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REQUIREMENT: RFP Section 10

To allow for easier comparison of proposals during evaluation, the proposal format and submittals must be as follows:

- a) Scope of Services - As outlined in Section 3 (Specific Tasks and Proposal Requirements)
- b) Experience and Capacity - Describe background and experience demonstrating ability to provide required services.
- c) References - List references from contracts similar in size and scope.
- d) Cost - Indicate proposed per meter base unit and describe all costs of options not included in the base price in a separately sealed envelope.
- e) Insurance - If applicable, indicate proposed insurance coverage for the project.

Pursuant to the requirements, our proposal is organized in the required format. The sections and descriptions follow.

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1 Introduction: Executive Summary

REQUIREMENT: RFP Section 1, Opening Statement

The City of St. Louis Treasurer's Office ("STLTO") is seeking qualified bidders to submit proposals for a comprehensive, in-office parking management system, wireless/real-time enforcement capabilities, and a web e-commerce front-end for parker self-service. The goal of parking management software is to provide a seamless, efficient, customer-friendly, and cost-effective parking operation for the City of St. Louis.

Conduent is a proud partner of the City of St. Louis Treasurer's Office ("STLTO"). We offer a solution that is both compliant and compelling, focused on the Treasurer's unique vision for St. Louis. We'll ensure our solution hits the ground running, reducing risk and allowing the Treasurer to instead focus on social equity, access, convenience, and those issues most important to the STLTO and its customers.

The STLTO has released a request for proposals ("RFP") both broad in scope and bold in vision, a procurement seeking to provide smart, integrated, user-friendly, and sustainable services for St. Louis. We're excited to submit a bid in support of this important request.

We applaud the STLTO's decision to not bundle software and operations, instead communicating a desire to seek and review responses that are tailored to portions of a wider scope of services. In doing so, the STLTO ensures the receipt of competent bids, the integration of innovative technologies, and increased customer convenience.

In line with these vital objectives, we enthusiastically offer our suite of citation management tools, including our back-office eTIMS® application, including our payment plan and permitting capabilities, and CitySight® Enforcement software. Our menu of options for the STLTO will provide for continued revenue growth and operational consistency as the Treasurer examines solutions for addressing first- and last-mile challenges, Vision Zero goals, and social equity during a difficult budgetary period.

We are the largest provider of transportation technology services worldwide, including parking management, tolling, mass transit, and photo enforcement services supporting governments in 31 countries. We have vast experience providing curbside management solutions in St. Louis and, for 37 years, the U.S. We also support parking services in 80 foreign jurisdictions. A trusted leader in the industry, we currently process more than 15 million parking citations and 1 million permits, and collect upwards of \$800 million in revenue annually on behalf of our clients.

Further we are an experienced integrator. Our enforcement systems integrate with meters, kiosks, pay-by-cell platforms, and even competitor enforcement software. We provide interfaces to ALPR systems, booting and towing operations, customer service, and other components of a comprehensive, intelligent parking management solution.

Conduent will enable the STLTO to move quickly, reducing risk and meeting customer needs

Our proposal provides:

- eTIMS®, our innovative violation processing system
- Name and address verification from departments of motor vehicles
- Integration with the STLTO's selected ALPR operator
- Permitting, including virtual permitting to reduce the cost and effort of fulfillment
- Our CitySight® Enforcement platform, deployable on any compatible device procured by the STLTO or its designate agent
- Optional analytical services to help guide and optimize parking policies and staff decisions using big data

Our expertise assures that we understand the nuances of parking enforcement, the minutia of exacting programming, and the dire risk that can befall clients like the STLTO when a ticket, notice, file, boot, or payment is processed in error.

A Proven Platform that Reduces Risk

Our company serves the public sector by developing systems and delivering services that optimize the use of one of the most important pieces of the urban landscape: the curbside parking space. The technology we provide to civilian and sworn law enforcement entities make our streets safer and easier to travel. All of Conduent's transportation programs and services are geared toward facilitating traffic flow, promoting safety, enhancing quality of life, encouraging transit use, fostering an active bicycle community, and generating program revenue.

Our work with the STLTO is one of our banner partnerships. Since 2003 we have provided parking services such as citation processing and revenue collection, along with support via phone, walk-in center, and internet. Over the years, we have worked with and alongside you to implement your program and meet your requirements. We recognize that municipal parking management is rapidly changing. With this new solicitation, we can begin innovating to meet the needs of your stakeholders on Day One.

With Conduent, the STLTO will be backed by a \$6 billion, Fortune 500 company with the requisite stability, the security, and the corporate resources necessary to provide services and protect assets.

A Solution Responsive to Your Needs

Our proposal is designed to offer the STLTO extreme flexibility. Our response is laser-focused on our core competencies and is dependent upon working with solution providers that the STLTO best feels meet its needs, including ALPR, handhelds, and parking bureau operations. We are a systems integrator, and we can help the STLTO ensure that its vendors build and design the best products. We have integrated more handhelds, more meters, and more revenue control systems than anyone else in the U.S. We are also at the forefront of implementing sensors for congestion pricing systems, pay-by-mobile solutions, and other parking related emerging technologies. We use these advances in technology to take our clients to the next level in parking management and collections—reducing congestion, increasing revenues and affording our clients greater efficiency and effectiveness, so they can better serve the public.

Risk Comes in Many Shapes and Sizes

Because we are your incumbent provider for enforcement and processing software, choosing Conduent will allow the STLTO to obtain the new features and services while maintaining a proven relationship and system. Conduent is the “low risk-slash-high reward” option, requiring no data conversion and no process mapping, ensuring continued operations and uninterrupted service, and delivering in a timely manner valuable new enhancements that will benefit St. Louis.

For example, we can provide the citation management services sought by the STLTO without a risky, lengthy implementation process and learning curve. All parking citation processing implementations are challenging. An entire new service structure must be built, tested, and introduced. Selecting Conduent will eliminate interruptions in operations, revenue flow, and customer service that a new contractor would face trying to replicate the services we already provide.

Risk is simple to define. It's the probability of a future, although uncertain, event with potential for loss. There are lots of risks with a transition, including the implementation risks, budget risks, operational risks, technical risks, security risks, production system risks, and business risks, to name a few. Appendix I provides an overview of various risks and the potential exposure to STLTO.

Intuitively, most companies understand the notion of risk. Having a vague knowledge of risk, however, is very different than being able to manage risk. Conduent, as both the incumbent and a leading services provider, understands risk in its various forms and how risk can and should be managed to ensure a successful implementation.

Risk management is not necessarily a complex task, but it can be tricky. There are surprises lurking behind every corner of even the most seemingly easy transition, and these issues can derail a project and bring untold grief to a client. Our solutions are well-suited to address, avoid, and mitigate these potential risks. Further, we have established policies, procedures and processes to maximize performance and revenue while minimizing risks.

This said, if we are not selected to provide violations processing services, we will work diligently to transition to the STLTO's selected vendor. We will support conversion processes and provide insights in hopes of mitigating any risks that the new vendor and STLTO will certainly face.

Making a Difference on Day One

We strive to obtain results for our clients, providing value instead of risk. Since our contract award in 2013, our performance has improved operations substantially, improving collections and the resulting revenue for the STLTO. The ongoing value of Conduent and eTIMS® is demonstrated by some of the following statistics:

- **4.6-point Reduction in the percentage of outstanding citations** (down from 38.5% in 2013 to 33.9% in 2019)
- **4.2-point reduction in total unpaid dollars** (down from 60.7% to 56.5%)
- **3.7-point reduction in outstanding aged debt**, or citations between 2 and 7 years old (down from 22.5% to 18.8%)
- **20.2-point reduction in outstanding debt more than 7 years**, representing very difficult to collect debt (down from 61.1% to 40.9%)
- **\$1.80 reduction in the average unpaid balance per citation** (down from \$22.36 to \$20.56)

That strong performance serves as a foundation for further improvements *beginning on the very first day of the contract*. We have the expertise, thought leadership, and the platforms to make sure citation revenues continue to trend positively and never go backwards.

Our Value: Understanding Client Needs

Our value is also demonstrated in our ability to help the STLTO achieve its vision. Like Treasurer Tishaura Jones, we recognize that people living in underserved communities are dependent on cars to access jobs and educational opportunities. And while we all receive parking tickets from time to time, the

impact of losing one's car for failing to pay parking tickets can be devastating to the disadvantaged. Denying people vital access to employment and schools creates a vicious cycle.

Our analytics team can help the STLTO understand the impact of parking tickets on various constituencies. As discussed below, we can help inform the scheduling and routing of enforcement personnel to use predictive enforcement algorithms to reduce predatory citations. We can review fine schedules and offer recommendations for optimizing fees to ensure the punishment fits the infraction. And we can help the STLTO implement a grand vision for payment plans. We can work with the STLTO to achieve balance, providing motorists facing severe sanctions with an important safety valve: citation payment plans.

The idea behind municipal payment plans is a simple one. Promote compliance while providing access to a vehicle to:

- Reducing bankruptcy filings,
- Allowing residents to keep their jobs and homes,
- Ensuring motorists need not quit school,
- Reduce borrowing from predatory lenders,
- Avoid the expense of towing and storing vehicles, and
- End the debt spiral.

In so doing, we can also help the STLTO avoid expenses of towing and storing cars and the costs of administering expensive litigation programs. We can assist the STLTO with building a one-of-a-kind system of deterrence with meaningful consequences, promoting employment and education with carefully tailored payment plans.

The STLTO knows that robust and thoroughly comprehensive payment plan program can both increase compliance and provide forbearance for the disadvantaged, providing relief beyond that typically afforded through a standard hearing process. Dynamic payment plans can encourage compliance across all economic levels. They maintain positive revenue flows, ensure the continuous funding of essential public services, and reduce administration costs while assisting those most in need without interest. And our eTIMS® solution can make these plans a reality in St. Louis.

Some additional thoughts regarding payment plans are outlined Section 2.3.4.

Our Implementation Approach

We have an experienced team in place, ready to begin work implementing our CitySight® Enforcement Solution and integrating with other vendors should we be selected. We will draw from experts ensuring the STLTO receives the integration, customization, training, documentation, and ongoing support it deserves.

Our proposed implementation timeline is enclosed in Appendix C and should ensure the STLTO is up and running on Day One. We will provide the necessary training within the STLTO's schedule, adding new technologies and functionalities on an iterative basis. We'll provide, review, and seek approval of an implementation schedule based on the final negotiated scope—including required integrations—and track

progress against any updates to the timeline. We'll make certain to alert the STLTO to any lagging tasks, their impact to the broader implementation plan, and potential mitigation strategies.

Our methodology follows Lean Software Development, a modified agile approach with iterations that build and test functionality. Lean Software Development is a quality first approach. We propose to make iterative releases of updates so that the STLTO has an opportunity to provide feedback on requirements as early as possible.

Our proven approach also reduces schedule risk, budget risk, and operational risk. Highlights include:

- *Leveraging an Experienced Team.* Our team has the domain and project knowledge to implement the schedule on-plan. We're leaders in parking enforcement and curbside integration.
- *Requirements Gathering and Design Process.* Signing off on requirements and test specifications will increase efficiency and reduces risk of scope creep. We'll work hand in hand with the STLTO's vendors and new technology providers.
- *Implementation and Testing.* We'll mitigate risk through automated testing. The automated tests will run daily as part of regression testing, catching potential regression problems earlier in the lifecycle.

We have implemented dozens of parking enforcement contracts across the United States and United Kingdom. We know that we can make the STLTO's program even more successful with the implementation of CitySight®.

Analytics and Getting the Most from Data

We can support the STLTO by gleaning insights from data and information from several sources. We're an analytics provider. We can use big data to support every component of a parking operation, every nuance of the parking lifecycle, driving specific recommendations to our clients. We provide data hosting data and reports, but we also provide dynamic data visualization tools, policy recommendations, and predictions concerning the impact of various policy decisions.

We can provide data scientists expert in data classification, data clustering, the application of statistical and economic theory, predictive modeling, and machine learning to completely understand parking habits in St. Louis and predict future behavior. This knowledge can affect positive behavioral change, drive better rates of return, and improve convenience and operations.

We can curate the STLTO's data. Big data is vast, and we stand ready to assemble, manage, and present data in a manageable way. Think of us as your data librarians. We can manage data throughout its lifecycle from creation to storage to archival. We will silence noisy, irrelevant interference and point the STLTO to the most pertinent data for informed, defensible decision-making. And the data always remains owned by our clients.

We propose our data curation services as an option, one that we can flexibly price as a menu of services using hourly rates for our data scientists. Our toolkit is ever evolving, and in this proposal we set forth opportunities and describe our differentiated work in the field of curbside enforcement analytics.

