Proposal for Parking Management Services

City of St. Louis
Treasurer's Office

St. Louis, MO

May 17, 2019

REPUBLIC PARKING
an **impark** company

LANIER PARKING

633 Chestnut Street
Suite 2000
Chattanooga, TN 37450

May 17, 2019

City of St. Louis
Treasurer's Office
1200 Market Street, Room 220
St. Louis, MO 63103

Re: RFP – Proposal for Parking Management – City of St. Louis
STLTO's Booting Program (Vehicle Immobilization) and Meter Maintenance and Collections

To Whom It May Concern:

Thank you for the opportunity to submit a proposal to provide services in conjunction with the above-referenced RFP. Our team, which is comprised of industry-leading subject matter experts in the Scope of Services, is ready, willing, and eager to serve the City. We have structured this response accordingly, with an unwavering commitment to ensure the City's success in facilitating the relevant Scope of Scope of Services; operating with cutting-edge technology and a keen eye towards the future. We look forward to collaborating with the City on this project and participating in the City's continuing growth and evolution.

In March of 2019, through a merger facilitated by ParkJockey and the world's most prolific technology investor, Softbank, Republic Parking ("RPS"), a wholly-owned firm of Impark https://www.Impark.com/, also became part of the Citizens Parking family (*Lanier Parking Solutions, AmeriPark and pk1* - https://www.citizensparking.com/) to form **RPS/Lanier**. **RPS/Lanier** is the marketing name for a group of affiliated entities under common ownership; registered entity information for Imperial Parking U.S. LLC, dba Impark, is enclosed. Operating as a boutique firm with national resources, **RPS/Lanier** provides optimal parking "experiences" in more than 350 cities across the US and Canada and is the preeminent industry powerhouse; with 5,000 locations, 15,000 employees, $2.5 Billion in client revenues, and unparalleled technological capabilities.

RPS/Lanier's diverse parking operations encompass a vast geography and multiple service offerings in world-class cities across the country. Operating with the transparency and accountability of a public-sector agency such as the City of St. Louis, we use advanced management techniques to lead the way; integrating technology, data analytics, ambassadorship, stakeholder engagement, parking and mobility consulting (*Occupancy, Turnover, Feasibility Studies, TDM, Mobility Management*); and, environmentally-sustainable business practices to meet our clients' evolving needs.

Operational Approach
RPS/Lanier read and digested the contents of the RFP and Addenda, studied the Scope of Services (*incorporated by reference*), and toured the City throughout our due diligence process. Our resulting Operations Plan incorporates recommended service enhancements, communications strategies, increased functionality, and new technology; all designed to integrate seamlessly with the Scope of Services. We look forward to sitting down with the City and discussing these service and operating enhancements (*and cost factors, as may be applicable*) in greater detail to ensure our approach is consistent with the City's short, mid and long-term budget objectives and/or constraints. We formulated our response accordingly, addressing the following program approach:

- **REPUBLIC IMMOBILIZATION SERVICES ("RIS")**: RIS, a division of **RPS/Lanier**, is a professional firm specializing in vehicle immobilization services for municipalities. Our proven approach to managing immobilization services results in significant collection of outstanding citation revenue and debt owed to our clients. RIS's patented self-releasing boot technology offers municipalities a softer approach to immobilization. Self-releasing boots reduce the pain points for the customer in the immobilization process. RIS's turnkey solution allows for a customer to make payment and remove the boot in as a little as ten (10) minutes without the potential for a face to face conflict;

- **SMART CITIES APPROACH**: **RPS/Lanier** differentiates itself from our competitors by deploying data analytics to maximize the results of our clients' immobilization programs. RIS has created a "Smart Approach" to vehicle immobilization. We integrate and leverage all the available data from existing systems, as well was external data sources, into our analytics platform to design the most efficient immobilization program for each of our clients. Instead of driving your City's streets randomly RIS uses predictive modeling to optimize our patrol efforts and dramatically improve the program capture rates. **RPS/Lanier** has successfully launched multiple immobilization programs for cities around the United States. We understand what it takes to start up a program and ensure that it performs well from day one. Our Subject Matter Experts know how important it is to develop a detailed transition plan with clear communication of objectives in conjunction with our clients' representative. The City of St. Louis has our commitment of resources to ensure that your immobilization program and meter maintenance and collections services start off on the right foot and deliver the results the City desires;

- **MOVING THE NEEDLE:** Facilitating the Scope of Services while promoting traffic and pedestrian safety; Ensuring continuous program improvements; Expediting recommendations on-time and within budget; Acting in a consultative capacity to provide best-in-class solutions; Enhancing service levels and operational standards via site-specific protocol; Procuring, financing and/or deploying new equipment and technology as needed; Strengthening systems for revenue control, tracking purposes and metrics analysis; creating redundancies and KPI's to meet the City's individual needs; Utilizing apps to enhance our operations and facilitate seamless customer interactions; Helping to balance the parking needs of City visitors and stakeholders amidst the often-competing interests of businesses, restaurants, merchants, employees, residents and visitors seeking to gain convenient access to available parking; Identifying revenue enhancement opportunities, technology integrations and expense reductions; and, offering the City a full-service, in-house public relations arm that's available to the City and our local team throughout the duration of the contract;

- **CORPORATE MANAGEMENT SUPPORT:** With the additional corporate support departments and capacities enabled by our recent merger, **RPS/Lanier** will provide the City w/multiple layers of enhanced management, executive-level and corporate support;

- **STAKEHOLDER-DRIVEN APPROACH: RPS/Lanier** tailors our approach to identify practical solutions and stimulate positive working relationships throughout the communities in which we work. We emphasize user-friendly themes, where common sense, customer service and community engagement rule the day. Our community efforts include hiring from community employment programs, lending support to local initiatives, using local vendors when possible, and joining community chapters and charities. We believe it is our duty to improve the communities we serve;

- **GOOD CITIZENS: RPS/Lanier** team members are actively involved in IPMI, NPA and other civic, business and professional parking organizations. We are keenly focused on the advancement of public sector parking programs through (among other means) ongoing investments in professional

education, authentic stakeholder engagement, audit-driven back-end processes, and the integration of new technology; all which result in continuous program improvements on behalf of our clients;

- **OUR MANAGEMENT TEAM:** Our local team forms the core of our value proposition and sets the bar for excellence. This team is supported by an equally tenured, dedicated and informed front-line staff. As a result of our merger, we also have regionally-based recruiting and HR professionals, each of whom enable our personnel to further elevate our service standards; showering the City and its customers with more time, attention and resources than ever before. On behalf of these individuals, this offering is not just a proposal; it's an affirmation of commitment and dedication to the City of St. Louis, its stakeholders and customers. Moreover, with the added support and professional acumen of our IPMI CAPP and NPA CPP-designated public-sector parking management Subject Matter Experts ("SME's"), **RPS/Lanier** shall serve the City as a full-service "PARKING MANAGEMENT THINK TANK". Each member of our team, regardless of rank, title or professional designation, is excited to be part of our proposed iconic, world-class Park St. Louis brand and parking program;

- **DRIVING SUCCESS:** A public parking program must continually evolve and adapt to meet the changing needs and demands of the community and the parking population it serves. **RPS/Lanier** is not a "business as usual company" in this regard. Our approach goes well beyond the simple premise of facilitating the Scope of Work. We become an extension of the City, operating with the City in partnership; from a place of protocol, passion, excellence and efficiency. With the goal to facilitate the continuous program improvements for which our Municipal parking programs are known, our thoughtful approach enables **RPS/Lanier** to deliver seamless and accountable operations on behalf of the City that are anything but status quo.

The RPS/Lanier point of contact on this project will be:

Jack Skelton, CAPP
Executive Vice President
633 Chestnut Street, Suite 2000
Chattanooga, TN 37450
P: 423.756.2771 EXT. 2710|F: 423-265-5728
E: jskelton@republicparking.com

To summarize our offering, **RPS/Lanier** has the experience, strength, corporate resources, local working knowledge and commitment to the City to make this program a success. We believe our unique operating attributes, proposed program enhancements and compelling financial proposal, as well our access to **RPS/Lanier's** vast employment base, separate our value proposition from the competition. Of equal importance, our services are offered to the City at a highly-competitive price. We look forward to a continuing dialogue. Should you have any questions regarding our proposal, please do not hesitate to contact me for an immediate response.

Sincerely,

Jack Skelton
Executive Vice President

TABLE OF CONTENTS

EXHIBITS

SCOPE OF SERVICES

RPS/LANIER PROPOSED SERVICES

RPS/Lanier is proposing our services only for Scope of Services C "Carry out the STLTO's booting program" and Scope of Services D "Meter Maintenance and Collections." RPS/Lanier has elected to not propose our services for Services A "On-Street Meter Enforcement" and Services B "Citation Management/PVP". Below is an overview of how we will meet the objectives of the RFP for Scope C and D.

Operations Management

RPS/Lanier understands the critical importance of establishing site-specific Standard Operating Procedures for the City. Among other key components, **RPS/Lanier's** site-specific SOP's include an organizational chart, staffing plan, service plan(s), ongoing staff training, maps, customer complaint protocol, and staff disciplinary measures. Enclosed we have provided a proposed employee staffing plan outlining the projected number of employees needed to operate each parking facility by job category (i.e., maintenance, supervisor, cashier, security guard, day manager), projected work schedules, and pay scale for each category.

Standard Operating Procedures

The material included in the "SOP Manual(s)" shall be custom-tailored for the PARK St. Louis operations and shall be derived in part from the City via this RFP; however, it shall be refined again within 30-days of award of the contract commencement. The SOP's are an evolving document, just as the City's parking program evolves. The following topics and policies shall be covered:

- Collecting parking fees
- Accounting and cash control procedures
- Annual budget procedures
- Customer relations programs
- Internal audits and monthly reports
- Operating revenue control systems
- Revenue reporting
- Facility and equipment maintenance
- Special events
- Emergency procedures

- Insurance coverage and certificates
- Operational schedules
- Public safety information
- Validation programs
- Ticket/paper (inventory, storage and distribution)
- Administering customer claims/complaints
- Topics customized for the City's operations

Corporate Management Support

RPS/Lanier will provide the City with multiple layers of management, executive-level and corporate support; including, Technology Integration, Accounting, Internal Audit, Human Resources, Training, and Risk Management Departments. **RPS/Lanier** managers (Regionals, SVP, SMEs) will be accessible to the City 24/7.

OP/EX

RPS/Lanier's Operational Excellence ("OP/EX") team will work in combination with our local management team and SME's to provide an additional layer of "intelligence" in furtherance of **RPS/Lanier's** "PARKING MANAGEMENT THINK TANK" (see below) for the City. Applying appropriate policies (rates, hours, ordinances, citation protocol, fees etc.) is Asset Management in Parking Management.

RPS/Lanier's OP/EX team will support the City as the parties collectively identify site-specific operational solutions designed to maximize the City's overall performance. Areas of study include:

- Rate analysis and surveys
- Occupancy patterns
- Customer mix analysis
- Signage and layout
- Labor optimization
- Equipment review
- Demand generators
- Contract review
- Revenue growth
- Site development
- Technology integration
- Pro forma development and feasibility analysis

- Market rate analysis
- Traffic flow
- Off-site parking
- Master planning
- Organizational analysis
- Site selection studies
- Parking and transit integration
- Shared parking analysis
- Supply and demand studies
- Parking management analysis
- Shuttle analysis
- Facility maintenance
- Long-term O&M plans

Parking Management Think Tank

RPS/Lanier has created for the City and its stakeholders a dynamic "PARKING MANAGEMENT THINK TANK" comprised of **RPS/Lanier's** Senior Manager and operations professionals (CPP's, RVPs, SVP etc.), our dedicated Municipal SME's (CAPP's), our OP/EX team and Audit Department. We encourage and invite the City's Staff members to further engage with this dynamic group of professionals; to work collaboratively, share wisdom, and help inspire the "PARK ST. LOUIS BRAIN TRUST", as we collectively optimize the City's success in all present and future parking endeavors.

STLTO BOOTING PROGRAM

RPS/Lanier's proprietary software (RIBS) was designed to provide a turnkey solution for any size immobilization program. RIBS was designed to encompass the entire immobilization, payment and reporting process. RPS/Lanier incorporated our years of field experience with the integration and reporting needs of our clients to develop a very efficient solution for all levels of the operation.

The following charts demonstrate the critical workflow process of the software solution that will support the immobilization and towing processes.
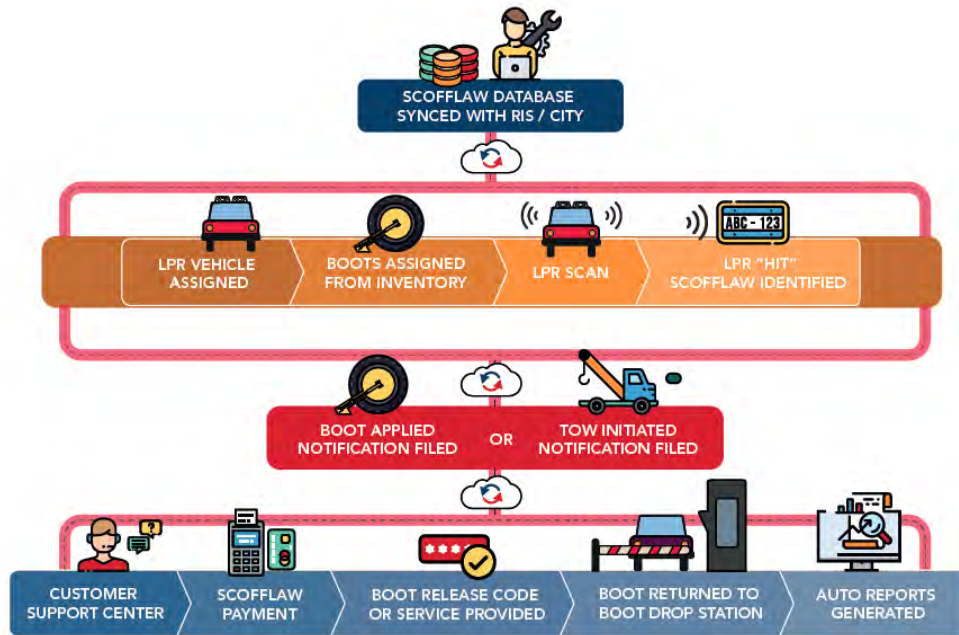
RIBS Software

RIBS software will provide Park St. Louis staff, as well as the **RPS/Lanier** staff with a complete set of tools to manage the entire immobilization and towing program. RIBS is designed to allow for program customizations unique to each clients' requirements. We understand that flexibility is valued by our clients and allows for **RPS/Lanier** to best meet the needs of a varied number of Park St. Louis and City of St. Louis departments requiring access. RIBS will be the foundation for **RPS/Lanier's** 24/7 Customer Call Center. The software is designed to seamlessly integrate with existing Park St. Louis reporting and financial software systems.

