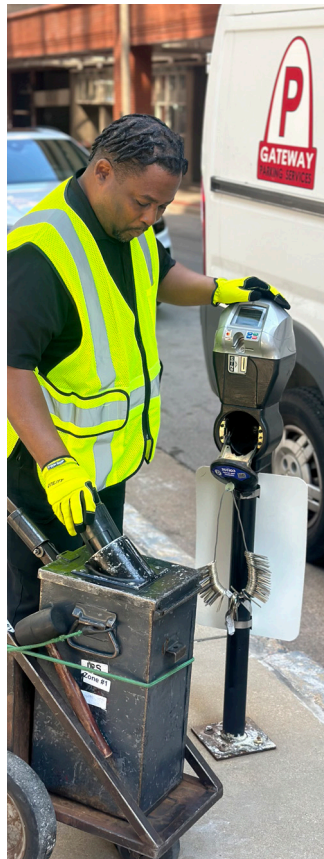


# CITY OF ST. LOUIS TREASURER'S OFFICE

CITATION MANAGEMENT, ON-STREET METER  
MAINTENANCE & COIN COLLECTION, BOOTING &  
TOWING, DELINQUENT TICKET COLLECTIONS



Prepared for:  
**Leonard M. Freeman** ([freemanl@stltreasurer.org](mailto:freemanl@stltreasurer.org))  
cc: **James Sykes** ([sykesj@stltreasurer.org](mailto:sykesj@stltreasurer.org))

Proposal Issued  
**2/23/2024**

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

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# COVER LETTER

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Dear Mr. Freeman:

Hudson and Associates (Hudson) is excited with the opportunity to submit our proposal to continue working with the City of Saint Louis' Treasurer's Office (STLTO) in providing an excellent parking experience and related services to the citizens and visitors to the City of Saint Louis, Missouri. Hudson is committed to continuing a partnership as the prime contractor for the Citation Management, On Street Meter Maintenance & Coin Collection, Boot & Tow Program, and Delinquent Ticket Collection Services with the City of St. Louis Treasurer's Office.

Hudson has enjoyed being a proud partner with the city for the past fourteen years in the management and operation of its On-Street Parking Program and Citation Processing for the City of St Louis Treasurer's Office. Hudson understands the importance of staying abreast of ever-changing technology and providing exceptional customer service that melds seamlessly with SMART Meter urban intelligence.

Under my leadership and direction of my senior executive team, Hudson and Associates has been established to be one of the nation's preeminent minority-woman owned, full-service parking management service provider in the United States.

With over 30 years of experience delivering exceptional operational services in the areas of Curbside Management, Parking Operations, and Transportation Planning our company has positioned the brand to be on the cutting edge of identifying and implementing innovative smart parking solutions necessary to continue the enhancement of parking modernization initiatives aligned with a customer service practices aimed at maximizing efficiencies for end users while minimizing the aggressive stockholder driven traditional parking practices.

To ensure a seamless and successful transition, Hudson has strategically strengthened our team by partnering with industry professionals that bring significant relevant experience and advanced URBAN Intelligence, technical solutions to support a customer centered parking program. This proposal outlines additional efficiencies and value-added innovations that address the STLTO desire to increase revenue and encourage on-time and immediate payment of citations enhanced with incentives from local businesses. Our strategic partners at Flowbird and others agree that our mission is to give the city the absolute best solutions for citizens' ease in processing meter payments, meter maintenance, coin collection, citation payment collection, ticket disputes, parking assistance options, boot enforcement and delinquent ticket collection.

This expertise paired with Hudson's proven record in managing and improving operational efficiencies under the existing parking management contract will allow us to deliver a complete parking program to optimize operational performance and technology solutions while supporting parking modernization efforts initiated under the leadership of the STLTO.

Hudson has invested heavily in the Saint Louis region, individually and through my business. Doing so has enabled me to witness and participate in our city's dynamic growth through community involvement, positive economic impact, and workforce development and expansion. In addition, as a local Black-woman owned business, Hudson celebrates the opportunity to promote and utilize similarly owned businesses in areas that support various aspects of the parking operations. Our partner's services will have a greater impact on the success of our operations. My commitment to such practices is key to growing the local economy and extending goodwill within the city.

Hudson has also committed to providing and promoting a customer focused work environment where resources and training are provided to keep our team informed of customer and parking industry trends. This commitment to training gives Hudson an opportunity to be creative and open to new approaches and innovations which ultimately leads to the high level of service we are known to provide.

As a result of these efforts, we have enjoyed the dedication, creativity, and hard work of team members that has become the driving force behind our company's growth and success.

By selecting the Hudson team, STLTO will see several benefits, including but not limited to:

1. Uninterrupted quality customer and parking service.
2. Experience zero downtime which could increase costs and negative customer experiences that would accompany a new vendor.
3. An experienced industry vendor who is knowledgeable with a proven record of investments in the St. Louis region.
4. A vendor who has truly identified new innovative urban intelligence solutions within competitive price range for service.

Again, Hudson is honored to be an extension of the STLTO parking team and hope you grant us the opportunity to continue our partnership with you by providing exceptional service for the City of St. Louis and its citizens.

With gratitude,

**Shelia Hudson**  
President/CEO



# SERVICE NARRATIVE

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Hudson and Associates (Hudson) in strategic partnership with Flowbird is excited to present this proposal for Citation Management, On-Street Meter Maintenance & Coin Collection, Booting & Towing Program, and Delinquent Ticket Collections for the City of St. Louis Office of the Treasurer.

The collaboration between Hudson and Flowbird brings together their respective expertise in Operational Excellence and Urban Intelligence to offer an innovative solution to the

We are a “314” company, not a “1-800” company. Our clients are our neighbors, and we cherish these relationships.



## OPERATIONAL EXCELLENCE

Hudson has a displayed commitment to operational excellence, marked by superior **customer service, adaptability**, and a focus on **talent retention and development**. By investing in our team's continuous growth, we not only enhance our expertise but also maintain our ability to be responsive to the City of St. Louis Treasurer's Office needs.

## St. Louis' URBAN INTELLIGENCE

Flowbird, with its rich history utilizing Urban Intelligence to enhance urban mobility and its comprehensive portfolio of smart parking solutions, is at the forefront of making cities more accessible, safer, and efficient. By leveraging Flowbird's expertise and Hudson's commitment to an efficient operation, we will deliver a parking solution that not only meets the current demands of St. Louis but also anticipates the future needs of our local users and visitors.

citizens of St. Louis and users of our smart parking network. Our team of professionals is committed to delivering exceptional customer service while making use of innovative solutions to streamline operational efficiency, and optimize revenue generation and collection, while also capturing data to support ongoing improvements.

## Your Partner & Neighbor

At Hudson and Associates (Hudson) we believe our strength lies not just in our services, but in the hearts and minds of our clients, our employees, and the communities we serve. More than just a “purchase order” we believe in becoming a seamless representation of our clients. We serve as an office within the department establishing a true partnership where effective forms of decision-making lead to enhanced smart parking solutions, greater transparency, and increased acceptance of the solutions implemented.

We also believe that strong partnerships are sustained by local businesses, small-disadvantaged business enterprises, for they are the cornerstone of our success as a business and the vitality of a strong economic community where we operate. Our primary goal is to position local, small-disadvantage businesses for equity and access in the markets where we do business and to gain a trustworthy partner for future pursuits.



**Hudson and Associates, LLC**

For nearly 15 years, Hudson has provided support for St. Louis' establishment of a citywide smart parking network by delivering:



**Exceptional Customer Service:** We take a 360° approach to customer service - ensuring that parking users, Treasurer's Office staff, and vendor partners have an exceptional experience.



**Operational Flexibility:** Our St. Louis roots give us insight into local trends and access to resources that have and continue to allow us to be responsive to the City's evolving needs.



**Focused Talent Retention and Development:** Our workforce, highly valued by vendors, is the backbone of our operations. We prioritize maintaining a stable, happy, and motivated team, translating to high-quality service for our clients.

