



Pilgrim  
Parking



Pilgrim Parking, Inc.

60 Temple Place

Boston, MA 02111

(617) 723-1488

[pilgrimparking.com](http://pilgrimparking.com)

Premier  
New England  
**PARKING**  
Management and  
Consulting Services



Pilgrim  
Parking

## Contents

Introduction	3
General Information	
Company Profile	4
Goals, Philosophy and Policy	5
Acquisition	6
Management and Leasing	6
Development	7
Scope of Operations	8
Management of Operations and Assets	
Commercial Parking Operations	9
Hotel and Valet Operations	10
Residential Parking Services	11
Accounting, Auditing and Reporting	12
Corporate Capabilities	
Evaluation and Planning	13
Functional Design Consulting	14
Renovation of Existing Facilities	15
Key Personnel	17



Premier  
New England  
**PARKING**  
Management and  
Consulting Services

Pilgrim Parking, Inc.

60 Temple Place

Boston, MA 02111

(617) 723-1488

[pilgrimparking.com](http://pilgrimparking.com)

# Introduction

*“Pilgrim Parking is one of the largest, privately-held parking companies in New England.”*

**B**ased in Boston for nearly a half century, Pilgrim Parking is one of the largest, privately-owned parking companies in New England. We manage, lease, and own some of the newest and most challenging parking assets in the region, bringing creative solutions to our clients through a complete range of operational, planning, design and development services.

See the list to the right for the full range of Pilgrim Parking's capabilities.

**Management of Public and Private Parking**, providing superior management services for all types of parking, including self, valet and assisted parking operations.

**Operations Planning**, encompassing all elements of a coordinated parking, transportation and asset management plan for a single site or group of facilities, including financial feasibility analysis, budgeting, and development of operating and management transition plans.

**Acquisition and Development of Parking Facilities**. We continue to both acquire and develop parking facilities in New England.

**Evaluation and Oversight of Existing Operations**, including supervision of management, revenue audits and control methods, staff optimization, cost controls, security, market and traffic analysis; as well as evaluation of physical conditions and facility systems.

**Asset Management and Owner Representation**, covering all aspects of parking facility property management, as well as representing facility owners in planning, design, acquisition, permitting, lease negotiations, operations oversight, construction and renovations.

**Functional Design**, such as traffic and parking layouts, revenue and access control systems, energy-efficient lighting, sign programs, ventilation, security and surveillance, and the design of all other garage, lot and building systems.

**Renovation of Parking Facilities**, including planning, financing, design specification, bid oversight, permitting and contractor supervision.



One Marina Park Drive, South Boston

# Company Profile

The historical roots of the Pilgrim Parking go back four generations to 1923, when David Meyers founded one of the first parking companies in America, the Meyers Brothers Parking System. By 1964, when the family decided to sell the business, Meyers Parking had grown into a parking industry giant. After the sale, Marvin Meyers founded Pilgrim Parking in Boston. His goal was to offer New England an experienced, local alternative to the inertia-laden, national parking companies.



Since then, Pilgrim Parking has become one of the largest, full-service parking companies in New

England. We currently manage, lease, and/or own numerous parking operations in the region (see page 9). We also finance and develop parking assets, and regularly consult on the design and operation of many others.

In 1990, Michael Gery became president and co-owner. He has successfully continued the family business, merging his professional and analytical expertise into the company. This has enhanced Pilgrim's advantage as a local concern that leverages our half-century of Boston business experience to provide the superior level of professional expertise one should expect.

Over these many years, Pilgrim's superior knowledge of Boston and its parking and real estate markets has allowed us to cultivate long-lasting relationships with many building owners, developers, asset managers and contractors; as well as a strong understanding of the workings of various governmental authorities throughout the region.

For us, New England is not just a short-term target or opportunity, but a place to maintain deep roots based upon integrity and superior performance.