Client Dashboard Images
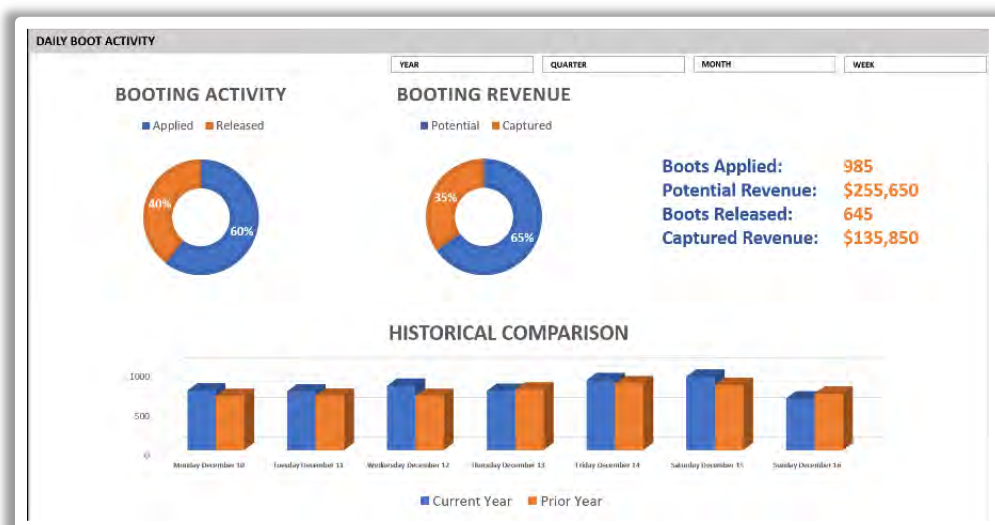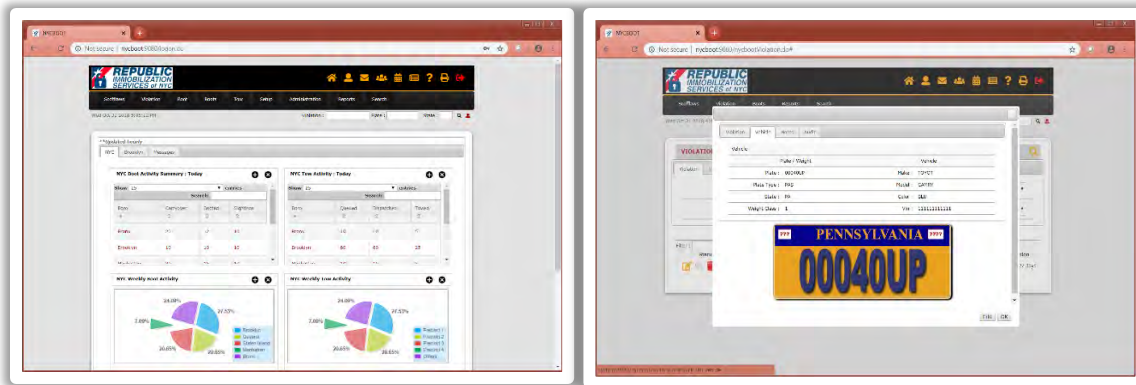
RIS software screens that will be used by our Customer Support Center and management team to support the City's program are listed below:

- Dashboard (a summary information of the entire booting operation)
- Booted/Towed Vehicle Status
- Financial Reports
- Administrative Tools
- Customized Transaction Reports

Reporting

RIBS will provide reports containing summary and detailed information of booting and towing events. These reports are used to track activity trends and the overall productivity of the scofflaw enforcement program. Each report can be exported to multiple formats including Word, Excel, PDF, and HTML. Reports that will be available include but are not limited to:

- Boot Vehicles Report
- Towed Vehicles Report
- Revenue Summary
- Area Specific Reporting
- Booted Vehicles by Agents (call in hits)
- Boot and Tow Summary

Client Training & Support

RPS/Lanier will provide Park St. Louis staff with comprehensive training on our software and technology solutions during the implementation process of this program. Post implementation support on our software, mobile app and integration will be provided by **RPS/Lanier** for Park St. Louis staff. Additional on-site, and, or remote training will be provided as necessary to support new Park St. Louis staff.

RIS Mobile App

RIS has designed a custom mobile app to improve the efficiency, accuracy and communication process. The RIS app will be used by our field team to properly manage, document and comply with approved procedures. The RIS app will be loaded on all RIS staff mobile devices, and each RIS employee will be given an individual user name and password. All actions taken by an employee will be logged and saved for necessary review and documentation.

Following a verified hit of a scofflaw license plate, the RIS employee will scan the registration sticker of the vehicle to pull the vehicle information into the system. If the information from the vehicle registration sticker does not match the vehicle license plate or the information contained in the scofflaw file, the RIS agent will notify local law enforcement immediately of the facts. In the case of a mismatch, the RIS employee will follow the direction of the Park St. Louis on how to proceed.

In most cases, the result of the registration sticker scan will be a verification of a match with the vehicle information contained within the scofflaw file. The RIS employee will be given any special notifications at this time.

If the scofflaw vehicle is identified as a high-risk vehicle due to the amount of fines outstanding exceeding the set threshold, or the vehicle previously was recorded as a runaway, this notification will be displayed on the mobile app.

If the scofflaw vehicle is placed on a "special" list or there are unusual circumstances surrounding this particular case, a distinct notification will be displayed on the mobile app. The settings and protocol for these special notifications will be designed with guidance and approval from Park St. Louis. An example of a special notification would be if the license plate has been registered as a stolen plate.

Documentation

License plate numbers can be entered and searched directly through the mobile app, not requiring the LPR read as the only source for place acquisition.

Once the vehicle information has been properly verified and the approval has been granted to proceed with the immobilization of the vehicle the RIS employee

will utilize the mobile app to document the condition of the vehicle, specifically the wheel area (quarterly panel, rims, tire, etc.), the proper application of the boot and the application of the window notification to the vehicle.
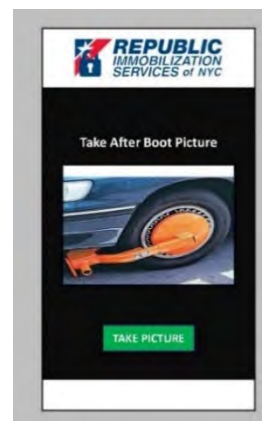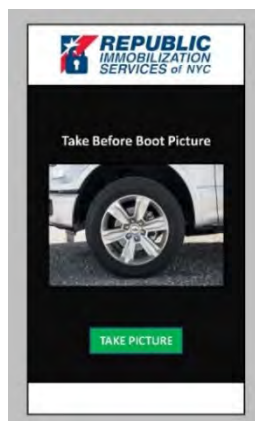
Boot Inventory Control

The RIS app will also be used to control the inventory of the boot devices. Each boot device will have a unique barcode securely applied. When the RIS officer places a boot device on a vehicle, they will scan the barcode and record this specific boot device to this case. The same process will occur upon the assisted removal of a boot device, logging the device as removed and returned.

Upon completion of all approved procedures the RIS employee will acknowledge completion and establish the boot as applied in the system.

Custom Program Website

RIS will create a customized website for the Park St. Louis's unique immobilization program. The website will be mobile device friendly allowing customers to immediately access information and make payment upon finding their vehicle booted. The website will be a one stop shop of FAQs, contact information, boot drop off maps and afford the customer the ability to make payment and receive their boot release code. RIS will work with the City to optimize the website design and ensure only agreed upon content is displayed to the public.
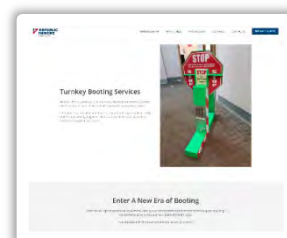
RIS.com

Booted motorists can also use the RIS.com website—a virtual alternative to our Customer Call Center with mobile-friendly, digital support. With RIS.com, booted motorists will have the ability to access web-based customer support resource, before or after they call the Customer Call Center. Seizure notices, access to translation services, and customer service agent interaction will provide portals to the mobile-friendly website via QR codes and embedded email or text links. Offering a convenient digital alternative to a phone call provides the customer options to best meet their needs. The goal is to facilitate payment process as painless as possible for the customer.

This mobile-friendly web site broadens the capabilities of the Customer Call Center by enabling motorists with booted vehicles to review, make payment for their outstanding parking invoices, and gain permission to self-release boots through RIS.COM. If requested and prior to payment, motorists whose vehicles have been booted are be able to review citation and invoice history and see a breakdown of fines, penalties, and fees making up total amount due. After agreeing to the same affirmations required by phone, the boots unique unlock code will be provided and a receipt can be delivered by test or e-mail.

LPR Technology

RIS has selected industry leading Genetec as our provider of License Plate Recognition (LPR) technology. **RPS/Lanier** has successfully deployed Genetec's LPR technology in over 30 municipal enforcement and immobilization programs over the past decade. Genetec has proven to be a highly effective and reliable solution with industry best plate read rates. Their system has been adaptable and easily integrated with other hardware and software technologies. Genetec is constantly improving their software systems and LPR camera technology to enhance the effectiveness of their product. As our industry has seen more and more custom license plates, vanity plates and the use of symbols in license plates, Genetec has been improving their system to read and capture these unique plates. **RPS/Lanier**'s Municipal Citation Solutions (MCS) is a license and authorized reseller of the Genetec LPR technology. We are well positioned to ensure that the LPR systems are functioning consistently and at the highest performance levels.

The AutoVu™ SharpV is an all-in-one specialized Automatic License Plate Recognition (ALPR) device which combines two high-definition cameras with onboard processing and illumination in a ruggedized, environmentally sealed unit. Whether monitoring parking or augmenting security, the SharpV is built to read license plates and stream contextual video simultaneously within Security Center.
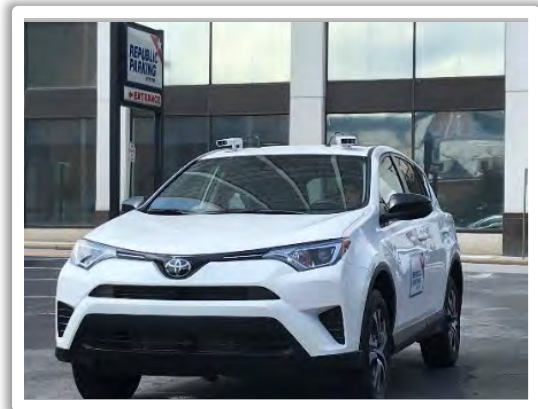
The AutoVu™ ALPR system automates license plate reading and identification, making it easier for law enforcement and for municipal and commercial organizations to locate vehicles of interest and enforce parking restrictions. Designed for both fixed and mobile installations, the AutoVu system is ideal for a variety of applications and entities, including law enforcement, municipal, and commercial organizations.

High-Performance Compact ALPR Camera

The SharpX is an IP-based ALPR camera designed for demanding mobile and fixed applications. With its small form factor, high resolution, and integrated illumination, the SharpX captures more license plates in a variety of conditions and at high speeds. Supporting up to four cameras connected to a single external processing unit, the SharpX ensures maximum coverage and the highest degree of accuracy in parking and law enforcement applications.

The AutoVu ALPR system offers features that heighten accuracy and increase operator efficiency. In addition, ALPR reads are augmented with context images, time stamps, and GPS coordinates and can include wheel images for strict time-limited parking enforcement. By providing this contextual data, the AutoVu system helps resolve investigations faster and reduces ticketing disputes.

Plate Origin Recognition* AutoVu recognizes the origin of read license plates, allowing customers with mission-critical security requirements further validate the identity of a vehicle entering their installations, while retail and gaming establishment users can track out-of-state customer shares over time and identify growth opportunities.

Vehicle Make Recognition* AutoVu identifies the brand of detected vehicles, enabling visual validation of vehicles on high-priority lists and increasing the precision of searches and investigations. Centrally control and restrict access avoid updating multiple lists by managing access rules on a single system. A unified system lets you rest assured that once you modify an individual's access rights, they change across the entire facility.

LPR Reporting Capabilities
Dynamic security and IT reporting improve the effectiveness of security and IT operations with flexible, automated reporting. Whether looking for a daily snapshot of events or conducting an in-depth investigation or threat assessment, Security Center's dynamic reporting functionality enables operators to quickly generate activity, maintenance, and configuration reports for video surveillance, access control, and license plate recognition. Starting with a library of built-in reports, you can build and save your own report templates based on your organizational security policy and procedures. You can then automate report generation to guarantee they are automatically emailed with the right content, to the right recipients, at the right time. Since the configuration and viewing of reports are built-in, there is no need to export and re-import information from external reporting tools, greatly improving overall efficiency.

Genetec Reporting Capabilities

- Create custom reports, save them as templates, and share within your organization

- Manually or automatically export reports to PDF, XLS, and other formats

- Automate report generation and distribute them on schedule or on event via email

- Run multiple reports at the same time

- Assign report access with user privileges

- Right click from any display tile or event list to run a report

- Drag and drop a report result to view associated video Jump from one report to another with ease

- Preview reports prior to printing

- Create custom reports with the Security Center SDK (Software Development Kit):
  - License plate reads and hits
  - Reads/hits per day
  - Reads/hits per zone
  - Zone occupancy
  - Route playback (mobile ALPR)
  - Inventory list
  - Daily used per patroller
  - Logons per patroller

The Security Center offers a range of standard reports specific to access control, video, and license plate recognition. Each report can be customized through flexible filters, saved under a new name, and shared.

Boot Technology

RPS/Lanier will deploy our state-of-the-art self-releasing immobilization device for the Park St. Louis immobilization program. The RIS boot offers some significant enhancements to the immobilization process that will deliver greater reliability and performance. We are confident that by utilizing the RIS boot coupled with our operational experience and approach we will deliver a first-class immobilization program that maximizes scofflaw identification, capture and revenue corresponding revenue to the Park St. Louis.

The patented RIS boot was designed specifically to overcome the limitations and shortcomings of other immobilization devices that are available today. The design of the RIS device overcomes many of the operational challenges that have hindered performance of other immobilization programs.

Republic Immobilization Services
"A SOFTER APPROACH" To collecting Your Revenue

The RIS self-releasing boot offers several operational advantages:

- Expanded wheel cover panel to reduce the risk of customers removing lug nuts and wheels

- An industrial strength wheel cover pad to minimize the risk of damage to the customer's wheel

- Easy slide clamping rail to make locking and releasing the RIS boot an easier task for employees and customers

- A highly secure 10 key panel for easy code entry

- Two secure cylinder key mechanisms for boot unlocking in the event of unit damage or malfunction

- Large clear graphics providing necessary warnings and information to the customer

- GPS tracking to identify customer tampering and drive off attempts

- Light weight construction for ease of customer handling

GPS Boot Tracking
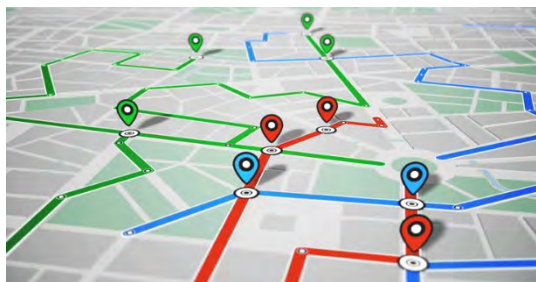
The RIS self-releasing boot includes the added feature of GPS tracking technology that allows for the immediate identification of the location of any of the boots. Not only does GPS locating allow for efficient inventory control, it provides the ability to identify if a boot is being tampered with or has been unlawfully removed. With the ability to immediately identify a potential "runaway" boot we are able to notify local law enforcement for assistance in locating the scofflaw and securing payment and return of the boot device.