Beyond mere employment, we strive to improve the lives of our employees and their families by offering above industry competitive wages, benefits, and investing in our team through comprehensive training programs ensuring professional growth and personal fulfillment for each member. At Hudson and Associates, we measure success by our ability to uplift lives, to nurture talents, and to build a close family that extends into the communities we serve. This philosophy is woven into the fabric of our operations.

We are invested in St. Louis! As one of a few minority business owners' of real estate, in the downtown Central Business District (CBD) and a local business partner in the St. Louis region for almost 20 years, being a local based company gives us the unique advantage of proximity and

accessibility to our client's entire On and Off Street Parking operations, as well as other city agencies and organizations such as the SLATE and the Urban League whose mission is to train, retain, support, and grow the St. Louis employment base and economy. We are neighbors who cherish our partnerships and collaborations to invest in St. Louis first.

## Global Leader in Urban Intelligence and Mobility

Flowbird has been a pivotal partner for the STLTO and Hudson since 2014, functioning as the multi-space parking meter vendor and contributing significantly to the city's urban intelligence and mobility landscape. As a global leader in this arena, Flowbird brings over six decades of expertise in parking solutions across more than 75 countries, showcasing a robust global presence with a workforce of over 1,400 employees and a US team exceeding 100 specialists. With an annual revenue exceeding \$350 million, Flowbird's footprint in the Smart City domain extends far beyond parking.



**Data-led Approach:** Flowbird's data-led approach to on-street parking leverages real-time analytics to optimize space utilization, enhance user experience, and inform dynamic pricing strategies.



**Unified Solution:** Flowbird's unified solution seamlessly integrates on-street and off-street parking, EV charging, and transit systems into a cohesive smart city ecosystem.



**Global Leader in Multi-space Systems:** Flowbird has over 300,000 multi-space meters installed worldwide, including more than 700 in the St. Louis. No other vendor has implemented more large-scale multi-space meter projects than Flowbird.



Since 2014, Flowbird has partnered with the City of St. Louis providing multi-space meter technology in support of your smart parking network.

Our approach to Smart City challenges is holistic, focusing on the creation of interconnected ecosystems that facilitate a seamless urban experience. They are at the vanguard of managing technology convergence, integrating solutions for on street and off-street parking, electric vehicle charging, and transit into a cohesive service.

# STRATEGIC PARTNERS

Hudson and Associates prides itself on collaborating with strategic partners who share the values and principles central to our mission. At the heart of our partnerships is a mutual dedication to placing customers first and delivering unparalleled service quality. We prioritize relationships with partners who not only excel in their fields but also show a profound commitment to their employees' well-being. By specifically selecting vendors recognized as STL Made, we reinforce our commitment to the community, ensuring that together, we contribute positively and meaningfully to the local ecosystem. This approach allows us to collectively enhance the services we offer while fostering a supportive and thriving community.

## A-1 Private Investigations, LLC



Led by retired University City Police Lieutenant Roger Spearman, A-1 Private Investigations provides high level security services for numerous St. Louis area organizations and businesses such as the St. Louis County Municipal Night Court, Metro Link, St. Louis, Lambert International Airport and St. Louis America Center. This expert staff is buoyed by Mr. Spearman's expertise and training acumen. He is a graduate of the F.B.I. National Academy and holds a Master of Science in Administration from Lindenwood College and a B.A in Criminal Justice and Business Management from Tarkio College. Located in the City of St. Louis, A-1 is **MBE certified** and will provide on-site security services at PVB and mobile security for Gateway Parking Boot Enforcement.

## Added Dimension, LLC



Added Dimension, LLC (AD) is a communications consulting firm located in St. Charles, Missouri. Founded in 2002 by MaryAnn Taylor Crate, Principal. With over 20 years of experience in designing and implementing outreach and communication initiatives that engage the public in the planning and execution of public-sector projects and programs taking place in their neighborhoods and communities, AD offers its clients creative solutions to many of the unique challenges associated with garnering community acceptance of potentially controversial public sector projects and initiatives. AD is a M/WBE firm. Located in the City of St. Louis, AD will support the Hudson's marketing and community outreach efforts.

## Document Imaging Solutions



Since its' inception in 1995 Document Imaging Solutions (DIS) has been an industry leader in customer retention and service. What began as a venture into local document reproduction has evolved into an international incentive and marketing staple. With over 20+ years of experience under their belts, they offer insight that is unparalleled, a product portfolio that is unrivaled and success that is undeniable. Located in the City of St. Louis, DIS is a **certified MBE/WBE** firm. Hudson will utilize DIS for uniform, print production, and all office apparel and supplies.

## Duncan Solutions

Duncan has more than 35 years of experience helping government agencies of all sizes deliver parking management solutions that exceed objectives. Duncan specializes in delivering solutions including debt collection services, parking citation processing, DMV registered owner acquisition services, enforcement solutions, adjudication processing, skip-tracing services, and customer service solutions. With decades of experience working in this niche field, Duncan has established end-to-end parking solutions for some of the leading municipalities across the country. Because of this, Duncan has company-wide expertise in managing and handling the nuances related to vehicle-based debt collection, including secondary collections.



Hudson will use Duncan for Delinquent Collections and 24/7 (after business hours of operations) call center services if required. When responding to procurement opportunities we always encourage our partners to seek partnerships with another MBE/WBE Subcontractor. We are excited to announce the collaboration with Duncan who is proposing partnership with Compliance Solutions to provide specialized collections agent to manage inbound and outbound telephone strategies. Compliance Solutions is a Women Business Enterprise (WBE) that specializes in staffing and compliance solutions. A long-time partner of Duncan, Compliance Solutions is certified as a WBE in several States. Upon award, Compliance Solutions will seek Missouri certification and currently meets all Missouri certification standards.

### Durant Consulting Services, Inc.



Hudson always seeks to utilize the best and brightest firms for its professional service needs. No stranger to the STL On Street Parking Program, Durant had a critical role aiding Hudson through the implementation of a new integration/ citation management system in 2020. For more than 12+ years we have been in partnership Cynthia Durant, CEO of Durant Consulting Services, Inc., an **ACDBE/DBE/ MBE/WBE certified** firm in Georgia, with reciprocal certification with St. Louis Lambert International Airport. Her acclaimed customer service training is used as a critical tool and resource to our current operations staff. Ms. Durant founded Durant Consulting Services, Inc. in 2009 and currently leads the firm on a full-time basis. Durant will continue to work with Hudson on systems and integration updates and services; policy and procedures development; as well as leadership and professional development training.

### Kane Energy



While leading with an equity lens, KANE combines our engineering and technology experience, infrastructure expertise, and business acumen to deliver impactful EV charging infrastructure programs. Our assessment algorithm considers current/forecasted demand, business stimulus variables, program costs (site development, electrical service upgrades, charging equipment, life-cycle expenses), incentives, environmental justice, and social impact in order to suggest the most effective implementation. Located in St. Louis, Kane is a **certified MBE** firm and will support Hudson's innovative electric vehicle charging initiatives.

### SoulardSoap



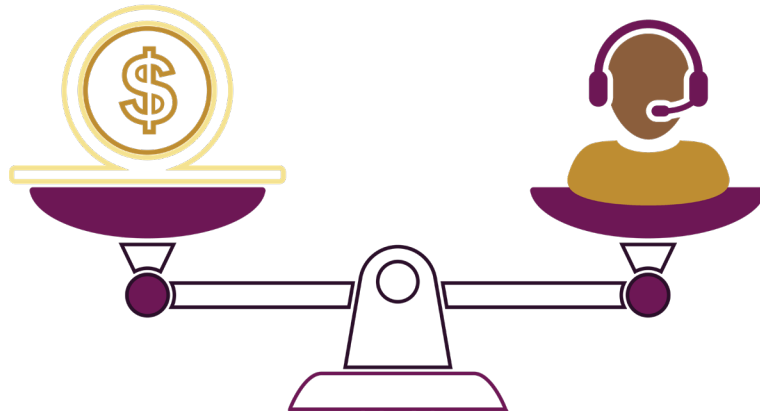
Soulard Soap Laundromat is your neighborhood's trusted partner for top-notch laundry services. With a commitment to convenience, cleanliness, and customer satisfaction, they take the hassle out of laundry day. Soulard Soap is dedicated to corporate laundry pickups and delivering fresh, clean clothes and a stress-free laundry experience, ensuring that each garment is professionally cleaned. SoulardSoap is **pending MBE** certification through St. Louis Lambert International Airport. Located in the City of St. Louis, SoulardSoap will ensure that our team's uniforms are clean and in good condition.

