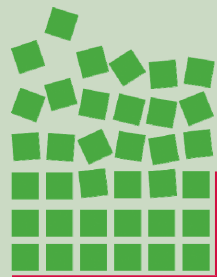


# Lessons from The Road

*Keynote for the  
MSTPA 14 March 2011*



**CHANCE**  
MANAGEMENT ADVISORS, INC.





On the road again,  
goin' places that  
I've never been,  
Seein' things that  
I may never  
see again . . .

*On The Road Again*

~Willie Nelson

# CHANCE Management Advisors, Inc.

- *CMA* is a 26 year old firm based in Philadelphia and working across the U. S. and globally
- Created to provide advisory services for owners: universities, medical centers, municipalities, developers, event centers, businesses
- Staffed by professionals with multi-disciplinary educational backgrounds and experience

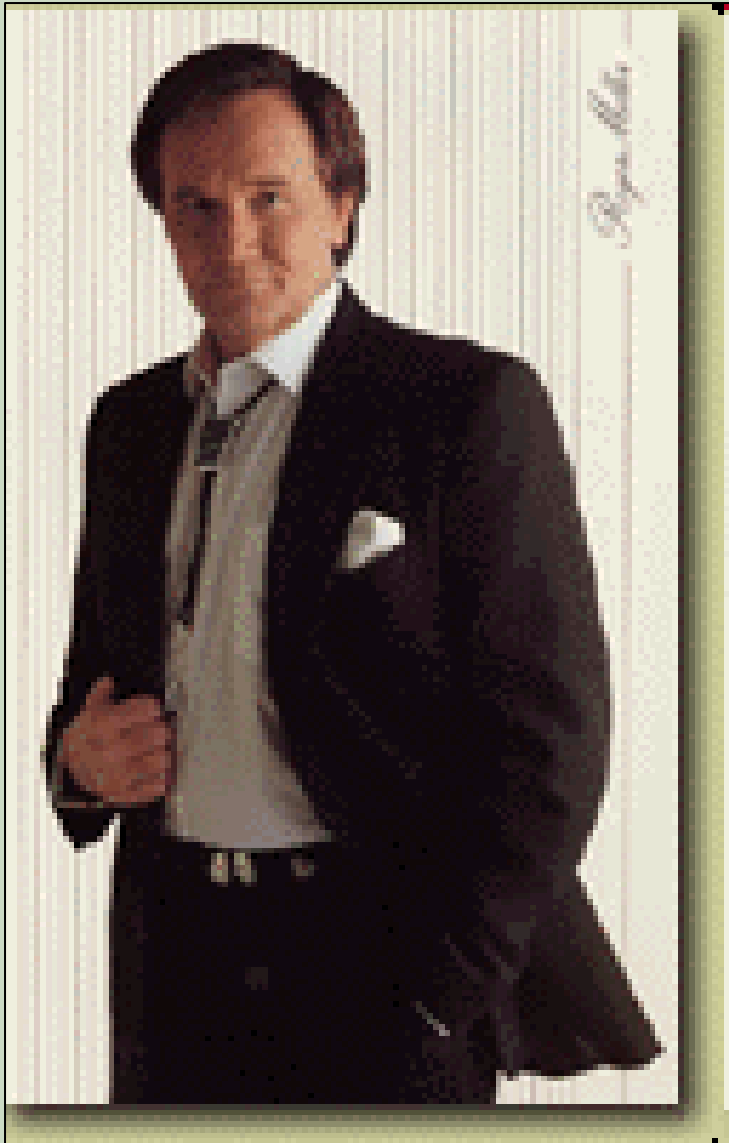
# What We Do

- Assess existing conditions (management, operations, finances)
- Help clients to define the desired future, short-term and/or long-term
- Develop plans and strategies to achieve the desired future -- within the context of constraints and opportunities
- *Optimize existing resources* – a key tenet of our work

# What We See

- How Administrators understand or do not understand Parking and Transportation functions
- How P&T departments adjust or do not adjust to different conditions
- How managers do or do not make the case for what they need, and what their departments are doing

Lesson 1:  
There is a cost  
to doing nothing



“I’m a man of means  
by no means. . .”

*King of the Road*

~Roger Miller



# The Cost of Doing Nothing

## ■ Examples:

- ◆ deferred maintenance
- ◆ no outside audits
- ◆ not updating revenue control systems
- ◆ not reviewing and updating transportation routes and stops
- ◆ not insisting on reviewing new building plans for access management issues



# The Cost of Doing Nothing

- Doing nothing now means that doing it later will be more expensive
- Delaying something important may mean that you will never be able to do it – the opportunity may be gone
- If you have consensus, failing to act destroys your group support
- Doing nothing may indicate that the issue is not very important

Lesson 2:  
You can't plan effectively  
for the future if you  
don't have good data  
on the present

“Keep your eyes on the road, and  
your hands upon the wheel”

*Roadhouse Blues*

~The Doors



# The Importance of Good Data

- Data = Information, but only if you make it so
- If you don't know the details of your program, who does?
- If you don't know information about now, how can you plan for the future?
- No staff for data gathering and analysis = NO INFORMATION !!

# The Importance of Good Data

- Granularity
- If you have not been trained in writing surveys, get help from someone who has
- Know your Parking Activity Indicators
  - ◆ Average length of stay
  - ◆ Turnover
  - ◆ Occupancy
  - ◆ Etc.