Today, Pilgrim embodies a unique combination of competence and enthusiasm. The strength of our organization is superior to all competitors in the region. Our

senior staff possesses well over a century of combined experience in the parking business, mostly in Boston with Pilgrim Parking. Besides being experts in the full range of parking services, these individuals have established solid business relationships for Pilgrim and our clients through their creativity in all aspects of consulting and operations.



*Pilgrim Parking Senior Staff and Main Office Personnel.*

# Goals, Philosophy and Policy

For the nearly half of a century since our founding, Pilgrim Parking's scope and reputation have constantly expanded. We have achieved this status by fostering long-lasting relationships, sustained by superior performance and integrity. We take pride in offering a full measure of parking and related capabilities, not all of which can be found in typical parking management companies, including the branch offices of national companies.

- Service
- Profits
- Professionalism
- Knowledge
- Integrity

To achieve this degree of respect, it is necessary to establish a corporate structure that will sustain such goals. Pilgrim Parking has maintained a respected position in the parking industry because our corporate structure supports personal commitment and encourages attention and innovation. We recognize that it is primarily through a competent and courteous parking staff that we are able to deliver high quality service. Our commitment to our employees is one of the best in the business. Combined with our corporate profit sharing plan and policy of merit promotion from within the company, these considerations have helped to generate remarkable employee loyalty through the years.

With this philosophy in mind, we adhere to the following corporate priorities (*abstracted from the Pilgrim Parking Employee Handbook*):

Provide the highest level of service to parking customers, creating a favorable impression as we represent our clients and owners.

Maximize the profit potential of all parking facilities for the benefit of our clients and owners.

Maintain a comprehensive, state-of-the-art knowledge of parking practices and pass on to our clients the benefits of hiring a professional parking management and design team.

Perform these functions with honesty, integrity, and efficiency.

Lastly, contrary to recent industry practices, it is our corporate policy to be as transparent as possible regarding the nature of expenses incurred on behalf of each owner. We do not mark up invoices or show 'internal' rates for third-party services; but rather, provide the original invoices and apportionment formulae. We believe the inclusion of hidden profit centers (for the management company) draws into question one's integrity, and we avoid such practices in favor of one, clearly-defined management fee.

## Acquisition

Pilgrim Parking is always interested in the purchase of a parking facility or ground lease. We currently own five of the parking assets listed herein. As an example, we acquired the 1,100-space, Lafayette Garage in Boston's Downtown Crossing Area during a complicated, four-year process. In this and other acquisitions, we have been able to arrange both bond and conventional debt financing in excess of \$40 million for a single project.

## Management and Leasing

Pilgrim Parking's core operating business is the management and leasing of parking facilities. We provide all conceivable services needed by an owner of a parking facility. All of the parking facilities listed on page 9 are managed by Pilgrim Parking from our main office in Boston. About one third of these operations are owned or leased by Pilgrim, with the remaining locations operated under management agreements.

We hold numerous leases in excess of \$2 million annual rent, applying various rent formulas that include basic and percentage rents in standard and UBIT leases. Depending on the location, taxes and ground rent can be paid by either Pilgrim or the landlord. Management agreements are even more flexible, with typical fee structure designed to reflect the owner's needs or the unique aspects of an operation. We also enter into relationships by providing improvements to facilities. No two leases or management contracts are identical. We pride ourselves on being flexible, creative, and attentive to owner's requirements when designing an agreement.

We recognize that, beyond being a source of rent and revenue, a parking garage is a service utilized by tenants, employees and visitors. In many cases, the parking garage is the first and last impression of a facility that such a customer will see. We are committed to providing the users of every facility with a favorable parking experience.



131 Dartmouth Street, Boston

# Development

We will develop turn-key facilities for our clients and partners, or acquire land to design and construct facilities for our own account. Over the years, the principals of Pilgrim have permitted, financed and developed several downtown Boston parking garages, a 1,500-space airport park-and-shuttle facility, and a downtown hotel and garage (the 28-story, Back Bay Hilton).