Boot / Release Process

An inventory of one hundred (100) RIS self-releasing boots will be procured and maintained for this project. Additional boots will be provided based upon demand, damage replacement needs, etc. Each boot will be uniquely numbered with the inventory managed through an intelligent inventory system.

Each immobilization vehicle will be stocked with a sufficient supply of boots at the commencement of each patrol shift. We estimate a maximum capacity of between 40 – 45 boots per the **RPS/Lanier** immobilization vehicle as starting inventory. All boots will be secured on a custom racking system that will be installed in each van. Each time a boot is placed on, or taken off, of a vehicle they will be logged appropriately.

Inventory of boots for the Park St. Louis vehicles will be managed to ensure that the Park St. Louis staff does not run out in the field and missing potential booting opportunities. The RIS boots are applied to a vehicle in a simple process.

- Boot affixed to the vehicle wheel

- Slides clamp securing to the back of the wheel

- Press the locking button

- Press designated numbered key, hold for three seconds and an audible signal will boot is locked and secured

Truck Boot Solution

RIS has designed a self-releasing boot specifically for pickup trucks and larger vehicles. A standard boot is often too small to be effective on larger wheels and allow for easy removal of the device. Each immobilization van will carry a small number of truck RIS boots to cover their expected application volume for the day.

Assisted Boot Releases

For customers with physical limitations, or those unwilling/unable to provide the required boot deposit, **RPS/Lanier** will provide assisted boot release services. Assisted releases bill be performed within a two-hour period during the allowed booting hours of operation, and within six hours during off booting operational hours. **RPS/Lanier** will work with Park St. Louis on a process for exceptions and the need for expedited boot releases.

Window Notice Stickers

Immediately after the RIS boot has been applied to a vehicle, the Agent will apply an approved boot notice sticker to the driver's side window. The boot notice will have all the information needed for the customer to resolve the issue. Customers will be instructed on the steps they must take to have the boot removed. The sticker will instruct them to contact our Customer Support Center, or go to our dedicated website, to make a payment. After the customer has made the appropriate payment, they will receive a boot release code. They will then simply enter the release code; the boot will unlock, and they can slide the boot arm out and remove the boot from their wheel. If the customer requires assistance with a boot release and removal, our Customer Support Center will provide the necessary information and support. Language translation services will be available if necessary to facilitate an efficient and safe boot release and removal process.

Why choose a "self-releasing" boot?

- <u>Customer Convenience</u> – Being booted is not a pleasant experience for sure. Our goal is to collect the monies that are due our client. Offering the customer a quick convenient way to pay and be on their way is what any person in this situation would want. As soon as a payment is collected, our call center agent will issue the customer a release code for the boot on their vehicle. The customer simply enters the release code and the boot unlocks, allowing them to remove the boot and place it in their car. The whole process can be completed in under ten minutes. With a traditional boot, the customer would have to make payment and then wait for a field agent to come to their location to remove the boot taking an hour or more of the customer's time.

- <u>Avoid Potential Face to Face Conflict</u> – A real challenge of removing a traditional boot is it requires an employee to come face to face with the customer to remove the boot. Most customers handle the situation professionally, however, some will take out their frustration on the employee simply trying to do their job. Verbal, and potentially, physical confrontations are challenging to staff moral and at times, their safety.

Smart Booting

One definition of insanity is "doing the same thing over and over again and expecting a different result". **RPS/Lanier** helps our clients make the "smart changes" that are needed to deliver change, and that change is better overall results. Our approach is based upon the old premise of "working smarter, not harder". Instead of throwing more labor and vehicles at this project, lets determine the minimal amount of resources to deliver the maximum result. **RPS/Lanier** will accomplish this by utilizing our Smart Booting approach.

Data Analytics

RIS has developed a proprietary data driving solution for efficiently locating scofflaw vehicles and securing the highest revenue capture rate for our clients. Most scofflaw programs simply drive the streets hoping to find a scofflaw vehicle. RIS takes a more sophisticated approach and leverages multiple data sources to pre-identify the streets with the highest probability of locating high value scofflaws.

The RIS system generates detailed routes for our field immobilization teams to patrol each day. We utilize GPS guidance and tracking tools to direct each route and monitor our compliance. RIS offers our clients complete transparency into the process by allowing them to monitor in real time the routes and activities of our immobilization teams.

As they say, 'data is king", and in the immobilization business properly utilizing the available data can increase your revenue capture rate by as much as 500 percent. RIS layers in multiple data sources to pre-identify the probability of locating a scofflaw vehicle on a specific street and block. The data sources we fold into our system include:

- Registered owner addresses

- Parking citation data
  - Time of day
  - Day of week
  - Address
  - Frequency

- Program LPR plate read information
  - Location
  - Time of day
  - Day of week
  - Frequency
- Prior immobilization data

- Third party LPR plate reads
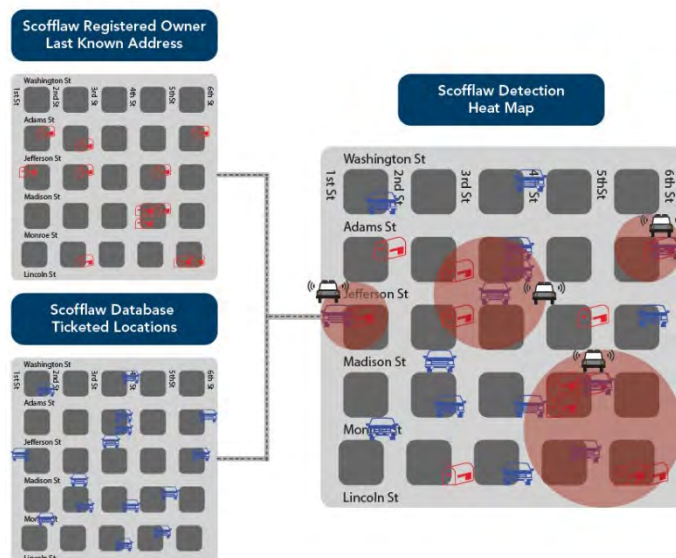
Grid Approach & Route Design

RIS works with each client to ensure that the immobilization program is efficient, transparent and executed fairly. RIS takes a systematic approach to ensuring that every area and street within the approved geography is patrolled. To maximize results and operate efficiently some streets will be patrolled more frequently than others. RIS will provide a "data supported" rational for the overall program, enforcement approach and route design. Our clients will have complete transparency into the program and will be able to see program activity in a real time reporting portal.

Special Programs – Each client has unique needs that require customization and special programs. RIS will work with our municipal clients to design and deliver the service needed to achieve the desired goal. Whether it is expired registration stickers, unpaid excise taxes, or unpaid red-light citations, we can deliver a solution.

GPS Mapping

- Monitoring/Traffic Management – Real-time view of vehicle locations and live traffic information, available for different map types including satellite map and Google Street View.

- Routing - Route planning and send routes directly to drivers. Accurate route planning by location/time of departure/arrival and vehicle type.

- Customized Routes – Ability to define geographical areas or vehicle groups to quickly and easily switch views and focus, when you need it.

- Dashboard – Easy overview of KPI's to keep up to date with performance in real time.

- Reporting/Transparency – Instant access to historical information to spot trends over time.

- Enrich data through integration – Connect your business applications to analyze performance results.

- Manage your fleet on the go – Connect and communicate to all your team/fleet through any device of your choice.

Immobilization Vehicles

RIS utilizes various types of vehicles for our immobilization services. The vehicle type is selected to match the needs, environment and scope of work for each project. Our standard selection is a small utility van that allows for easy navigation of congested downtown streets while also providing enough cargo space to carry enough boot inventory.   All our immobilization vehicles are outfitted with our LPR system for scofflaw identification. Where clients already have a fleet of vehicles available for their immobilization program, RIS will provide and install the LPR systems on their vehicles.

Racking System

RIS installs custom boot racking and storage systems in our immobilization vehicles to allow for an organized work process in the field. All boots are uniquely numbered and marked with barcodes to allow for proper inventory control and tracking. Speed of execution is critical to an immobilization program.

Once locating a scofflaw vehicle is done, the last thing you want to allow is for the scofflaw to drive off prior to the boot being locked and in place. As RIS utilizes a different size boot specific to the scofflaw vehicle, our immobilization agents must be able to quickly select the proper boot device. Our customized racking system allows for our agents to move quickly and safely for a swift application of each boot.

GPS Tracking

Tracking the movements of our immobilization vehicles and our field teams are a critical component to the overall process. Each of the RIS vehicles is managed and monitored through a fleet tracking software. RIS project managers can monitor in real time the activity in the field of each of our immobilization teams. The GPS tracking data is pulled into the RIS data analytics platform to assess productivity and determine 0the most efficient routes based upon time of day, day of week and season. RIS strives to offer our municipal clients the most efficient and sophisticated approach to operating their immobilization program.

Drive Cameras

Safety is a priority for RIS. Our professional immobilization officers have a challenging job of navigating congested downtowns while searching for scofflaw vehicles. RIS utilizes sophisticated on-board dashcams to monitor and record activity of all our vehicles. In the event of an accident, RIS managers will be able to document the event and determine liability. The dashcams also provide our immobilization officers the ability to record an event taking place outside of their vehicle. In the event of an emergency, the simple click of a button commences recording of the incident.

Customer Call Center

RIS' customer call center operates 24/7 to promptly field calls from customers from any immobilization operation. The RIS Customer Call Center is staffed by customer service professionals that are trained to quickly assist the customer with the payment process. Our Customer Service Representatives (CSR) go through a rigorous screening process prior to being selected for on-boarding. Acting as the first point of contact for someone that has just found their vehicle booted can be a challenging job, therefore our CSR's are selected based upon their communication skills and ability to work with frustrated customers.
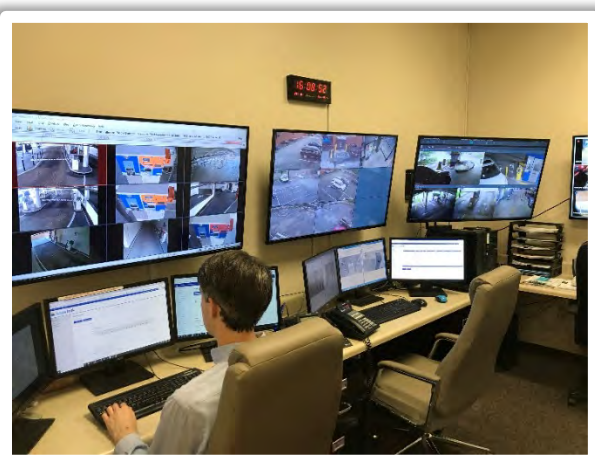
Our CSR's can access each customers case file using the unique immobilization code assigned to each case. An immobilization sticker is placed on the vehicle driver's side window that provides the customer with their immobilization code and the instructions to call our customer support center. Our CSR's can provide the customer the detailed information on their outstanding balance owed. The customer can make payment on-line, or our CSR can accept payment information and complete the transaction for them. RIS trains our CSR's with the specific policies and processes for each operation so they can effectively assist the customer with a swift and proper resolution. Once the customer's payment has been accepted a boot release code will be provided to them via text or email. The boot release code will be unique to the RIS boot on their vehicle. Should the customer be unable to remove the boot themselves, or simply prefer assistance, a field representative will be dispatched to remove the boot for the customer.

Payment Options

Park St. Louis customers will have numerous options to make their payments through the **RPS/Lanier** customer call center. **RPS/Lanier** does everything we can to collection our clients' monies, while making the process as pain free as possible for the customer. Customers will be directed to start the process by calling the **RPS/Lanier** customer call center or visiting the Park St. Louis immobilization website we will deploy for the program. The immobilization sticker placed on the driver's side window will provide a toll-free number and the address to the program website. Customers will be able to make payment over the phone, or through the program website, using credit card, or other digital forms of payment including: Western Union, Pay Pal and Venmo. Customers without a credit card, or other form of digital payment, will be directed to make payment in person at the Park St. Louis office during set hours.

RPS/Lanier utilizes a PCI compliant call center management system ensuring that credit card payments processed over the telephone are managed through an IVR interface. All web payments, and in person credit card payments will be managed in compliance with current PCI standards.

For customers opting to use the convenient self-release process an approved hold amount will be placed on the customers' credit card. The customer will be allowed 48 hours to return the boot to the Park St. Louis office. An approved late fee will be charged against the credit card hold balance for each day the boot remains unreturned beyond the 48-hour grace period. As soon as the boot is returned the hold balance will be removed from the customer's credit card.

Key Performance Indicators

RPS/Lanier understands that Park St. Louis is looking improvement in the performance of their immobilization program. Our desire is to work with Park St. Louis leadership to identify the areas of performance that are priorities. Once we know the priority we want to establish metrics to measure current performance, desired performance and actual performance. At the end of the day we want for Park St. Louis to know how their immobilization is performing on all fronts.

The following are some initial KPI metrics we suggest for the Park St. Louis program:

- Immobilized Vehicle Counts
- Boot Revenue Totals
- Labor Costs Per Immobilization
- Customer Experience – Average Boot Removal Wait Times
- Customer Complaints per Immobilization

METER MAINTENANCE & COLLECTIONS

A solid maintenance program will reduce the expenses of the project and increase its net receipts. Consistent and preventive maintenance on parking meters and paystations are essentials to operating a well-run customer friendly program.

Meter Collections

RPS/Lanier has a great deal of experience in managing meter collections for municipalities. We fully understand the proper processes and procedures to follow to ensure revenue control is maintained. The following are some of the cities for which we currently collect parking meter revenue:

- Baltimore, MD
- Wellesley, MA
- Hartford, CT
- Lawrence, MA
- Tacoma, WA
- Delray Beach, FL
- Roanoke, VA
- Waterloo, IA
- Chattanooga, TN
- Omaha, NE
- Charlotte, NC

- Syracuse, NY
- Wilton Manors, FL
- Macon, GA
- Mobile, AL
- Medford, MA
- Cedar Rapids, IA
- Ann Arbor, MI
- Lincoln, NE
- Lexington, KY
- Louisville, KY

RPS/Lanier will collect the revenue from the city's parking meters on a schedule approved by the city.