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2 Scope of Services

REQUIREMENT: RFP Section 1, Opening Statement

The City of St. Louis Treasurer's Office ("STLTO") is seeking qualified bidders to submit proposals for a comprehensive, in-office parking management system, wireless/real-time enforcement capabilities, and a web e-commerce front-end for parker self-service. The goal of parking management software is to provide a seamless, efficient, customer-friendly, and cost-effective parking operation for the City of St. Louis.

Our parking solutions are tailored to the unique needs of each client and are built on our industry-leading processing system, eTIMS®. Conduent's core system and services are specifically designed to handle the robust processing needs associated with the high transaction volumes of major parking programs like the STLTO's.

Our proposal is built on eTIMS® as the foundation. eTIMS® is the low-risk, high-yield violation processing system that has been carefully programmed and modified to meet the specific needs of the STLTO. eTIMS® offers real-time integration with our enforcement application, CitySight®, as well as real-time payment reconciliation. As described below, our violations processing solution serves as the hub that enables a variety of additional parking services.

2.1 Overview

REQUIREMENT: RFP Section 2

A detailed list of scope of services for parking management software is attached in Appendix A...For ease of completion, bidders can download Appendix A from the STLTO web sites under the link to RFPs/RFQs. The following information is a summary.

As the incumbent prime contractor, we currently provide citation processing and revenue collection to the STLTO, as well as software and technical support of the citation processing system, data imaging of citations and incoming correspondence, lockbox services, registered owner information look-up, data entry, telephone and walk-in customer service support, adjudication support, interactive voice response ("IVR") and web payment services, parking meters, maintenance, and collections, and handheld citation issuance hardware and equipment.

For this solicitation, however, we want to propose a reduced scope and narrower focus on those elements of the solicitation that, if transitioned to another vendor, could provide the most operational, legal, public-relations, and revenue exposure. We will provide these services to the STLTO or, should the STLTO wish, its designee. The services we're offering include components of Appendix A scope, including:

- eTIMS® violation processing, including:
 - Fleet management
 - Hearing scheduling
 - Payment reconciliation
 - DMV interfaces for name and address acquisition
 - Citation aging and noticing
 - Digital capture and upload of citations and supporting evidentiary photos and data
 - Our boot and tow subsystem and integration with the STLTO's selected ALPR provider
 - Installment payment processing, including hardship payment plans as detailed below

- Meter and Parkmobile integration
- IVR and online and app (PayTix) payment capability
- Collection of delinquent accounts (Section 2.3 of this proposal)
- CitySight®, including CitySight® Enforcement and CitySight® Enforcement Manager (“CSEM”) the latest iterations of our unparalleled citation issuance and management software. As part of our proposal, we are providing this solution at reduced cost and will port CitySight® to any compatible handheld selected by the STLTO.
 - Should the STLTO desire, we can support a pilot of a variety of hardware options.
 - Further, should the STLTO wish to pilot multiple citation issuance platforms, we can provide CitySight for that pilot. Should the STLTO determine that a competitor’s citation issuance better meets its needs, we can integrate with that vendor and host citations and data within eTIMS®.
 - Pay-by-cell, pay-by-plate, pay-by-zone, and other meter necessary meter integration
- Permit parking, including virtual permit integration
- Optional analytics and consulting services, including marketing assistance
- Optional replacement of all Parking Violation Bureau (“PVB”) equipment, including printers, scanners, and other equipment. We have not priced this option.

Further, our offering accommodates a full range of payment options. We will support the following options:

- *Pay by Web.* We will provide a pay by web application that will accept credit card payments from customers and will update the payments to eTIMS® on a real-time basis.
- *PayTix™.* This app allows customers to pay for tickets from a host of various municipalities. Payments can be made from customers’ smartphones.
- *Payments by Mail and In-person.* Cash, check and money order payments can be transmitted to Conduent via secure FTP process. All payments are uploaded to eTIMS®. Mail payments may also include large fleet payments, an uploaded batch file that contains the citation numbers that are being paid.
- *Pay by Phone.* We can operate a pay by phone application, providing a seamless interface should the STLTO continue to use our services.

All payments that are posted to eTIMS®, whether in real-time or via batch upload (lockbox and large fleet payments) are tracked in our suite of payment reports. Every payment transaction displays the user who posted the payment and the date and time that the payment was posted.

The following subsections and appendices, including Appendix A (STLTO table), and Appendix B (pricing/cost proposal), provide additional details concerning our intended scope and proposed pricing.

2.1.1 Pay by Cell and Meter Integration

REQUIREMENT: RFP Section 2.a.i, 2.a.ii, 2.a.iii, 3.d

2.a.i. STLTO already owns 735 Flowbird multi-space pay stations and 1,726 IPS single-space meters. The STLTO is open to re-deploying parking meters to maximize effectiveness of operations. The vendor's software must be able to integrate with STLTO's equipment and all major equipment manufacturers.

2.a.ii. STLTO uses ParkMobile for mobile based payments. The vendor's software should have full integration with ParkMobile and other mobile-based applications.

2.a.iii. Technology and reporting software that allows the STLTO to monitor meter performance on a real-time basis and track other analytics. The technology and software will also incorporate GIS of all on-street meter enforcement.

3.d. Customer Service: Must provide live operators available 24/7 to create accounts and resolve issues related to pay by mobile devices

The ParkLouie program requires an efficient operation, a sophisticated system to safeguard meter revenues, and a proven solution to provide optimum service to the public. Conduent's CitySight® Enforcement platform integrates with meter and pay-by-cell vendors and captures data regarding broken meters and missing signs to help meet those objectives.

We have integrated with a variety of pay-by-cell vendors, including Parkmobile in Washington, DC, Los Angeles, Indianapolis, and St. Louis; Verrus/PayByPhone in Dallas and San Francisco; Passport in Boston and Cincinnati. Our recent integrations using CitySight® Enforcement have been seamless, making it easy for parking enforcement officers to quickly determine if a meter has been paid before issuing a meter citation. Further, we've integrated with meter vendors in pay-by-space, pay-by-plate, and pay-by zone environments, including FlowBird (formerly Cale and Parkeon) and IPS in cities like Washington, DC, Chicago (via a Passport interface), Los Angeles, Cincinnati, and St. Louis.

Meter and Parkmobile Integration

We have two methodologies for CitySight® integration to meter manufacturers and Parkmobile. We can use our APIs, inclusive of license plates, parking zones, and rate structures. This methodology allows us to provide enforcement personnel with all the necessary information to determine if an expired meter or unpaid meter parking citation is appropriate. We will interface with Parkmobile and Flowbird at the outset of the contract to ensure a smooth transition. Alternatively, we can interface using a data synchronization approach that captures payments received from the pay-by-cell vendor and verifies payment using the enforcement devices against a separate data synchronization database. This might be the optimal approach should the STLTO switch to a pay-by-plate environment or contract with multiple pay-by-cell providers. We have not priced this latter option, but can certainly do so should the STLFO determine it is the appropriate path.

Using CitySight®, users can query against meter and Parkmobile payments at the outset of an inquiry by searching by zone, plate, or space. Further, CitySight® automatically checks the meter and pay-by-cell databases again just prior to the issuance of a citation to verify payment hasn't been made during the ticket issuing process. If the vehicle suddenly registers as being paid, enforcement personnel are notified of that status. Our clients can choose to allow the enforcement personnel to override the warning or prohibit issuance of a citation altogether. Figure 2.1.1-1 provides more details.

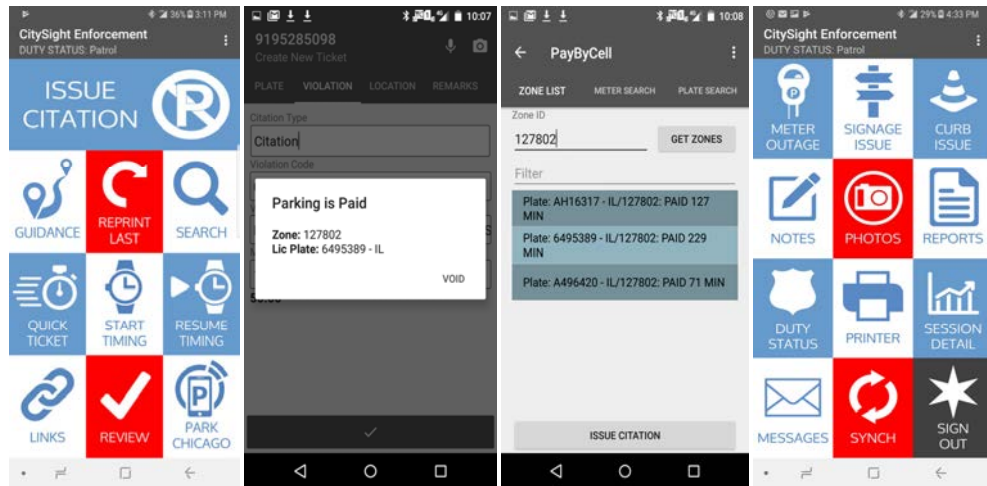


Figure 2.1.1-1. CitySight Meter Integration

The “search” and “issue citation” functions allow users to verify payment against a license plate, zone, or metered space. Parking enforcement officers receive notifications when parking is paid prior to issuing a ticket or upon searching by plate, zone or space. In addition, meter outages can be documented and automatically pushed to back-office systems. The system uses drop-downs and sorted license plate lists to make inquiries easy. When meter numbers are entered, the address field of the citation is pre-populated.

CitySight allows parking enforcement officers to capture problems like graffiti and inoperable meters in the field. Enforcement personnel can even associate a photo with a particular incident. Users can pick from a tailored list of outage codes (or those issues most frequently documented), enter the meter number (thereby populating the address field using a back-office table) or address (the street names can be picked from a list or will automatically appear as the officer types), and add notes (both free form and customizable). The data is passed to eTIMS® to ensure the matter is addressed and erroneous citations are properly dismissed.

All citations captured using CitySight include GIS coordinates as required by the RFP. This feature is discussed in more detail below.

eTIMS® Integration

Our system can provide the STLTO with a means for entering and updating parking meter data in an online real-time environment and for monitoring the status of the meter system in both online and batch modes. The system is fully integrated with the citation database, allowing adjudication and customer service personnel to obtain a full meter status on contested citations. We can provide the necessary system access to other successful bidders so that they have the most up to date information when dealing with customer service issues.

An overview of the meter management application is depicted in Figure 2.1.1-2.

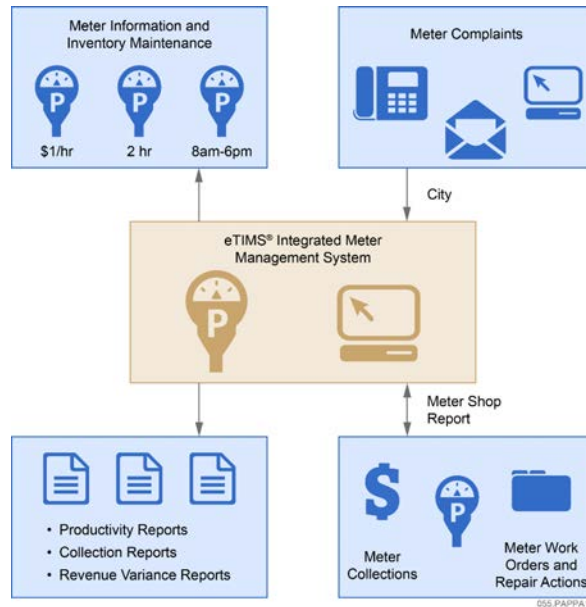


Figure 2.1.1-2. Conduent Meter Management System

The meter manage system supports all meter activities.

The use of this fully integrated subsystem provides the STLTO or its designated users with a comprehensive management tool that safeguards meter revenues, ensures data accuracy, provides optimum user and customer service, and has the capacity to accommodate foreseeable growth in the STLTO's meter program.

Online functional access is strictly controlled through user ID security. Authorized personnel can quickly and easily enter and monitor a variety of parking meter data online. Tables can be created containing the following information:

- Backup meter locks
- Block limits or intersecting streets where meters are located
- Collection routes
- Crews assigned to collection routes
- Locks used in parking meters
- Maintenance routes on which meters are located
- Manufacturers of meter brands
- Model number of parking meters
- Outages that can be reported for a meter
- Repairs that can be done to a meter
- Streets on which meters are located
- Summary levels that allow collection routes and meters on those routes to be grouped together for reporting

Six online functions allow the user to:

- Enter and update details about individual meters, including meter number, mechanism number, street address, block limits, hours and days of operation, time limits, rates, manufacturer and model, and other helpful information (the accuracy of information entered is ensured through the maintenance of the meter tables and online edits; meter records cannot be established until all required fields are completed and the information entered is validated against the values in their respective tables)
- Enter global changes to meter details
- Enter and update meter outage and repair information
- Monitor the repair history of each meter
- Monitor the daily summary statistics for all meters in the system
- Enter and update meter collection information

The system can provide a full meter inventory and a history of each meter by maintaining a complete record of a meter's status from installation through removal. Recorded information includes installation details (meter number, location, manufacturer, meter rate, collection route, and maintenance route, days, revenue, outages, repair actions, and periodic maintenance).