*Logan Park & Go, Chelsea (above); Auditorium Garage construction, Boston (middle); and the Hilton Boston Back Bay (far right).*

# Scope of Operations

Our management team can implement and optimize parking operations for any type of garage or open-air lot. We take particular pride in tackling complicated operations and in devising comprehensive systems that are highly functional. We approach the operations of each facility individually;

combining the accounting and management of multiple facilities for a single owner.

Pilgrim Parking currently manages, leases and/or owns 33 parking facilities in the region, generating about \$50 million in annual revenues in approximately 15,000

parking spaces. The diversity of these facilities exemplifies the wide range of our experience. Our managed facilities include mixed-use developments, premier office and commercial buildings, condominiums and residential buildings, medical and educational institutions, first-class hotels,

municipal parking, and seasonal and sporting events. Depending upon patron demographics, we can mix or segregate public, employee and residential parking using a variety of payment and access methodologies, with self-, assisted- and valet-park procedures.

## In Boston:

	Type	Spaces
Crosstown Center	garage	1,250
Lafayette Corporate Center	garage	1,100
North End	garage	900
131 Dartmouth Street Office Building	garage	750
Hynes Auditorium	garage	600
Beach Street	garage	540
Park Lane Seaport Building	garage	500
Constitution Center	lot	450
Westin Boston Waterfront Hotel	garage/valet	400
One Marina Park Drive Office Building	garage	375
Atelier   505 Building	garage	370
Somerset Condominium	garage	360
CityPlace Building	garage	350
Lansdowne Street	garage	300
The Nautica	garage	300
Institute of Contemporary Art	lot	300
Renaissance Boston Waterfront Hotel	valet	155
Folio Boston Condominium	garage/valet	150

## In Boston: *(continued)*

	Type	Spaces
Longwood Galleria	garage	130
121 Brookline Avenue	lot	100
Cooper Street	lot	90
Lovejoy Wharf	lot	90
Hyatt Regency Hotel Boston	valet	70
101 Arch Street Office Building	garage/valet	60

## In Cambridge:

	Type	Spaces
Kendall Square South	garage	1,410
301 Binney Street Building	garage	500
47 Erie Street	garage	440
Royal Sonesta Hotel	2 garages/valet	400
Central Square	lot	80
University Road Condominium	lot	50

## Suburban:

	Type	Spaces
Mystic Center	garage	2,000
Peabody Logan Express	lot	300

# Commercial Parking Operations

Pilgrim generally provides all labor, services, support, insurance, and other services needed in a parking operation. After a site-specific operating plan

is devised, Pilgrim assigns specific duties to on-site and main-office personnel, as well as to corporate senior staff members.

We feel, however, that the mere delivery of these typical services is secondary to the manner in which they are provided. Pilgrim's senior staff is proud of our systematic approach to devising and implementing complete facility operating plans that are specialized for each particular location. That is, we do not attempt to simply impose a corporate operating model onto every facility. Rather, we apply our local corporate resources and extensive functional design experience to, first, understand each owner's particular requirements and desires, and then, to develop an operating plan specific for each facility's characteristics.

The cost of all corporate support is typically absorbed by Pilgrim, and we pass back to the operation all savings that we achieve from our bulk purchasing capability.

Typical operational elements usually include, but are not limited to:

- Recruiting, training, supervision, and support of all employees
- Invoicing and collection of revenues
- Accounts payable, purchasing and inventory control
- Detailed cash control and audit procedures
- Complete report preparation, both financial and analytical, formatted to the owner's specifications
- Management of payroll, benefits, taxes and reporting
- Regular cleaning and maintenance of the facility and adjoining areas, elevators and lobbies
- Equipment and systems maintenance
- Snow plowing, shoveling, and removal
- Provision of insurance coverage as stipulated by owner
- Centralized handling of property and liability claims
- Provision of uniforms agreeable to owner
- Supervision of customer and client relations by corporate staff
- Marketing and public relations programs, including graphic design, signs and web-based applications

We also supervise any subcontracted services necessary for the operation, maintenance, and improvement of a facility.

