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tems maintenance business area. This area represents a strategic extension of AMS' existing business of providing maintenance and support for a wide variety of IT systems at airports ranging from passenger processing systems and self-service kiosks to baggage handling, flight information displays, and parking systems. Mr. Conner has an extensive background in the parking industry, with over 17 years of experience in various project management and sales positions. Most recently, he spent 5 years as a Regional Manager at **Federal APD** – one of the nations oldest and largest manufacturers of PARCS systems and equipment.

Dave Rogers has joined **Digital Monitoring Products** as Director of Customer Care. He will oversee Customer Service, Technical Support and Field Training. Rogers has more than 15 years of management experience and has received numerous performance awards. Most recently he was Sales Manager for Atlas Security Service.

Jeffrey L. Garrett has been appointed President and CEO of **CTL Group**. Formerly Senior Principal Structural Engineer and Manager, he replaces the retiring **Tony Fiorato**.

McMahon Associates has added **David J. Cliff, P.E.**, Senior Project Manager, in its Palm Beach Gardens, FL. design department. Cliff has been involved in transportation engineering since 1990.

Green Courte Partners, a private real estate investment firm targeting niche sectors, has acquired the Skyline, Swan Meadow Village and Valley View manufactured-housing communities in

Colorado. With this closing, Green Courte has acquired controlling interests in 20 communities valued at more than \$250 million and containing more than 6,000 sites.

Nova Bus has unveiled its redesigned website (www.novabus.com). From its clean-line layout to its extended content, the website reflects the company's customer-oriented approach. Nova Bus' corporate commitment to its customers – "We Listen, You Drive" – is the driving force behind the website update. Easy access to information is the main focus, while the clean design and menu layouts allow for intuitive and user-friendly browsing.

Derrick Williams has joined Houston's city Parking Management staff as Parking Enforcement Manager. He will oversee and manage parking enforcement operations, including the direction of a nearly 35-member enforcement team regulating more than 5,800 metered spaces throughout the city. A UCLA graduate, Williams worked for more than 11 years at Los Angeles' city Bureau of Parking Enforcement and Traffic Control.

The Chamberlain Group has acquired the assets associated with the design and manufacture of gate operators of **Edko Inc.** in Sugar Grove, Ill. The announcement was made by Chamberlain CEO **J. David Rolls** and Edko President **Donald Parrin**. Terms of the transaction were not disclosed. Edko has been privately owned and operated for more than 50 years. Edko's former owners will continue to distribute and sell gate operators and other products under the name Pro Access Systems.

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Amano Acquires McGann

Amano USA Holdings, Inc. of Roseland New Jersey (Amano) has reached agreement to acquire 100% of the stock of Terry McGann & Associates Inc. of Minneapolis, Minnesota (McGann). Completion of the transaction is expected to take place in June 2007 upon the finalization of the due diligence process.

Amano is a global manufacturer and distributor of hardware and software for the parking industry. McGann is a manufacturer of parking management software and specialty hardware and operates full service parking sales and service offices throughout the US. Amano Cincinnati, Inc. has partnered with McGann since 1982. McGann is Amano's largest parking equipment distributor and software partner.

Amano is merging its parking business with McGann and the combined businesses will be known as Amano McGann utilizing the leadership of the existing management teams. Mr. Mike Lee and Mr. Terry McGann will assume the roles of Chairman and President respectively, reinforcing their joint commitment to continue to provide the best possible products and services to their customers while advancing Amano's stated market strategy of becoming a full service provider.

The merger brings together Amano hardware and iParc software with the McGann Professional software, Event, Hotel and Valet management systems, space management and

sign control products. This will create new opportunities for Amano McGann to grow its business by delivering and integrating next generation solutions that take advantage of both companies' software and hardware technology and parking expertise.

Customers who have invested in Amano McGann systems can continue to build on their investment and benefit from new and innovative products.

Amano's direct offices and network of strong independent distributors around the country will be enhanced by McGann's nationwide sales and service presence. "Today, we are improving the depth of our sales and service coverage and now offer not only leading products but responsive service and support from professionals who understand our marketplace and our products, and who can deliver unparalleled customer service. We have a consistent vision of the future of parking systems and technology," said Michael Lee, President and CEO of Amano Cincinnati, Inc.

"Our commitment to customer support and satisfaction has earned us respect and recognition in the parking industry," said Terry McGann, President and CEO, of McGann Associates. "We are proud of our strong commitments to our customers, and we believe this merger will allow us to continue to provide the best possible service and support in the future."