### Stepney Bros. Auto Body, Inc.



Customer satisfaction is a priority at Stepney Bros. Auto Body Inc. They advise, assist, and guide their customers throughout the entire auto repair and insurance claims and/or repair process. They are fully insured for your protection. With their help, you'll be in and out and back on the road in no time. We offer a complete complement of services for both repair and refinishing. We work closely with major insurance companies to serve you better, and our staff and technicians are professional, courteous, and highly trained. Stepney is a **certified MBE** through St. Louis Lambert International Airport.

Our team, leveraging innovative technologies and processes, is committed to assisting the STLTO in achieving a harmonious balance between revenue generation and exceptional customer service. At the core of our strategy is the deployment of smart parking solutions, which utilize data analytics and the Internet of Things (IoT) to not only improve revenue streams through efficient space management and dynamic pricing but also to ensure a user-friendly parking experience. By analyzing parking patterns and demand, we can adjust pricing in real-time, maximizing occupancy without deterring motorists with excessive fees.



### Increased Revenue Generation & Collection

Prompt Payment Incentives

Citation Payment @  
PayStations

Soft Delinquent Collections

Creative Payment Plans

### Exceptional Customer Service

Peak Performance Academy/  
CAPP Certifications

Award Winning Customer Service  
Techniques

DialPad Ai

Tow & Immobilization  
Management System

Moreover, our focus on customer service is exemplified by our adoption of mobile payment options, which simplify the payment process, and our customer service portals, which provide immediate assistance and information. This dual approach ensures that while the city's financial objectives are met, the community's needs are not just considered but are at the forefront of our parking management policies. The integration of these smart systems means that the city can look forward to a future where parking infrastructure is not only a source of revenue but also a touchpoint for enhanced civic engagement and customer satisfaction.

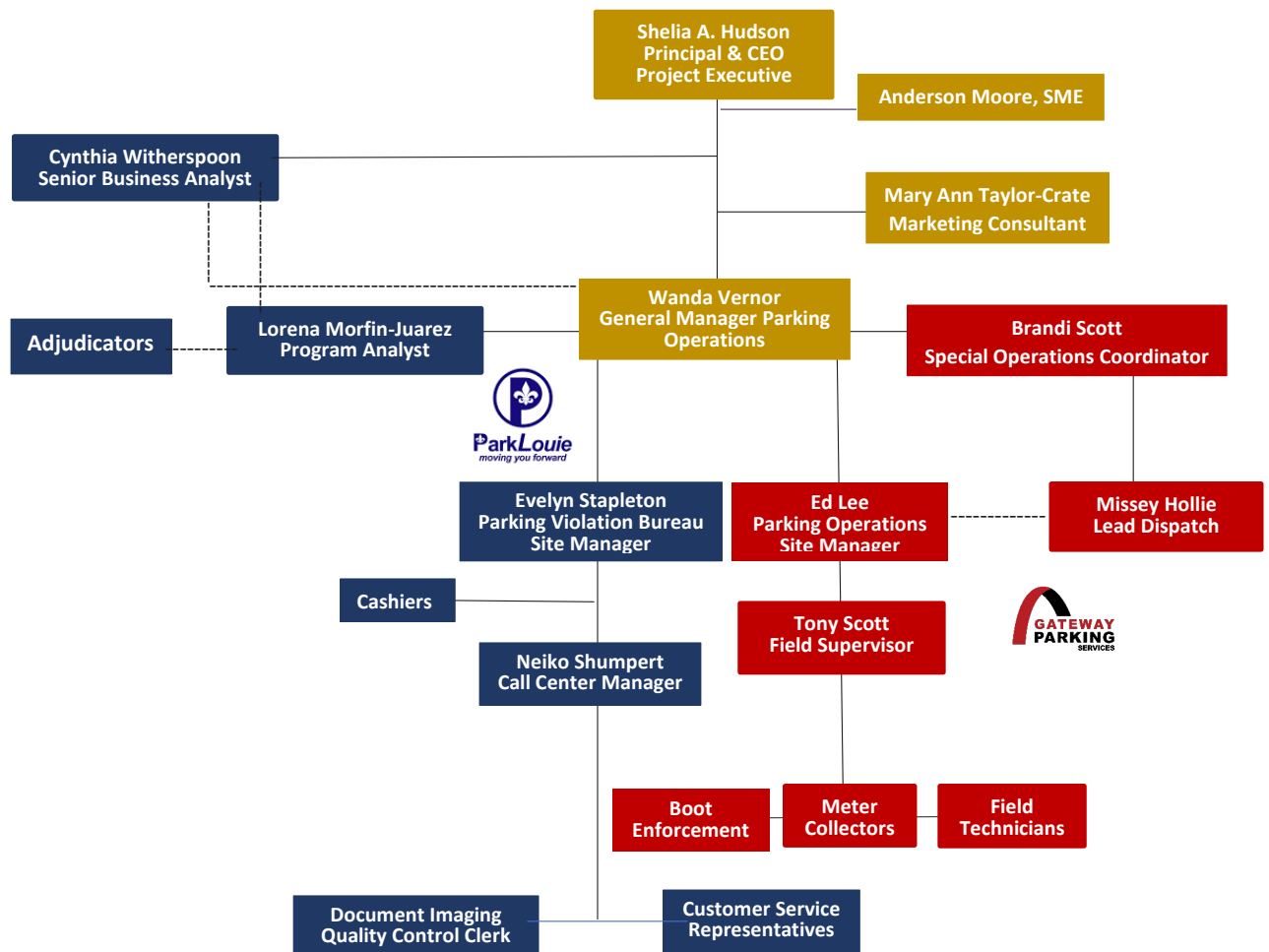
# EXPERIENCE, CAPACITY & QUALIFICATIONS



Principal-in-Charge | CEO, Hudson and Associates

## Shelia Hudson

Ms. Hudson has over 25 years of expertise in program and project management within transportation and infrastructure ecosystems. She has expanded Hudson's parking management portfolio by opening offices across various cities and has led the On Street Parking Operations in St. Louis for nearly 15 years. Her management skills are fueled by her success in operations management and project transitions without service interruptions sharpened through her tenure in her family's construction firm and her roles at MARTA and other transportation authorities. Ms. Hudson's commitment to being the anchor that supports her client's programs, improving the lives of her employees and partners, educating and informing communities, and industry best practices is evident in her successful project management and innovative parking operations.





General Manager - Parking Operations

## **Wanda Vernor**

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With a solid foundation of over 35 years in parking management, Ms. Vernor is a key asset to Hudson's parking operations. Known for her no-nonsense management style and strategic operation planning expertise in self-parking operations at St. Louis Lambert International Airport, Ms. Vernor will bring a high-level of program management and operations support for both PVB and Gateway Parking. Her comprehensive skill set in strategic planning, safety, customer service, and risk management, alongside a deep understanding of staffing, equipment management, and program budgets/contract compliance equips her to effectively lead both operations. In her role, Ms. Vernor drives high standards in customer service and operational efficiency, ensuring the smooth running of daily parking services and the Parking Violations Bureau. Her strategic oversight extends to financial management and labor relations, union negotiations contributing to a consistently positive parking experience for customers.