Proposed Collection Schedule

RPS/Lanier will work with the City to optimize a meter collections schedule based on current business levels and historical data. We understand there is an existing collection schedule in place. Normally we inherit the collection schedule so as to not interrupt service and then gradually fine tune as the operations advanced. Typically, we propose three collection routes, established based upon geography and meter counts. We typically recommend collections to be performed three days a week, Tuesday–Thursday. On weeks with a holiday, the collection schedule will be adjusted to ensure that each meter route is collected every week. Collection teams will begin at 7 a.m. and should return to the office with the filled collection canisters for counting by 11 a.m. This will allow sufficient time for logging, counting, bagging and deposit preparation to occur before the close of business each day.

Standards for Meter Collections

RPS/Lanier enforces the following standards for meter collection:

- All meters are collected weekly; more often if necessary.

- All meters are audited each time cash is collected or they are emptied for maintenance.

- Collection is done in teams of two employees, one for emptying the coin cans, the other for auditing.

- All meters are checked for operation and need for maintenance.

- Collection technicians must follow prescribed routes, taking prescribed time to achieve the collection.

- Collection personnel are periodically rotated through the collections/maintenance roles

Meter Collection Methodology

Due to the need for high security for the City of St. Louis revenue, procedures for meter collections are strict, as will be set forth in our parking operations manual.

The system will be cash-secure, whereby no employee has any uncontrolled access to coinage between when the meter is opened and when coinage is delivered to the city's bank.

Process Overview

The cash collection process is as follows:

- Count schedule established and endorsed by city.

- At the beginning of the collection shift, the parking meter collector, along with another employee, is issued sufficient coin canisters to collect all routes for that day. A canister is used for only one

route. The canister is locked with a high-security lock that only the RPS/Lanier supervisor can unlock.

- The parking meter collector is given only the meter keys for the routes to be collected for that day. Meter dome keys are not to be provided. The two collection personnel, the parking meter collector and one other employee then go to the designated route for the day, following the prescribed collection path.

- The collection team logs out the collection vehicle and commences their prescribed route for the day, which is tracked via GPS and recorded.

- Each meter housing is opened one at a time by the collector. The coin can is removed and placed into the receptacle on the canister and emptied. The can is then placed back into the meter vault housing and re-locked. Upon filling a canister 2/3 full, the technician may use a second canister for that route, but under no circumstance may that canister be used for more than one route. When a new route is started, a new canister must be used.

- The collection team will be in contact with the main office via direct-connect and cell phone at all times. At the end of the collection, the meter collector returns to the RPS/Lanier office.

- The locked coin canisters are delivered to the RPS/Lanier count room, or designated City bank branch.

- RPS/Lanier staff log the receipt of each coin canister upon delivery, note the integrity of all seals, and log the condition of the canisters.

- RPS/Lanier unlock canisters under video recording.

- Pilferage

In addition to the previously-mentioned practices, the meter manager will conduct weekly audits to determine that no pilferage occurs. Such audits include checking for meters without coin canisters, comparing the collection totals to previous weeks' collections totals for a particular zone and observing the collection procedures weekly.

Meter Maintenance

If the meters are not working, then a municipality cannot generate revenue. Within its operation manual, Republic/Lanier sets forth its standards for meter maintenance. This can be divided into two categories: responsive maintenance and preventive maintenance.

Responsive Maintenance

In addition to customary reports from parkers who notify RPS/Lanierof meter malfunctions, every meter is continuously checked for operability by:

- Collections and maintenance staff — every meter is checked by maintenance and collections staff when it is collected weekly.

- Enforcement staff — every meter should be checked hourly by enforcement staff as they proceed on the prescribed route for their beats. In addition, parkers or nearby businesses may advise of broken meters. Any report is logged by the agent and immediately called in to the dispatcher for repair. Management occasionally performs blind tests to ensure that the enforcement staff is indeed submitting the required maintenance requests.

- Management staff — in addition to identifying broken meters while conducting field supervision, management staff reviews the meter audits daily to determine any anomalies. The audit may show a meter receiving little or no revenue, in which case maintenance is ordered. Republic/Lanier's manager will monitor the IPS reporting, notices and alerts for meter issues throughout the day.

RPS/Lanier requires its staff to maintain a high level of responsiveness for needed maintenance. While many contracts specify that meters must be repaired within 24 hours, we feel this is not good enough. Our internal standard (and part of our operations manual) is that all meters must be repaired/replaced within four business hours of the report or observation of the malfunction.

Preventive Maintenance

A key to minimizing maintenance, and thus maximizing revenue, is to create and utilize a preventive maintenance plan. An aggressive preventive maintenance program can provide a reduction in the number of public complaints by 30–50 percent. Of course, repairs will be done, as indicated in the previous section, on an as needed basis if identified prior to the scheduled preventive maintenance.

Period	Action
Weekly	- Audit meters for possible malfunction. - Wipe dirt and bird droppings off dome and housing.
Quarterly	- Clean coin chutes. - Check coin boxes. - Test mechanism functionality. - Tighten loose housings. - Lubricate keys and locks. - Review meter manager for maintenance trends and specific meters with continuing problems; repair or replace as needed.
Semi-Annually	- Blow out dust/dirt from housing and mechanism. - Lubricate crossbar in upper hosing. - Clean inside of dome; replace if clouded or scratched. - Check all decals for wear; replace if necessary.
Annually	- Replace all batteries. - Recalibrate coin discriminator, if necessary. - Repaint any scratches on poles and housings. - Straighten or replace any bent/damaged poles.

Installation of New Meters

RPS/Lanier has the expertise to install or re-install all types of parking meters, including multi-space meters. RPS/Lanier has the capability to either core-drill holes for new poles or install meter plates, if that installation technique is used.

The permanent post for a single meter and a double-headed meter differ. A double-housing meter post hole is cored three inches deeper than that of a single meter post, due to the housings being three inches different in length. The post is cored approximately 19 inches back from the curb and stands 55 inches tall including the housing. There is a hole toward the bottom of each post that goes beneath the ground by a few inches for security purposes. A bolt is placed through the hole prior to pouring cement in the cored hole. The plate-mounted post has a flat bottom with four holes in it. To install this type of post, four small holes are drilled in the sidewalk, four bolts are installed in the holes, then the post is placed over the four bolts. After the screws are installed over the four bolts, the threads are melted using a propane torch to ensure that the post cannot be unbolted from its location.

The appropriate meter housing, double or single, is then installed, and the meter mechanism is programmed into Meter Manager accordingly. To remove either post from its location, the post is heated and cut off at ground level. All remnants of the post, screws, cement are heated and removed. Any holes left are filled with cement and made level with the sidewalk. RPS/Lanier also has significant experience with the installation of multi-space meters.

Meter Maintenance Training

RPS/Lanier will hire a quality individual whose responsibility is to maintain all the meters for the City of St. Louis. We will work with the meter manufacturer (IPS and Parkeon) to provide all the necessary training for our on-site team to be highly effective in their duties. Training will cover everything from fixing coin jams to meter installation. As RPS/Lanier has a well-established relationship with Parkeon and IPS, we have a clear channel of communication and support already in place.

Operational Standards

RPS/Lanier plans to ensure all meters maintain a 98 percent or better working condition daily. An inoperable meter results in significant revenue loss.

Our meter repair plan consists of four important practices:

1. RPS/Lanier shall maintain a backup of additional meter parts as prescribed in the RFP for the city's meters. We will carry an inventory of the major components, such as meter mechanisms, screen displays, solar panels and batteries. This eliminates the wait time from ordering parts from the meter vendors and allows our meter technician to repair meters immediately.

2. All meters will be visibly checked by the meter technician at least twice per week during normal rounds, as well as when the meter revenue is collected.

3. One great feature of the smart meters is their ability to send notifications of any issues via email and text. Typical issues include low power, coin jam, full money vault and jarring of the machine. We will know instantly that a smart meter is down, or soon to be down, allowing our meter technician to respond and have the unit back in service quickly.

4. In addition to this practice, each collector is required to document and call in all defective meters as they walk and drive their collection routes.

ROLLOUT & IMPLEMENTATION SCHEDULE

We will work closely with the City in a timely and methodical manner to develop an informative public relations strategy, coordinated by our in-house Marketing, Social Media and PR Department, that will launch prior to rolling out any enhanced features of the PARK St. Louis program. RPS/Lanier shall DRAFT for the City's review and approval, a tiered Transition Plan, if applicable, that covers all aspects of ensuring a seamless transition.

Transition Checklist

RPS/Lanier's transition process is systematic and methodical. Subject to the City's desired timelines, RPS/Lanier shall use its comprehensive Transition Checklist to ensure every detail of any transition or program rollout is covered. As soon as the new contract is awarded, the RPS/Lanier Transition Team will meet with RPS/Lanier's Senior Management, SME and OPS teams to discuss the Scope of Services, understand more details and any concerns expressed by the City, and begin execution of the Checklist. The checklist will be tracked through an electronic project management tool (a GANTT Chart).

A timeline for completion of the transition will be developed based on the lead-time given prior to start-up. Transition Team Meetings will be held weekly, with the Checklist and Timeline updated regularly to share information with all parties, including with the City. The RPS/Lanier Transition Team will DRAFT a communications plan for review and consideration by the City to address current customers.

RIS's Transition Team includes:

- Cheryl LaFoy, *Director of Transitions*
- Steve Bartley, *Proposed Manager*
- Alva Johnson, *Regional Director*
- Cody Shealy, *VP Operations*
- Isaiah Mouw, CAPP, CPP, *VP, Municipal Division*
- Brian Kern, *EVP, Municipal Division*
- Jack Skelton, *EVP, Municipal Division*
- LaRay Brown, *EVP, Midwest*
- Robert Cizek, *EVP, Verticals*
- Steve Resnick, CAPP, *EVP, Municipal Division*
- Tracy Notte, *Chief Human Resources Officer*
- Ore Tomori, *Controller*
- Amanda Taff, *Senior Manager, IT Applications*

Please see Exhibit I for our Sample Transition Checklist.

COMPANY FINANCIAL INFORMATION

Our vast financial resources enable our public-sector clients to offer their customers world-class parking facilities and systems. With a robust balance sheet and creative financing capacities, including partnerships with private equity firms, we invest in our clients' parking assets and operations, and can (subject to mutually agreeable terms) facilitate creative on and off-balance sheet financing to make facility improvements, as well as construct public parking assets and systems from the ground-up.

Financial References

Rita Kenney
SVP – Treasury Management
(312) 992-2401
rita.kenney@baml.com

Wendy St. Denis
Relationship Specialist
(404) 813-2069
wendy.stdenis@suntrust.com

SOC Report

As a privately-owned organization, SOC reporting does not apply to RPS/Lanier.

Pending Litigation

RPS/Lanier has not received any litigation, claim(s), or contract dispute(s) filed by or against the proposer in which is related to the services provided in the regular course of business. However, with such a large expanse, at times we are involved in litigation usually relating to property damage, "slip-and-fall," and employee practice claims. This litigation is not pertinent to any of our business or financial operations and will never hinder **RPS/Lanier** from executing our contract to the fullest.

MBE/WBE Utilization

RPS/Lanier plans to partner with Above All Personnel, a 100% female-owned and operated corporation, for the City of St. Louis parking operation staffing. Above All Personnel has been in operation since 1995.

ABOUT ABOVE ALL PERSONNEL

Above All Personnel is a temp, temp to hire and direct hire service specializing in placements with expertise in the following:

- Clerical
- Reception
- Data Entry
- Mailroom
- Information Technology Accounting

- Secretarial
- Call Center
- Administrative
- Customer Service
- Accounting

Above All Personnel provides:

- A staff with over 70 years of industry experience
- Over 18,000 pre-screened qualified associate database
- Specialized recruiting for niche positions
- In-depth evaluations on all associates
- Customizable, fast and accurate invoicing

COMPANY DATA

- **GS-02F-132AA**
  Schedule: 736 (TAPS)
  Exp: 04/06/2023

- **Small Business**

- **Women-Owned**
  WBE Certified
  State of Missouri

#W00446
Since 8/1/98

- **DBE/ACDBE Certified**
  MO Regional Certification Committee
  Since 12/19/00

- **NAICS: 561320, 561311**

- **SIC: 7361-03, 7363-04**

- **CAGE: 53S19**

- **DUNS: 93-791-2368**

- **Tax: 43-1724598**

CONTACT
Susan Huber, *Owner/President*
(314) 781-6008
team@aboveallpersonnel.com
www.aboveallpersonnel.com

Please see Exhibit II for more information about Above All Personnel.

Please see Exhibit III for the remainder of the requested Financial Information to include 3 years of consolidated income financial statements and last auditor statement.

EXPERIENCE & CAPACITY

COMPANY HISTORY

Our diverse operations encompass a vast geography and multiple service offerings in world-class cities across the country. We are experts in off-street parking facility and lot management, on-street collections, counting and reconciliation, enforcement, special events, convention centers, airports, facility maintenance (using environmentally sound products and practices), adjudication and citation processing, towing, booting, and the application of cutting-edge technology; automation, license plate recognition, pay-on-foot, pay-in-lane, pay-by-plate, pay-by-space and pay-by-cell platforms, command center services, handheld enforcement devices, and other cutting-edge solutions to enhance our public sector parking operations.

RPS/Lanier is also committed to going beyond traditional parking management solutions and became the first U.S. parking company to create an Alternative Transportation Division. **RPS/Lanier** champions alternative transportation solutions such as commuter programs, car and bike sharing, and public/private partnerships that address transportation challenges, such as the Atlanta Streetcar project. **RPS/Lanier** also manages high-profile special events, managing parking and transportation needs for events such as the Democratic National Convention in Los Angeles, the 2015 Pan American Games, the Salt Lake City Winter Olympics, the Paralympic Games in Vancouver, PGA Championships, and other numerous local, regional, national and international events.

Commitment to Excellence

Each of our firms/brands and Divisions is committed to excellence in operations and maintaining a culture of exceptional people that provide exceptional service! Attributes include:

- A Client Retention Rate of 98.7%
- Asset Management Approach to Parking
- Recruitment and Training of Exceptional People
- Employment of Cutting-Edge Technology
- Green Initiatives and Sustainability
- Offering a Full-Service Business Partnership

EXPERIENCE

One of the most important attributes to consider when selecting a new parking management firm is its familiarity and appropriate use of industry technologies. One size does not fit all. Please see our references and enclosed case studies for complete details regarding our experience with operation of programs and implementation of strategies, including hardware and technology improvements, to maximize use of the City's parking assets.

In fact, **RPS/Lanier** has been on the forefront of recognizing and implementing advancements in technology to improve our clients' bottom lines and their customers' experiences. We are highly informed and well-versed in the following cutting-edge technology applications:

- PARCS equipment
- APPS and aggregators
- Partial or full automation
- Command center services
- License plate recognition software (LPR)
- Handheld payment and enforcement devices
- Pay-on-foot, pay-in-lane, pay-by-plate, pay-by-space and pay-by-cell platforms
- Other cutting-edge solutions to enhance our client's public sector parking operations

Our clients have benefited greatly from our efforts to put in place the most applicable technology solutions for their unique environment and parking customers. Moreover, **RPS/Lanier** offers the City an operational and consultative point of view on a wide-range of topics, including, parking and mobility, alternative transportation, the planning, location and implementation of new parking facilities, meters and technologies, and other emerging trends in public parking. In terms of ownership of the equipment, that is entirely up to the City to decide.

