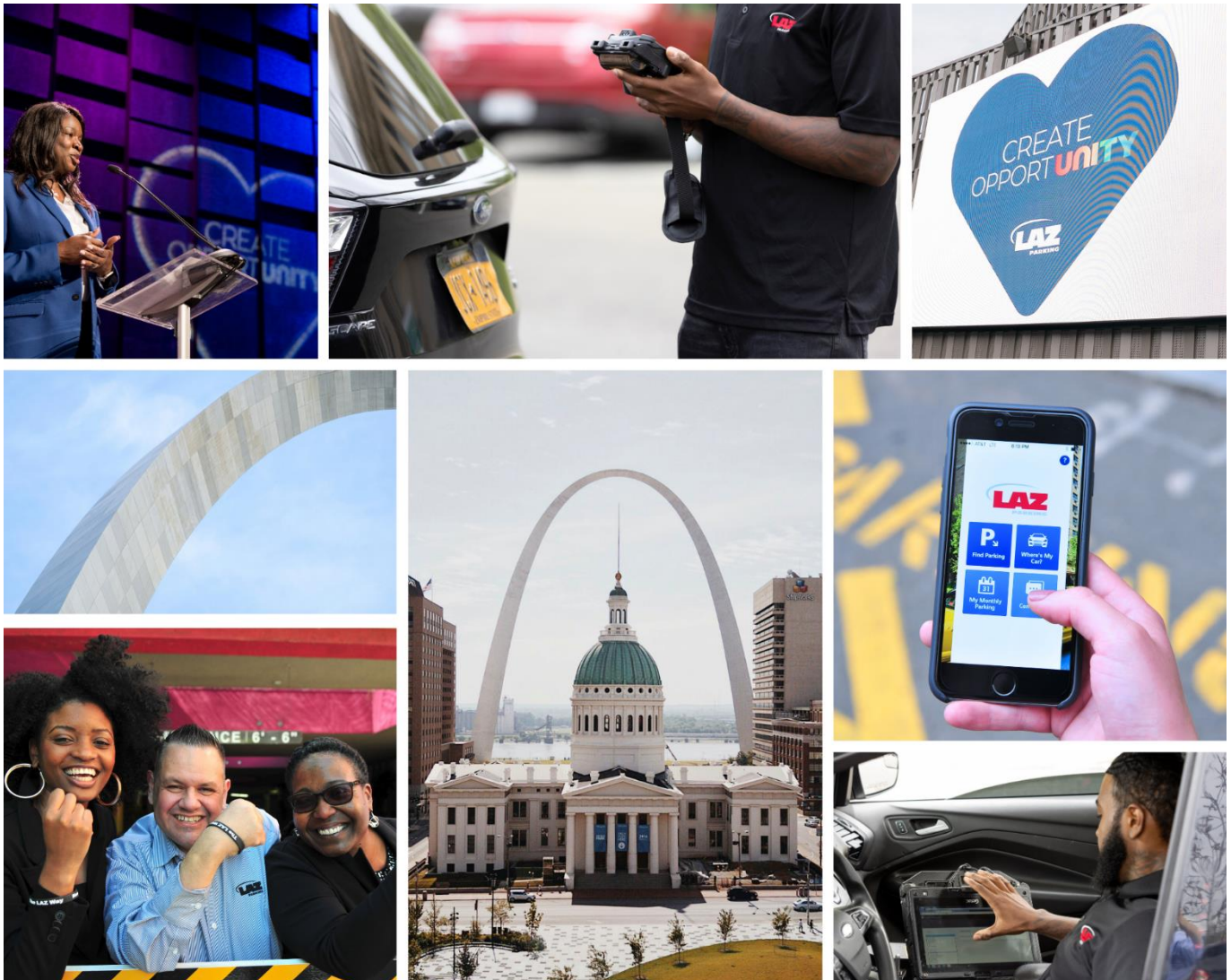


Citation Management, On-Street Meter Maintenance & Coin Collection, Booting & Towing Program, Delinquent Ticket Collections

City of St. Louis, MO | February 23, 2024



2023-25
**ACCREDITED
PARKING**
ORGANIZATION®

COVER LETTER

February 23, 2024

City of St. Louis Treasurer's Office

ATTN: Lenny Freeman, Parking Administrator and James Sykes, Special Projects Coordinator

1200 Market Street, Room 220 | St. Louis, MO 63103

freemanl@stltreasurer.org

RE: LAZ PARKING RESPONSE TO RFP – CITATION MANAGEMENT, ON-STREET METER MAINTENANCE & COIN COLLECTION, BOOTING & TOWING PROGRAM, DELINQUENT TICKET COLLECTIONS