Lesson 3:  
Getting projects done  
boosts morale;  
never completing them  
destroys morale



“Take to the highway,  
won’t you lend me your name?  
Your way and my way  
seem to be one in the same.”  
*Country Road*

# Get Projects Done

- Importance of prior planning
- “Quick Wins” to keep people going
- Who is in charge?
- Allocate appropriate time and resources
- Importance of “buy-in” and explanation
- Internal market and external market



# Not Getting Them Done

- Staff loses confidence in leadership
- What is said is not believed
- Other things that should be done aren't because it appears it doesn't matter
- Credibility suffers

Lesson 4:  
If you "ain't" in the field,  
you "ain't" managing  
parking and transportation



“Hit the road, Jack . . .”

Ray Charles

# Why Spend Time In the Field?

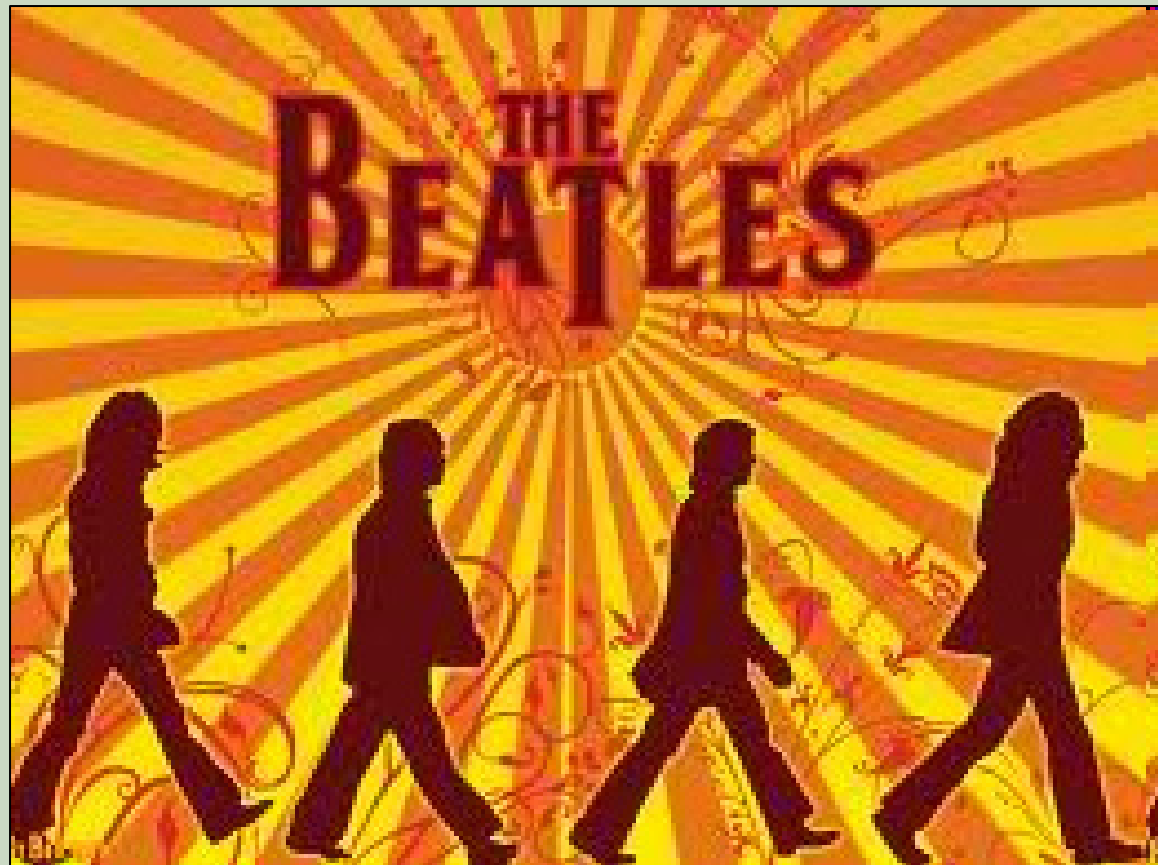
- P&T is not a desk job, regardless of your title or level
- You can't know what is really going on if you don't see it yourself
- Presence builds credibility with staff who are doing the job
- Presence cuts down on surprises
- Everyone needs some time in the field

**Lesson 5:**  
**Build your organization**  
**for the long haul**

And still they lead me back  
to the long winding road . . .

*The Long  
and  
Winding  
Road*

The Beatles



# Build for the Long Haul

- Invest in staff education
  - ◆ “training” is narrower and specific
  - ◆ “education” is for the long run
- Pay attention to physical space and what it means to employees
- Provide the tools that are needed
- Build competence, loyalty, and an attitude of service

# Build for the Long Haul

- Customer Service (from *Fast Company*)
  - ◆ Customers remember the first and last moments the most
  - ◆ Everything is faster now
  - ◆ Allow contact with a real person
  - ◆ Don't leave language up to chance
  - ◆ Hire suitable people in customer service, and wait until you find them



**Lesson 6:  
Learn from friends  
and colleagues**

# Learning

- Gaining information is a significant reason to go to conferences and workshops
- Learning from colleagues saves you time, grief, costs, and mistakes
- Sites like CPARK-L and LinkedIn can provide you good information

So –  
on to the Social Hour  
and learn from your friends  
and colleagues!

**It's quarter to three, there's no one in the  
place except you and me.  
So, set 'em up, Joe,  
I got a little story you ought to know.  
We're drinking, my friend, to the end  
of a brief episode.  
Make it one  
for my baby and  
one more  
for the road.**

