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March 30, 2008

Mr. Jay Primus
San Francisco Municipal Transportation Agency
1 South Van Ness Avenue, 7th Floor
San Francisco, CA 94103

Dear Jay:

Congratulations on San Francisco's plans to pioneer the world's most advanced parking management system, *SFpark*. The U. S. Department of Transportation made a wise choice to partner with San Francisco to conduct the pilot programs you have expertly designed.

San Francisco is the first city to experiment with the full array of parking management techniques and technology in a carefully managed environment. Your pilot programs will help all cities learn how to manage parking to reduce traffic congestion, energy consumption, and air pollution.

San Francisco is the perfect city to undertake these pilot programs to make parking both user-friendly and neighborhood-friendly. If San Francisco can solve its parking problems through better management and advanced technology, every city on earth will pay attention, and will probably copy what works. The benefits in San Francisco will therefore be greatly magnified when other cities take advantage of the lessons learned from your pilot programs.

I'm delighted to serve on the panel of academics from several universities (Carnegie-Mellon, Stanford, the University of Pennsylvania, and the University of California) who will assist you in evaluating the results of the pilot programs.

Sincerely,

A handwritten signature in black ink that reads "Donald Shoup". The signature is fluid and cursive, with a long horizontal stroke at the end.