Senior Business Analyst

## **Cynthia Witherspoon**

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Ms. Witherspoon brings a wealth of finance and accounting experience to Hudson with 35+ years as an accountant for the United States Air Force, as a Finance officer, and as a senior accountant at SLUCare Physician Group, she had direct oversight and reconciled bank wires, lock box, credit cards, EFT, refunds for all services provided by SLUCare physicians. She received rave reviews for successfully passing yearly audits performed by Price Waterhouse Cooper. She has extensive knowledge in monitoring accounts receivables and the review of financial statements. Ms. Witherspoon has strong analytical skills, budgeting, forecasting, reconciliation, and knowledge of tax audits. She's experienced with the general ledger functions, month-end, and year-end-close process. She has a thorough understanding of Generally Accepted Accounting Principles (GAAP) requirements. She plays a pivotal role in the daily operations, relationship management and the implementation of customer service enhancements for the City of St. Louis Parking Violation Bureau to ensure accuracy and excellence. As the Senior Business Analyst, Ms. Witherspoon will be responsible for all finance and accounting services.



Special Advisor | Parking Subject Matter Expert

## **Anderson Moore**

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Mr. Moore brings over three decades of visionary expertise in the parking sector, establishing himself as a distinguished leader with a track record of transforming organizations for peak performance across various competitive sectors, including public, corporate, and outsourced government services. His exceptional skills and leadership are pivotal in driving Hudson to the forefront of innovative parking solutions, ensuring unparalleled client satisfaction. Leveraging his adeptness in strategy and innovation, Mr. Moore will lead all systems integration efforts to ensure efficient performance and spearhead efforts at Gateway Parking to enhance team efficiency, reporting accuracy, safety protocols, security measures, and regulatory compliance. His commitment is to elevate Hudson as a premier name in Parking Management and Operations, Customer Service, Technology Solutions, Tolling, and Curbside Management.

# CITY OF NEW ORLEANS PARKING MANAGEMENT

Hudson is responsible for supporting the daily operations of a parking program that includes over 4500 on-street parking spaces. Our role is to provide project and general management support and coordination services to assist the client, prime and subcontractors in their daily operations. We work closely with leaders and stakeholders to ensure that parking program resources such as equipment, data management, and technical support are optimized.

Our efforts also include providing the client with access to quality service and information, ensuring contract fulfillment and performance, and facilitating relationships and services with subcontractors and external teams. We partner with Duncan Solutions to execute



these duties, acting as the liaison between NOLA and Duncan Solutions to ensure the contract's effectiveness and performance. The on-street operation includes meter maintenance and collection, booting and enforcement of over 250 vehicles per month, citation processing, customer service call center, and a permit parking program.

## THE SPECS

**4500**

On-street Parking Spaces

**250**

Monthly Boot Enforcements

### Related Services

- Citation Management
- Meter Maintenance & Coin Collection
- Booting Enforcement



## CITY OF ST. LOUIS TREASURER'S OFFICE GATEWAY PARKING SYSTEMS

Hudson is the prime contractor responsible for managing and operating parking on street meter maintenance, collections, dispatch, parking pay lots, and boot enforcement operations in the City of St. Louis. Hudson has removed over ten thousand old mechanical meters and installed over 9700 smart meters that use mobile technology and allow for multiple payment options. Successfully upgraded the meter units and pay stations from 2G connectivity to 4G connections. Hudson has developed and implemented route schedules, meter audits, and collections, in addition to safeguarding, transporting, and depositing meter revenue. Hudson also provides meter vault security and key control, investigations, technical repairs, and monitoring of existing inventory



and assets. The Hudson dispatch operations team works with field technicians, supervisors, and enforcement officers to ensure optimal performance of each meter unit. Hudson also creates a vehicle “scofflaw” list that is electronically accessed in real-time, allowing boot enforcement officers to coordinate with dispatch to confirm that relevant transactions, payments, and other case dispositions are updated accurately and timely. Recently, Hudson partnered on the implementation of the system wide Pay by Plate to a successful Pay by Plate upgrade.

## THE SPECS

**8500**

On-street Parking Spaces

**300**

Monthly Boot Enforcements

### Related Services

- Dispatch Management
- Meter Maintenance & Coin Collection
- Booting Enforcement



Ms. Hudson and her team were invaluable in keeping the On-Street operations services running smoothly while my office completed a rigorous procurement process to upgrade the hardware and software units within our program.

Carl Phillips | Independent (former Parking Administrator - City of St. Louis)

## CITY OF ST. LOUIS TREASURER'S OFFICE PARKING VIOLATIONS BUREAU

As the Prime, Hudson and Associates is responsible for managing the Citation Processing Program at the Parking Violation Bureau (PVB) for the City of St. Louis. In this role, Hudson oversees day-to-day activities and transactions, including collecting fines and fees for operations, adjudication, quality control, and document control. Hudson also manages the Customer Call Center, which receives over 6000 calls annually related to revenue collection services. To ensure compliance with municipal and state legislation, Hudson develops and implements policies and procedures. Hudson also manages customer relations, and coordinates and schedules over 14,647 adjudication hearings yearly. Our team includes cashiers who process nearly 310,000 citation tickets yearly



with payments by cash, check, and credit card, and keep citizen profiles up to date through the AIMS Ticket Management System. All SLPD citations/tickets, correspondence, and images associated with the citation(s) are scanned daily and physically and electronically filed via AIMS within 24 hours of receipt by Hudson Data Imaging Clerks. In Spring of 2020, Hudson successfully worked in coordination with the STLTO to activate a new Citation System Integration Management System without ANY service interruption.

## THE SPECS

**6,000**

Annual Revenue Collection  
Calls

**306,768**

Citations Processed Annually

### Related Services

- Citation Management
- Parking Violations Bureau Operations
- Delinquent Collections

## NASHVILLE INTERNATIONAL AIRPORT PARKING OPERATIONS AND VALET SERVICES

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Hudson, as an ACDBE partner, was responsible for the Operations of Parking Facilities and Valet at Nashville International Airport program. This 24/7, 365 parking operation has over 11,729 spaces and Hudson provided a range of staff including a Parking Operations Manager, Customer Service Representatives, Customer Service Advocates, Valet Cashiers, Valet Key Attendants, and Maintenance/Janitorial Porters to ensure that the client's goals and expectations were met. Hudson also provided Customer Service Ambassador training for all staff, managed customer calls to the self-park and valet operations, reconciled all payments accepted, managed



curb management, customer vehicle assistance, and dispatch, and performed daily quality assurance.

## ST. LOUIS LAMBERT AIRPORT PARKING MANAGEMENT AND OPERATION

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As a part of the STL SuperPark team, Hudson serves as the Assistant General Manager and oversees the operations of site managers. These operations include managing the cashiers' stations, shuttle services, training, equipment maintenance, collections, facility janitorial services, and curb management. Additionally, Hudson's team of over 35 staff manage all cashiering stations across 2 garages and 5 lots, which have a total of 9048 parking spaces. Hudson is responsible for ensuring that the cashiering process adheres to proper procedures, including payment acceptance, daily reconciliation, cash drops, and maintaining safety and quality control.



# SCOPE OF SERVICES

## Citation Management

As the Prime, Hudson's Parking Violations Bureau Team, under the leadership of Evelyn Stapleton | Site Manager - Parking Violations Bureau, is committed to providing an unparalleled customer experience for individuals interacting with the Parking Violations Bureau as part of St. Louis' citations management and ticket processing operations. With a strategic focus on personnel management, a service model centered around customer needs, and meticulous attention to the collection, reconciliation, auditing, and reporting of ticket revenue, the team is well-equipped to offer superior service. This approach ensures that users of the City of St. Louis' smart parking network receive efficient, courteous, and effective assistance, reflecting the team's dedication to excellence in every aspect of their operations.