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Virginia Tech Enforcers Becon

BY CHARLIE MUNN

On a recent wind-swept May morning, the Virginia Tech campus quietly hummed with life. Students attended their final week of classes before exams. Parents loaded their children's belongings. Dozens of visitors milled around the drill field, contemplating solemn memorials to the victims of April 16, just steps from where so many lives ended.

None of the students, parents or visitors were in danger of being ticketed or towed for misparking. No tickets have been written since April 16, and none were likely to be until after graduation. "It's just not a priority," said Steve Mouras, director of Virginia Tech's Office of Transportation & Records Management.

On this campus still reeling from the largest mass murder in the history of the country, the lessons learned from the events of the last few weeks are only now beginning to sink in.

Ground Zero

Richard McCoy, the manager of Tech's Parking Services for the past 11 years, was just arriving at work when the first two killings occurred. Concerned for the safety of his staff, McCoy immediately pulled his officers off the streets. As the "normal" daily routines began, the second wave of shootings was reported. "Everyone had the police channel on," McCoy remembered. "In all the police traffic coming across the radio, you could hear the gunshots."

McCoy dismissed all but his essential personnel, as hundreds of law enforcement and emergency personnel swarmed the campus. They listened helplessly as the terrible news dribbled in. Late Tuesday night the toll became personal: one of their own was among the dead. (See the nearby article on Jarrett Lee Lane.)

The "Tragedy Industry"

Mouras was attending a conference in Philadelphia when he heard the news. In constant contact with McCoy, he hopped the first flight back and arrived that afternoon in nearby Roanoke. He was stunned to see the normally quiet airport filled to capacity with what Mouras called the "tragedy industry."

"Don't kid yourself; it's not just the media," Mouras said. "There are an awful lot of other people who have gear packed in boxes, vehicles designated and teams assigned. When there is a tragedy ... they are on the road."

Soon organizations such as the Red Cross and Salvation Army had set up shop on the drill field. "They're just here to help," said Mouras. "But after a while, kind of weighing it all out, when does the helping become a problem and how do we deal with all that?"

With Norris Hall a grisly crime scene, over 100 satellite trucks, 300 media outlets, and probably twice that in related vehicles began to randomly assemble in different locations. Simulta-



VT students gather at dusk for a memorial service.

neously, hundreds of parents descended onto campus to retrieve their children or search for those who hadn't been heard from. Visitors, some empathetic, some just curious, began to swarm the area.

Tech had an emergency response plan, but by Tuesday morning, they were improvising, McCoy said, as was University Relations. There were no pre-planned lines of communication between that office and Parking Services.

From Enforcers to Enablers

"This place was out of control ... We had gridlock on campus," recalled Mouras. "The challenge was what do we do? Do we just tow the family member of someone who was deceased? Did we tow the VIP who ... couldn't find a parking spot?"

Sheer volume and the inability to identify their customers led to the decision not to do any enforcement. What they would attempt to do was manage what they could, which, in the words of Mouras, "... frankly, was not much for the first 72 hours." The team decided to manage upwards from individual spaces, lots and roadways to service priority groups, beginning with law enforcement and emergency services. They needed to figure out who absolutely had to have parking and where they needed it.

With police unreachable by phone, e-mail "dysfunctional," in Mouras' words, cellphone service clogged, and no plan in place, the department became proactive, rather than await instructions from an overburdened leadership.

Liaisons were dispatched to the swamped University Relations group and local Blacksburg Transit, which Tech co-manages and comprises 96% of the ridership. Every available body was put on the street to help keep traffic moving. McCoy noted that although the parking office remained open, in retrospect he would have pulled those individuals as well. "Everybody should be cross-trained," he said.

The President and a Catharsis at the Convocation

There would be no progress on Tuesday, with planning for the memorial convocation and the arrival of the president. "When the

"Everyone had the police channel on. ... You could hear the gunshots."

me the Enablers

president shows up, that's the only game in town," said Mouras. "Unless you have vast resources, it will suck you in and that's the only thing you do."

Still, the convocation helped turn the tide, emotionally and materially. Students were dismissed from classes, lessening parking and transit requirements. Virginia's governor released emergency funds enabling McCoy to bring on badly needed private security forces to help police lots and roadways.