Meter Complaint Processing

Our automated meter complaint resolution process eliminates the need for manual staff review of meter complaints and ensures all complaints about citations issued at malfunctioning meters are promptly investigated and properly resolved. Meter complaint investigations are fully automated and resolved. When a citizen complaint is received, a "meter investigation" suspend code is entered on the citation in question. Users will not need to constantly query the system to check for repairs, and the motorist is given the benefit of the doubt until the investigation has been completed. This suspend process prevents the violator from penalty assessment, noticing, and enforcement actions while the complaint is being investigated. Our application analyzes the meter number, the citation issue date and time, the outage and repair dates, and the repair action code, taking one of the following actions:

- If the citation issue date and time falls between the outage and repair dates and times for that meter, the citation is either canceled or reactivated, depending on the repair action code. The resolution of the citation is determined by the repair action codes as defined by the STLTO. In addition, customized correspondence is automatically generated to inform the citizen of the investigation outcome (ticket has been canceled or reactivated).
- If the meter outage does not yet have an offsetting repair action, the resolution remains pending and is re-evaluated weekly. This automated process reviews all outstanding outages entered during the prior week, and updates the status of any citations related to a meter outage where a repair code was subsequently entered.
- Citations that cannot be automatically resolved by the system are researched and handled manually by the appropriate contractor staff. To facilitate this manual process, an eTIMS® report is available to identify citations that are not automatically resolved.

Our meter complaint resolution process provides a method for ensuring that all complaints about citations issued to malfunctioning meters are promptly investigated and properly resolved. This process alleviates unnecessary follow-up, ensures accuracy, and provides optimal customer service.

Repair and Display Functions

System users can inquire, enter or update outage and repair information for a single meter or group of meters. Users can access outage and repair information by meter number, maintenance route, multiple repairs, or multiple outages. Our repair history screen provides meter status, outage type and date, who reported the outage and their department, the priority assigned to the outage, and the assigned work order number. The citation number associated with the complaint is displayed if the outage was entered as an online complaint. For each outage listed, corresponding repair information, including repair action, repair date, repair time, mechanic's initials and the work order number is displayed.

Summary statistics can be accessed online to provide the STLTO with daily and year-to-date information totals. The system includes a summarized online display of meter data and summary statistics, including installations, outages, repairs, bagged meters, and other information. Further, we can simulate changes in revenue from various policy changes, providing long-term revenue projections to support budgets.

Redeploying Parking Meters to Increase Operational Efficiency

If the STLTO needs assistance relocating its parking meters, we can provide our analytical expertise. Our ability to use data to sustainably place curbside assets in Cincinnati is highlighted in the March 2019 issue of *Parking Today* (to view the article, please visit <https://www.parkingtoday.com/article/details.php?id=2639&t=location-location-location>) and is discussed in detail in Section 2.4.

24-Hour Customer Service

We will work with ParkMobile or any STLTO pay-by-cell vendor to ensure customers seeking to create a mobile payment account receive immediate attention. We can stress to these vendors the need to provide around the clock customer service as required by the STLTO.

2.1.2 Ticket Issuing Devices (“TID”)

REQUIREMENT: RFP Section 2.a.iv

Ticket Issuance Devices (“TID”) or software that allows officers to conduct enforcement on smart phones or similar devices. The TID should be user-friendly and also contain software that allows officers to take pictures to support issuance of parking violations. Additionally, the TID should have enforcement software which allows officers to detect vehicle permits and past parking infractions. TID may also allow officers to clock-in/out and monitor officer productivity.

We will refresh the STLTO’s current enforcement software with our latest iteration, CitySight® Enforcement. The software provides real-time integration and data exchange with our back-office system, CitySight® Enforcement Manager, using a variety of ticket issuing devices.

Our latest iteration of enforcement software, CitySight® Enforcement, integrates real-time with our back-office application, CitySight® Enforcement Manager. The enforcement suite provides functionality leaps beyond that of PocketPEO®, including real-time timings or “tire chalking,” duty status updates, GIS breadcrumbing, and our optional hourly regulatory and citation probability maps (as described in Section 2.5). An overview of the platform follows:

- Every change in duty status, timing, and citation issued is captured as a drop status on a map; every few minutes the positioning of the device carrier is mapped as an individual marker as well.
- Back-office Streetview features allow managers and supervisors to locate their staff and zoom in on the areas where they work.
- Document the number and location of parking and compliance violations, as well as changes in duty status—like breaks, lunches, and patrolling (or other designations provided by the City)—and periodic status updates.
- Provide photographic details via GoogleMaps about specific locations to add context to a Issuing Officer's status.
- Offer daily overviews for managers, supervisors, and other authorized users of citation issuance including: the total number of voids; the total number of warnings if applicable, total citations issued; total active issuing officers; counts of photographic evidence and other media; a list of top issuers; a list of most issued violation codes; a list of the most recent citations issued; details about a team of issuing officers such as login times; duty status, beat information; and productivity, including citation counts, plate searches, and "timings."
- Allow managers, supervisors, and other authorized users to drill into the activities of a single issuing officer to view his or her performance.
- Allow managers, supervisors and other authorized users to view information about particular citations, including the date, time, location, code violated, code description, vehicle make, license plate number, officer name, officer badge, and any other citation data as may be requested of the STLTO's managers, supervisors and other designated users.
- Provide photographs used to support a citation.
- Provide access to scofflaw and stolen vehicle lists, as well as hits against these and other license plate designated lists provided by the STLTO.
- Provide special instructions to a parking enforcement officer that will appear on the TID when a specific license plate is entered.

We will provide the upgraded application at *no additional cost* to the STLTO and/or its agents. There are a number of options for the STLTO to consider:

- Rather than bid a particular device, Conduent can install CitySight® Enforcement on any compatible device of the STLTO's choosing. We have priced our proposal with this option in mind.
- Alternatively, should the STLTO wish to pilot a variety of devices before making a decision, Conduent can support that request. We will install CitySight® on the compatible device of the STLTO's choosing/purchasing.
- If required, Conduent can even purchase the selected device on behalf of the STLTO. Our goal is to ensure that the STLTO receives the TID that best meets its needs.
- We are also willing to participate in an enforcement software pilot. Should the STLTO wish to test CitySight® against alternative citation issuing software, we would be honored to engage in such a technology pilot. We believe that the STLTO and its personnel will like the intuitive nature of the

software and its operation. If, however, the STLTO selects a competitor's software, we will work to integrate with that software, hosting the citations in eTIMS®.

Section 2.1.3: CitySight® Enforcement

Conduent has leveraged its industry knowledge and expertise in handheld enforcement technology to design our next generation enforcement application, CitySight® Enforcement.

Mobile device technology is advancing at a rapid pace. Consequently, Conduent proposes upgrading and introducing new features that take advantage of the latest technology. Our proposed solution maintains the same core functionality of PocketPEO, but it offers the speed and agility that flow from newer model devices. Further, CitySight® verifies against back-end databases in real-time, including meter payments and residential permits, and employs GPS for tracking. We will work with the STLTO to provide a smooth transition of PocketPEO® to CitySight® Enforcement by creating a User Acceptance Test (“UAT”) environment. In doing so, we will guarantee a sufficient amount of time and effort is dedicated to the testing of the new software. And as the current prime, we can begin this transition prior to the expiration of our current agreement.

CitySight® Enforcement Suite

- A dependable software package that furthers operational flexibility while maintaining data integrity
- Swift issuance capabilities that bolster enforcement with precision photo capturing
- Software that is more adaptable to the needs of the STLTO and the degree of desired productivity oversight

The Conduent CitySight® Product Suite is made up of two components, CitySight® Enforcement and CitySight® Enforcement Manager.

CitySight® Enforcement

CitySight® Enforcement is the next generation of our patented PocketPEO® mobile enforcement solution. CitySight® Enforcement enables the enforcement personnel to quickly and accurately issue citations, easily search for scofflaw and permit holders, capture and pickup timings, review previously issued violations, capture meter, sign or curb issues, record non issuance related notes, change duty statuses, beats, squads or shifts all communicating in real-time to our systems.

There are a number of advantages of the real-time communication we seek to provide to the STLTO:

- The constituents will be able to pay for tickets as soon as the ticket is issued
- Enforcement supervisors will have visibility into the performance of the enforcement personnel
 - Issuance Details
 - Last Known Locations
 - Messaging
- Scofflaws can be verified in real-time and without the enforcement personnel calling in for the status of the scofflaw plate(s); the data is automatically transmitted to the appropriate personnel
- Residential Parking Permits (“RPP”) can be verified in real-time

- Back-end system updates can be pushed out to the field without requiring the enforcement personnel to “Dock” or “Cradle” a device to get updates

The handheld screens can be configured to the STLTO’s specific requirements. Sample screens are shown in Figure 2.1.3-1. The main application menu provides two pages of functionality.



Figure 2.1.3-1. CitySight® Enforcement Main Menu
 Core view with a sample options of CitySight® Enforcement

CitySight® Enforcement Functions:

- **Issue Citation-** Issuance of a citation, the STLTO’s procedures and policies will be configured into the issuance process to ensure CitySight® Enforcement Issuance guides the enforcement personnel through the issuance of valid citations.
- **Reprint Last-** Quickly reprints the last issued citation.
- **Search-** Easy method of searching against a variety of data sources such as scofflaw, Pay by Cell, and permitting.
- **Quick Ticket-** Quick access to issuing an additional citation to a previously cited vehicle.
- **Start Timing-** Mark timed vehicles
- **Resume Timing-** Pickup previously marked vehicles
- **Links-** Single click to go to page 2 of the menu functions. This can also be accomplished by swiping the screen to the left.
- **Review-** Review previously issued citations during the current session.
- **Pay by Cell-** Direct link to the STLTO’s Pay by Cell provider to validate online payments. This is also done as part of the citation issuance process.
- **Meter Outage, Sign Issues, Curb Issues-** Ability to record meter outages, sign issues, and public way issues and automatically communicate them to the right resources.

- **Notes-** Enable the enforcement personnel to capture notes unrelated to citations.
- **Photos-** View of all citation related photos captured during the current session.
- **Reports-** Configurable end of shift report.
- **Duty Status-** Change/Update Duty Status.
- **Printer-** Assign a printer.
- **Session Details-** Change/Update Beat, Squad or Shift during the current session.
- **Messaging-** Managed communications between supervisors and officers supporting two types of messages: Confirmation Messages, requiring the receiving officer to respond; and Informational Messages, which do not require a response. Messaging can also be configured to permit officer-to-officer communication.
- **Synch-** Real-time ability to retrieve updated tables from the backend system.
- **Sign Out-** End of session (log off).

Citation issuance is broken down into a configurable protocol using different tabs (or pages) within the issuance function. It provides the enforcement personnel the ability to capture plate, vehicle, violation, location and remarks. Images can be captured at any time during the citation issuance process. Users are provided validation once a page has been properly completed.

The configuration of the required fields can vary based on the STLTO's needs. Specific violations may require a minimum number of images to support the violation while others may require a printed comment on the citation. In addition, CitySight® Enforcement can be configured to default specific fields based on the STLTO's policies and procedures, such as carrying forward the violation code and/or street location from a prior citation into the current citation.

All these features are programmed as part of the review with the STLTO to ensure the system is setup based on the STLTO's requirements and expectations.

CitySight® Enforcement Manager

CitySight® Enforcement Manager is the next generation of our HH Parking solution. CitySight® Enforcement Manager provides supervisors the ability to monitor enforcement personnel performance as well as providing authorized users the ability to manage specific configuration settings for the solution.



Figure 2.1.3-2. CitySight® Enforcement Manager
Summary View of Daily Enforcement.

Dashboards like that shown in Figure 2.1.3-2 provide a real-time view into citations issued, voids (if permitted by the STLTO's policies and procedures), warnings (if permitted by the STLTO's policies and procedures), sessions, notes, messages, media, top issuers, top violations and most recent violations.

Directly from the dashboard; authorized users have the ability to review citations, review officer productivity, messaging, location information, manage tables, review data feeds, review data transmissions to our eTIMS® system as well as manage mobile and website user accounts.