Ms. Stapleton's team, serving as the frontline representatives of the STLTO's Parking Management System, embodies the commitment to quality service that defines our approach. Boasting over 75 years of combined expertise in call center management and customer service, this dedicated group is uniquely positioned to offer unparalleled support to the citizens of St. Louis and users of our smart parking network. Whether addressing parking violation concerns in person or over the phone, the team is adept at guiding users through payment resolutions and, when necessary, providing detailed information on the adjudication process. This level of professionalism and expertise ensures that every interaction is handled with the utmost care and efficiency, reflecting our overarching goal to facilitate a smooth, transparent, and user-friendly parking experience.

### **Ms. Evelyn Stapleton, Site Manager - Parking Violations Bureau**

Evelyn Stapleton brings over two decades of expertise in customer service and training to her role as Hudson's Project Manager for Call Center Operations at the Parking Violations Bureau (PVB) in Saint Louis. Tasked with overseeing the day-to-day operations at PVB, she is instrumental in formulating effective policies and procedures, upholding operational standards, and ensuring the call center staff meets service level expectations. Her commitment to delivering superior customer service is matched by her dedication to staff development, preparing comprehensive reports, and conducting staff training sessions. Ms. Stapleton plays a pivotal role in supporting the Treasurer's office with key initiatives, including the amnesty program and the Parking Ticket Assistance Program, fostering an environment of continuous professional growth for her team. By ensuring adherence to city policies, ordinances, and laws, she maintains the call center's systems and equipment, and compiles Call Management System reports to track the PVB's objectives effectively.



## Payment Management

We are dedicated to a comprehensive approach to parking ticket management that spans from issuance to resolution. Utilizing AIMS Parking Management Software, we ensure a smooth process that allows for immediate ticket payment, a crucial step in efficient revenue collection and enhanced customer satisfaction. The heart of our citations management operations is Hudson's customer service team, whose expertise and dedication ensure that every interaction with the City of St. Louis' parking system is marked by clarity and helpfulness. Empowered by the AIMS Parking Management System as a supporting tool, our team excels in providing personalized service, from the moment a ticket is issued by the STLTO or SLPD, through to the resolution of any payment or appeal. The AIMS system acts as an enabler, allowing our representatives to focus on delivering customer-centric solutions such as efficient payment postings, comprehensive account overviews, and the facilitation of the adjudication process.

Our customer service infrastructure is designed to be robust and user-friendly, with representatives trained to handle walk-ins and calls, and familiarity with the AIMS technology to support easy ticket searches by license plate or ticket number for precise processing. Our physical presence at the Parking Violations Bureau in downtown St. Louis adds a personal touch, allowing us to interact with customers face-to-face and facilitate on-the-spot resolution and payment of parking violations. Resolving customer concerns is a top priority, with clear protocols for addressing issues directly or escalating them as needed.



Financial transparency and accountability are key aspects of our service. We conduct meticulous monthly reconciliations of ticket revenue, adhering to strict reporting deadlines and bond indenture requirements, and provide comprehensive regular reports that include a variety of key data points and metrics.

In addition to traditional mail notices, we are actively exploring cost-effective communication methods like postcards and email/app notifications to enhance efficiency and reduce costs. Finally, we ensure that all correspondence, documents, and handwritten tickets are scanned and indexed, making them readily available for online retrieval, thus combining traditional and digital management for optimal efficiency.

## DMV Holds

Our Parking Violation team is experienced in managing DMV Holds, enhancing its efficiency and compliance with state regulations. This includes a direct interface with the Missouri DMV for obtaining essential information on vehicle owners. Through this connection, the team can request details of the registered owner, seamlessly integrating such data, including names and addresses, into the AIMS system. This feature is particularly beneficial for enforcing vehicle registration suspensions in states where outstanding parking tickets can lead to such actions.



## Ticket Appeals & Adjudication

The customer service team at the Hudson Parking Violation Bureau (PVB) will oversee the Appeals and Adjudication process. This comprehensive management includes organizing hearing schedules, presenting relevant documentation to support attorneys in making informed decisions, and communicating the results of the appeals to the involved parties.

## Payment Plan Management (PTAP)

Since the inception of the program, Hudson and Associates has been managing the STLTO's Parking and Towing Assistance Program (PTAP) payment plan initiative. This innovative option offers relief to vehicle owners facing financial strain due to accumulated parking ticket fees. By facilitating a structured payment plan, STLTO allows individuals to gradually settle their ticket and fine balances over time, thus preventing the immediate financial burden of a lump-sum payment. Participants of this program benefit from manageable monthly payments, while concurrently avoiding the risks of vehicle immobilization, towing, and the accrual of additional late fees.

To enhance the effectiveness and reach of the Parking Ticket Assistance Program (PTAP), several strategic improvements can be considered. These enhancements aim to streamline processes, increase accessibility, and ensure a more inclusive and efficient program:

- **Introduce ACH Payments and Enhance Payment Plan Compliance:** By incorporating Automated Clearing House (ACH) payments into the PTAP, we can offer a streamlined and efficient payment method, directly debiting participant bank accounts for scheduled payments. This convenience not only simplifies the payment process for participants but is also expected to significantly reduce defaults on payment plans. Making it easier for participants to stay on track with their obligations can enhance program success rates and financial stability for both the city and its residents.
- **Proactive Outreach and Education:** Increasing efforts to educate potential participants about the benefits and requirements of the PTAP through community meetings, social media campaigns, and partnership with local organizations can enhance program visibility

### Ms. Lorena Morfin-Juarez, Program Analyst

Ms. Morfin-Juarez brings over eight years of customer service and data analysis management experience to her role as Special Operations Coordinator for the St. Louis PVB Call Center. Her responsibilities cover a wide range of operational duties, including citation processing and oversight of Customer Service Ambassadors, Cashiers, data imaging, and account reconciliation. Lorena ensures that customer inquiries are resolved both promptly and efficiently, coordinates staff training on the Nextiva CRM and AIMS systems, and crafts work schedules and tasks for the team. She also provides Spanish translation for calls, compiles weekly call reports, and contributes to monthly and annual reports. Lorena plays a pivotal role in managing public concerns, official correspondence, and hearing processes. As a key member of Hudson's executive team, Lorena will be responsible for program oversight and daily data analytics, reporting and compliance.



and enrollment.

- **Streamline Enrollment Processes:** Simplifying the application and enrollment process, possibly through online applications and electronic document submission, can remove barriers to entry, making it easier for vehicle owners to participate in the program.

## Value Added Services/Innovations

**Tap-to-Pay @ Flowbird Strada Pay Station** | Upgraded pay stations will allow card users to utilize chip cards to pay quickly and safely. **OPTIONAL**

**Park by Text** | Utilizing Flowbird's Park by Text technology, parkers can simply text a specific word (located on signage) to a dedicated phone number. This takes them to a secure web page where they enter their plate and credit card info. The payment data is integrated with Flowbird's reporting system and your preferred enforcement solution.

**Citation Payment @ Flowbird Strada Pay Station** | Flowbird Strada pay stations enhance the convenience for customers by allowing on-the-spot payment for parking violations, streamlining the user experience while providing additional avenues for revenue collection.

**Prompt Payment Incentives** | In addition, the system can be configured to provide incentives for prompt payment, such as offering reduced fines if the payment is made within a certain timeframe from the ticket issuance. By offering discounted fines for payments made promptly after a ticket is issued, not only can the administrative burden of chasing late payments be reduced, but it also instills a positive parking experience for the community, balancing enforcement with encouragement.

**Coupon/Validation** | Leveraging Hudson's local knowledge and relationships, our team is able to utilize Flowbird's intelligence platform to partner with local business to offer service discounts or validated parking. For example, we are able to print a coupon for a discounted drink from Teatopia on a Cherokee Street pay station receipt. These programs allow the STLTO to work in partnership with local business in support of our smart parking network.