Regaining Control

With additional assistance from extra law enforcement personnel and the Virginia Department of Emergency Management, McCoy slowly began funneling the media and visitor traffic to specific areas. If Wednesday the rules were made, by Thursday they were being enforced. Friday, the campus was back under control.

Meanwhile, grief counselors worked with the department's managers to help them recognize signs of distress in their employees, and counseling was then made available to all faculty, staff and students. "We've all cried," said Mouras. But there was, and is, much work remaining.



Media vehicles became a major parking issue.

Healing in the Hokie Nation

With little time to do much more than react, McCoy knows there are lessons to learn from this experience. "Over the next several months, we will have to start putting together some things, specifically how to fix some of the issues we face," he says.

The best moment McCoy recalled was the Monday morning that classes resumed. Students were not required to return if they accepted their existing grades. He looked out over a filling parking lot and, for the first time he could remember, was happy to see so many cars.

Eighty percent of Virginia Tech's students returned for the end of school to make the statement that the Hokies "will prevail."

Charles R. "Charlie" Munn III, CAPP, CPFM, is a graduate of Virginia Tech. Contact him at: cmunn3@aol.com.

PT

IN MEMORIAM



Jarrett Lee Lane
Virginia Tech Office of
Transportation / Parking
Services

Jarrett Lee Lane, 22, of Narrows, VA, was one of the victims of the Virginia Tech shootings. A civil engineering major, Jarrett was preparing to graduate this May.

He was on track to complete a four year course of study in three years, but found time for recreational sports, church, and friends. He worked at the Virginia Tech Office of Transportation's Site & Infrastructure Development, where he interned 15-20 hours a week. In addition, Jarrett worked his entire college career as a lot monitor for football and basketball games for Parking Services.

"He never missed a game," said his supervisor, Parking Services Manager Richard McCoy. "He worked every game for three years that he was scheduled to work." McCoy and Jarrett's supervisor at Site and Infrastructure Development, David Dent, a longtime family friend, were invited by the family to speak at Jarrett's memorial.

Jarrett had just earned a full post graduate scholarship and been awarded a graduate assistant's slot at the University of Florida's Coastal School of Engineering. His academic excellence was of no surprise to those who knew him; Jarrett was the 2003 valedictorian at Narrows High School.

"He was simply an outstanding young man," recalled Steve Mouras, the director of the Office of Transportation and Records Management, which includes Parking Services as well as the Site and Infrastructure Development division. "We don't have them making copies for us there. They are sitting at a computer; they're working up CAD drawings for various projects we have going. His interest was in the hydrology side of the house."

Indeed, on the morning of April 16, 2007, Jarrett hurried to his advanced hydrology class to turn in his last major paper of the semester. Jarrett was the only undergraduate in the class. That classroom was the first entered by the gunman. "He never had a chance," Mouras recalled.

Virginia Tech has set up an assistance fund, the "Hokie Spirit Memorial Fund," in honor of each of the victims, including Jarrett, at www.givingto.vt.edu.

Parking Structures – Going Green, the Beginning

BY STEVE MAIMON

Like it or not, “green” is here to stay. It is the umbrella term for energy conservation, clean air and water, environmentally friendly structures and the ground on which they are built, and everything else that is believed will help keep us more healthy longer and independent of foreign sources of the things we need, and want, in our personal lives and businesses. This is the first in a series of periodic articles to inform you of what is going on with green so you can be more competitive in bidding, designing and constructing parking structures.

The federal government and states, counties and cities across America have enacted, or are in the process or planning to enact, laws that require new structures and the renovation of existing structures to be green.

These laws concern how the construction is done and the structure itself. This includes, for example, minimizing the use of natural resources (e.g., wood), maximizing the use of post consumer/industrial materials (which themselves also need to be recyclable), and creating durable and sustainable structures that require minimum maintenance to the greatest extent possible. Laws also are being enacted that restrict the type and quantity of construction materials that can be land-filled. In many cases, tax credits and other incentives are being provided for going green.

The growing trend for aesthetically attractive architectural finishes and decorative designs on concrete structures also is becoming an important element in the greening of such structures.

So, what does green mean for developers, architects and contractors of parking structures?

Initially, most green construction materials and practices can be expected to be more expensive, perhaps significantly, than those used today. However, as green materials and practices become the standard, such expenses will be built into the project cost, and as the use and availability of green construction materials increase, it can be expected that prices will be adjusted downward and stabilized.

