicate balance between function, first cost, life-cycle costs and aesthetics.

**CHANCE Management Advisors, Inc.**



*Barbara J. Chance, Ph.D.  
President and CEO*

The President and CEO of CHANCE Management Advisors, Inc., Barbara J. Chance, Ph.D., had the pleasure of providing seminars for three state/regional parking organizations this year. She joined the Texas Parking Association in Houston for its large successful spring meeting, offering the seminar "How to Select a Consultant", focused on how to craft a winning process to obtain the assistance you need. Later in April, she traveled to Brasstown, GA, to work with the Parking Association of Georgia at its innovative workshop using a case study approach. She presented a seminar on "University Parking and Transportation 101" to provide some basic information on university issues. In September, she

joined the Southwest Parking Association at its meeting in Mesa, Arizona. This young organization celebrated its fifth year by staging an excellent conference. Barbara presented "Increasing Productivity: Keys to Accomplishing More in Your Organization" to the participants. All three of the conferences offered very high quality programs and were supported by outstanding vendor exhibits and participation.

**International Parking Design (IPD)**



*Shahin Azmoudeh  
Senior Associate*

As senior associate in the Los Angeles office, Shahin Azmoudeh is responsible for design, production and construction coordination. Having recently joined the executive management team, his leadership and expertise are highly valued among his peers and colleagues.

Mr. Azmoudeh has been involved in the planning and design of parking structures since joining the firm in 1988. His areas of expertise include full project analysis and design development, management of the construction document phase and construction coordination. Mr. Azmoudeh also specializes in revenue and traffic control systems design and planning.

Receiving his degree from the University of Texas at Arlington, Mr. Azmoudeh has worked on such well noted projects as Caesars Palace, Universal Studios, Los Angeles World Airports and Children's Hospital (Los Angeles). Always focusing on the client's goals, he takes great pride in delivering projects on time and on budget.

**Choate Parking Consultants, Inc.**



*J. Richard Choate*

J. Richard Choate, R.A., PCC, is Principal of Choate Parking Consultants Inc. (CPC) and has been exclusively involved in the planning and design of parking projects for over twenty-five years. His parking design experience includes facility design, project management, and parking systems integration consulting.

As architect and functional designer, Mr. Choate has worked extensively with governmental agencies, educational institutions, and developers in the design of parking solutions. He also has extensive Design/Build experience with contractors and is recognized as one of the most innovative designers for creating

user-friendly solutions while maintaining cost-effective facilities. Mr. Choate has been instrumental in the design of over 500 multilevel parking facilities throughout California and the nation.



*Craig W. Wilson*

As Parking Architect with CPC, Craig W. Wilson, R.A., NCARB is involved in supervising all aspects of the production team. Actively involved in project design, coordination of the client/agency/team, and construction administration, Mr. Wilson's professional experience extends to client services such as parking facility programming, consulting, and design.

Mr. Wilson has a thorough understanding of key project management issues, including contract negotiations, project scheduling, quality control, construction phasing, value engineering, and cost control. His unique management style utilizes staff mentoring and development,

aimed at controlling labor hour costs, productivity, and schedules. His design strengths lead to award winning, successful, functional, cost-effective projects. Mr. Wilson's has experience with both the public and private sector utilizing project delivery methods from design-build to full service design-bid-build.



*Emerson Flint*

As Director of Design with CPC, Emerson Flint is responsible for development of parking facility projects as well as directing the technical staff in the delineation efforts. Mr. Flint's experience as project architect on multilevel parking facilities and manager of the design process provides the leadership to meet an owner's needs.

Mr. Flint has been involved in the concept design, design development, and construction drawings for parking facilities throughout Southern California for over sixteen years. He has developed extensive knowledge of the specific project type including code analysis, plan review, and permit issuance procedures

and construction issues. Having worked with contractors developing a hands-on understanding of their abilities to deliver the parking solution in the field, Mr. Flint is recognized for his abilities with Design/Build parking facilities.



*Fernando Sanchez*

Fernando Sanchez is Director of Operations for CPC responsible for supervising and preparing all architectural aspects of the production team. Utilizing his experience in organizing, scheduling, planning, communicating and coordinating, Mr. Sanchez performs project managing for various types of parking projects including parking studies such as supply and demand analysis and functional reviews.

Having been involved in parking planning and design for over 5 years, Mr. Sanchez is responsible for a successful project delivery to clients and managing the production team towards this goal. He possesses a unique awareness for

detail and completeness in the various phases of the design and throughout the construction process.