**DMV Registered Owner Acquisitions Process** | Understanding that there could be a potential shortfall with out of state violator paying their citation and penalty fees to the STLTO, we believe there is substantial value in routinely requesting out-of-state vehicle registry information, which would allow violations issued to adjacent states to be processed in the same manner as Missouri registrants. As an optional service, Hudson in collaboration with Duncan is proposing their proprietary DMV registered owner lookup system, which offers comprehensive national lookup capabilities, ensuring that no violation is left behind. Based on City supplied data, we estimate the highlighted 15-20% of violations issued to out-of-state plates represents over \$3.5m in annual receivables that currently are largely uncollected. If selected, this option would put those very violation back into the processing cycle, including delinquent collections—improving both on-street compliance and revenue



collection. This technology has been running successfully for our over 600 government agencies currently within Duncan's system. If selected, Hudson will work in coordination with Duncan and the client to establish business rules and guidelines for operating their system and engaging the violators.

**Dialpad Ai Contact Center + CSAT** | Hudson will utilize the Dialpad Ai Contact Center along with Ai CSAT to optimize customer satisfaction at the Parking Violations Bureau by leveraging its AI-driven features for superior customer interactions. The real-time transcription and sentiment analysis tools will enable our customer service representatives to understand and respond to customer needs more effectively. Additionally, the omnichannel functionality positions us to support customer interactions via their preferred channels, whether through voice, text, email, or social media, and allows agents to manage these interactions in a unified workspace. The CSAT functionality allows our management team to quantify customer satisfaction scores and use that data for continuous improvement.

**Award Winning Customer Service** | The Hudson team's foundational value add is our commitment to customer service. We pride ourselves on our unwavering commitment to customer service, a commitment that has been recognized through prestigious accolades such as the 2023 Hospitality Hero Award from Explore St. Louis and the St. Louis Convention & Visitors Commission, along with the 2023 Catch Us Giving Award from St. Louis Lambert International Airport. These honors are a testament to the customer-centric ethos that is deeply embedded in every facet of our work at the Parking Violations Bureau. Hudson will develop a Customer Service Incentive Program for both PVB and Gateway Operations. The program will be designed to acknowledge a employee for their outstanding efforts to assist, educate, and guide a citizen with issues they find complex when dealing with On Street and Citation Processing Matters. We will collaborate with the regional hospitality and customer service programs to heighten the excellent customer service efforts exhibited for the On-Street Parking Program.

## **Parking Violations Bureau | Organizational Structure**

**PVB Site Manager** | The Hudson site manager will support the General Manager/Program Manager in overseeing daily operations. Their responsibilities will include assisting staff with daily matters such as addressing customer complaints, providing technical support, and resolving operational/policy concerns. They will work in collaboration with cashiers, Business Analysts, and Program Analysts to reconcile daily/monthly deposits and investigate any discrepancies with customers or deposits. Additionally, the site manager will assist the Program Analyst in creating special reports and leading all training efforts.

**CSR/Data Entry Supervisor** | Hudson lead CSR supervisor will assist senior management with managing daily operations including addressing all customer complaints and communications. He/ she will coordinate the CSR schedule, manage performance, develop policy, and best practices, as well as respond to matters that escalate.

**Customer Service Representative (CSR)** | Hudson will staff CSRs to work at the Customer Call Center. The call center is set up to allow a citizen the opportunity to discuss matters about tickets issued, payment options, enforcement matters, or meter services. The CSRs will be responsible for opening a ticket, addressing the concerns, and updating the ticket profile as needed. In addition, the CSRs assist with explaining the payment plans and processes; process correspondence and coordinate any payment that comes through lockbox; schedule formal adjudication hearing and manage the DMV / Tow operations and management.

**Cashiers** | Hudson cashiers are responsible for processing all ticket payments as approved (i.e. cash, checks, credit cards, etc.), and updating each citizen profile. This also includes residential parking permits, monthly parking passes, PTAP, and DMV Holds. At the end of each shift each cashier is responsible for closing out their window and balancing the drawer for daily deposit.

**Data Imaging and Entry Clerk** | Hudson Data Imaging Clerk will perform various data entry and imaging duties to ensure historical data is recorded and properly archived. The clerk will scan every ticket and all correspondence or images associated with the ticket(s) to be filed indefinitely. The clerk is responsible for services that ensure all manual tickets issued are uploaded to the ticket management system within 24 hours of the date received.

**Program Analyst (PA)** | Hudson's PA will be responsible for monitoring the program performance and quality assurance/quality control. He/she will be working in coordination with the STLTO and the Senior Business Analyst to monitor program initiatives, financial data, systems performance, client special request and expectations, specialized reports, quality control for all internal service processes; and internal audits.

## On-Street Meter Maintenance & Coin Collection

Under the direction of the On Street Parking Operations Site Manager Mr. Ed Lee, the Hudson team's local site manager will continue to manage and staff the Gateway Parking operations and the associated meter maintenance and collections of the STLTO's IPS single-space meters, Flowbird multi-space pay stations, single-space posts, and space indicators. Hudson will continue to work with the STLTO to refine the current collection route and schedules in order to ensure that we are actively managing meter audits and collections, in addition to safely guarding, transporting, and depositing meter revenue efficiently. Hudson provides meter vault security and keycontrol along with investigations, technical repairs, and the monitoring of existing inventory. The Hudson dispatch operations team will continue to work in concert with field technicians, supervisors, enforcement officers, and office staff in order to ensure Gateway Parking's efficient operations in the field.

## Value Added Services/Innovations

Hudson owns a 11,000 sq ft facility situated in the city's core and proposes centralizing key operations, such as all dispatch, booting, enforcement, and meter maintenance and repair within that facility. This unified approach is poised to enhance team synergy, cut costs, and elevate customer service. Additionally, Hudson is well-equipped with the necessary vehicle assets to carry out comprehensive maintenance services, including concrete work, painting, and hazard repairs, further solidifying our capacity to maintain and improve parking infrastructure efficiently.

**Verizon Connect Fleet Management System** | Hudson is set to elevate Gateway Parking's fleet capabilities by incorporating Verizon Connect's advanced camera systems and software. This forward-thinking upgrade will streamline vehicle-related data and enhance management of driver safety and fleet efficiency.

Verizon Connect's solutions will deliver crucial insights into vehicle locations, driver behavior, and operational compliance, enriching the fleet management experience with increased safety, efficiency, and connectivity. This integration signifies Hudson's commitment to employing cutting-edge technology to optimize its parking operations.

**Operational Flexibility** | As the STLTO's smart parking network has continued to evolve, the Hudson team's operational flexibility has allowed our team to maintain the proper levels of staffing and expertise. As we move forward, we will continue to analyze on-street and other staffing needs as the transition away from single-space meters is implemented.

### Mr. Edward Lee, Parking Services Manager

Mr. Lee, with over 15 years of expertise in parking operations, security, safety, and risk management. As the Operations Site Manager at Gateway Parking, where he leads and directs both staff and subcontractors, Mr. Lee ensures exceptional client service by enforcing OSHA safety standards, managing parking operations, and providing technical training to all personnel. Instrumental in transitioning to pay-by-plate technology and upgrading of all units /meters to 4G, he also oversees quality control and safety training expansion. His continued responsibilities include supervising meter-related activities, coordinating staff, enhancing customer service, ensuring client satisfaction, and maintaining strict oversight of financial collections and operational objectives. Under the new program, Mr. Lee will continue to manage and oversee the entire On Street operations for gateway, including Boot Enforcement and Dispatch Management.



1,891

**SINGLE-SPACE  
METERS  
UPGRADED TO 4G  
TECHNOLOGY**

Gateway undertook a critical upgrade of the city's parking meters, replacing outdated 2G modems with 4G technology across thousands of units. This meticulous project involved collecting and inventorying old mechanisms, coordinating with manufacturers for modem replacements, and managing quality control to meet our high standards. Despite the high rate of defective returns and the additional challenge of securing new batteries for the 4G mechanisms, the team successfully executed the upgrades. Both the single-space and multi-space meter projects were completed efficiently, with zero additional staffing or cost to the Treasurer's Office, and without any interruption to service.