Green materials encompass, for example:

- Concrete mixes with micro-silicas and aggressive aggregates that minimize porosity/leaks that can damage cars and that



The New LEED-certified parking structure in Santa Monica, CA.

The city of Santa Monica, CA, has completed an 882-space, \$29 million parking structure that has received certification from the U.S. Green Building Council, making it the first parking garage in the nation to achieve such standing. The structure joins five other buildings in the city that have been certified as having attained the council's Leadership in Energy and Environmental Design (LEED) award.

About \$1.5 million of the total cost was spent on sustainable elements, including solar panels on the roof level, which generate 181KW of power, and a storm drain system that will filter runoff before it is sent to the ocean.

The building is made from recycled construction materials, and will accommodate seven electric vehicles with charging stations.

Art also was an important feature, with colorful paneling on the exterior of the structure and art pieces installed on each elevator bay. The panels are intended to signify the sunrise to the east and the ocean to the west. The art pieces, which range from a gigantic ball of twine to a large tire on the roof, are meant to alleviate the fears of dark parking structures and remind people where they parked.

extend the useful life of the structure with minimum maintenance and repair.

- Concrete forming products that do not require oil or other release agents, can be used for multiple pours, provide uniform architectural finishes on the concrete over many pours, and are recyclable.

Although various biodegradable and other environmentally friendly release agents have come on the market recently, they still

Continued on Page 20



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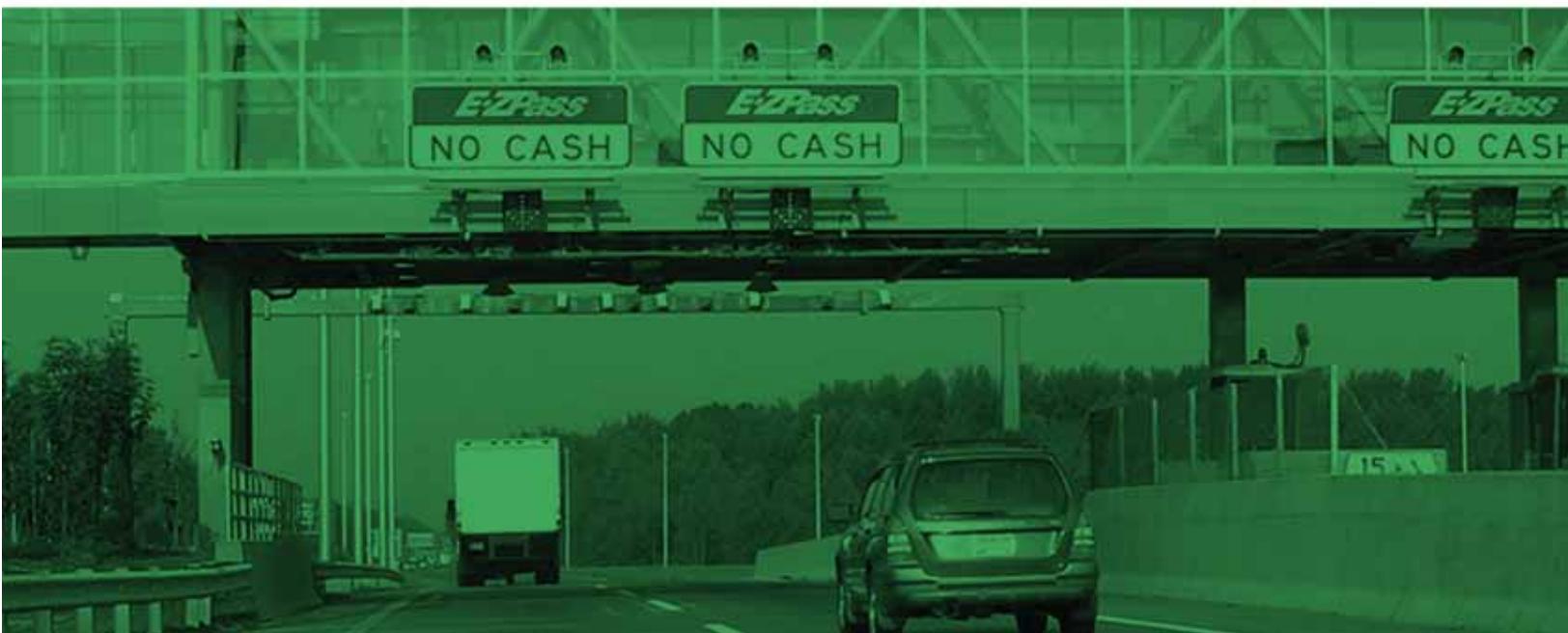
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Parking Structures – Going Green, the Beginning

from Page 18

are “oils,” which makes it difficult to handle the forms or safe to walk on them when used for horizontal tables, and requires the forms to be cleaned between uses. Such products, like the traditional forming oils/release agents, are an added cost and generally more expensive, and often result in additional expenses for cleaning and finishing the concrete, as well as from potential contamination of the job site from cleaning the forms and any spillage of the release agent.

