

June 12, 2017

Dear Hiring Authority,

Please accept this letter as application for the Department of Parking and Transportation Director position currently available at the University of Oregon. My resume is attached for your review and consideration, and I believe you will find me well qualified.

Detailed on my resume is a solid background in the parking and transportation industry with more than 20 years of directly applicable experience. As Assistant Director of Operations, I have developed an expertise in service improvement, operations management, and customer service. I am confident that my experience in these areas will prove to be an asset to the University of Oregon.

In my current position, I have become proficient in applying industry best practices within our University community. I am also well-connected with colleagues through the International Parking Institute (IPI) and the Pacific Intermountain Parking and Transportation Association (PIPTA).

I have extensive management experience in my current position as Assistant Director. One recent example of how I have demonstrated strategic leadership in response to operational challenges is from our recent zone parking changes proposal. The zone parking system was implemented at WSU in 1991 and has worked very well over the years. However, over the last decade the WSU parking system has been significantly impacted by major building projects that have disrupted the balance of parking supply and demand. Additionally, growth in student and staff population has added even more demand to the system. I put a team together and developed a strategy to implement the zone changes that included presentations to our Task Force, key student organizations, and other staff organizations. Because of our commitment to communicate the need for the changes, we were able to pass this proposal. Our new zone changes go into effect July 1, 2017.

I also have extensive knowledge working with EDC-AIMS, our parking management software. In fact, I was the key player in upgrading from an old DOS based program to AIMS in 2005. This is an excellent example of a time when I was in charge of launching a new program. Before we migrated, we had to document everything we did as a department so we could make sure everything got integrated into our new system. Additionally, I led a strategic development initiative that included a SWOT analyses so we could think of ways that we could expand our services with the new software. The migration was successful, but there were bumps along the way. What I learned from this experience is that one cannot plan enough for a major system migration, and we need to expect system issues and delays. We planned to migrate just before the start of our fall semester. If I could have changed anything from this migration, I would have chosen to implement during a less busy time. In fact, we are due to upgrade to License Plate Recognition (LPR) on our campus, and I have taken a more conservative approach to this upgrade. Our current plan is to upgrade in October, after the fall semester start.

My approach to customer service is simple. I strive to treat people as I would expect to be treated. Trust and respect can be attained even in the parking and transportation business. In order to do that, we need to equip our employees with the right tools to do their job correctly. One way we accomplish this currently is by practicing LEAN principles. We implemented LEAN in our department over three years ago. The goal is to continually improve the work and improve the customer's experience. I would be happy to share my LEAN journey with you in more detail when we meet.

I also have a great deal of experience working with large University events such as home football games. My team is responsible for the management of RV parking and general parking for home football games. We also implemented a necessary park and ride shuttle system because there is simply not enough parking for this large event. I am sure you understand similar challenges on your campus for events at Autzen Stadium. In fact, I work with several former UO employees in our Athletic department, and we often talk about how things are handled on your campus. I would enjoy the opportunity to share more detail about my experience planning and managing event parking.

I am certain of my abilities to make a significant contribution early on and believe that a personal interview would better demonstrate how I would be of value to the University of Oregon. I look forward to the opportunity of discussing in person how my expertise could best fit your needs and contribute to your organization's continued success. In the interim, thank you for your consideration, attention, and forthcoming response.

Sincere regards,

Chris Boyan

Christopher P. Boyan

EXPERIENCE:

Assistant Director of Operations

Washington State University Transportation Services, Pullman, WA

January 2010 – *Present*

- Direct and coordinate planning and scheduling of all activities and processes related to the sale of permits, collection of fines, and other administrative tasks that support the department mission.
- Direct and coordinate planning and scheduling of all activities and processes related to garage, enforcement, and event parking operations that support the department mission.
- Provide oversight for a growing maintenance program for all facilities and equipment. Make recommendations and schedule projects for the small and large capital maintenance projects and reallocation of parking areas.
- Provide oversight for parking for special events (i.e. athletic events, concerts, conferences, and commencements) which includes developing, coordinating and implementing parking plans for major events on campus.
- Assist Director in compiling the departmental annual budget.
- Serve as the department LEAN expert. Manage and promote LEAN activities for the department to ensure continuous improvement in our processes and to improve the customer's experience.
- Develop and maintain systems that monitor and reconcile transactions with the Controller, including student accounts and payroll deductions.
- Direct and coordinate the development and management of departmental contracts.
- Provide leadership and staff development in the area of customer service. Provide oversight of the primary support and training for personnel regarding all departmental administrative and support functions.
- Monitor and evaluate performance of personnel and make recommendations regarding personnel action.
- Manage the public relations, external communications, and promotion efforts of Transportation Services (TS). Represent the department as the Public Information Officer and respond to media inquiries. Initiate communications with WSU departments.
- Meet with customers to determine parking needs for special events and implement plans accordingly. Meet with contractors and University officials in order to determine parking needs and changes due to construction projects.
- Facilitate meetings for the University Committee for Parking Appeals Committee to assure consistent and fair rulings on violation appeals, recommend the replacement of or an addition of committee members for parking appeals and evaluate recommendations made by the committee members regarding operations.
- Work closely with IT specialists to ensure that data systems meet WSU audit standards. Maintain data integrity and report problem areas.
- Serve as a resource for the University Parking and Transportation Task Force and the Transit Advisory Group. Represent TS in the community and maintain a positive working relationship with community organizations.
- Maintain internal control procedures in accordance with WSU BPPM and accepted audit standards for cash and other assets.