## Gateway Parking | Organizational Structure

**Site Manager - Gateway Parking** | Hudson Site Manager will manage daily on-street operation. He/she will be responsible for managing all staff; monitoring and evaluate parking systems/technology; generating all monthly reports required by contract and associated with program; managing vendor contracts; and hiring key personnel and developing training programs/exercises to ensure a proficient and safe work environment.

**Field Supervisor** | A full time Field Supervisor will be responsible for managing daily collection, maintenance, boot/towing and dispatch operations. They will develop service schedules or routes for meter collection, maintain inventory and maintenance field service schedule, and booting services; coordinate meter key distribution for collection; conduct special field assignments and investigation; manage fleet/vehicle services; develop; assist with employee recruiting/training; and address employee matters as needed.

**Maintenance Technician** | The technicians will be responsible for repairs, servicing, removal, installation, battery replacement, special on-street projects, painting, stamping, and addressing hazardous conditions as needed to ensure all meters are functioning properly. He/She will be responsible for routine repairs, installation and removals, auditing, special collecting (as needed), managing hazard services, and general services as assigned. In addition, the tech will report and conduct special investigations in response to citizen inquiries.

**Collections Crew(s)** | Hudson is committed to operating a full-service collection crew to collect coins from every unit on the street. This will include special collections, routine daily service collections, and special audit as required. All revenue will be deposited at an identified coin facility to reconcile for meter collections.

**Special Operations Coordinator (SOC)** | The SOC is responsible for managing and monitoring all systems meter dashboard activities to ensure all field operation tasks are being met according to the STLTO expectations. He/she will be responsible for certifying that vendor and Gateway Parking are adhering to Standard Operation Procedures (SOP) approved by the STLTO and the unit performance measures. The SOC prepare reports, collect performance data, and aid with developing operational practices to support the operations.

**Dispatch Operations** | The Dispatch Operations manages all radio transmissions to and from all Field Officers, Parking Enforcement Officers, Boot Enforcement Officers, Meter Collections staff, Meter Technicians and Field Supervisors. They also manage calls from the Citizens Service Bureau Office, City Tow, police interaction and our partner request. Other responsibilities include monitoring the vehicles tracking displays, communications record keeping, reports from our Field Officers, maintaining on-site files and submitting the appropriate reports to Senior Management in a timely manner.

### **Ms. Brandi Scott | Special Operations Coordinator**

Brandi Scott is the Special Operations Coordinator at Gateway Parking Operations. She manages compliance, data analytics, client reporting, safety, training, and staff. Prior to joining Gateway Operations, Ms. Scott managed the Nashville BNA Airport Self and Valet Parking operations for Hudson. She is also a United States Army Reservist and is a few hours shy of a Bachelor of Arts Degree in Mass Communication from Tennessee State University. Ms. Scott supervises a team of 10+ in meter maintenance, collections, technical support, and boot enforcement, utilizing her expertise to improve staff performance in reporting, safety, security, and compliance.



## Booting and Towing Program

Vehicle Immobilization is one of the most sensitive and sometimes delicate processes in Curbside Management. While the technology and payment methods have changed over the years, the delicate nature and impact of error surrounding immobilization remains the same. Understanding the St. Louis culture and demographic, Hudson took a St. Louis specific look at various solutions, using the strict criterion of:

- Technology
- Service Oriented
- Customer Experience
- Civic Responsibility
- Fiscally Responsibility
- Ethical

Having long standing relationships and work experiences with most, if not all of the Vehicle Immobilization vendors in the industry. We met with and vetted several solution providers to include various software, hardware and staffing services. We looked at:

- Windshield Immobilizers
- Self-release solutions
- Lightweight and robust devices
- Various LRP providers
- Clamps

With the landscape of Immobilization ever changing and the most recent merger of the Self-Release environment we were able to secure a proposal and pricing and services for this solution which we think you will find in par with other bidders. As such, we will diligently work with any vendor the Treasurer's Office selects for this or any other service.

In recognition of the challenges the City faces in the area of towing, which is a key dependency of Immobilization Program success we are proposing a hybrid solution to the booting requirement. This solution involving using state of the art LRP Equipment, Lightweight yet robust boots along with Hudson's own experienced employees and Vehicle assets.

### **The Hudson Difference**

Hudson's Booting and Towing management offering is powered by the Tow and Immobilization Management System (TIMS), which is at the core of its innovation. In collaboration with URI International, a prominent on-street system integrator and data aggregator, Hudson has developed a booting and towing program that offers the following benefits:

- **Efficacy:** Hudson's advanced technology incorporates state-of-the-art License Plate Recognition (LPR) hardware that can automatically identify vehicles that are in violation of parking regulations.
- **Transparency:** Towed vehicles are tracked throughout the entire process, from tow to auction (if necessary). This provides staff and vehicle owners with visibility into the location of their vehicles.
- **Convenience:** Hudson's exceptional customer service is available 24 hours a day to help remove boot devices.

Data collected will inform scalability and full implementation potential, focusing on user compliance rates, reduction in labor costs, and overall customer satisfaction. With the right balance of technology and customer service, this pilot is poised to redefine parking enforcement in St. Louis.

**Dispatch** | URI's Tow Management Software streamlines the towing dispatch process with its intelligent functionality, enabling automated dispatches that can be accepted on various mobile devices. City personnel, including Parking Enforcement, can initiate tow requests and manage tow rotations. The versatile system supports different dispatch types—such as abandoned vehicles or incident-related tows—organized by zones, reasons, and specific truck requirements for a well-coordinated towing operation.

The system intelligently directs tow dispatches to the correct company using rotational, manual selection, or proximity via an interactive Google map. Our staff can dispatch the closest tow truck using a GIS map, with updates on arrival times. Tow contractor compliance with contracts and ordinances can be monitored through real-time, easily retrievable records. This data can be compiled into reports and presented a part of our Unified Intelligence Dashboard.

**Tow Contractor Interface** | The system will enable City Tow or other tow contractors to receive dispatches on multiple devices, including smartphones and laptops. The tow contractors will be able to update their status in the field by entering information such as their arrival time, when the vehicle was towed, and when it was dropped off. Our team will be able to track the contractors' locations using GPS technology. Additionally, contractors will be able to capture photos and videos before and after the tow.

**Tow Lot Management** | The City Tow Lot and private tow companies are authorized to receive and carry out tow operations. The proposed system is designed to automate many functions involved in Tow Lot management through the use of barcodes and mobile devices, making tasks easier and more efficient. The system also automates releases and dispositions (auction/recycling/salvage) processing. Multiple payment methods, including credit card, cash, and check, are supported. Cash registers can be assigned at the cashier login level and documented, and then reconciled at the end of each shift. The system can issue refunds and make invoice adjustments automatically. Additionally, letter processing is streamlined to eliminate most manual tasks.

**Data Management** | The system tracks (with timestamps) the vehicle throughout the entire chain of custody. All data points, including photos and videos, are automatically uploaded to the system when entered and will allow real time reporting on various points of information. Reports can be generated on demand in a variety of formats including PDF.

## **Value Added Services/Innovations**

**Unified Business Intelligence Dashboard** | Hudson's integrated intelligence dashboard is set to

maximize efficiency and strategic decision-making at the Parking Violations Bureau and Gateway Parking Operations by harnessing the comprehensive capabilities of Flowbird's Urban Intelligence platform alongside the IPS meter's API, AIMS, URI and any other innovation system adopted into the program. The Dashboard will have the ability to pinpoint and geotag data for detailed parking utilization insights and financial forecasting. This approach allows for a nuanced understanding of parking patterns, ensuring data-driven, granular decision-making that supports the continuous enhancement of the STLTO's parking programs. The platform's integration with AIMS enhances its capabilities, providing a real-time citation dashboard that presents immediate, actionable data to users. This integration streamlines operations, offering quick access to citation statuses and

enabling efficient management of parking enforcement tasks and reports. All of the data that is collected by the Azure Web Applications will be stored in the Microsoft OneLake data layer via Microsoft Power BI. The reports will be customized based on the collaboration with the client to determine what reports and data is needed.