Typically, such subcontracted services include, but are not limited to:

**Security patrols**

**Revenue and access controls**

**Snow removal**

**Elevator maintenance**

**Landscaping**

**Alarm systems**

**Waste removal**

**Armored car service**

**Emergency generator service**

**Sign installation**

**HVAC systems and repairs**

**Sprinkler maintenance**

**CO monitors**

**Floor drains and plumbing**

**Life-safety systems**

**Gasoline trap evacuation**

**Power washing and cleaning**

**Overhead doors**

# Hotel and Valet Operations

Pilgrim has designed and currently manages the parking at numerous first-class hotels. The table below references a selection of these properties, including three of the eight largest hotels in Boston. All of these clients require an impeccable presentation, arising from operational standards and customer service protocols of the highest degree. In every hotel listed here, we successfully support guest, restaurant and function services with valet and self-park operations.

Pilgrim establishes close, professional links with the owner and/or the

appropriate front desk, function, back office and maintenance departments. In particular, we seamlessly integrate hotel and parking accounting systems through custom-designed programming. Our facility managers always participate in planning meetings and are trained by corporate senior staff to use client forecasts, event schedules and historical parking data, to make cost-effective staffing decisions and anticipate logistical requirements (for example, added staff, storage of certain vehicles off-site, implementation of a second valet zone, driveway management and shuttle vans).

Pilgrim-Managed Hotel	Rooms	Function Space (sq. ft.)	Vehicle Storage Spaces
Westin Boston Waterfront	793	80,000	400
Hyatt Regency Boston	498	24,000	1,050
Renaissance Boston Waterfront	471	20,700	500
Royal Sonesta	400	22,000	400



The Westin Boston Waterfront Hotel, which abuts the Boston Convention and Exhibition Center, can require up to 25 persons per shift during large functions.

# Residential Parking Services

Our residential parking portfolio includes apartments and both residential and garage condominiums. In these facilities, we have devised full-valet, assisted and self-parking plans specific to each asset, derived from our extensive residential and hotel experience.

We work with condominium boards, building managers and owners to provide the most efficient, patron-oriented services required. In some of our condominium operations, we provide the trustees with all necessary asset management services.



*Watermark Cambridge, served by the Kendall Square Garage.*



*Folio Boston Condominium.*

# Accounting, Auditing and Reporting

Owners and managers of parking facilities should receive complete reporting and accurate accounting from their parking managers. Pilgrim Parking strives to fulfill these requirements for every client.

## Accounting and Analysis

Bookkeeping and accounting are performed at our main office in Boston. Records and statistics of parking and traffic activity, ticket counts, and cash deposits are recorded daily. A separate bank account and set of parking demand information is kept for each operation. At the end of each month Pilgrim invoices validation accounts and monthly parkers; we examine deposit records, reconcile the bank account, and submit reports and statements to the owner.

## Auditing

Auditing of tickets and reconciliation of all deposits against individual site reports is performed daily by the main office staff. The senior staff

members perform random, on-site auditing and inspection of the revenue control systems. Our senior staff also supervise unannounced site visits by an outside shopping service and other plain clothed individuals who visit sites at irregular intervals to audit and assess the quality of the operation and prepare written reports. Professional auditing of all accounts is performed at specified times throughout the year.

## Reporting

The flexibility of our main office computer environment allows us to customize our reports to the needs of our clients. Pilgrim utilizes a wide range of daily reporting formats among our various locations. Only after consulting with management will we select reporting formats and methods of analysis that are appropriate for the location. Typically, a monthly income, expense, profit and loss statement is submitted to the owner. Other statements and reports, such as an annual operating budget or year-to-year comparisons, can be designed based on the owner's needs.



*The Renaissance Boston Waterfront Hotel*

# Evaluation and Planning

Pilgrim Parking's senior staff is often called upon to evaluate an existing parking concern or to plan for a new operation. Every parking facility represents a unique combination of design components, owner requirements, and patron attributes. Because such characteristics differ widely between facilities, there are often no simple rules that can be applied across all locations. For any facility, efficiency, customer satisfaction, and profitability are best achieved

when a comprehensive evaluation is performed or an original operating plan is designed. We utilize and adapt a range of operational concepts and revenue management systems to best support the specific requirements of each location.