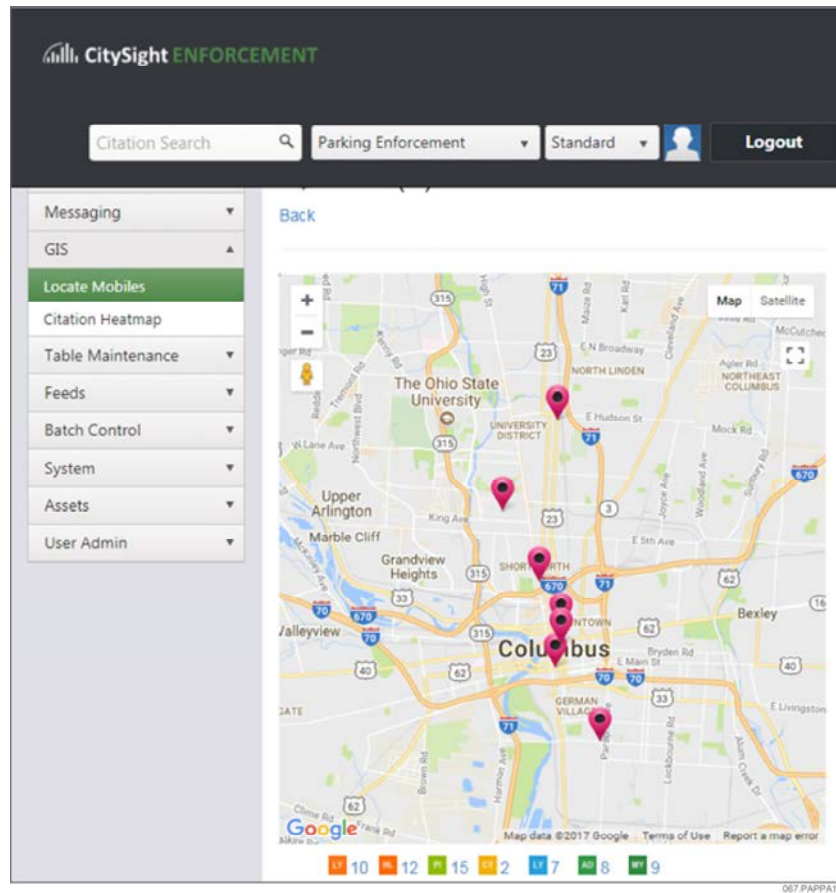


Figure 2.1.3-3. CitySight® Enforcement Manager GIS
Last known location of Active Enforcement Personnel.

As shown in Figure 2.1.3-3 the map view of session activity permits the supervisor to filter on specific types of activity as well as using the timeline to review the individual events as they occurred on the timeline.

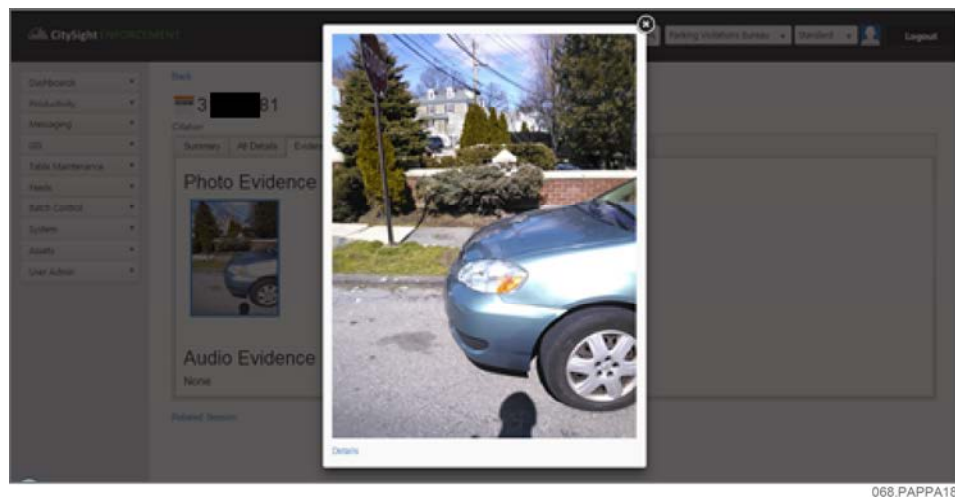


Figure 2.1.3-4. CitySight® Enforcement Citation Detail
View of Citation Details including real-time image transmission.

Authorized users can review all ticket data including images, as shown in Figure 2.1.3-4, which are transmitted in real-time from CitySight® Enforcement to our backend system CitySight® Enforcement Manager.

Integrate Parking Citation Issuance and Processing Components

Conduent will integrate parking citation issuance and processing components and maintain a hosted database that supports the issuance and posting of citations in real-time to the database as well as the display of other online transactions such as dispositions or payments. Data is sent to eTIMS® real-time. As part of our application re-platforming project this year, eTIMS® will be hosted in the Microsoft Azure cloud.

Section 2.1.4: Ticket Issuing License Plate Recognition

REQUIREMENT: RFP Section 2.a.v

License Plate Recognition (“LPR”) technology that will assist parking enforcement officers to detect parking violations and vehicles eligible for booting or towing.

Conduent recognizes the STLTO’s continued desire to be on the leading edge of new parking enforcement mechanisms and can support its officers, and booting and towing operations, and license plate recognition (“LPR”) technology.

In addition to the LPR capabilities resident in our CitySight® solution (allowing the plate number and address to automatically populate the citation), our solution can interface directly with automobile LPR systems, allowing for wireless transmission of data and images from the LPR within the vehicle or within an officer’s handheld unit directly to the CitySight® Enforcement application. This process simplifies ticket issuance. As shown in Figure 2.1.4-1, an example of integration capability, relevant to mobile units, is our existing LPR integration in Berkeley, CA. The LPR equipment software sends the pertinent violation data—the vehicle image, its license plate number (deduced from an Optical Character Recognition, or OCR, read), GPS location, date and time—directly into the enforcement system software on an officer’s handheld device. Similarly, LPR technology incorporated within individual officer handhelds allow for rapid issuance and a reduction in human error. All LPR data is attached to the citation data and sent via download from the handheld device to our eTIMS® system. The LPR data and images become part of the citation record and available for payment, customer service and adjudication purposes. Additionally, the hot lists of stolen, scofflaw vehicles and other identifying tables are sent from our eTIMS® system to the LPR equipment. We also send parking permit lists to the LPR equipment to enable LPR-based enforcement.

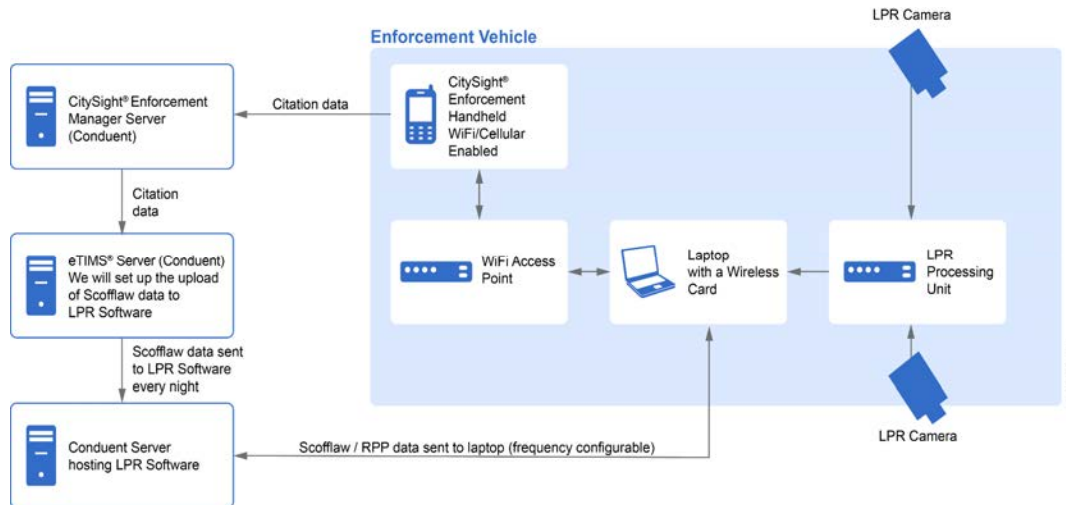


Figure 2.1.4-1. CitySight® and LPR Interface Network Diagram

Direct interface between the CitySight® enforcement software and the LPR system facilitates enhanced enforcement capabilities and real-time data transfer

2.1.5 Permit Parking processing

REQUIREMENT: RFP Section 2.a.vi

Software that allows management of permit parking zones.

Conduent is the industry leader in parking permit processing. We provide virtual guest, resident, visitor, event and commercial permits, and make it easy for our clients to add additional permit types.

We provide methods of processing and managing permit parking programs. Recently, clients have started to opt for virtual permit management using eTIMS® and integration with LPR systems. Our virtual permitting application employs an online portal for users to create accounts, register vehicles and pre-pay for their permits based on various permit regulations. The white-labeled portal is accessible on PCs, laptops, tablets and mobile devices. This turnkey system allows registered account holders to submit new permit applications and renew existing permits for annual resident and business permits, as well as purchase and transfer a “virtual” permit to a guest, visitor, or commercial vehicle by entering a license plate number into their web portal account. Limits on guest permits are configurable.

The seamless integration of our proposed permit solution with the STLTO’s existing Conduent infrastructure will avoid unnecessary complications for staff resulting from navigating multiple systems simultaneously, ensure consistency in data management, and provide optimal service to the public. Virtual permitting addresses the needs of last minute guests and reduces fraud. Our system still provides customers with the ability to apply in-person or by mail too, although many will want to move to a completely paperless environment.

As your current provider, we will be able to leverage the account information and workflows in e-TIMS to allow for a swift and risk reduced implementation.

2.2 Citation Management

REQUIREMENT: RFP Section 2.b

Citation Management

Conduent State & Local Solutions, Inc. (Conduent) has supported STLTO's parking program for the past several years. At the core of our solution is eTIMS®, a powerful web-enabled, hosted solution with robust processing capabilities, user-friendly reporting features, and intuitive system navigation.

eTIMS® is the system the PVB staff use every day, a fully auditable solution with 100% functionality on beginning on the first day of the contract. Successful citation processing requires a comprehensive approach. Our software solution for the STLTO is fully integrated, supporting the citation life cycle from issuance to resolution.

2.2.1 eTIMS®

REQUIREMENT: RFP Section 2.b.i

The vendor will be responsible for processing tickets generated by the STLTO and the St. Louis Police Department. The ticket processing system should allow customers to pay parking tickets immediately after issuance. Additionally, the vendor should allow customers to pay parking tickets via phone, web, mobile, or in person. Customers should also be able to search ticket information with their license plate number or ticket number.

Conduent offers a robust technical and operational solution and proposes a dynamic set of new functionality including a new platform and the new User Interface/User Experience (UI/UX) for the next generation contract.

We use “next action” logic to constantly monitor and update a citation’s status within the noticing stream. Citations will be uploaded from handhelds in real time basis. Each citation uploaded from the handheld or manual data entry must pass several eTIMS® batch control safeguards to qualify for update. Any citation that doesn’t is rejected ensuring further scrutiny prior to update. Once a citation does update, “next action logic” takes over. The license plate is sent to DMV for name and address acquisition and we begin the process of noticing the registered owner.

eTIMS® is a specialized, table-driven, modular, high-volume transaction-based parking system. Its core design is based on plate-ticket information residing in a single record. Functionally, our eTIMS® solution provides for ticket processing, boot and tow management, fleet noticing, notice management, permit processing, cashing, reporting, hearing scheduling, payment plans, and meter integration. Highlights of our violation processing system include:

- *Penalty assessment and back-out.* This is a critical function, one that’s important for a program to get right to maintain credibility and avoid backlash. We have worked diligently and painstakingly to perfect the STLTO’s complex penalty application requirements and all requirements are fully functional.
- *Automatic scheduling of activities.* We employ sophisticated logic tables and software to control the processing and scheduling of events. For each ticket, the information relating to the ticket is evaluated to determine what events need to be performed or the next activity (next action) to be undertaken, such as name and address requests or registration non-renewal holds. The next activity date and event indicator are maintained for each ticket. In St. Louis, the tables are set to meet the specific programmatic and legal requirements defined by the STLTO.