## Delinquent Ticket Collections

In order to meet the STLTO’s needs for delinquent collections, Hudson has partnered with Duncan Solutions. Duncan brings a fully realized, nuanced, and opportunistic collection solution that routinely outperforms competition using their innovative solution, AutoCOLLECT™. Duncan’s AutoCOLLECT solution provides the right blend of proven and refined collection methods, industry leading technology, and seasoned, highly trained collections personnel to the STLTO. The Duncan solution is customer-focused, technologically advanced, and effective in recovering the most debt and meets or exceeds the key requirements in the STLTO’s RFP. AutoCOLLECT is a nationally recognized system, designed to manage complex, high-volume vehicle base-receivables. Services and benefits of our solution include:

- **Analysis and Segmentation:** Duncan assesses the collectability of accounts based on a variety of debt characteristics, both upon assignment and on an ongoing basis. This approach gives us the flexibility to employ targeted initiatives to enhance revenues and is successful in collecting aged receivables.
- **Locating the Debtor:** Duncan recognizes the importance of current, accurate contact information. Duncan can mobilize best practice debtor identification tools and processes to ensure collectors have the best available contact information.

### Duncan’s scale: by the numbers (annual volumes)

Nationwide clients	200+
Revenue recovery for clients	\$425 million
Citations processed	8 million
Permits processed	350 thousand
DMV lookups	30 million
Average registered owner hit rate	90%

- **Escalation:** When notices and outbound calls fail to effect payment, Duncan offers escalation techniques, as an option and based upon client-defined rules, to motivate motorists to resolve their debt.

Duncan's collections methodology leverages leading edge technology, robust resources, and the expertise of seasoned team members, and is customized to address each of the program specifications defined in the STLTO's RFP. Using a straightforward model, Duncan maximizes efficiency by obtaining and using data to generate smarter collection campaigns, all in strict conformance with regulations such as the Fair Debt Collection Practices Act (FDCPA), the Telephone Consumer Protection Act (TCPA), and the Fair Credit Reporting Act (FCRA).

## Systems & Ongoing Operations Training

The Hudson team has been honored to be recognized and receive the **St. Louis Lambert International Airport Catch Us Giving Award** every year from 2019 to 2023 and for providing an exceptional customer experience at STL and have been awarded the **Explore St. Louis Hospitality Heroes Award from The St. Louis Convention & Visitors Commission** for 2023, 2020 and 2019. Both programs acknowledge Hudson staff for their outstanding customer service and hospitality in serving citizens and visitors. These hallmarks are what our team strives to achieve every day without fail. Our team will continue to provide the highest levels of service to the STLTO, Gateway and PVB operations.

At Hudson and Associates, we deeply value the professional growth and well-being of our employees. Our commitment to fostering an enriching work environment is manifested through our comprehensive internal training initiative, **The Peak Performance Academy**. This program offers specialized, role-specific training sessions each quarter, ensuring our team not only excels in their current roles but also paves the way for future growth. Our focus on high-quality work and exceptional customer service is at the core of these training efforts.

In addition to skill development, we believe in the power of professional development. Staying abreast of industry trends and technological advancements is crucial in our rapidly evolving sector. To this end, we ensure continuous education for our staff through engagement with premier industry Organizations, such as **IPMI Certified Administrator of Public Parking (CAPP)** certification, among other prestigious accolades. This support not only enhances their personal expertise but also contributes to our collective mission of service excellence. At Hudson and Associates, it's about more than just meeting expectations; it's about setting new standards through an unwavering investment in our people. Their growth, well-being, and above-average compensation reflect the extent of our commitment to ensuring every team member feels valued and empowered.





# PROJECT INTEGRATION TIMELINE

Hudson's established teams ensure a smooth transition for STLTO's parking operations, with existing services maintained by our proficient PVB and Gateway personnel, under the leadership of Ms. Stapleton and Mr. Lee. The outlined plan will detail the steps and timelines for incorporating our proposed cutting-edge solutions, ensuring a cohesive and efficient upgrade to the current systems. Due to the nature of the implementation, many of these tasks can run concurrently with the longest item being 20 weeks.



1-4 weeks

## TRANSITION PLANNING

This period will allow our team to meet with STLTO staff to detail and approve transition activities.



20 weeks

## FLOWBIRD UPGRADE & INTEGRATION

Integrate new Flowbird hardware to support Tap-to-pay, citation payment at pay station, and other updates.



10 weeks

## UNIFIED DASHBOARD INTEGRATION

Application development and integration including API connections, dashboard/report development, and training.



22/5/2022  
8-10 weeks

## GATEWAY & PVB SYSTEMS UPGRADES

Implementation of technology, vehicle, and systems upgrades

# REFERENCES



**Carl Phillips | Independent (former Parking Administrator - City of St. Louis)**  
3965 Dublin Avenue  
Los Angeles, CA 90008  
(310) 895-4120

**Parking Spaces:** 8,500



**Gregory D. Lockett | General Manager, SP Plus**  
St. Louis - Lambert International Airport  
Super Park Operations  
10701 Lambert International Blvd.  
St. Louis, MO 63145  
(314) 890-2821

**Parking Spaces:** 9,048  
**Annual Revenue:** \$35M



**Benoit Reliquet | President, NAM, Flowbird**  
Unit 7 - 40 Twosome Drive  
Moorestown, NJ 08057  
(856) 813-6255



**PARKING MANAGEMENT SOFTWARE**  
by EDC Corporation

**Kevin Fisher | Account Manager, AIMS Parking**  
EDC Corporation  
105 Wyoming Street, Suite 300  
Syracuse, NY 13204  
(315) 727-3683



**Marc Lucey | VP, Parking and Mobilty Solutions, Duncan**  
N95W31301 County Line Road  
Hartland, WI 53029  
Phone

City of New Orleans Parking Management  
Operations - Ticket Processing, Adjudication,  
Enforcement, Boot/Tow Services

# COMPANY FINANCIAL INFORMATION

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Hudson and Associates, LLC

**Consolidated Income Statements** | As a privately held company, Hudson & Associates' financial statements are held confidentially and are available upon request, with a strict adherence to privacy and discretion. We are prepared to share these details in a secure and confidential manner as needed.

## **Financial References |**

**Midwest Bank Centre**  
5017 Gravois Avenue  
St. Louis, MO 63116

Ajla Zigic | Vice President, Community & Economic Development  
314-544-7229

**Simpjoy, Inc.**  
13023 Tesson Ferry Road #105  
St. Louis, MO 63128

Jay King | CEO  
314-375-0030

**Pending Lawsuits/Litigation** | In January 2021, a lawsuit was filed against Hudson and Associates and the City of St. Louis. However, since then, there has been no significant progress in the case, and it has been dormant since 2022. The Plaintiff has not taken any action to pursue their claims against Hudson and Associates. The lawsuit is related to the existing contract for parking services, which is set to expire in April. We believe that the lawsuit does not pose any significant risk to the company.

**MBE/WBE Utilization** | Hudson & Associates, a **certified MWBE** firm, has partnered with the following M/WBE firms to support our management of STLTO's parking operations:

A-1 Private Investigations	Certified MBE	Stationary & Mobile Security
Added Dimesion	Pending MWBE	Marketing/Community Outreach
Compliance Solutions	Pending WBE	2nd Tier (Duncan) Call Center
Document Imaging Solutions	Certified MWBE	Uniforms/Apparel
Kane Energy	Certified MBE	Electric Vehicle Charging Support
Revive Janitorial	Certified M/WBE	Facility Cleaning
SoulardSoap	Pending MBE	Uniform Cleaning
Stepney Bros. Auto Body	Certified MBE	Vehicle Repair