In devising a facility-specific operating plan or evaluating an ongoing operation, we address or survey at least the key elements listed to the right:

## Basic Conditions

Operating budget	Revenue and access controls
Owner requirements	Capital improvements planning
Contractual constraints	Government regulations
Third-party relationships	Physical Conditions
Data management	

## Business Development

Existing parking market	Facility demand characteristics
Rate structures	Discount programs
Payment methods	Advertising and promotional programs
Sign design and placement	Relationships with parking generators
Internet-based options	

## Personnel

Staff plan	Personnel policies
Recruiting methods	Background checks
Training procedures	Facility-specific rules and regulations
Appearance of employees	Uniform policy

## Operations

Communication systems	Emergency procedures and calling tree
Insurance	Customer service policies
Daily reporting	Employee performance evaluation
Inventory controls	Information transfer methods
Cleaning and maintenance	Subcontracted services

## Accountability and Reporting

Revenue control methods	Banking and on-site accounting
Audit controls	Invoicing and A/R procedures
Accounts Payable	Income and expense reports



Pilgrim Parking Senior Staff: Mark Braconnier, Michael Gery, Timothy Hartenstein, Eric Roderick.

# Functional Design Consulting

Pilgrim's innovative senior staff has well over a century of combined experience in designing parking facilities. This knowledge aids us in integrating engineering, architectural and functional design features. Senior staff typically work with architects, engineers, developers, prospective tenants, and government officials

in planning the most efficient and profitable way to utilize a new site or to optimize an existing facility. Depending upon the needs of the project, Pilgrim also participates in bid specification, project oversight, contractor supervision, due diligence, parking tenant negotiations, and financing.

For reference, the following is a partial list of recent projects for which Pilgrim has provided functional and/or operational design consultation:

Typical areas of functional and operational design capabilities include, but are not limited to, the following:

- Traffic circulation plans
- Vehicle stall layout
- Floor plans
- Ramping systems
- Lighting
- Ventilation
- Structural
- Electromechanical
- Sign design
- Environmental surveys
- Pedestrian access and flow
- Access control devices
- Revenue and audit control systems
- Retail tenant validation systems
- Banking and audit procedures
- Valet and assisted parking operations
- Security foot patrols
- Security equipment and systems
- Shuttle bus operations
- Staffing levels
- Insurance coverage
- Snow removal
- ADA requirements
- Customer and community relations
- Computer programming
- Market analysis
- Advertising programs

- **Atelier | 505, Boston**
- **Beach Street Garage, Boston**
- **301 Binney Street, Cambridge**
- **Blackfan Research Center, Boston**
- **Brickstone Square, Andover**
- **Cambridge Research Park, Cambridge**
- **Crosstown Center Garage, Boston**
- **Equiserve Corporation, Canton**
- **Fenway Center [in design], Boston**
- **Folio Boston Condominium, Boston**
- **Logan Park & Go, Chelsea**
- **Massport Employee Garage, Chelsea**
- **Massport Employee Lot, Chelsea**
- **Mystic Transportation Center, Medford**
- **Museum Towers, Cambridge**
- **North End Garage, Boston**
- **350 Kenmore Garage, Cambridge**
- **650 Kenmore Garage, Cambridge**
- **One Marina Park Drive, Boston**
- **Onterie Center, Chicago**
- **Park Lane Residences, Boston**
- **Premier Curbside Valet, Logan Airport, Boston**
- **Renaissance Waterfront Hotel, Boston**
- **Somerset Condominium, Boston**
- **Westin Waterfront Hotel, Boston**

# Renovation of Existing Facilities

We can devise and implement a comprehensive renovation program for your parking facility. This includes permitting, community meetings, phasing logistics, consultation with engineers and architects; the specification and bidding of contracts, and all necessary structural, life/safety and MEP improvements. Further, because we are intimately familiar with the New England market, we can accurately evaluate the region's engineers, architects, consultants, and contractors to obtain high quality work at the best price.