- *Registration status.* For example, St. Louis booting specifications require a plate to have four unpaid tickets, and along with other criteria to become boot eligible, and qualify for a pre-seizure notice. Should one of the violations be paid, eTIMS® automatically re-evaluates the plate and removes the boot-eligible status. Subsequently, should that payment be returned due to insufficient funds or another ticket is added to the plate record and aged accordingly, eTIMS® will automatically re-evaluate the plate in the nightly update cycle, generate a new pre-seizure notice, and ultimately return the plate to a boot-eligible status.
- *Integrated and verified subsystem integration.* eTIMS® is a fully-integrated, real-time system. An action in one subsystem is immediately reflected in other subsystems. This is critical for suspending action during hearings and holds.
- *Online transaction history.* Transaction history is retained at two levels in eTIMS®: the ticket level and plate level. eTIMS® maintains information for all transactions, including adjustments, without practical limitations. Transaction history is not limited to payments and adjustments. It also includes dispositions, hearings, suspends, correspondence, and mail transactions. The STLTO or designated personnel interacting with the public has all relevant information to respond to inquiries and settle disputes. Further, at the plate level, any update or change to the name and address on a plate or any activity on the plate such as combining or swapping transactions will cause the previous plate/summary level information to move to history.
- *Plate level transaction processing.* eTIMS® provides plate level transaction processing for payments, fees (e.g., boot, tow, storage), dispositions, scheduled hearings, suspends, and correspondence.
- *Data mining and searches.* As required by the RFP, eTIMS® provides a number of search methodologies. eTIMS® is organized to link plate records to the associated citation records. This simplifies research and entry of transactions by providing critical information about a plate's citations on a single page. Users can easily determine if the citation is on DMV hold, or research payment/adjustment activity on a citation. Users access data from a variety of search keys including citation number, license plate, VIN, driver's license number or name. A wild card search function gives you an option for faster inquiry when only a partial name is available. For each inquiry method, if a single plate record is found, eTIMS® immediately displays the plate summary screen that includes all the citations related to the plate.
- *DMV Integration.* Conduent's Missouri DMV processing infrastructure operates in an online, environment supporting over four million name and address request transactions annually.
- *Other DMV acquisition.* Our Motor Vehicle Registry System has been in place for over 35 years and provides our parking management clients with the names and addresses of out-of-state violators. Conduent currently has access to registration data from all 50 states, either directly with each state's DMV or through alternative processing channels. This complex system contains all state-level edits required by each DMV across the country, enabling us to provide the STLTO with accurate registered owner information.
- *Notices and correspondence.* Accurate and timely noticing and correspondence is a mission critical component of a well-run parking management program like the STLTO's. Through our partnership we have demonstrated capability to print and mail all notices and correspondence letters in an accurate and timely manner. Each and every notice has been designed and legally drafted to conform to existing laws, regulations, and the STLTO's requirements. Noticing functions are fully integrated with other functional aspects of eTIMS®, providing flexibility for noticing, scheduling, and the

selection of records. Automated correspondence allows for letters for responses to a variety of customer concerns, like the vehicle cited was sold or stolen, signs were not properly posted, or the meter was inoperable. A complete audit trail is created for all notices and correspondence.

- *Adjudication.* eTIMS® Adjudication directly interfaces with General Citation Processing to allow the Hearing Officers a streamlined workflow for adjudicating efficiently. Hearing examiners have a fully integrated, St. Louis Code compliant adjudication application at their fingers. In addition to in-person hearings and challenges by mail, we also support online hearing functionality for our customers.
- *Payment processing.* As documented in Section 1, we will support a wide range of payment options, including pay-by-web (or online payments), app payments via PayTix®, lock box and cashiering integration, and payments by phone. All payments that are posted to eTIMS®, whether in real-time or via batch upload (lockbox and large fleet payments) are tracked on our suite of payment reports. Every payment transaction displays the user who posted the payment and the date and time that the payment was posted.

Please refer to Figure 2.2.1-1 for a schematic view of how our solution can meet the STLTO's needs. The diagram illustrates our ability to provide access to all authorized users as well as various touch points.

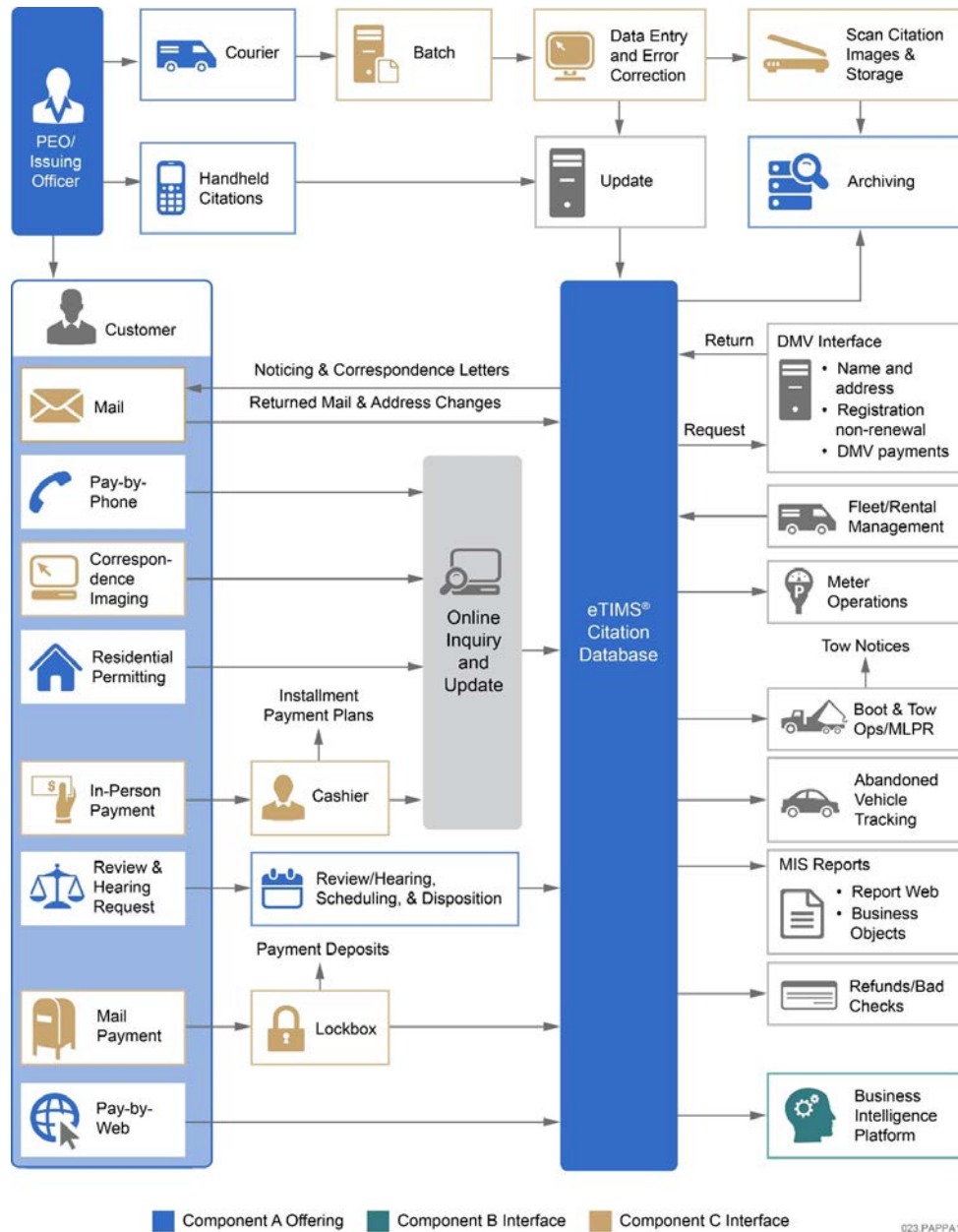


Figure 2.2.1-1. Citation Lifecycle and Related Systems

An overview of our products and services.

A new contractor would require a significant amount of time to implement the basic services required by STLTO let alone the specialized subsystems and web services we have tailored to the STLTO's needs. With Conduent, the STLTO will receive eTIMS® as a cloud-based solution. As importantly, the STLTO will get a partner with experience and expertise concerning STLTO's processing procedures and rules. Our technical teams understand the wide range of modifications made to maintain revenue and improve customer service. On Day One, our focus will be on value added services rather than reinvention as all of the foundational system logic is already in place. And these value added services and new programs will be implemented using proven methodologies to verify scope and business requirements, configure the system, perform extensive testing, and roll out new development in a controlled manner.

Further, the STLTO will benefit from continued improvements applied across our user community. We've invested more than \$7 million in new software development and system infrastructure, including a re-platform to the Azure Cloud, providing a fresh, new system redesign. In addition, these upgrades will yield dramatic gains in reliability, flexibility, stability and performance. We will provide these new features if we are selected.

The new design is informed by our experience design group ("EDG") to improve productivity, reduce errors, and promote user satisfaction. Figures 2.2.1-2 and 2.2.1-3 provide samples of the new eTIMS®, coming in the fourth quarter of 2019.

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Figure 2.2.1-2. UI/UX Re-design: Plate Summary
Provides real-time access to all plate summary information

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Figure 2.2.1-3. Concept UI/UX Re-design: Citation History with Related Images
Provides real-time access to all citation history with related images

2.2.2 Reconciliation of Revenue

REQUIREMENT: RFP Section 2.b.iii

The vendor will be responsible for the monthly reconciliation of ticket revenue collected for each bank account. This report must be submitted to the STLTO by the 10th business day of each month per bond indenture requirements.

eTIMS® is a fully compliant auditable system that provides accounting and audit trails necessary for revenue verification on the schedule required by the STLTO.

eTIMS® maintains a full audit trail of every processing transaction, including the User ID of the person entering the transaction, as well as the date and time the transaction was entered. Payment transactions also include the payment amount, payment method, source of payment (lockbox, online, etc.). In addition to the audit trail, each transaction is captured on a specific report. For example, if a payment was made on the Web portal, a specific report captures those transactions, while payments made through our online cashiering system are captured on a different report.

eTIMS® provides the STLTO with the reporting and monitoring tools it requires to ensure the integrity of payments, adjustments and error corrections from all sources, from receipt to reconciliation. Report Web provides both detail and summary reports for full reconciliation. We can also provide various audit reports for the STLTO that include all revenue processed for specified time periods.

Some of our reports that enable daily reconciliation of revenue include:

- *Online Cashiering Report.* The Online Cashiering Report is currently used to reconcile the daily receipts processed by the cashiers to the daily bank deposits. The Online Cashiering Report provides totals by cashier that can be balanced to the daily totals obtained from the PC cashiering equipment for each cashier. The Online Cashiering Report can then be compared and matched to each cashier's deposit made to the STLTO's bank account. As a final reconciliation, the totals on the Online Cashiering Report can then be reconciled to the PCR, which summarizes the total payments and adjustments posted to the system
- *Production Control Report.* The report provides a daily record of all update activity including online transaction totals, mail transactions, name and address requests and changes, scheduled hearings, dispositions, and the total number and dollar amount of payments, adjustments, and fees processed. Total counts and amounts of seizure requests, penalties added, and notices sent are all summarized on this report. Counts and amounts for skeletal transactions added are also displayed. Beginning and ending balances are provided, as well as the net change from one cycle to the next.

Other reports display pay by web and pay by phone payments as well as payments received from collection agencies.

Section 2.2.3: Intelligence Software for Reporting and Auditing

REQUIREMENT: RFP Section 2.b.iv

Software that allows the STLTO to audit and monitor ticket processing, run accounting reports, and perform other analytics. All reports should be able to differentiate between Police and STLTO tickets.

We provide BusinessObjects integration to maintain up-to-date auditing, monitor ticket processing, run account reports, and provide other analytical information. The BusinessObjects application is a highly flexible, secure, and comprehensive web-based ad-hoc reporting product that allows authorized users to create adaptable data output in a variety of formats.

BusinessObjects integration with eTIMS® allows for thorough auditing and an additional method through which ticket issuance and officer productivity can be analyzed. Through a user-friendly interface, STLTO and designated staff will be able to expand on existing analytics and evaluate strengths or deficiencies in enforcement according to various parameters and with a multitude of drag-and-drop query criteria available. Unique to this tool is the ability to segment ticket issuance and review other enforcement logic according to individual agencies, such as STLTO enforcement officers or issuance conducted by the Police Department. Conduent will also make extensive use of BusinessObjects business intelligence to generate regular and special reports that assist the STLTO, and thereby enrolled customers, in tracking debt and payment activity.

Crucial to the operation of the STLTO is the capacity to harness a fluid and altogether integrative enforcement management system. Integrating BusinessObjects with eTIMS® provides for robust and near-instantaneous ticket and account results, as well as a platform through which trending data can be scrutinized. Although Conduent provides hundreds of detailed management reports through the eTIMS® operational system via ReportWeb, the need often arises for specialized information in a tailored format. To provide for the STLTO's need for ad-hoc specialty information, we have successfully created and previously produced client requested reports in a very short time period. Reports can be sent automatically by email to designated managers and staff.