## Larry Donoghue Receives Hall of Fame Award



Larry Donoghue

The Parking Consultants Council of the National Parking Association recently named Larry Donoghue, President of Larry Donoghue Associates, Inc. Parking Consultants, as the first recipient of the recently established Parking Consultants Hall of Fame. Larry is a founding member and Past Chairman of the Parking Consultants Council. Larry also recently received the Ted Seeberg Memorial Award granted by the Canadian Parking Association "For a Lifetime Achievement in Revenue Control."

Larry is widely respected for his extensive research into all aspects of revenue control. Most particularly, he is recognized as the leader in developing means

of combating fraud by patrons and cashiers, supervisors and managers. He has developed many very successful anti-fraud programs to protect his clients against losses by dishonest patrons and employees.

Larry's most popular services are Operational Audits for both On-Street and Off-Street Parking Facilities, his unique Internal Audit Procedures Training Seminar, and Financial Audits following suspected fraud.

## Kimley-Horn and Associates, Inc.



Harold Schulke

It's all about your point of view. With his prior experience in real estate and building/parking accounting, plus more than eight years in parking management, Harold Schulke understands each project from the client's perspective while also providing the point of view of an experienced parking consultant. Harold's career has spanned more than 20 years and the clients he has served include airports, municipalities, universities, and hospitals in both the United States and Canada. He specializes in revenue control system evaluations and design; personnel evaluation studies; financial feasibility studies; rate and demand

studies; master plan studies; signage / graphics programs; design review of architectural plans; and privatization programs, including writing operational agreements and selecting management companies. When you need a consultant who sees where you are and can imagine where you want to be, Harold Schulke can help.

## WALTER P MOORE



Robert A. Chapman  
Senior Parking Consultant  
and Principal

Bob Chapman is a Principal and Senior Parking Consultant for WALTER P MOORE, with over 18 years experience in the parking consulting and design field. Prior to joining WALTER P MOORE, he was responsible for management of an in-house engineering department for a national transportation management company. Chapman's area of expertise includes municipal studies, strategic planning, functional design, revenue control systems, way-finding, start-up and on-going operational consulting for complex parking facilities. His experience involves all major building types including commercial office and retail, public assembly, university, aviation and medical facilities.

Chapman's current project involvement includes passenger and rental car garages at Tampa Airport, "Smart Garage" at Orlando International Airport, Premier Trade Plaza, (a mixed use facility in Orlando), municipal studies for Baltimore, Maryland and Norfolk, Virginia, technology solutions for Milwaukee, Wisconsin and most recently, a Frank Gehry designed mixed-use development in Los Angeles.



### We Will Buy Your Parking Facility.

If you own parking property and are looking for an exit strategy or a redevelopment partner, we are your team.

- We've acquired over \$175 million in parking property accounting for more than 8,500 spaces.
- We help owners overcome economic obstacles to selling through creative structuring and flexible terms.

Whether you own an old, new or proposed garage, surface lot or structured garage, contact Bob Caplin confidentially at 847-881-2004 or rcalpin@nexttrealty.com.

Next Realty, L.L.C., 400 Skokie Blvd., Suite 800, Northbrook, IL 60062  
• Tel: 847-881-2004 • Fax: 847-881-2064  
Web: [www.nextparkingllc.com](http://www.nextparkingllc.com) • Email: [rcalpin@nexttrealty.com](mailto:rcalpin@nexttrealty.com)

CIRCLE #215



Founded by former commercial parking operators, TPN is a full-service parking consulting firm. TPN's extensive parking 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 financial administration, 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 #185



TimHaahs' is a multi-disciplined engineering and architectural firm that specializes in the planning, design, and restoration of parking and mixed-use structures. 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. In addition to its commitment to being a leading parking consulting firm, TimHaahs' corporate mission emphasizes assisting those in need through financial support and giving of time through charitable organizations.

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 #284



### AHEAD OF THE CURVE

Established in 1965, we have become the largest company dedicated to parking. We provide our clients with parking solutions that are efficient, functional and add value to an investment. We offer a full range of parking consulting, engineering and architecture services, from feasibility, planning, functionality and structural to restoration. Our goal is to deliver the kind of quality that makes everyone involved in the project look and feel better.

Walker Parking Consultants  
Email: [ask.us@walkerparking.com](mailto:ask.us@walkerparking.com)  
Web: [www.walkerparking.com](http://www.walkerparking.com)

CIRCLE #165