PROFESSIONAL AFFILIATIONS

We are proud members of regional and national parking organizations across the country, including IPMI and the National Parking Association, to name a few. These organizations are purposed to advance the public parking profession by providing a forum for members to interact, exchange ideas and information, and provide technical and legislative support. This inures to the benefit of our clients' public parking programs and their capacity for excellence and customer service.

APO Accreditation

Accredited Parking Organization (APO) is a designation through the International Parking and Mobility Institute for parking organizations that have achieved a comprehensive standard of excellence. **APO** Accreditation is regarded as one of the key benchmarks for measuring quality in the parking industry. Launched in 2015 by IPMI, the APO Accreditation recognizes best practices in responsible parking management and operations, customer service, professional development, safety and security.

To become an APO, an organization must demonstrate its commitment to ongoing evaluation and improvement of program outcomes through the implementation of industry best practices. **Citizens Lanier Holdings (the parent company of Lanier)** is an Accredited Parking Organization that exceeds standards! Moreover, **Lanier** recently assumed operations for another APO-certified organization, the Lexington Parking Authority's distinguished LEX**PARK** program.

Municipal Subject Matter Expertise, Professional Development & Education

With a keen focus on the professional development and education of our people, we invest in the intellectual capital and human resources we bring to public-sector parking operations. This ongoing investment in our people not only promotes upward mobility within our organization, it enables our team members to elevate themselves and their reputations in the public sector parking profession, enhancing their overall effectiveness in the industry and the public parking programs they support.

The CAPP credential, for example, is an educational program of the International Parking and Mobility Institute ("IPMI") and is administered through the independent CAPP Certification Board of IPMI in cooperation with the University of Virginia. CAPP is respected worldwide as the leading credential in parking. CAPPs represent the best of the industry, leading with innovation, professionalism, and expertise; providing service and demonstrating competence as they advance the parking profession. Our division is led by CAPP professionals, and it shows in our operations. The CAPP designation is meant to assure stakeholders (employers, regulators, consumers, and the public) that the CAPP-credentialed professional has demonstrated an established level of competence in the field and has the management skills and an in-depth understanding of the advanced technology used and required in today's public parking realm.

We also put our management personnel working in public-sector environments through the CPP Program via the National Parking Association. To achieve the CPP, candidates must pass a 150-question online exam covering topics such as safety, operations, maintenance and human resources. By participating in the CPP Program, candidates ensure their knowledge and skills are up-to-date in the following areas:

- Operations
- Design
- Regulations
- Loss Prevention
- Safety
- Equipment

- Accounting/Auditing
- Human Resources
- Customer Service

- Marketing/Administration
- Maintenance
- Valet Operations

Women in Parking

RPS/Lanier is champion for women in the parking industry! We are a Platinum Sponsor of Women in Parking. WIP is an association of professionals who foster the advancement and achievement of women in our industry.   With representatives from nearly every discipline, WIP shares a common goal to provide opportunities in the areas of career advancement, networking, mentorship, career outreach opportunities and support to its members.

Our Chief Human Resources Officer, Tracy Notte serves on the Board of Directors of Women in Parking. **RPS/Lanier** lives the mission of the Women in Parking in our day-to-day business by employing thousands of women from frontline staff to C-Level, but not only that, **RPS/Lanier** actively promotes the advancement of professional women in our company through our Women's Leadership Forum and Citizens Advanced Leadership Academy. Learn about WIP at www.womeninparking.com

Veterans in Parking

RPS/Lanier supports our troops and veterans. **RPS/Lanier** is a Platinum Sponsor for Veterans in Parking, which is a non-profit organization founded by Military Veterans in the parking industry with a mission to connect Veterans with jobs in the $30 billion parking industry. **RPS/Lanier** employs hundreds of veterans and participates in the Veterans in Parking job fairs and recruitment processes through our Platinum Sponsorship. Learn more at www.vetsinparking.com.

Young Professionals in Parking

RPS/Lanier believes in our youth. From employing multiple 40 Under 40 winners through the National Parking Association, to hiring the youngest ever legacy CAPP graduate through the International Parking and Mobility Institute, **RPS/Lanier** understands the value and views our millennials bring to the table.

Our very own Isaiah Mouw, CAPP, CPP, was the co-founder of Young Professionals in Parking (YPIP) with a mission "to provide a greater platform for professional development, networking, and education for young professionals throughout the parking industry."   **RPS/Lanier** understands diversity is a key component to a company's success, which is why associations like Women in Parking and Young People in Parking are important to our Company. Learn more at www.parking-mobility.org.

INNOVATIVE OPERATIONS

RPS/Lanier is innovative. From one of the first in the industry to introduce frictionless free flow parking garage to the management of the prestigious Atlantic Station, we are always ahead of the game. This is one reason Citizens Lanier Holdings was awarded as an Accredited Parking Organization (APO) through the International Parking and Mobility Institute (IPMI) and why our CEO was awarded Innovator of the Year by the National Parking Association (NPA). If you have a vision for the future of your parking operation, let us help make this vision a reality. Below are just a few examples of some of the trailblazing initiatives we helped our clients bring to fruition.

Frictionless Garages

Old School Garage, Delray Beach, FL

Frictionless garages are the future, but for **RPS/Lanier** this is nothing new, from the Old School Garage in Delray Beach, Florida to the Transit Garage in Lexington, **RPS/Lanier** has successfully proposed, implemented and managed gateless garages enforced through LPR. In Delray Beach, FL **RPS/Lanier** partnered with PCS Mobile to implement Genetec AutoVu Free Flow technologies.

As cars enter the facility, they are given 20 minutes to pay at the Digital Luke II paystations. When the customer pays using pay-by-plate methodology, their plate number is compared to the cars that entered the facility. Any vehicle that did not pay, is moved to a violation list to be issued a parking violation.
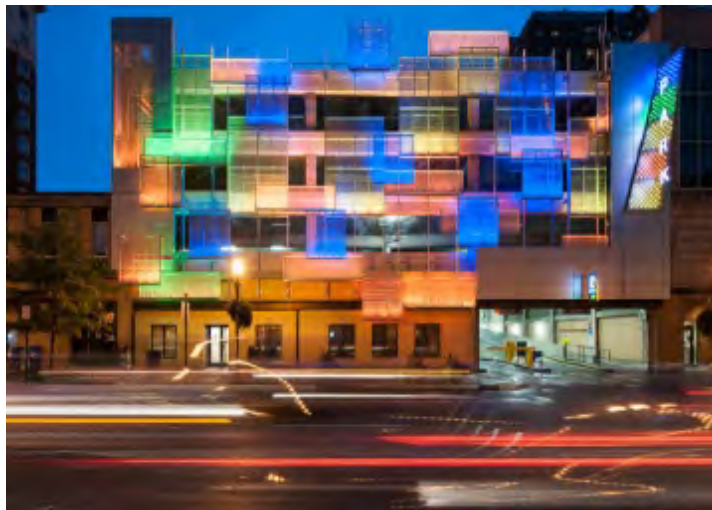
Programmable Led Lights & Stainless-Steel Façade Panels

Helix Garage, Lexington, KY

RPS/Lanier manages the Award-Winning Helix Garage which installed stainless-steel façade panels and programmable LED lighting to make the garage a public art destination and a regular feature on social media. The lights can change colors based on a holiday or to support a cause such as turning pink for Breast Cancer Awareness Day. This project won the IPMI Award of Excellence in 2015.

Customer-Friendly LPR & Command Center

Atlantic Station Garage, Atlanta, GA

Following an extensive analysis, **RPS/Lanier** and the owners of Atlantic Station selected a new access and revenue control system for the prestigious Atlantic Station operation. The initial phase consisted of installing all new wiring to the various entry/exit/residential lanes throughout the facility to accommodate 40 license plate recognition (LPR) cameras. An existing parking dispatch office was renovated and converted to a state-of-the-art command center, including a video wall comprised of real-time monitors displaying the new 78 in-lane and pay station cameras. When customers enter the garage, they pull a ticket and at the same time, their vehicle plate is capture. When the customer goes to exit, if they are under the free 2 hours, the gate automatically opens due their vehicle plate being read and the customer does not need to enter in their ticket.

STAFF QUALIFICATIONS

One of our most valuable assets is an experienced management team that brings a wealth of municipal and diverse parking management experience. The on-site management team in St. Louis will be led by our Proposed Project Manager. Our GM's involvement in building new locations throughout the company, including municipal and private sector environments, is where this professional's operational-ingenuity shines brightest.

Please see below for a sample of municipal operations in which members of our PARK St. Louis team have worked.

- City of Sandy Springs, GA
- City of Delray Beach, FL
- City of Antioch, CA
- City of Roanoke, VA
- City of Rochester, MN
- City of Wilmington, NC
- Town of Wrightsville Beach, NC
- City of Myrtle Beach, SC
- Macon-Bibb County, GA
- City of Long Beach, CA
- City of Riverside, CA
- City of Louisville, KY
- City of Santa Monica, CA

- City of Anaheim, CA
- City of Fresno, CA
- City of Palo Alto, CA
- Solano County Transit, CA
- City of Orlando, FL
- City of Denver, CO
- City of New Orleans, LA
- City of Los Angeles, CA
- City of Coral Gables, FL
- City of Charlottesville, VA
- City of Lexington, KY
- City of Wilton Manors, FL
- County of Santa Clara, CA

Our Team

Please see the following page for the resume of our Proposed Manager for the PARK St. Louis operation, Steve Bartley, followed by biographies of our key personnel for the parking operation.

Steven C. Bartley

Summary of Qualifications

Extensive professional experience in restaurant management, marketing, and parking management.

Professional Experience

2018-Present	*Parking Authority of River City (PARC)*	*Louisville, Kentucky*
	On Street Administrator	

Responsible for all facets of Louisville Metro On Street operations (4800 spaces); Collections, Maintenance and Enforcement. Responsible for the Annual budget as well as identifying revenue growth opportunities.

2015- 2018	*Republic Parking System*	*Houston, Texas*
	Regional Manager	

Account Manager for parking operations located in Jackson, MS, Baton Rouge, LA, Tyler, Austin and Houston, TX. Duties include client relations, facility manager hiring, training and support, and all financial aspects of each location.

2009- 2015	*Republic Parking System*	*Nashville, Tennessee*
	Regional Manager	

Account Manager for parking operations located in Louisville and Lexington, KY. Birmingham, AL, Nashville and Memphis, TN. Duties include client relations, facility manager hiring, training and support, and all financial aspects of each location.

2007- 2009	*Republic Parking System*	*Chattanooga, Tennessee*
	Regional Manager	

Account Manager for eight mid-sized airports located in the Midwest. Duties include client relations, facility manager hiring, training and support, and all financial aspects of each location.

2003- 2007	*Republic Parking System*	*Chattanooga, Tennessee*
	General Manager	

Responsible for day to day operations at 27 properties in the Chattanooga market. Duties include client relations, area manager hiring, training and support, and all financial aspects of each property.

| *2001-2003* | *Republic Parking System* | *Chattanooga, Tennessee* |
| | *Area Manager* | |

Responsible for day to day operations at 7 properties located in the Chattanooga market. Duties included client relations, staffing, cash control, daily reports, ticket reconciliation and general support.

| *1998-2000* | *American Huts, Inc. (Pizza Hut Franchise)* | *Chattanooga, Tennessee* |
| | *Director of Marketing for Eastern Tennessee* | |

Implemented corporate marketing strategies in the Chattanooga and Knoxville markets including print, radio and television ads.

| *1990-1998* | *Corporate Pizza Hut* | *Chattanooga, Tennessee* |
| | *Restaurant Training Manager* | |

Trained Assistant Managers and Shift Managers in Pizza Hut Corporate policies and procedures in the Chattanooga market.

Corporate Pizza Hut   *Lexington, Kentucky*
Solution Team Leader for the Ohio Valley Division Kentucky Market

Worked one on one with the Marketing Manager to help identify and implement company policies and procedures in the bottom 10% of stores in Kentucky market.

Corporate Pizza Hut   *Lexington, Kentucky*
Restaurant General Manager

Responsible for the day to day operation of a single unit Pizza Hut in Lexington, KY. Duties include customer service, quality control, inventory control, cash control and staffing.

Education   University of Missouri, Columbia, Missouri
University of Missouri St. Louis, St. Louis, Missouri
University of Kentucky, Lexington, Kentucky
        Field of Concentration: Business, Science
CAPP – Certified Administrator of Public Parking Certification 2015

References   Available upon request

Alva Johnson, MBA, CAPP, *Regional Director*

Alva Johnson has over 20 years of varied parking industry experience. His experience includes operations at commercial, municipal, special event venues, hotel, and mixed-use facilities. He also has experience in consultation on traffic flow, parking access and revenue control systems, parking development, and site conversion. Alva has had extensive experience with developing and operating parking programs that have included automated PARC systems, online marketing and sales, meter collections, enforcement, restriction administration, citation management and parking development. Currently, Alva Johnson oversees and directs our operations in Illinois, Wisconsin, and Indiana

Prior to joining the Impark team, Alva spent eleven years with a large national parking management company, last serving as Regional Vice President. Alva also served as the manager of the Parking Services Division for the Village of Oak Park, Illinois. Alva has been instrumental in the establishment and/or revamping of various parking programs and operations in the Midwest and southeastern portions of the country.

Alva holds an MBA and is a Certified Administrator of Public Parking (CAPP) through the International Parking Institute.

Isaiah Mouw, CAPP, CPP, LEED GA, *Vice President – Municipal Division*

Isaiah Mouw, CAPP, CPP, LEED GA, has worked in the parking industry for eleven (11) years, and has managed nearly every facet of parking management in a municipal setting; on and off-street, as well as previously managing over 20 PARC off-street facilities for the City of Louisville, **Kentucky**. In his role as Vice President of Municipal Operations, Isaiah supports the Municipal Division that serves the various brands within the Citizens Parking family of brands.

An industry Ambassador and frequent public speaker and author, Isaiah serves on the International Parking Institute's Advisory Council as a member of the Technology Committee and serves on the Board of Directors for the IPMI CAPP Board. In 2015, he was recognized by the National Parking Association as a "40 Under 40" recipient; rec ognizing the best and brightest young parking professionals in the industry, and in 2014, Isaiah was awarded the Chairman's Award from the International Parking and Mobility Institute. Isaiah earned a Master of Business Administration (MBA) from the University of Tennessee at Chattanooga. In 2013, he was commissioned as a Kentucky Colonel by the Commonwealth of Kentucky.

Brian Kern, *Executive Vice President – Municipal Division*

Mr. Kern has over 29 years' experience in the parking industry. After graduating from Missouri Western State University with a BSBA in Marketing/Accounting, Brian started with a full-service parking company in Kansas City, Missouri. After being promoted twice and moving to Louisville, Kentucky, he was offered a District Manager position in 1997 with Republic Parking System. He has received three promotions during his tenure and has been the Executive Vice President since 2016.