Whether your facility is a multi-thousand space garage or a fifty vehicle lot, we have experience with your type of operation and can provide local examples of our successful contributions. We have provided numerous improvement plans to owners and have supervised capital improvements, including renovation programs in excess of \$3 million dollars at each of the Lafayette Place Garage, Hynes Auditorium Garage, Logan Park & Go and the Beach Street Garage.

Examples of recent project elements are:

## Structural

- Demolition and reconstruction of large floor and ramp sections
- Shoring and structural repairs to garage beams, columns, and haunches in multi-level, pre-cast garages
- Reconstruction of reinforced-concrete stairways in multi-level garages
- Blast-tracking and application of waterproof membrane to traffic surfaces
- Replacement of expansion joints
- Crack repair, epoxy injection, and concrete repair
- Repair and modification of drainage systems
- Installation of glass stairways and elevator lobbies
- ADA compliance upgrades for access, egress, elevators, and sidewalks
- Construction of parking offices and cashier buildings

## Equipment Installation

- State-of-the-art revenue and access control systems
- Access-card systems and associated computer-based, data-acquisition systems
- Restoration and replacement of elevators
- Removal and replacement of electrical switchgear
- Upgrade and installation of communication systems
- Security cameras, monitors, and digital recording systems
- High-volume, variable-speed exhaust and supply fans
- Carbon monoxide sensors and integrated digital fan controllers
- Replacement of entire garage lighting systems with new, energy-efficient fixtures and bulbs
- Replacement and repair of overhead garage doors

## Other Improvements

- Fill, grading and paving of multi-acre parking lots
- Emergency repairs, including street and water line repairs
- Design and installation of billboards, outdoor signs, and banners
- Renovation and installation of multi-story exterior signs
- Landscaping thousands of feet of street frontage and acres of parking lots
- Trenching and installation of bases, poles and light fixtures for acres of outdoor parking at grade and on building roofs
- Extensive painting programs to color- and letter-code garage floors
- Painting elevator lobbies, curbing, sidewalks, entrances, cashier areas, and all garage columns
- Installation of thousands of feet of exterior fencing and non-climbable barrier improvements

# Renovation of Existing Facilities

**M**any of these renovations, including garage re-lighting, ventilation and CO monitoring systems, showed immediate and significant cost savings. [This work was done in compliance with the payback requirements of the utilities' energy recovery credit programs.] Other efforts, as simple as the strategic placement of signs, have seen the project's cost offset by increased revenues the very first week. Certainly, much-needed structural, waterproofing, and painting programs enhance the experience of the patron and increase the long-term value of a facility.

All of these projects were accomplished with appropriate permits and considerations; working with owners, management, engineers, building trades, authorities and customers to minimize disruption. We are proud of the experience that we continue to gain and the quality of our accomplishments on behalf of our lot and garage owners. We invite you to visit these facilities and talk to the owners. References and tours are provided upon request.

*"All of these projects were accomplished with appropriate permits and considerations; working with owners, management, and customers".*



# Key Personnel

**P**ilgrim Parking is privately owned by Marvin Meyers (chairman), Michael Gery (president) and Mark Braconnier (executive vice president). All of the owners and senior management team live in Eastern Massachusetts and are based in Boston, allowing all corporate officers to be in direct contact with our parking operations. Further, because our organization is not burdened with excessive layers of management and corporate overhead, we can rapidly pass ideas and information directly between all pertinent employees, management, and owners. This not only provides a sense of participation and accomplishment on the operational side, but delivers an immediate response to emerging problems and opportunities, and translates into a higher quality service for our clients.

The senior management team meets weekly in our Boston office to discuss emerging issues, monitor ongoing projects and operations, and plan for upcoming events. Included here are biographical sketches of the senior staff.