Enhancements have been made to our Data Warehouse application to support the STLTO's daily operation with the aforementioned ad-hoc reporting and inquiry environment. Conduent will work with the STLTO in determining data requirements pertaining to additional ad-hoc reporting needs. For example, the report generation tools contained within BusinessObjects could allow STLTO employees to analyze and extract booting and towing data based on specified criteria.

Reports run in ReportWeb and BusinessObjects are easily exportable to Excel and PDF formats. In addition, using BusinessObjects, reports can be exported in additional formats (such as CSV) and programmed to be automatically emailed to designated users in the interval and format desired by the STLTO.

2.3 Collection Initiatives Including Booting Operations

REQUIREMENT: RFP Section 2.c

Carry out the STLTO's Booting Program ii) Make the scofflaw list ("hot list") available to the booting crews electronically in real time following receipt of the original hot list in electronic format from Parking Supervisor or its designee; iii) Provide technology to support the Parking Supervisor's vehicle immobilization program; iv) The booting support technology shall be integrated with the parking violation management system to ensure that any relevant transactions, payments, case dispositions, and update booting lists accurately and immediately.

Our eTIMS® Boot and Tow subsystem is a proven, reliable system that fully supports all aspects of the STLTO's booting and towing operation. Our comprehensive and dependable system has evolved over several decades with specific enhancements developed for the City cannot be readily replicated.

Our comprehensive solution provides the STLTO with a full suite of tools to effectively identify and restrain repeat violators. The STLTO successfully uses eTIMS® for its seizures today. This is a workhorse system; accurate and reliable. We work with our clients to make enhancements that address evolving needs and that improve client's ability to manage its booting and towing programs.

We developed an automated correspondence system to accommodate the processing of impounded vehicles. The system automatically determines when a vehicle is eligible for seizure in accordance with the specifications provided by a client; vehicle status is tracked and updated from the beginning of the seizure process until final release or disposition. eTIMS® evaluates and determines "next action" processing logic based on criteria specified by our clients.

We support a range of seizure activities, like booting, towing, relocating, and impounding a vehicle. The system can record incident information captured during the seizure of a vehicle. We also provide the STLTO with a complete inventory of towed vehicles and categorize them by the reason for the seizure such as boot and seizure tows, violation tows, or police ordered moving violation tows.

2.3.1 Scofflaw List ("Hot List")

Vehicles that are flagged as boot eligible are produced on an electronic "Hot List" available for use by the STLTO's boot and tow crews. This real-time "Hot List", generally referred to as the scofflaw file, lists the most current eligible scofflaw vehicles by registration state and license plate number and is generated daily. When boot and tow users log onto their laptops each morning, the file is downloaded to a local database residing on the application. This system feature allows booting crews the ability to maintain productivity in the event connectivity to eTIMS® is interrupted.

2.3.2 Enforcement Integration with License Plate Recognition ("LPR")

Conduent's solution is fully compliant and has the ability to integrate with different service providers, in which the STLTO may partner, to provide a seamless flow of information wirelessly. We use a variety of methods to communicate from Web Services to Secure File Transfers, all dependent on the service provider's capabilities.

2.3.3 Booting Integration with eTIMS® Citation Management Platform

The eTIMS® scofflaw booting and towing program provides the STLTO with a sophisticated tool. After placing a boot, the vehicle and location information is gathered and recorded. Once a vehicle becomes eligible to have the boot removed (e.g., payment), notification is automatically sent to the release crew to alert them of the status. In addition to next action logic, eTIMS® is capable of identifying certain exclusion criteria as established by the STLTO. The system's flexible design allows specific categories of vehicles such as state plates or rental plates to be evaluated against different criteria or excluded altogether.

All boot and release activity is accomplished by the entering and receiving real-time information through eTIMS®. Dispatchers and clerks utilize eTIMS® to search for activity, view vehicles authorized for booting, track and dispatch crews, release boots, and review vehicle history.

Boot and Tow Reporting System

Conduent provides the ability to review an online inventory of all vehicles currently booted or towed. An inquiry screen allows the user to choose between booted vehicles on the street and towed vehicles in the impoundment lot. The qualifiers for the listing to be viewed online (state, vehicle color, vehicle make, or date) are entered. Conduent's online reporting provides extremely flexible selection criteria by allowing the user to enter any combination of the identified qualifiers.

2.3.4 Collection Initiatives

Conduent's uses data analytics and deep learning to identify patterns and predictable outcomes to mitigate growing accounts receivables with proactive intervention of at-risk populations. We can help the STLTO identify trends that may help guide decisions about fine amounts, enforcement distribution, and payment plan criteria. For instance, we can:

- Identify the average fine amount by community compared to the economic characteristics of a community;
- Compare citations to population to understand the number of citations issued in a community relative to the number of residents;
- Understand variances in income and the impact of various fine amounts and fine types on a person's ability to pay; and
- Produce violation heat maps illustrating both violation concentrations and the distribution across socio-economic strata.

We're at forefront in identifying and then mitigating potential payment non-compliance before it occurs. We can use predictive analytics to improve the STLTO's parking compliance rate, ensure enforcement equality, reduce at-risk populations from excessive burden and reduce resource costs in compelling compliance. Should the STLTO desire, we can apply our analytics skills to research these matters further.

Dynamic Payment Plans

Conduent can support a fully customized compliance assistance program for the STLTO focusing on ability to comply. Our successful payment plan programs provide abeyance for penalties and enforcement activities as long as a motorist remains in compliance with the program. We can encourage compliance, address consumer need, innovate, and generate revenue by:

Engaging. The ability to effectively communicate plan availability, qualifications, and responsibilities will encourage St. Louis resident participation and provide them a path to compliance.

Some estimates suggest that nearly 30% of all citations issued are to people burdened by some sort of economic hardship or financial encumbrance. Those impacted by economic hardships such as foreclosures or bankruptcy, or receiving Earned Income Tax Credit, or participating in programs like unemployment assistance, LIHEAP, Public Housing/Section 8, food stamps, SSI, TANF, WIC, and workman's compensation are more likely to be disproportionately impacted by fines and penalties. A higher percentage of one's disposable income is required to satisfy parking offenses. In addition, students, senior citizens, and active or recently retired military service members may experience challenges meeting their

obligations due to lack of employment or fixed incomes. These individuals often have little recourse for assistance.

Enrolling. Our enrollment process is dynamic, providing tailored options to meet the needs of the STLTO and its constituents. These processes are easy to understand and not overly burdensome. Our payment plans clearly identify steps to receive approval for participation as well as the responsibilities of the parties.

Special payment plans can be crafted, based on the STLTO's input, for the average participant and those in financial hardship. The differences between the plans, generally, is that those with financial means pay a larger percentage as a down payment and have a shorter period of time to pay. Hardship payment plan participants may pay less down and receive a longer period to fulfill their obligations. By focusing attention on objective and compassionate plan guidelines, these structured financial plans cater to the individual's ability to pay. We can help the STLTO set up plans like this.

Astonishingly, in our experience nearly 70% of all hardship plans complete their payments and become fully compliant. This success rate owes as much to maintaining communication channels throughout the plan's lifecycle as the reasonable repayment terms.

Encouragement. Our plans encourage compliance once a hardship candidate has been approved. Engagement keeps the participants updated on the status of their commitment and encourages continued compliance by underscoring the success to date. In addition to automated payments, methodologies for maintaining contact are highlighted in Figure 2.3.4-1.

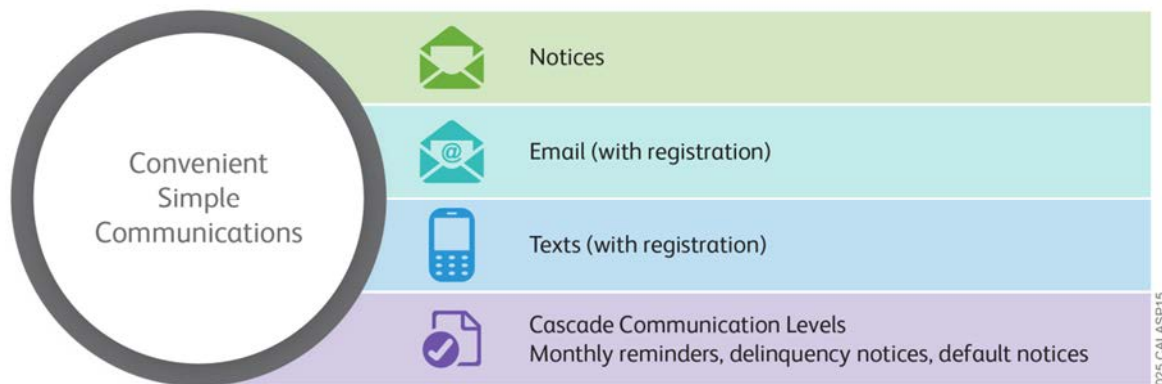


Figure 2.3.4-1. Payment Plan Encouragement

Means of keeping the participant engaged and committed to the program.

Enforcement. Unfortunately, some participants will default. Therefore a progressive enforcement strategy is encouraged to assist them on the path back to compliance. For people that become delinquent by accident or through no fault of their own, there are options. Cities can accept the next monthly payment and add any past due months to the end of the program, thereby providing an extension and maintaining the suspension of enforcement options. Cities may want to cap the number of times during a program that exceptions like this will be made, however, to avoid abuse.

We can help the STLTO identify progressive and fair policies to notify those who have failed to remain compliant with their payment plans. The first step should be to simply communicate one's delinquency.

Subsequent steps would utilize more compelling language about the terms of the payment plan and the consequences. The last resort is the reinstatement of penalties and other collection sanctions.

2.4 Meter Redeployment

REQUIREMENT: RFP Section 2.d.iv

Meter maintenance and collections: Re-deploy parking meters to maximize effectiveness of operations.

Using our analytics resources discussed in Section 2.5, we can review parking meter transactions for the STLTO as we've done for customers like Washington, DC and Cincinnati to prioritize the placement of networked parking meters and determine if parking meters are located in the right place.

We have developed a methodology for determining the placement of multi-space meters ("MSM") on a given block based on revenue and transaction equanimity. Revenue correlates to paid use, or customer payments. More payments equate to more use. We've recommended the placement of more MSMs near spaces with heavy use and fewer MSMs near spaces with lighter demand. We have also factored the distance from the furthest parking space to the meter and likelihood of queuing in our MSM recommendations. We have even determined areas in cities where parking meters fail to generate a return on investment, recommending relocations of these assets.

We can provide similar studies for the STLTO using our data scientists if that's helpful.

2.5 Analytics (Optional Service)

In addition to using meter data to help drive meter redeployment, we can use data to optimize the use of assets and resources for the STLTO. We provide our services on an hourly basis based on the rates specified in Appendix B.

Some examples of our work for clients include studies concerning:

- **Time limits.** In Indianapolis, Cincinnati, and Washington, DC, we studied the time limits at meters to determine if they correlated with client objectives. Often, we found no correlation between time limits and rates, hours, revenue, paid use, or the overall goals of a parking program. The time limits didn't recognize demand or the types of businesses being served by meters on a block. But by increasing time limits in areas where utilization is especially low, we can shift meter use away from high occupancy areas. In Indianapolis, the results of our efforts led to an increase in paid stays of 18.2%, an improvement of average meter revenue of 23%, a decline in parking meter transactions of 22% (meaning less wear and tear on the devices), and a 10% decline in coin use (increasing credit card use and, again, reducing wear and tear). Year over year revenues improved 22%.
- **Reduce Time Paying at Parking Meters.** We have reviewed the factory presets of a variety of parking meters and examined the average purchase value at each block. We found that customers frequently pressed buttons several times at single- and multi-space meters in order to purchase the time they wanted to park. That's painful, and it hurts the parking experience. In Indianapolis, we recommended modifying the default purchase times to reduce the required button pushes by between 50% and 75%, saving customers' considerable time. These modifications also led to significant

changes in the pay box graphics to make use of the meters much more intuitive. We can offer the STLTO similar assistance.