Several organizations are attempting to develop green standards and consolidate the green building movement. One is the U.S. Green Building Council, a private organization. Its Leader-



Solar panels provide not only electricity but shade for some of the rooftop spaces.



A ball of twine is part of the art collection in the elevator lobbies of the structure.

ship in Energy and Environmental Design (LEED) program provides various levels of certification. Detailed information can be found at www.usgbc.org and www.usgbc/leed.org. Other initiatives can be found readily on the Internet under “green buildings” and related key words.

The next article in this series will address the LEED and other certification programs and the related tax and other incentives for going green. The sooner that developers, architects and builders of parking structures get onboard with green compliance, the more competitive they will be going forward.

Steven R. Maimon is President and CEO of Maxam Industries. It provides concrete forming products that are LEED-compliant. He can be reached at smaimon@maxamindustries.com

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Wynn Casino in Macao, keen to ensure that the prestige factor extended throughout its property, selected Flowcrete's decking system Deckshield for its multi-story car park. More than 20,000 square meters of the waterproof, crack-bridging, polyurethane system were installed, including 3,500 square meters of exposed deck system on the top deck, onto a substrate of Heavy Duty K-Screed. In addition to providing a high-quality finish, the Deckshield system also helps protect the integrity of the structure in the long term, preventing damage from water ingress into the fabric of the building,

Road User Charging: Solution to Managing Congestion?

The first major online opinion poll conducted among trade visitors and exhibitors to the recent Traffex / Parkex has found that 64% of the industry is against Road User Charging (RUC) as a method of cutting congestion and environmental damage. Nearly 2 million U.K. road users had sent a strong "no" message to Prime Minister Tony Blair, which has now been reinforced by the voice of the industry.

This trade-only web-based opinion poll was carried jointly with Surveyor Magazine and Traffex / Parkex 2007, the international event for transport design, management and maintenance of traffic and highway infrastructure.

Introduced through tolls and directly to lorries and cars, Road User Charging is increasing in prominence on the government's transport agenda. Major cities and countries are either considering or adopting the strategy of making the public pay for using the roads. But is this a necessity for increasing traffic flow or a money-making device?

Steve Norris, President of ITS (UK), commented: "I am surprised that such a large percentage of people voted against RUC as a long-term solution to managing congestion and emissions, but I do believe that as we are all becoming increasingly educated about transportation and, in particular, the growing environmental effects, further methods for reducing congestion will become apparent."

Edmund King, of the RAC Foundation, said: "A clear majority of motorists are worried about road pricing because we just don't have enough information about how it will affect our way of life. ... Action to avoid gridlock includes better public transport, investment in better and safer roads, and a more intelligent use of the existing network. Road User Charging may be a part of this package, but [it] can't be the only solution."

Park Across America Opens to Huge Success

The process of providing information about the parking industry went high-tech in April when nearly 250 people in four cities attended seminars “connected” through broadband Internet lines and closed-circuit television. New York, Chicago, San Francisco and Seattle were the host cities for the first Park Across America conference, sponsored by **Parking Today** magazine. At least one seminar originated in each city but was simulcast in the other venues.

The “Mess” That is Credit Cards

Blake Laufer from T2 Systems was on the stage at the State University of New York in Purchase and took attendees on a horrifying ride into the abyss that is credit card security. Sure, there were a lot of terms and jargon, but suffice it to say that if you don’t meet Visa’s criteria, you could end up with major fines. And it’s not just the problem of your vendor (the folks that provide the equipment to receive and store the credit card info); it’s your problem, too.

Blake pulled no punches, but did give you the tools you need to find your way in this potentially problematic issue. Today, 75% or more of all parking transactions are by credit card (in places that accept cards), and you will be left at the gate if you don’t offer this convenience to your customers. Blake’s message – do it, but beware.