## Michael W. Gery

Michael W. Gery has been with Pilgrim since 1988 and has served as president and CEO for over twenty years. He oversees corporate operations, planning and business development and provides financial and operational analyses for all acquisition, lease and management relationships. In addition, Mr. Gery provides Pilgrim and its clients with parking demand, financial feasibility and market analyses. He also contributes technical expertise to Pilgrim's clients on all such issues,

as well, including electronic data acquisition, access and revenue control systems, and the overall functional design of parking facilities.

Mr. Gery has been responsible for the successful negotiation and implementation of countless leases and management agreements. In this capacity, he often represents owners of parking assets in negotiation with parking tenants and oversees existing operations. Mr. Gery also directs the purchase of parking facilities and has negotiated debt and bond financing in excess of \$40,000,000.

Before coming to Pilgrim, Mr. Gery received a Ph.D. from the University of North Carolina at Chapel Hill in the area of environmental engineering. He has consulted and devised atmospheric chemistry simulation models for the United States Environmental Protection Agency and the United Nations Environmental Programme. He also holds a B.S. in chemistry from the University of Pennsylvania and a M.S. in Public Health from the University of North Carolina.

# Key Personnel



## Mark P. Braconnier

Mark P. Braconnier is an owner of Pilgrim Parking and is Pilgrim's executive vice president. He joined the company in 1998. He is presently charged with overseeing day-to-day operations and providing Pilgrim's clients with all required services. For each Pilgrim Parking operation, Mr. Braconnier works with main office and senior staff personnel to perform monthly reviews of operations, financial and market conditions, audit and cost controls, staffing plan implementation, and vendor and insurance management. He also participates in annual budgeting,

works with counsel and government representative on permitting and other issues, and has assumed lead position on new development, financing and major construction projects.

Prior to joining the Pilgrim team, Mark was an asset manager with the Chase Manhattan Bank for seven years. At Chase, he was responsible for the acquisition, management, leasing, repositioning and disposition of commercial real estate assets, including several urban parking garages, as well as office, retail, hotel and residential properties. Prior to that, he acquired an additional seven years of experience as a project manager of residential and office development projects. Mark holds a B.S. in civil engineering from the University of Massachusetts-Lowell, an M.S. in engineering management from Stanford University and an M.S. in real estate development and investment from New York University.



## Cheryl Harris

Cheryl Harris has been the executive administrator of Pilgrim parking since 1991. In this role she is responsible for the management of the corporate office, including coordination of all corporate matters, maintaining corporate relationships (particularly in accounting and reporting matters) and oversight of administrative and support staff. She brings an invaluable service to Pilgrim and is well respected by all of our clients.

# Key Personnel

## Senior Operations Managers

Pilgrim's senior operations managers are usually the initial point of contact with building managers and our patrons. Their many decades of experience provides Pilgrim and our clients with expertise in managing all types of parking operations, major facility renovation projects, and equipment installation and repairs. They are also charged with the training of employees, the monitoring of their performance and rapidly responding to client requests, operational issues and facility problems. Each senior manager visits facilities regularly to ensure high quality service and to assess market conditions and emerging situations. The competence of these senior staff members does much to ensure the excellent reputation of Pilgrim Parking.



Tim Hartenstein

Tim Hartenstein has been in the parking business since 1993, after graduating with honors from Northeastern University. Five years later, he joined Pilgrim's curbside valet operation at Logan International Airport. Tim now develops and manages some of Pilgrim's largest garage and most complex valet operations.



Eric Roderick

Eric Roderick has been with the company since 1982. During his early years with Pilgrim, he managed several downtown Boston and Cambridge locations, interacting closely with commercial and retail customers. He has developed considerable competence in employee training, customer relations and valet parking operations. Eric is often charged with carrying out those aspects of Pilgrim's corporate management.



Scott Charlton

Scott Charlton is the most recent addition to Pilgrim's senior operations staff, having been with the company since 2001. Prior to work at Pilgrim, Scott served for eleven years as Director of Operations at the New England Center for Homeless Veterans. He was originally trained as a U.S. Navy diver, serving for seven years. He brings the organizational skills and diligence of that training to Pilgrim's senior management team.