- **Predictive Enforcement Improvements.** Parking administration is not easy. Parking managers often lack data and must make assumptions about regulations and where and when to enforce. Conduent takes the guesswork out of parking administration and employs a number of predictive enforcement algorithms to support clients. Our solution suite for the STLTO can include:
 - *Modeling to better align resources with enforcement times.* We have recommended changes in the enforcement schedules for cities to create positive change. In Boston, for instance, we examined citation trends, normalized citation issuance for new hires, determined hourly productivity, factored in meter utilization, created a weighting factor for historical issuance by hour, and recommended changes to the shifts of dozens of personnel. We recommending shrinking the number of shifts from nine to seven and modeled an improvement of the coefficient of correlation between staff and citations (.73 to .81) and a 9.76% improvement in productivity.
 - *Regulatory policies.* We can provide the STLTO with regulatory maps so personnel know when and where various regulations like rush hour restrictions are in place. We've done the same for Chicago, using publicly available data and inferences from historical citation issuance. An example is shown in Figure 2.5-1.
 - *Analytics.* We use clustering algorithms to better design and align enforcement zones with the likelihood of violations. Figure 2.5-2 provides an example of how we've applied algorithms with longitudinal and latitudinal preferences to drive the same predicted average citation issuance per zone.
 - *Citation likelihoods.* We map citation probabilities so that enforcement personnel know where they're most likely to find citations throughout the day. Our probabilities change by hour, informed by meter use and regulatory policy. This is extremely important for personnel in the field trying to understand where enforcement is most needed. Please see Figure 2.5-3 for examples.
 - *Enforcement routing.* We use proprietary tools to route personnel efficiently between areas requiring enforcement to improve productivity. Figure 2.5-4 demonstrates how data concerning probabilities can be used optimize the routing of personnel based on mix of time and productivity. Should the STLTO select, we can help it achieve the most efficient and productive enforcement routes, schedules, and zones, both in terms of size and shape. We can provide per block predictions about the likelihood of citations, estimate the number of expired meters at any given time, prioritize assignments, and help create an evolving deployment strategy to promote turnover.
 - *Fine Schedules and Collections.* Setting the right fine amounts, or ensuring the fines match the egregiousness of the violation, is important for deterring parking behaviors that create dangerous conditions. We can help the STLTO review fine schedules to optimize collections and generate compliance. We've provided similar studies to clients in California, Northern Ireland, and Ohio.
 - *Performance Management.* We've worked with clients like Chicago, Cincinnati, and Boston to properly align resources, routes, and schedules, using predictive analytics to match staff with the need for parking enforcement (we can expand on these principles to improve meter collections and repairs as well). As important, however, is the need to properly manage individuals, teams,

and supervisors. In addition to providing intuitive web-based dashboards and detailed information about production and quantities, understanding performance requires qualitative analysis. Consequently, we have developed visualizations that allow supervisors and managers to determine how an employee is performing against average productivity or an alternative benchmark while also assessing the quality of that individual's work. Understanding the totality of an employee's performance provides tools for rewarding performance or requiring additional training. These are tools we can offer the STLTO too.

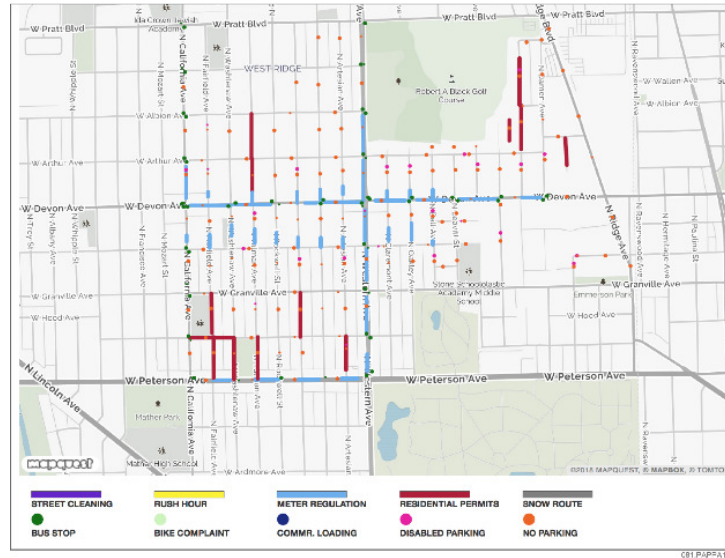


Figure 2.5-1. Regulatory Mapping for Parking Enforcement Officers
Knowing what regulations are being enforced can help improve productivity and provides an excellent training tool.

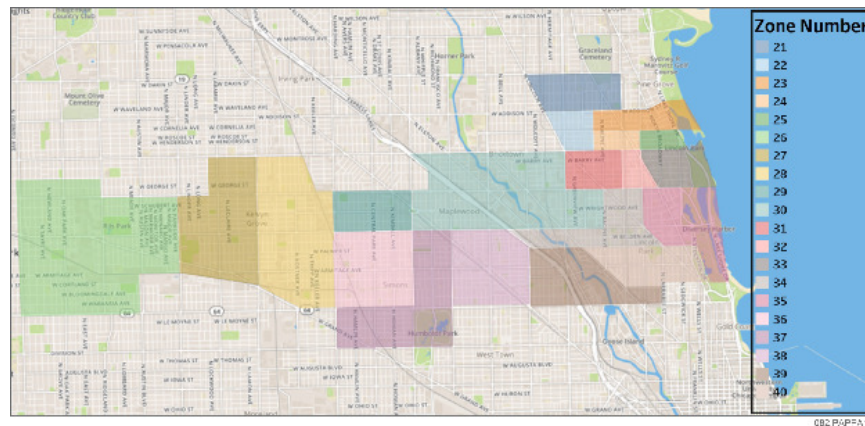


Figure 2.5-2. Enforcement Zones
We're building enforcement zones for clients like Chicago to achieve parity amongst parking enforcement personnel, reduce the likelihood of predatory enforcement, and ensure resources are deployed where they're needed most.

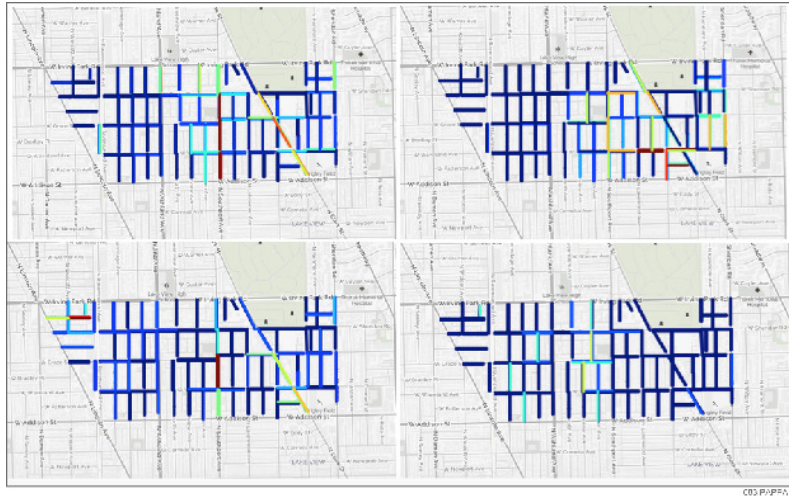


Figure 2.5-3. Enforcement Probabilities

The four maps above represent an enforcement zone on different days and during different hours. Note how the likelihood of finding citations (red=high likelihood; blue=low likelihood) changes on the various blocks during those times.

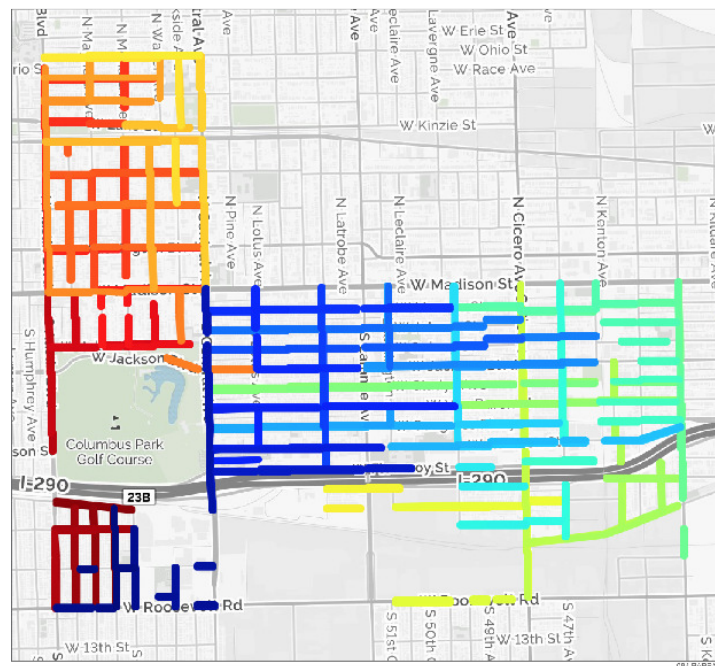


Figure 2.5-4. Optimized Enforcement Routing

A parking enforcement officer working this zone from dark red to dark blue would frontload productivity while adding very little extra time to his or her route.

Our Ongoing Commitment to Research and Development

We submit the concepts highlighted in this section as options for the STLTO's consideration. Our suite of services will continue to expand, however, as we develop new methodologies for achieving our clients' goals. For example, we recently worked with Duke University to study how land use and proximity can

impact parking availability and influence curbside pricing. Those studies, along with the work of our research team, promises to provide additional models that we can use to benefit the St. Louis. If selected to provide analytics services as part of violation processing, we'll ensure that the STLTO can avail itself of this ever-expanding menu of services.

2.6 Functionality

REQUIREMENT: RFP Section 3.B

The RFP should include how the vendor will address all the items in the Scope of Service set forth in Section 2 in addition to [Functionality]; Integration with all major meter equipment, ticket software applications and sensor technologies; Event permit system, either via mobile payments or pay by web; Integration with mobile payment users

Conduent will provide the STLTO with best-in-class software services with the lowest risk to service interruptions and revenue.

In Appendix G we have further documented our compliance with functional aspects of the RFP to provide additional clarification. Throughout our proposal, we discuss our integration capabilities (we integrate with several meter providers, pay-by-cell vendors, sensor and vehicle detection technologies, and can even integrate with third party issuance software). Our mobile payment user integration and permitting functionalities are detailed above, the latter including the ability to issue event permits.

Section 2.6.1: Reporting

REQUIREMENT: RFP Section 3.b

Back end reporting capabilities (please be specific)

Using ReportWeb and BusinessObjects, Conduent's fully compliant and mature reporting solution empowers the STLTO to make timely and data-driven decisions.

ReportWeb is a repository of status reports that typically run daily, weekly, and monthly. These reports can be configured and customized to capture any information stored in eTIMS®, such as transactions or permit applications made online and in person; notice history on individual tickets; boot and tow activity in the prior month; etc. Customization provides the STLTO with immense reporting capability.

In addition, dynamic reports created in BusinessObjects will allow for more detailed analysis. For example, the STLTO may want to see year-over-year trends in permit applications by permit zone with a pie chart showing percent by zone. These types of reports can be easily customized with this reporting application.

As discussed in Section 2.2.3, reports run in ReportWeb and BusinessObjects are easily exportable.

Conduent's ReportWeb application was developed to provide management with electronic copies of reports used by the STLTO. This application is menu-driven and provides a simple way to find a particular report. The reports in ReportWeb cover financial activity and every substantive parking program area. More than 120 reporting categories for St. Louis are displayed in Appendix F concerning back-end reporting.

A specific description of just a few key reports follows:

- **Online Correspondence Report.** Includes name of the correspondence recipients, letter code, description, time, and terminal number. The Online Correspondence Report is used to review the activity of each correspondence processor.
- **Online Disposition Report.** Illustrates the disposition code and description, ticket fine and penalty amounts, and the dollar amount of the reduction represented by the disposition. The Online Disposition Report is used to sample and review the validity of each disposition processed as well as reconcile each day's activity.
- **Online Scheduled Hearings Report.** Lists the hearing officer, scheduled date, time, location, and the date processing activity that will be resumed on the ticket following the hearing. The Scheduled Hearing Report is used to monitor hearing volume workloads as well as to selectively review the hearing request procedure.
- **Online Suspend Report.** Lists suspend code, description, and the date the suspend expires. Subtotals and grand totals show the number of transactions for each suspend code and the number of temporary and permanent suspends. The Online Suspend Report is used to monitor the appropriateness of suspend actions.

Conduent offers the STLTO BusinessObjects, a browser-based, sophisticated reporting product allowing authorized users to create flexible data output in a variety of formats. Although Conduent provides hundreds of detailed management reports through eTIMS® via ReportWeb, the need often arises for specialized information in a tailored format. To provide for the STLTO's need for ad hoc specialty information, we have successfully created and produced client requested reports in a very short time period.