Administrative and Outreach Manager

Washington State University Parking, Transportation, and Visitor Center, Pullman, WA
January 2005 – December 2009

Manage administrative operations in the Parking and Transportation office with a strong emphasis on customer service. Provide internal and external communication for the department including press releases, web site information, departmental publications, calendaring, etc. Manage Visitor Center operations and ensure the program is run in a “World Class, Face to Face” manner recognizing that the Visitor Center is the front door to the University.

Outreach Manager

Washington State University Parking, Transportation, and Visitor Center, Pullman, WA
November 2003 – December 2004

Manage Visitor Center operations and ensure the program is run in a “World Class, Face to Face” manner recognizing that the Visitor Center is the front door to the University. Maintain a strong emphasis on customer service. Provide internal and external communication for the department including press releases, web site information, departmental publications, calendaring, etc.

Outreach Coordinator, Principal Assistant

Washington State University Parking, Transportation, and Visitor Center, Pullman, WA
February 2001 – October 2003

Coordinate Visitor Center operations. Under the supervision of the Director, ensure the program is run in a “World Class, Face to Face” manner recognizing that the Visitor Center is the front door to the University. Maintain a strong emphasis on customer service. Assist the Director with the internal and external communication for the department including press releases, web site information, departmental publications, calendaring, etc.

Program Coordinator

Washington State University Parking, Transportation, and Visitor Center, Pullman, WA
June 1997 – January 2001 (and part-time, temporary from July 1996 – June 1997)

Coordinate Visitor Center operations. Under the supervision of the Director, ensure the program is run in a “World Class, Face to Face” manner recognizing that the Visitor Center is the front door to the University. Maintain the Parking Events calendar for the department. Schedule the WSU Visitor Center conference room.

Manager, Dissmores Food Court, Inc., Pullman, WA

May 1990 - July 1997

Managed store operations, upheld high standards of customer service, budgeting, accounting, and banking. Supervised large staff including training employees on operations and procedures, enforcing policies, and performing employee evaluations; managed other departments including problem solving, insuring proper store appearance, and maintaining a teamwork atmosphere; had complete knowledge of customer service booth including customer complaints and requests.

Christopher P. Boyan

EXPERIENCE (continued)

Assistant Manager, Rosauer's Grocery Store, Inc., Pullman, WA

July 1989 - May 1990

Directed store operations, supervised freight crew, conducted merchandising strategies for new items and displays, and placed orders for grocery and dairy departments.

Herds Manager, Mar-G Dairy, Inc., Lynden, WA

September 1979 - May 1989

Personnel management including hiring, training, compensation, supervision and scheduling, computerized records management, purchasing, inventory, public relations, equipment operation and maintenance, animal health care, and all other operations demanded of a one-thousand cow dairy.

EDUCATION:

Bachelor of Arts-Business, Human Resources and Management May 1993
Washington State University, Pullman, Washington 3.55 GPA

Course work in *Masters of Business Administration Program* Fall 1993
Washington State University, Pullman, Washington 3.50 GPA

Whatcom Community College, Bellingham, Washington 3.85 GPA 1988 - 1989

Los Angeles Valley College, Van Nuys, California 1976 - 1978

ORGANIZATIONS AND ACTIVITIES:

- 2005-present; Volunteer, Better Fishing Ministries, Pullman
- 1989-present; Volunteer, music groups, Emmanuel Baptist Church, Pullman
- 1994; Recipient of PTA Golden Acorn Award for outstanding community service
- 1993-94; Cub Master, Pullman Cub Scouts, Pack 415
- 1990-93; Coach, Pullman Youth Baseball Association
- 1990-93; Volunteer for WSU Football Chain Crew
- 1989-94; Volunteer, Jefferson Elementary & Lincoln Middle School PTA's, Pullman