Due to Republic Parking's philosophy of "Wanting to be the Best Parking Operator", Mr. Kern focuses most of his time traveling to existing cities and reviewing operations. During these trips, he sits down with the clients to confirm they are getting the service that was promised in the proposals and presentations. His department is responsible for conducting regular field audits to ensure the items in our "Focused on the Fundamentals" policy is being met at each and every location. Mr. Kern's department supports all Municipal field operations across the United States. They are the liaison between the corporate office and the management staff in the field which helps ensure all policies and procedures are implemented and followed. This includes leading an "Opening Team" in Republic's new parking operations to guarantee a smooth transition from the previous operator.

Jack Skelton, *Executive Vice President, Municipal Division*

Jack Skelton is an Executive Vice President for Republic Parking in the firm's Municipal Division. Jack has over twenty-five (25) years of parking management experience focused on municipal parking. He has worked with cities of all sizes across the United States on both off-street and on-street parking programs.

Jack obtained received a BA from the University of Minnesota and his JD from Hamline University. Jack has transitioned and overseen some of the largest municipal parking systems in the United States. Jack has earned his CAPP accreditation from the International Parking Institute.

Steve Resnick, CAPP, *Executive Vice President – Municipal Division*

Steve Resnick, CAPP (Certified Administrator of Public Parking through the International Parking and Mobility Institute and the University of Virginia), joined the firm in 2016 as Senior Vice President of Citizens Parking's dedicated Municipal Parking Division that serves the company's public-sector clients exclusively. Steve has more than twenty-five (25) years of experience in the parking industry and has acted in a variety of professional capacities. He was responsible for several notable contract awards (public and private sector) while working at SP+ Corporation, as Vice President of Business Development, and Vice President of Municipal Services, respectively. Disciplines included Municipal operations, Class-A office buildings, bank portfolios, retail projects, healthcare facilities, event and valet services, mixed- use projects, stadium and transportation accounts.

Steve began his parking industry career as a Facility Manager and was promoted to Senior Manager of Operations for the Company's urban and public-sector operations throughout Southern California, with added responsibilities for CO, AZ, and NV. He spent seven (7) years managing operations of all sizes and scope. Responsibilities included cash accounting and revenue control, permit sales, monthly reporting, training, scheduling, administration, auditing, traffic control, cash transport and depository functions.

Steve has been actively involved in several civic, charitable and professional organizations, including BOMA, IREM, ICSC and SWPTA. He is a past Board Member of the Santa Monica Chamber of Commerce and participated in its Parking Task Force and Government Affairs Committee. Steve also served on the Board of Directors for the Capital City Partnership, a public-private partnership in St. Paul, MN that consisted of over fifty (50) of the Twin Cities' largest corporations.

LaRay Brown, *Executive Vice President – Midwest*

LaRay Brown joins the Lanier team with nearly thirty years of parking and transportation consulting and operations experience. LaRay's professional history encompasses successfully planning, operating, marketing, and renovating parking resources across the United States. His experience includes the following facility types: office, mixed-use, entertainment, retail, cultural projects, convention centers, hotels, hospitals, corporate campuses, airports, sports stadiums and arenas, specialty valet, and mass transit.

The volume of LaRay's experience in parking management lends him a vast array of knowledge regarding virtually all facets of the parking industry. In previous roles, LaRay was responsible for the leadership and management of the Midwest and Mountain regions, encompassing more than 350 locations and 3,500 team members. His financial reporting oversight was in excess of $55 Million annually. LaRay is an insightful leader with a record of equal dedication to both operations and business development

LaRay is a 1983 graduate of the University of Oklahoma. He holds a certificate from the leadership program at the Owen Graduate School of Management at Vanderbilt University.

Tracy Kalteux Notte, *Chief Human Resources Officer*

Tracy Kalteux Notte joined the firm as the Vice President of Human Resources in February of 2016 and was promoted to Senior Vice President of **Citizens Lanier Holdings** in 2016, and then Chief Human Resources of Citizens Parking in 2017. Tracy oversees the HR Departments at **Impark/RPS/Lanier**, AmeriPark, and Park One.

Tracy started her career at Michael's the Arts and Crafts Store as a Zone Human Resources Manager. She moved from there to become a Regional Director of Human Resources at PetsMart. Most recently Tracy served as the Area Director of Human Resources for Advance Auto Parts where she was instrumental in the integration of Advance Auto Parts and CARQUEST Auto Parts. Tracy earned her Bachelor of Science in Agricultural Economics from the University of Georgia. Additionally, she has an S.H.R.M - SCP certification from the Society for Human Resource Management and a C.P.C. certification from the National Association of Personnel Consultants.

Robert Cizek, *Executive Vice President – Verticals*

Robert joined Lanier Parking in April 2016 as Executive Vice President of Sales and New Business Development. For more than 24 years Robert worked for Central Parking, the largest commercial operator in the industry at the time, starting as an entry-level manager. After gaining hands-on knowledge of the operations, Robert quickly moved up through the management ranks and ran a significant portion of their US portfolio as an officer of the company.

Robert has worked in a wide range of verticals, including airports, municipal, stadiums and commercial and mixed-use properties. Robert attended the University of North Carolina at Asheville, where he graduated with a degree in Small Business Management while playing D1 tennis on a full scholarship.

Organizational Structure
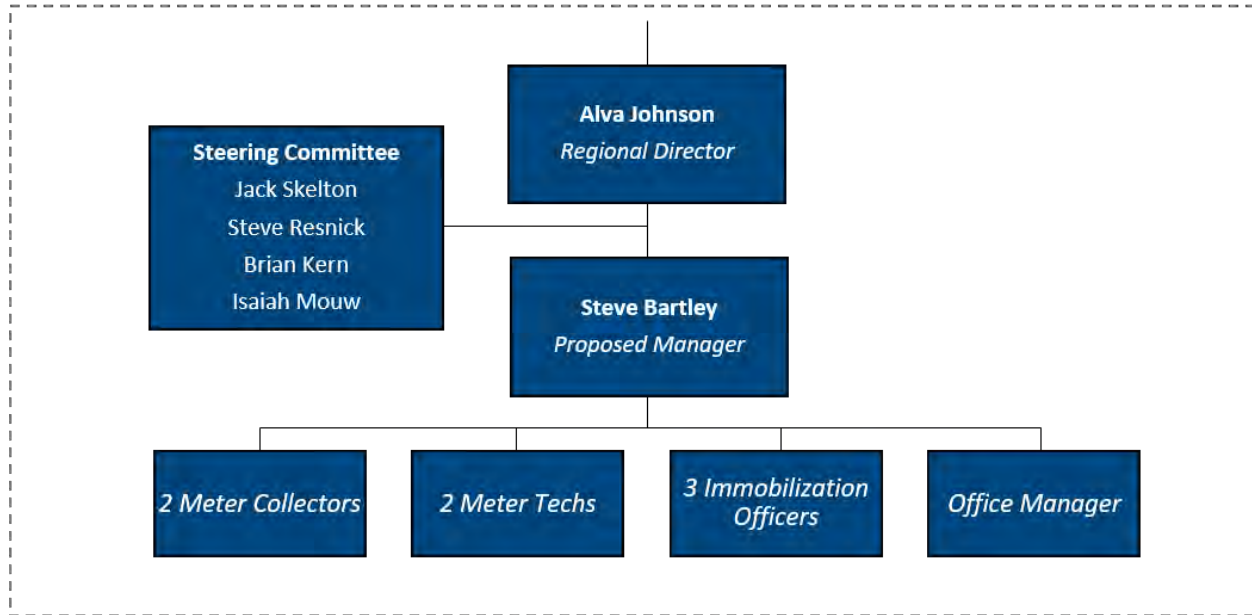
REFERENCES

List references from contracts similar in size and scope.

City of Omaha

Since 2013 Republic has provided manage services for the City of Omaha. We provide a complete parking solution for the City, including parking enforcement and vehicle immobilization. Republic's staff of forty parking professionals manage the City's parking program in conjunction with the dedicated City staff. We operate two mobile LPR systems within the City program for scofflaw enforcement.

Ken Smith, *Parking Manager*
(402) 444-7275
ken.smith@cityofomaha.org

City of Louisville

Lanier began operations at the City of Louisville in January of 2019. This on-street operation consists of 4,800 metered spaces and a residential permit parking program. We utilize an LPR vehicle for enforcement purposes. Additionally, our customer service team assists guests in the PARC office with citation payments, residential permit payments, etc. Our accomplishments at PARC Louisville include:

- Facilitating a smooth transition from former operator to Lanier

- Hosted creative job fair experience to attract a higher level of customer service-minded enforcement officers

- Immediate increases in enforcement functions resulting from additional LPR enforcement and related upgrades

Tiffany Smith, *Administrator*
(502) 574-4489
steven.bartley@louisvilleky.gov

City of Roanoke

Lanier, operating as Lancor in partnership with a minority business enterprise, was selected in 2002 to manage the City of Roanoke's PARK Roanoke operation, and was selected again to retain the contract through competitive RFP processes in 2006, 2012, and 2017.

Situation

- Cash and check options only for daily and monthly parking.

- Obsolete Federal APD equipment in 7 garages and coin/bill only honor boxes in the surface lots.

- Outdated and inconsistent on-street signage.

- 2012 Commissioned Parking Study found that the core restaurant and retail area of the CBD remained 90+% occupied from 9am until early afternoon.

- Old yellowish HPS or obsolete T12 fluorescent lighting in garages.

- Police Department has difficulty identifying perpetrators of vandalism to garages, damage to or theft from vehicles parked in the garages.

Approach

- Implemented ability to accept credit card payments in the office for monthly payments and in the cashier booths for daily payments.

- Installed Pay by Plate and Pay by Space multi-space meters in the surface lots. Installed new fully automated equipment in 4 garages with a goal to upgrade the remaining 3 over the next 2 fiscal years.

- Updated signage in the CBD to be more concise and state the hours of enforcement and various restrictions.

- Installed Pay by Plate multi-space meters around the City's Market Building in the core of downtown.

- Upgraded 2 garages from HPS to LED and 1 garage from T12 fluorescent to LED tube lights. Goal is to upgrade one garage per year to LED.

- Installed camera system in all garages with cameras that are also directed toward adjacent surface lots.

Results

- Improved customer service and experience by offering more payment options.

- Enhanced revenue controls and enforcement capabilities along with being able to operate garages 24/7 and thus increase revenues.

- Redesigned enforcement routes based on new signage and meters which improved efficiency, coverage, and citation revenues.

- Increased parking availability in the City's core restaurant and retail district reducing occupancy from 90+% to 85%. Added revenue stream for the parking fund.

- Improved perception of safety in garages while reducing energy costs.

- Since installation of cameras, incidents have decreased in addition to police and office staff being able to identify 90% of perpetrators of damage and theft in the garages or surface lots.

Brian Townsend, *Assistant City Manager for Community Development*
(540) 853-2333
Brian.Townsend@roanokeva.gov

City of Lexington

Lanier began operations at Lexington-Fayette, Kentucky in July of 2018. LEXPARK is comprised of both on-street and off-street components. Our responsibilities in the on-street component of this operation include collections/revenue verification; meter repairs; data analytics on meter performance, uptime, and other KPIs; enforcement with an LPR vehicle; and customer service. The off-street parking operation includes four garages, with the largest being a gateless enforced via LPR technology. Our responsibilities in the off-street component of LEXPARK include special event parking, ambassador staffing, maintenance, and equipment upkeep/minor repairs. To date, our accomplishments at LEXPARK include:

- Facilitated a smooth transition from previous parking operator

- Assisted LEXPARK team with the transition to gateless technology for the 777-space Transit Center Garage

- Assisted with the upcoming implementation of meter rate increases in March 2019

Gary Means, *Executive Director*
(859) 231-7275
gmeans@lexpark.org

City of Virginia Beach

Since 2008 Republic has provided manage services for the City of Virginia Beach. We provide a complete parking solution for the City, including parking enforcement and vehicle immobilization. Republic's staff of close to 100 parking professionals manage the City's parking program in conjunction with the dedicated City staff. Republic was proud to assist the City of Virginia Beach in being recognized as an Accredited Parking Organization by the International Parking Institute in 2017. We operate three (3) mobile LPR systems in the program on a daily basis.

Robert Fries, *Parking Manager*
(757) 385-6641
rfries@vbgov.com

COST

Indicate proposed per meter base unit and describe all costs of options not included in the base price in a separately sealed envelope.

As instructed in the RFP, our cost proposal is provided in a separate sealed envelope.

INSURANCE

> If applicable, indicate proposed insurance coverage for the project.

RPS/Lanier maintains a comprehensive insurance program at all times. Under the terms and provisions of a proposed agreement, RPS/Lanier will provide its standard liability insurance unless other requirements and limits are requested.