Examples of reports that can be generated and sent by email on a recurring basis include:

- Daily Permit Revenue
- Meter ticket permanent suspends due to valid receipt
- Monthly meter outages and repairs
- Daily Sign report
- Hertz, Avis, Budget – new tickets issued not on fleet
- Daily meter outages reported by PEOs
- Daily sign problems reported by PEOs
- Daily boots report
- Daily tows by crew and type

Section 2.6.2: Multilingual Features

REQUIREMENT: RFP Section 3.b
Multilingual features.

Our interactive voice response unit provides for multilingual scripts and prompts including Spanish language protocols.

2.6.3 Data Security

REQUIREMENT: RFP Section 3.B

System must exercise industry standard protocols to ensure data security.

Security is a priority. Conduent understands how critical data security is to our clients and their customers.

We're committed to ensuring the STLTO's data remains secure and confidential information, and we demonstrate this commitment by consistently maintaining the broadest security certifications and levels. Our level of transactional, data and system security and confidentiality protection is unparalleled.

We protect data from unauthorized access and data corruption throughout its lifecycle. Data security includes data encryption, tokenization, and key management practices that protect data across all Conduent applications and platforms. We maintain strict standards for accessing and sharing data, as well as facility controls and ongoing corporate training.

Audit controls from personnel to payments systems are considered mission critical and cannot be compromised. SOC 2 is an auditing procedure that ensures we securely manage your data to protect the our systems, client data, and customer privacy. We are SOC 2 compliant, and our last audit and compliance report was in October 2018.

2.6.4 99% Uptime

REQUIREMENT: RFP Section 3.B

System must provide redundant/failsafe servers which ensure at least 99.9% uptime of all components of the system

Conduent employs a redundant server infrastructure to prevent outages and server failure. Further, we are quickly moving eTIMS® to a virtual cloud-based server platform. This will improve the overall flexibility and security of the system while providing for fast disaster recovery should it ever be necessitated.

For the STLTO, we will stand behind the required 99% uptime and provide system monitoring and reporting for all key components of our offering, including eTIMS® and CitySight®.

2.6.4 Waiting List, Mass Email, and Online Personal Accounts

REQUIREMENT: RFP Section 3.B

Waiting list and mass email functionality; Online personal account for customer to create, update and manage their accounts

Conduent's Customer Web Portal allows for authenticated and secure communications via email with the STLTO's parking customers.

Our proposed Customer Web Portal will provide the public with the ability to receive email communications from the STLTO regarding parking information. This process is both secure and compliant with all federal communication requirements, particularly the process of establishing, capturing, securing and retaining explicit expressed consent.

The process involves setting up an online personal account, or user account, within our customer portal. Once created and authenticated, the customer may now choose email as their chosen communication preference.

Customers can option to receive mass email notifications about parking policies, program changes, and curbside issues.

Waiting lists can be created by setting up eTIMS® workflow queues so any email or electronic inquiry will be logged, addressed, and responded to in order of submission. The responses will be in conjunction with the communication plan the motorist requests.

Section 2.7: Maintenance and Service

REQUIREMENT: RFP Section 3.C

Maintenance and Service: Must include all training for operation and maintenance of the system, fully functional software with reporting capabilities; Remote diagnostic capabilities (ability to alert third party contractor and/or STLTO if malfunctioning); Overall performance with minimum downtime related to regular usage, weather and user-created problems; Ability to be maintained by third-party contractor and/or STLTO without affecting warranties; Provide details for service contract and equipment warranty; Policy regarding future software upgrades

Conduent offers a fully compliant and robust maintenance and service framework, ensuring that the STLTO is supported with updates, system maintenance, support, and training.

Appendix H of this proposal provides detailed responses for training, operation and maintenance of the system, remote diagnostic capabilities, notice concerning overall system performance, warranty information, and our policy regarding future software upgrades.

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3 Experience and Capacity

REQUIREMENT: RFP 10.b

Experience and Capacity - Describe background and experience demonstrating ability to provide required services.

We are a business focused on process improvements, curbside management, and integrated transportation. Our software and approach has been constantly evolving since our founding. We have the requisite experience and capacity to take the STLTO's parking violations processing system to the next level.

Conduent State & Local Solutions, Inc. is part of an over \$6 billion, Fortune 500 company and has the stability, the security, and the corporate resources to provide the Philadelphia Parking Authority with the services required for all components under this RFP. We partner with more than 250 state and local government agencies in 50 states, Washington, DC, Canada, Australia, and Europe. On behalf of our clients, Conduent collects more than \$12 billion annually in child support payments, \$1.3 billion in toll revenues, and \$800 million in ticket/violation revenues.

Conduent State & Local Solutions employs 8,000 professionals in the United States, Canada, and Europe. Over the past two decades, our group has developed solutions that have exceeded the performance standards of city, county, and state governments across the country. Key success factors in our approach to developing these solutions include our focus on making municipal processes more efficient, improving public service, and reducing service costs in partnership with our local government clients.

Conduent State & Local Solutions is a financially secure company, and our transportation business outperforms other sectors consistently. We act as a transparent extension of our municipal clients to deliver the highest quality of service. Conduent has developed, implemented, and executed effective solutions for municipal programs of various demands and sizes. It is this first-hand experience that has allowed us the flexibility of handling future programs of any scale. A variety of operations, systems, and technical services are available to assist our clients in advancing their community and business goals.

Helping governments work more effectively and deliver superior, cost-effective customer service is the primary mission of our group. We have extensive experience in developing and providing parking management technology and services to the most complex municipal programs in the country. We are a company whose primary focus is on parking technology for highly complex, sophisticated parking programs.

3.1 Past Experience

REQUIREMENT: RFP Section 3.B

Minimum of three (3) years experience with installed hardware and one (1) year of field installed experience.

We are compliant with the RFP and have extensive experience supporting clients with their metered parking operations, including citation issuance support, violations processing, data-driven collections, meter support, demand management, permitting solutions, and the application of analytics to inform curbside policies and optimize the use of assets.

For more than three decades, we have worked tirelessly with our municipal clients to deliver world-class curbside management systems, improving congestion, improving safety, promoting access, and making

parking fundamentally fair. And we've done this while reducing a variety of risks, improving revenues, and continually innovating for our clients.

We work hard to deliver on time and within budget. We are meticulous in our implementation and provision of services. With Conduent, clients are ensured a partner that will hit the ground running.

We have implemented dozens of citation issuance and violations processing contracts across the United States, managed two of the largest dynamic pricing projects, and participated in dozens of analytical engagements our clients. Some experiences of note relevant to our proposed scope includes:

- Conduent converted data from competitor system and went live within thirteen days of contract execution once for a very pleased client. While this is far from the norm, it demonstrates our commitment, knowledge, and ability to transition violation processing services.
- We managed complex subcontractor parking meter, sensor, and camera installations. We provided data integration and data science for clients like Washington, DC, Los Angeles, and Indianapolis, coordinating resources, permits, equipment needs, and communications.
- We use advanced analytics to timely provide recommendations for Washington, DC, concerning the best locations for sensors, cameras, and communication gateways, and with Cincinnati to create a data-driven model for allocating multi-space meters.
- Conduent provided hundreds of data visualizations to support client goals, using data to drive parking policies, including staffing, predictive enforcement, dynamic pricing, revenue, collections, returns on investment, collections, etc. All have been timely.
- Our data scientists modeled and provided predictive enforcement routing, predictive violation locations, and regulatory mapping all in advance of the test period.
- We have managed the on time implementation of integrated pay by cell systems for a number of customers in the U.S. using a variety of providers.

Whether implementing violations processing platforms, overseeing a data conversion, managing citation issuance, or implementing dynamic pricing solutions, we have excelled at working with and on behalf of our customers. To demonstrate some of our recent experiences, please find a list of some projects within the last five years enclosed in Appendix D.

3.2 Company Financial Information

REQUIREMENT: RFP Section 3.B

Company Financial Information: 3 years of consolidated income financial statements (balance sheet, statement of changes in financial position, income statement); At least two financial references; Last auditor statement; Latest SOC 1 and/or SOC 2 report or a SAS #70 report; Any pending lawsuits or litigation as related; MBE/WBE utilization

Conduent is backed by a consistent record of financial strength that reflects of our commitment to clients, as well as our responsible business practices.

Our extensive and diverse corporate resources support our ability to adequately staff projects and meet all of our contractual obligations. We take pride in our management infrastructure, including stringent financial controls, project manager accountability, and continuous performance oversight at all levels of the organization.

The subsidiaries of Conduent Incorporated do not disclose separate audited financial statements. The consolidated financial statements and SEC reports of Conduent Incorporated (NYSE – CDNT) include all Conduent subsidiaries.

Three Years of Consolidated Income Financial Statements

As clarified in the responses to questions, we are providing a link to our complete financial documentation.

For our library of financial information, please visit:

<https://investor.conduent.com/websites/conduent/English/4010/financial-document-library.html>

Additional financial information and previous annual audited financial statements are available as well at: <https://investor.conduent.com>

Last Audited Financial Statements

As required, we are including a link to our audited Conduent Incorporated 2018 Form 10-K. The Form 10-K includes the most recent three years of financial statements as well as additional information demonstrating financial stability and ability to meet the financial responsibilities for the requirements to perform this service. Our Form 10-K can be downloaded directly at:

<http://app.quotemedia.com/data/downloadFiling?webmasterId=102918&ref=12718397&type=PDF&symbol=CNDT&companyName=Conduent+Incorporated&formType=8-K&formDescription=Report+of+unscheduled+material+events+or+corporate+changes.&dateFiled=2019-02-19>

Two Financial References

Please see Appendix E for our references, including financial references.

SOC 2 Report

As noted in Section 2.6.5, our solution is SOC 2 compliant. In lieu of providing the physical report—which would, if somehow released, provide insights into our security protocols and put systems and data at risk—we are certifying to receipt of a compliance report in October 2018 as permitted in the STLTO's responses to our questions.

Pending Litigation

Conduent State & Local Solutions, Inc. does not have any current or ongoing litigation against a government entity with which we have had or currently have a contractual relationship. An overview of other matters under litigation can be found in Appendix J.

MBE/WBE

We have worked closely with MBE and WBE vendors on projects for the STLTO and other cities. Should the STLTO wish us to add or revise our proposed scope using a local disadvantaged business entity, we would be happy to consider it.

4 References

REQUIREMENT: RFP Section 3.B

The RFP should include how the vendor will address all the items in the Scope of Service set forth in Section 2 in addition to the following areas: References: Must furnish at least five (5) references from municipalities with the same software, three (3) of which with minimal installations of more than 7,000 parking spaces; History of equipment installed in other municipalities with references and contact information; Minimum of three (3) years experience with installed hardware and one (1) year of field installed experience.

We are dedicated to our clients and try to improve their operations every day. Our references represent this work.

Please find our list of references supporting our demonstrated experience and successful project completion in Appendix E.

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5 Costs

REQUIREMENT: RFP Section 3.A

Cost-Benefit Analysis: Must provide all costs of operating software and describe any bulk discounts and the breakdown of when discount would be applied; Describe all costs of options not included in the base price (please list all and if bulk discounts apply); Describe all cost associated with day-to-day usage of software; Cost of software compared to functionality and features provided; STLTO hosting via server vs cloud or other financial options; Provide ROI schedule; How the STLTO may incorporate existing meters and infrastructure into the parking system

Our cost proposal has been put together to represent a best value proposition to the STLTO, a combination of superior systems and service, new features and functionality—at the best possible price.

The price is inclusive of all costs, including:

- Fixed monthly systems fees (base price), including software and hosting
- Variable noticing costs (postage, printing, forms)
- Hourly analytics costs, to the degree optioned

From a return on investment (“ROI”) perspective, our solution—inclusive of citation issuance support, violations processing, and noticing—will provide a return to the STLTO from the first day of our contract.

Please refer to our cost proposal, Appendix B, for detailed information about our proposed price for each component.

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7 Insurance

REQUIREMENT: RFP Section 10.e

Insurance: If applicable, indicate proposed insurance coverage for the project.

Our current agreement with the STLTO requires general liability insurance coverage. Our costs assume the STLTO will request similar insurance requirements. Specifically, the current insurance requirement reads:

[Conduent] shall carry commercial general liability insurance with a combined single limit for bodily injury and property damage in the amount of \$1,000,000 per occurrence and \$2,000,000 general aggregate and shall include the Parking Supervisor and Commission as an additional insured except for claims caused by the negligent acts or omissions of Parking Supervisor. Such additional insured requirement may be met through a blanket additional insured basis. [Conduent] shall provide evidence of insurance in the form of a certificate of insurance to the Parking Supervisor. [Conduent] shall maintain workers' compensation insurance as required by applicable law. Evidence of worker's compensation insurance can also be provided via a standard certificate of insurance and upon written request.