PPP – Public Private Partnerships – New York

Three P – The Public Private Partnerships – was perhaps the most wide-ranging presentation of the five. Rick West and his panel of investment bankers, consultants and parking operators gave an overview of just how public agencies can work with private equity banks to lease their parking infrastructure, generate huge amounts of cash, and move the liability of aging parking facilities to the private sector. They used as a case study the recent lease of four garages in Chicago for just over \$500 million by a consortium led by Morgan Stanley. Alan Lazowski from Laz Parking spoke only a few minutes but stressed the importance of working with your operator both before and after the deal is completed to ensure a smooth transition and to be certain the quality of parking services is increased, not lessened, by the process.

Saving Money in Operations – Chicago

Former head of parking for the city of Cincinnati and now parking consultant with the Consulting Engineers Group, Chuck Cullen took attendees on a tour of parking operations and all the



Rick West leads off the Public Private Partnership presentation. His panel included (L-R) Thomas Lancot, William Blair and Co., Duncan Murdoch from Macquarie Securities, Fred Pollock of Morgan Stanley and Alan Lazowski, president of Laz Parking.

ways one can save money, and make money, by focusing on certain aspects of operations. Change a light bulb here, clean up an oil spot there, review your staffing levels (adding an employee might save you money in the long run) – they all make a small difference, but generate a large bump in your bottom line, and increase your customer service at the same time.

A Parking Building – San Francisco

Rick Choate, a parking facility designer from Southern California, held forth on the design of parking buildings (they aren’t structures, lots or decks, he says, but buildings), and how you design your garage can affect the cost and sometimes even whether it can be constructed in a timely manner. A few rules to follow, and you can make a huge difference in your project.

Revenue Control – Seattle

Dennis Cunning lived up to his reputation as “parking’s bad boy” as he took attendees on a tour of revenue control, and all the issues dealing with conversion to pay on foot, the problems with audits and, yes, even a tad on those contracts with your operators. This single hour gave the more than 200 in attendance enough information to pay for their registration fee and time spent with PAA 10 or even 100 times over.

Each presentation was recorded on DVD. They will be available on PT’s website in mid-June. The next Park Across America program is scheduled for Oct. 11 in Fort Lauderdale, Baltimore, San Antonio and Los Angeles.

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At MSP – Inno

BY RICK DECKER, CAPP
WITH JEFF COURTEAU AND ARLIE JOHNSON

For innovation to occur, the right combination of people, business culture, customer demands and resources must be applied. At Minneapolis-St. Paul International Airport (MSP), such an innovative, entrepreneurial environment has been created and thrives.

The parking enterprise at MSP has been increasingly innovative as we anticipate and respond to our customers' increasing expectations.

Parking generated 32.5% of MSP revenues in 2006. Just like any other business enterprise, we needed to increase revenue and reduce expense; improve customer service; baffle our competition; create and market new services; develop software; improve customer and employee safety; maintain and improve facilities; anticipate future growth; and improve the integrity of our financial reporting systems to meet current legal requirements.

Like many private businesses, this creates the desired results because the principal function (parking) is directed by an entrepreneurial staff of strong communicators who function under general direction from above. Parking has become an accepted business function at MSP.

We are a critical-flow, customer-service focused component of the airport and the local transportation system. We must safely and seamlessly convert drivers into pedestrians (and back again) within our facilities. We must also provide a combination of services and information that reduce a traveler's stress level before they face security screening. We are frequently the first and last impression customers have of MSP.

Parking has grown into a respected segment of the airport's professional core. We align our efforts with those in finance, police, airside development, information systems, fleet and airfield maintenance. We handle 2.7 million transactions and collect revenue of \$70 million annually on an \$8.1 million budget. We participate in MSP's development, facility maintenance, customer service, security, airline relations, concession relations, safety and facility planning efforts.

We acknowledge that our successes and innovations are enabled by the very stable "three-legged stool" composed of our staff, our parking management contractor (Ampco Systems Parking), and our parking revenue access and control contractor (Zeag). This foundational platform, welded by a professional business "partnership" attitude of communication and cooperation, has generated the energy and released the talent to create and improve our many services that meet the needs of our customers.

The ePark Innovation

A public, self-pay parking system – ePark – was launched in September 2003. Today, more than 79% of customers use the system. This innovation used the customer training/acceptance from gas stations and ATMs to motivate our parking customers to speed up their passage through the exit gates by using ePark. Transferring customers to this sys-