RPS/Lanier's current, standard lines of coverage are:

- **Commercial General Liability Limits**
  $1 Million per Occurrence / $2 Million Aggregate

- **Worker's Compensation Limits**
  Coverage A – Statutory / Coverage B
  Employers Liability $1 Million

- **Garage Keepers Legal Liability Limits**
  RPS/Lanier standard coverage is $1 Million - $2 Million per occurrence

- **Crime Fidelity Insurance**
  $1 Million per occurrence

- **Commercial Umbrella / Excess Umbrella**
  $10 Million / $50 Million

- **Automobile Liability Limits**
  $1 Million

- **Employee Fidelity Blanket**
  $1 Million

EXHIBIT I: SAMPLE TRANSITION CHECKLIST

Business Days Prior to Opening

Task	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
Communication Plan																																				
Establish transition team	🟧																																			
Transition team meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Meet with Stakeholders/Clients	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Human Resources																																				
Payroll & Benefits Setup	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																					
Hire / Transfer LAS HR Manager and Clerk(s)	X	X	X	X	X	X																														
Meet with Teamsters Stakeholders	X	X	X	X	X	X																														
Advertise / Onboarding of Hourly Staff					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Recruit Management Staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																				
Interview and Hire Management Staff								X	X	X	X	X	X	X	X	X	X	X	X	X																
Advertise / Onboarding of Union Staff						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Interviews for all other staff																X	X	X	X	X																
Hire New Employees																					X	X	X	X	X											
Employee Orientation Class																									X	X	X	X	X	X						
Train Management staff															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Employee Training																														X	X	X	X	X	X	
Uniform Approval															X	X	X	X	X	X																
Procurement of Uniforms															X	X	X	X	X	X	X	X	X	X	X											
Uniforms issued																									X	X	X	X	X	X	X	X	X			
Location supplies ordered/delivered																									X	X	X	X	X	X	X	X	X	X	X	
Accounting																																				
Finalize budget	X	X	X	X	X	X																														
Establish Accounting Team for Portfolio	X	X	X	X	X	X																														
Establish banking acct info (Expenses)						X	X	X	X	X																										
Setup Revenue Input System (DARMA)						X	X	X	X	X																										
Operating Advance Invoice Issued						X																														
Set up vendor accounts																					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Loss Prevention																																				
Acquire Necessary Permitting	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																					
Acquire Necessary Business Licenses	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																					
Insurance Setup	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																					
Parking Ordinance Compliance Review	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																					
Risk Assessment / OSHA																X	X	X	X	X	X	X	X													
Finalize Ticket designs and Order stocks						X	X	X	X	X																										
Procure Safes																X	X	X	X	X																
Procure Operating / Change funds																						X	X	X	X	X	X	X								
Set up Vendors																X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Armored Courier Service																X	X	X	X	X	X	X														
IT/Technology																																				
Setup Access Levels for Internal Systems	X	X	X	X	X	X	X	X	X	X	X	X	X																							
Order Computers/ Printers/ Etc.	X	X																																		
Setup Computers with Applicable Apps			X	X	X	X	X																													
Deliver Computers to LAS							X	X	X	X																										
Firewall Installations															X	X	X	X	X																	
Install Computers in Applicable Offices															X	X	X	X	X																	
Setup Access Levels for Internal Systems															X	X	X	X	X	X	X	X														
Operations/location setup																																				
inventory of equipment on site	X	X	X	X	X	X																														
Establish utilities (telephone, electric, etc.)						X	X	X	X	X																										
Order and receive maintenance supplies																					X	X	X	X	X	X	X	X	X							
Order Office Equipment, supplies, fixtures						X	X	X	X	X	X	X	X	X	X	X	X	X	X																	
Test all office equipment and systems																									X	X	X	X	X	X	X	X				
Establish Site Specific Procedures	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X												
Finalize revenue control procedures	X	X	X	X	X	X	X	X	X	X																										
Set up reporting parameters																					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Finalize AP processes																					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Setup all Policy and Procedure manuals	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Set up location office	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Begin Operations																																				🟧

EXHIBIT II: ABOVE ALL PERSONNEL

ABOVE ALL★ PERSONNEL

Certifications
State of MO – WBE 00446
MRCC – DBE/ACDBE CERTIFICATION
State of MO Vendor #7253625

GSA Schedule Contract # GS-02F-132AA

WHO IS Above All Personnel?*

Above All* Personnel is a 100% female locally owned and operated corporation: S.M. Huber Enterprises, Inc. and has been in operation since 1995. The six person staff combined brings over 70 years of industry experience to be of service. Because we are independently owned, we are not inhibited by corporate policies unrealistic to most business climates. **Above All*** recognizes that each of our clients has its' own unique, individual needs and expectations. The cornerstone of our business philosophy is to provide each and every client with the service they request and deserve. In other words, the flexibility we have in being locally and independently owned and operated allows us to serve our clients as they have never been served before.

♦   Susan M. Huber, President/Owner of **Above All* Personnel,** started in the temporary employment business in 1978. She gained a quality reputation through honesty, integrity, empathy, tenacity and flexibility. She has provided continuous service to various client companies since **Above All* Personnel's** inception in the placement industry is still leading the organization today **_and_** is accessible to each and every client.

♦   Conni Huber, Office Manager/Finance/Personnel Coordinator, has been a part of the temporary help industry for 20 plus years. With Conni's vast experience and knowledge she has been a great contributor to the growth of **Above All* Personnel.**

♦   Teri Moody, Sr. Personnel Coordinator, brings with her 25 years of placing quality associates. She has earned and maintained an outstanding reputation with both field associates and clients due to her quality service personality.

♦   Shelly Meyers, Business Development, has 12 years of experience in the temporary, temp to hire and direct hire industry. Shelly has the ability and personality to build on-going quality business relationships with both clients as well as associates. Shelly brings outstanding recruiting, customer service and sales skills to **Above All* Personnel.**

♦   Heather McKean, Office Administrator, has an outstanding personality and the ability to make associates very comfortable during their initial visit and evaluation process. She is very good at pinpointing information that qualifies associates for representing **Above All*.**

*************BRANCH OFFICE SERVING CENTRAL MISSOURI*************

In July 2012 **Above All*** continued to grow and opened an office in our state capitol.

♦   Regina High, Branch Coordinator, brings over 20 years of office, customer service and sales to the **Above All*** team. She also has 8 years with Cole County Government. She has spent her life in the Jefferson City area and understands the community's wants and needs.

Above All* Personnel is a full service staffing company offering temporary staffing, temp to hire and direct hire placement services. **Above All*** specializes in personnel with expertise in secretarial, customer service, information technology, clerical, all levels of accounting, shipping and receiving, medical billing, medical records, and general office.

We are similar to you, in that we know what we do best!

CAPABILITY STATEMENT

CAPABILITIES

Above All Personnel is a 100% female owned and operated corporation: S.M. Huber Enterprises, Inc. and has been in operation since 1995. We continuously provide the highest quality staffing to Corporations and Government agencies. **Above All** recognizes that each of our clients has its own individual needs and expectations. The cornerstone of our business philosophy is to provide each and every client with the service they request and deserve. Our high quality service, coupled with competitive rates and our extensive database of qualified associates, makes **Above All** the correct choice for your staffing needs.

Above All Personnel is a temp, temp to hire and direct hire service specializing in placements with expertise in the following:

- Clerical
- Reception
- Data Entry
- Mailroom
- Information Technology
- Accounting
- Secretarial
- Call Center
- Administrative
- Customer Service

DIFFERENTIATORS

Above All Personnel's main objective is to serve your needs with accuracy and efficiency.

Above All Personnel's provides:

- A staff with over 70 years of industry experience
- Over 18,000 pre-screened qualified associate database
- Specialized recruiting for niche positions
- In-depth evaluations on all associates
- Customizable, fast and accurate invoicing

PAST PERFORMANCE

Client Name	Project	Contact Information
Bi-State Development Agency	Providing service since 1998 Contract Renewals or Rebid every 2 years Currently Under Contract	Vernice Kelly Director Human Resources 314-982-1400x1483 vjkelly@BiStateDev.org
MetroLink Passenger Revenue	Providing service since 2003 Contract Renewals or Rebid every 2 yrs. Currently Under Contract	Jim Schifferdecker Director 314-982-1400x2550 JESchifferdecker@MetroStLouis.org
State of MO	Providing service since 2001 Contract Renewal or Rebid every year	Javal Burton Manager of Human Resources 314-453-1705 javal.burton@modot.mo.gov

COMPANY DATA

- GS-02F-132AA
  Schedule: 736 (TAPS)
  Exp: 04/06/2023

- Small Business

- Women-Owned

- WBE Certified
  State of Missouri
  # W00446
  Since 8/1/98

- DBE/ACDBE Certified
  MO Regional Certification
  Committee
  Since 12/19/00

- NAICS: 561320
  561311

- SIC: 7361-03
  7363-04

- CAGE: 53S19

- DUNS: 93-791-2368

- Tax: 43-1724598

Contact: Susan Huber
Title: Owner/President
Phone: (314) 781-6008
Mobile: (314) 608-4448
team@aboveallpersonnel.com
www.aboveallpersonnel.com

St. Louis - Corporate Office
2228 S. Big Bend Blvd.
St. Louis, MO 63117

Jefferson City
1103 B Southwest Blvd.
Jefferson City, MO 65109

☺ **S**UPERIOR **M**OTIVATED **I**NTELLIGENT **L**OYAL **E**MPLOYMENT

EXHIBIT IV: ACKNOWLEDGED ADDENDA

Parking RFP questions

NOTE: THE 20 PAGE LIMIT – NO LONGER APPLIES TO THIS RFP

The answers to the questions are in bold black.

4/23/2019   G Techna (Lauri Keller)

- How many Enforcement Officers does the city have issuing tickets? **Approximately 30.**
- For pricing, specifically with respect to the parking management software contract and/or Appendix A, can you please clarify how parking management software shall be included based on a per meter price? **Refer to RFP on pricing.**
- Does the City intend to upgrade to pay by plate? If so, is there a timeline about this advancement? **NA.**

4/24/2019   EDC Corporation (AIMS Parking) Kevin Fisher

1. How many parking enforcement devices are needed? **40.**
2. Typically, the actual Android devices to be used for enforcement are provided directly by the Agency allowing them to select the device type of their choice and take advantage of any purchasing agreements available to them. Is this acceptable to the City? **Yes.**
3. Does the City own the current mobile LPR camera systems used for parking enforcement? If so, who is the manufacturer of the LPR equipment? **Genetech.**
4. One of the functionality requirements identified is "Event permit system, either via mobile payment or pay by web. Could you please elaborate on the nature of these permits and the requirement overall? **To be negotiated.**
5. Multiple licensing options are available. In either case the City of St. Louis would hold (own) the license, the difference is in the term and payment.
   a. Perpetual License – A one-time license fee for a perpetual license to use the software. No renewals for the license to use the software are ever required. An annual Support fee is charged that provides unlimited application support and all program updates and new version releases. Should the City elect to utilize vendor hosting, and additional fee for the hosting services is charged.
   b. Software as a Service (SaaS) license – a term license to use the software. An annual fee pays for the license to use the software, support and software updates, and hosting services.   The SaaS license is renewed annually, for as long as the City desires. Increases in the annual renewal fee, if any, are limited.

   Does the City have a preference for one of these options over the other? **Vendor should price accordingly.**

4/25/2019   Complus Data (Jason Kaczmarkiewicz)

- What was the revenue generated from parking tickets last year? **NA.**
- What was the collection % on these parking tickets? **NA.**
- How many hand held units is the city currently using? **The City will require 40 units.**
- How many people have access to the back office software to manage tickets? **NA.**

- Can you please provide a copy of your current management and enforcement billing notices. **NA.**

4/25/2019   Hudson & Associates (Judie Carmichael Brown)

1. How many copies of the proposal does the STLTO require? **Refer to RFP.**
2. Are tabs included in the page count? **There is no page limit.**
3. Should the proposal be bound? **Either/Or.**
4. What are the insurance requirements for services under Appendix B? **To be negotiated.**
5. Under "Specific Tasks and Proposal Requirements" the items listed seem to refer to the software scope of work. Are any there any additional document requirements for the scope of work in Appendix B? **Refer to RFP.**

4/29/2019   Republic Parking System (Jack Skelton)

1. There are Five Sections listed under Scope of Services in Appendix B: Citation Management, Program Management, Ticket Processing & Collections, Meter Enforcement & Operations, and Booting Program. Are we able to propose on any mixture of these services, or is there a specific breakdown of these five services the City would like to see proposed? **Vendor discretion.**
2. How many vehicles were booted in the past two years? **NA.**
3. What was the total revenue value from booted vehicles over the past two years? **NA.**
4. Please provide a brief description of the current booting program? Process? **Will negotiate with vendor.**
5. Is the actual booting of vehicles envisioned to be performed by City employees, or contractor employees? **Contractor.**
6. How many booting vehicles equipped with LPR are currenting deployed for the program? **Vendor will need 3 booting vehicles.**
7. What is the current boot fee charged to customers whose vehicles are immobilized? **NA.**
8. What is the age of the Parkeon meters in use today? **NA.**
9. What is the age of the IPS parking meter inventory in the field today? **NA.**
10. Can you provide the current meter collection schedule in place? **Collections to be done daily.**
11. Can you please provide the current inventory of spare meter parts for the Parkeon and IPS units? **NO.** Will this inventory be transitioned over to the new vendor upon award? **Yes.**
12. Does the City have a coin count room for vendor use, or is the counting performed at a vendor office? **This is contracted out by the City.**
13. Please describe the process for delivering the counted coin to the bank? Is the bank where the coin is deposited, a City bank account? **Armored Car Services.**
14. Please provide the total amount of meter coin collected last year? **Proprietary.**
15. The RFP asks for pricing per meter? Does this apply for the booting program? Or would you like for us to propose a pricing model for booting? **Pricing model.**

4/29/2019   The William Everett Group (Alex Martignago)

You spoke of our being able to bid on whatever parts we want to bid on and the City could decide which partial bids to put together. Could a bidder bid both this a'la carte approach and also bid as a Prime? **Yes.**

Does a Prime need to commit to ALL of the scope? **No.**

5/1/2019   United Public Safety (Kate Lange)

1. What quantity of handheld ticket writers and other hardware would be required by the City? **Already answered.** Does the city have a preference for one or two piece printer/unit solutions? **No preference.**
2. How many citations have been issued for each of the last 3 years? **NA.**
3. What is the total dollar value of issued citations for each of the last 3 years? **NA.**
4. What is the collection rate of issued citations? **NA.**
5. How many citations, and at what average dollar value, were paid online for each of the last three years? **NA.**
6. Does the City currently assess a service fee for tickets paid online? **No.** If not, would the City consider this approach? **No.**
7. What fees have been paid to the incumbent vendor for the last three years? **NA.**
8. How many LPR units does the City require? **Refer to document.**
9. How does the City currently handle permitting? **Work in progress.** Are permits physical or virtual, and can they be purchased online? Does the City enforce Pay and Display or Pay by Plate? **Either/Or.**
10. Section 3D Customer Service states "Must provide live operators available 24/7 to create accounts and resolve issues related to pay by mobile devices". Would this be handled by respondents to Parking Management Software or respondents to Meter Maintenance, Collections, and Parking Violations Bureau? **Will be handled by City's mobile provider.**
11. Is insurance required as mentioned in Section 10e? **If applicable.** If so, are there specific limits? **No.**
12. Does the City require three hard copies and one electronic copy of the Cost Proposal as well? **Refer to document.**
13. Should Appendix A, company financials, and reference materials be printed and included with the hard copies of the proposal or submitted only with the electronic copy? **Refer to document.**
14. Should Appendix A, company financials, and reference materials be included as an appendix to the proposal or submitted separately? If submitted separately, should three copies be included? **Refer to document.**
15. Should the Cost Benefit Analysis identified in Section 3A be submitted as part of the 20-page proposal or with the cost proposal in a separate sealed envelope? **There is no longer a 20 page limit.**

5/1/2019   St. Louis Parking Company (Joe Pelusi)

1. What is the current lease term and rate for the Violations Bureau Office? **Negotiable. This building is owned by the Treasurer's Office.**
2. Who is responsible for the lease expense for the Violations Bureau Office? **Negotiable. This building is owned by the Treasurer's Office.**
3. Is the information posted on the Treasurer's Office website accurate regarding scofflaw procedures and fines? **Not part of RFP.**

4. Are employees required to live in the City of St. Louis? **Vendor discretion.**
5. Are employees members of a union? **Vendor discretion.**
6. Can you provide the current contract for Parking Management – Software, Meter Maintenance, Collections, and Parking Violations Bureau? **NA.**
7. Would you consider changing from a "pay by space" model to a "pay by plate" model? **No.**
8. Can you provide an organizational chart of employees by position and full/part time status? **NA.**
9. Can you provide a summary of the current and future staff requirements? **Vendor discretion.**
10. Can you provide job descriptions for all positions? **No.**
11. Who is the merchant of record? **The City of St. Louis does business with various financial institutions.**
12. How long of an agreement is the Treasure's Office looking for with this RFP? **5 years (3 years with (two) 1 year options.**
13. Is there room for the call center to be located in the Violations Bureau office? **Yes.**
14. Please provide an inventory of all equipment and vehicle needs that will be assumed by the operator. **To be negotiated.**
15. Please provide the frequency in which parking and violation rates are reviewed. **This is decided by the Parking Commission.**
16. What is the ticket issuance breakdown by agency (STLTO and SLPD)? **The ticket processing fees are the same STLTO and SLPD.**
17. Will the new operator be required to retain existing staff members? **Not required.**

5/1/2019   gtechna (Pierre Lamoureux)

1. How many PEO's does the City have (i.e. how many units do you need)? **40 units.**
2. The city asks for staffing to handle citation appeals. Please clarify which contract (of the two) this service falls under. **Page 2 (opening statement).**
3. What kind of Boot does the city currently use for Booting? **Standard boot (open to new).** Can the city expand its process for identifying Boot and Tow eligible vehicles from a parking enforcement perspective? **Yes.**
4. Will the city consider acquiring its own wireless data plan for all handheld devices? **Yes.**
5. Can the city provide clarification on leveraging Vehicle based LPR for pay by plate enforcement or will the Vehicle LPR be solely used for booting and towing operations? **For boot and tow operations.**
6. Can the city please clarify if there is a need to replace the current permit program? **The parking permit program is a work in progress.**
7. Can the city please provide what its current permit business rules are? **No.**

8. Can the city please provide the total online payment transactions of all citations in past years 2017 2018? **No.**
9. Can the city please city total Out of State DMV look ups since 2017. **NA.**
10. Does the City prefer a handheld which is all in one device, or would you prefer to use a consumer Android phone paired with a blue-tooth printer for ticketing? **Either/Or.**
11. The City asks for financial model and an ROI from vendors and has provided information about revenue, $6m. Can the City please provide additional information so we can do this analysis -- Metrix, indirect costs, data analysis, etc? **No.**
12. For pricing, specifically with respect to the parking management software contract and/or Appendix A, can you please clarify how parking management software shall be included based on a per meter price? **Not based on a per meter price.**
13. Does the City intend to upgrade to pay by plate? **No.** If so, is there a timeline about this advancement? **No.**
14. Will the police be issuing tickets with the newly procured parking management software or will they be entered manually into this new system? **Manually.** Will the police be using the same system as the parking authority? **Yes.**
15. Self serve is mentioned several times, does this mean it must be a single portal that has everything rather than a dedicated portal for each module? **Vendor discretion.**
16. In Appendix A, criteria I1, it is mentioned that the portal must provide account viewing features. Can you please give more details on what are the expected features? **Refer to document.** At section I6, contact information is required, which contact information do you require? **Refer to document.** Should the user be able to create an account using their email address and by choosing a password? **Vendor discretion.**
17. Q: D21 Ability to partially appeal a ticket is required. Please describe what a partial appeal is (complete process) **This is no longer required.**

5/1/2019   Conduent (Anderson Moore)

1. Please provide a detailed description of any required interfaces with the Police Department, including the number of police system users. **Will be negotiated.**

2. Please provide detailed requirements related to residential permit program requirements or any unique system logic we may have in place. **The residential permit program is a work in progress.**

3. Is the STLTO looking for line item pricing or a flat fee? **Vendor discretion.**

4. What is the anticipated term of the agreement? Will there be option years? **Previously answered.**

5. Are there any statues of limitations on collection of delinquent parking violations fines? **No.**

6. Under Section 3, H: "References": Does the "3" reference requirement of

installations of "7000" parking spaces refer to parking spaces that are metered? **Can be a combination of single space & multi space parking spaces.**

7. Under Section 2, b.d.x: Please define what "adequate" represents for spare meter equipment and replacement parts and who owns current inventory? **Vendor defines adequate – Next question = NA.**

8. What languages are required in the "multi-lingual features" noted in section 3.b and is this related to meter technology only? **English (other languages optional).**

9. How many years of history would the STLTO system encompass and would the proposed system need to store all the historical data? **Yes – as much as possible.**

10. Please define the associated scope and related services to Section 3.b, "Online personal account for customer to create, update and manage their account"? **Vendor to recommend.**

11. Does the city intend to allow the following actions in support of delinquent collections:
    - Collections noticing **Yes**
    - Outbound calling **No**
    - Assignment to outside collection agencies **No**
    - Skip tracing **No**

12. Will the STLTO allow the selected vendor to implement dynamic payment plans programs which assist in compliance based on the violators ability to pay, including? **Possibly.**
    - Self-enrollment via web
    - Email and/or text notifications

13. To clarify, the 20-page limit excludes Appendix A, but does it also exclude any additional information that may be required by or provide further clarification for Appendix A? **No limit.**

14. The RFP notes, "STLTO will select one company to provide parking management software and enforcement technology; *the parking management software and enforcement technology will now be owned by STLTO*." (italics added for emphasis)

    To clarify, the STLTO has no intention of owning a company's back-office data center or equipment, correct? **Yes.** Is the intent of the STLTO to actually own the intellectual property inherent in a bidder's software, or is this requirement (A) specific to code and functionality that is co-developed with the STLTO and specific to the STLTO's operations and/or (B) specific to handheld hardware. If the former,

would the STLTO consider a perpetual software license instead of ownership? **The City will own our data and the ability to use it ourselves.**

15. The RFP notes that, "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.*" (italics added for emphasis). Would the STLTO entertain optional scope to optimize the utilization and placement of metering devices and, if so, can that scope be documented in an appendix outsides of the 20-page limit? **Yes. There is no longer a page limit.**

16. The proposal notes, "All submitted documentation becomes a part of the public record and may be selected for publication in documents and/or presentations associated with evaluation of vendor proposals." Certain elements of the proposal, including SOC and SAS reports, are proprietary and confidential. The SOC2 report contains security information, and that information could be used by hackers for malicious intent. Will the STLTO accept a certified statement in lieu of the actual underlying documentation to protect the system? **Yes.** Further, how will the STLTO ensure that confidential and proprietary information remains confidential? **Proprietary reports will not be made public.**

17. A specific task itemized in the RFP is the provision of marketing. The RFP requires bidders to:
   · Provide examples of marketing plans used in other cities and markets
   · Provide initial marketing plan to promote use of the system
   · Message, medium, location and frequency of use
   · Must supply all promotional and operational graphics, street signage, etc.
   Is this requirement for bidders bidding solely on the Appendix A scope (parking management software and enforcement technology)? **Yes.** Or, rather, is this a requirement of bidders seeking to provide parking meter maintenance, collections and the parking violations bureau? In either case, are these materials and case studies excluded from the 20-page limit? **There is no longer a page limit.**

18. The creation and provision of a scofflaw list ("host list") and integration with booting software are clearly within the scope of a company bidding parking management software and enforcement technology. Is it the STLTO's position that bidders for the parking management software and enforcement technology scope also "Provide boots for habitual parking enforcement violations. **The City will purchase the boots.** Procure and maintain an adequate spare boot inventory to minimize service disruptions," "Provide vehicles and technology to support the Parking Supervisor's vehicle," and "Assume responsibility for the maintenance"? Or are those functions that will be provided under a separate parking violations bureau procurement? **No.** If such services are optional as a parking management software bidder, how will the

STLTO evaluate pricing, weigh services, and evaluate the scope proposed by various vendors?

19. Similarly, the seems to suggest that bidders on parking management software and enforcement technology must "Provide meter services for the STLTO's entire inventory of parking meters," "Be responsible for the day-to-day management and operation of all such parking meters and will have control of the meter inventory," "Provide rates for meter collection and maintenance. Rate shall be all inclusive and charged per metered space, based on the type of meter deployed," "Re-deploy parking meters to maximize effectiveness of operations," "Deliver a full array of meter management services,
including but not limited to parking meter installation, maintenance, repair and removal," "Collect all money from the meters and audit, safeguard, record, transport, deposit (with the STLTO's provider), account for and report all meter revenues per the STLTO's
specifications (e.g., method, frequency, routes and account)," "During collections, audit all meters, empty every canister and immediately report all broken, missing, defaced meters and all other meter faults and outages to the central dispatch unit," "Repair meters, and maintain an accurate inventory of existing meters, meter vaults, collection routes, key controls, lock and key sets and other meter peripherals and other assets," "As needed, re- key meter vaults, revamp collection routes and upgrade lock and key sets," and "Maintain adequate spare meter equipment and meter replacement parts on site to minimize service disruptions and ensure fast repair." Is it the STLTO's position that bidders for the parking management software and enforcement technology scope must bid these services? **No.** If such services are optional, how will the STLTO evaluate pricing, weigh services, and evaluate the scope proposed by various vendors? **On a case by case basis.**

20. Are pricing schedules outside the 20-page limit? **There is no longer a 20 page limit.** How should services be priced to ensure the STLTO can pick and choose from a menu of services? **Vendor discretion.** How will the STLTO compare bundled services to unbundled services? **On a case by case basis.**

21. Although bidders were told that they could bid on elements of the Scope of Services, the RFP states that responses "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." Can the STLTO clarify this discrepancy? Will the STLTO accept proposals which offer components of the Scope which can be added or partnered with other bidders? **Vendor can joint venture or bid solo.**

22. Can the introductory letter be omitted for the page limit count restriction? **There is no longer a 20 page limit.**

23. As opposed to including potentially dozens of Corporate Financial documents, will the Treasurer's Office consider allowing the inclusion of a link as in the past? **Yes.** Can other pertinent documents be provided by link as well? **Yes.** Will they be omitted from the page limit requirement? **There is no longer a 20 page limit.**

5/1/2019 LAZ Parking (Robert Maroney)

1. It was mentioned during the pre-bid that the parking violation bureau currently has office spaced provided for them. Please confirm if we should assume a cost to maintain this office space in our pricing and what the City currently charges for rent. **Yes. To be negotiated.**
2. Is there any office or storage space provided to the meter collection and maintenance crew? **No.**
3. Please confirm how many total spaces are in the on-street meter system. **Answered in the RFP.**
4. Please provide a current list of meter rates for all areas included in the RFP – **NA.**
5. Please provide the current rates for citations and booting fees – **NA.**
6. For the booting program, please confirm who is responsible for purchasing the vehicles and LPR equipment, and who will own those assets at the conclusion of the contract term. **To be negotiated.**
    a. If owned by the City at the conclusion of the contract term, please confirm that Contractor would be reimbursed for an unamortized amount should the agreement be terminated early for any reason.
7. Please confirm the type of vehicles and LPR system that is currently in place (make, model) – **NA.**
8. Please provide a list of all inventory and assets that Vendor would assume or have access to post-transition
    a. Vehicles
    b. Meter parts
    c. Computers/networking equipment
    d. Consumables
    e. Etc. **To be negotiated.**
9. For the previous 3 years, please provide the revenue history for:
    a. Meter revenue (split by coin/credit/mobile pay) – **NA.**
    b. Citation revenue (by violation type, on time vs. late payments) – **NA.**
        i. If available, please also provide any detail for aged balances – **NA.**
    c. Booting revenue – **NA.**
10. Please provide the current contracts for each portion of the scope that is currently outsourced – **NA.**

5/1/2019 ABM Parking Services (Jeffrey Russell)

1) How many enforcement handhelds are currently in inventory and are being used for the operation? **Already answered.**

2) Are the current vehicles used for booting going to transfer to the successful bidder or should we provide new vehicles with new LPR systems? **Already answered.**

3) Who owns the current inventory of boots and how many are on hand? **The City owns the boots.**

4) Is this current boot inventory going to transfer to the successful bidder or should we plan on provide new ones? **Yes & No.**

5) Is there a current maintenance or extended warranty agreement in place with Flowbird or IPS? **Yes.**

6) Please provide current cost and fees that are being paid to Flowbird and IPS. **NA.**

7) Please provide a pricing format with how you would like to see pricing broken down for the operation. **Vendor to determine.**

8) Please provide two years of historic budgets and expense statements. **NA.**

9) How are the police issuing tickets? Are they handwritten and have to be manually inputted into the system? **Already answered.**

10) What is the quantity that the police are issuing verses what is written by parking enforcement officers. **Not applicable to this RFP?**

11) Please provide an example of a previous Annual Performance Report as specified on page 13. **Vendor will provide.**

12) How many vehicles were booted in 2017? How many in 2018? **2017 = 2,909. 2018 = 2,622.**

13) Is there an established meter workshop area that will be provided to successful bidder? **No.**

14) Is the office space that is used by parking collections going to be provided to the successful bidder? **No.** If not, is there a lease involved and what are those current costs?

15) Who provides new meter poles, mechanisms, housings & signage when damage occurs? **Vendor provides. City of St. Louis pays.**

16) What is the current inventory of meter poles, mechanisms, housings? **NA.**

17) Please provide the current collection routes and frequency. **Meters are collected daily.**

18) Please provide the number of tickets issued in 2018 and then the total number issued in 2017. **Refer to RFP document.**

19) Please provide the number of tickets paid in 2018 and then the total number paid in 2017. **NA.**

20) Please provide the number of tickets voided in 2018 and then the total number voided in 2017. **NA.**

1. Are there any forms the City requires be submitted as a part of the response to this RFP? (Pricing Form, Non-Collusion, etc.) – **Refer to RFP.**

2. What percentage of citations go uncollected each year? – **NA.**

3. Can the City share its current fine and escalation schedule? **NA.**

4. What is the average fine for each citation? **NA.**

5. How many permits does the City issue? **NA.**

6. How many letters are currently being sent by the City? **NA.**

7. In relation to the cost of an enforcement system, is the City calculating the pricing score to also include fees passed along to the parking customer as a part of the total cost? (fees not paid directly by the City, i.e. Convenience Fee for online payments) -**NO.**

EXHIBIT V: GRAPHIC CONCEPTS

PARKING ENHANCEMENTS
UNIFIED
Branding / Marketing / Wayfinding
SYSTEM

PARK
ST. LOUIS

PARK
ST. LOUIS

Welcome to
St. Louis

PARK
ST. LOUIS

presented by:

LANIER PARKING

REPUBLIC PARKING
an impark company

On-Street Sign Program

To be used concurrently with existing wayfinding system or standalone

PAY TO PARK

PARK
ST. LOUIS

MONDAY - SATURDAY
8AM - 6PM

Welcome to
St. Louis

2 HR MAX
METERED
PARKING

PLEASE PAY
METER

MONDAY - SATURDAY
8AM - 6PM

PARKING

PAY HERE

PARK
ST. LOUIS

PARK
ST. LOUIS

Best Parking for:

City Hall

Public Library   Chamber of Commerce

Parks & Rec Dept.   City Manager

presented by:
LANIER PARKING   REPUBLIC PARKING an impark company

Enforcement

To be used concurrently with existing wayfinding system or standalone

Extended family of signs for city branding / wayfinding

To be used concurrently with existing wayfinding system or standalone

Welcome to St. Louis

PARK ST. LOUIS

EV CHARGING

City Hall

Justice Center

Soldiers Memorial

Downtown St. Louis

PARKING

Website / Smart Device

RESPONSIVE ON ALL SMART DEVICES