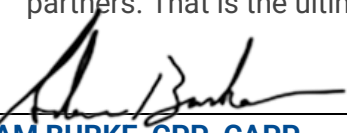
Dear Lenny, James, and the City of St. Louis:

In our proposal to the vibrant City of St. Louis, LAZ Parking envisions a seamless combination of innovative parking solutions with the city's rich cultural tapestry. Embracing the iconic Gateway Arch, our approach blends cutting-edge technology and a commitment to efficiency, creating a parking management experience that mirrors the dynamic spirit and historical charm of this iconic American city. Building on our proven track record, we bring previous parking experience, assuring the City of St. Louis that our solutions are not just tailored but time-tested, ensuring a parking landscape that aligns seamlessly with the unique needs of this historic locale. LAZ Parking has been a local company in the state of Missouri since 2016 and employs over 72 team members who live and work in the region.

LAZ Parking acknowledges its participation in all pre-proposal activities for the City of St. Louis, MO, and confirms receipt of all addenda related to the proposal.

With LAZ Parking the City of St. Louis will receive:

- **Best-in-class Pricing:** LAZ Parking's national footprint as the largest privately-owned operator allows us to negotiate and receive the best pricing for equipment, hardware, software, and technology components. These savings are passed on as savings to our clients and their bottom line. This allows us the most competitive advantage, and better bottom line for our clients!
- **Municipal Experience:** LAZ Parking has a team fully dedicated to the success of our municipal clients. From coast-to-coast, our team has seen it all and has the proper processes and recommendations to uniquely fit the needs of St Louis!
- In the end, what we do is not about parking cars, it's about serving the residents of our municipal partners. That is the ultimate driver in every decision we make!

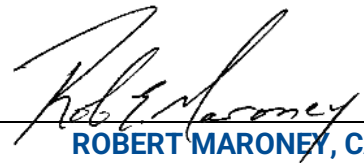


ADAM BURKE, CPP, CAPP

Regional Vice President

312.505.4515

aburke@lazparking.com



ROBERT MARONEY, CAPP

VP of Government and University Services

804.921.5019

rmaroney@lazparking.com



COMPANY RESOLUTION

OF

MEMBERS OF LAZ PARKING MIDWEST, LLC

THE UNDERSIGNED, LAZ KARP ASSOCIATES, LLC, being the sole member of LAZ PARKING MIDWEST, LLC a limited liability company organized and existing under the laws of the State of Connecticut and authorized to do business in Missouri (the "Company") hereby represents that:

A Meeting of the Members of the Company was held on February 16, 2024.

At said meeting after motion duly made and seconded, the following Resolutions were unanimously adopted:

RESOLVED, that the Company is hereby authorized to sign any and all documents, contracts and agreements in regard to: Citation Management, On-Street Meter Maintenance & Coin Collection, Booting & Towing Program.

FURTHER RESOLVED, that Todd Rosen, Senior Vice President or Robert Maroney Vice President are authorized to sign such documents, contracts and agreements and such documents, contracts and agreements shall be binding upon the Company.

DATED at Hartford, Connecticut, this 16th day of February, 2024



Glenn T. Terk, General Counsel



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EXECUTIVE SUMMARY

The insights we share here aren't just about introducing LAZ Parking as a dynamic national and local parking operator; they're a journey into how we wholeheartedly immerse ourselves in the communities we serve. Join us as we unveil our story of growth, partnership, and shared success in the vibrant world of parking management!

Why LAZ Parking?

As you dive into the forthcoming section with our references and explore our Statement of Qualifications, we encourage you to connect with these individuals and teams. Their stories will resonate with the unmatched strength and proven reliability that define us. In every circumstance, we stand ready to innovate, exceed expectations, and be your unwavering partner in parking services.

Unique Benefits and Similar Experience

LAZ Parking was founded in 1981 and has been at the forefront of the parking industry for decades, consistently innovating and adapting to the changing needs of our customers. We are the largest privately-owned parking company in the country, with the broadest experience and finest employees in the industry.

Our proposal includes several similar municipal references and success stories that demonstrate our ability to design, implement, and manage large parking systems just like yours – both in Missouri and throughout the United States.

We keep a constant focus on implementing efficient operational procedures, dynamic and strategic solutions, revenue integrity systems, revolutionary technology applications, and best-in-class customer service initiatives and will continue this focus as your reliable, innovative, and collaborative partner in parking operations.

Our Expertise: LAZ Parking Missouri Services and Solutions

We currently oversee parking operations of over 25 locations, encompassing over 12,700 parking spaces. We have proudly become a staple among “local Missouri” businesses, organizations, and cities. We proudly serve local municipalities, such as Kansas City, MO; and we also proudly service local businesses across St Louis and state-wide, such as commercial properties; mixed-use buildings; residential developments; the largest crowd-drawing events; and the top hospitality services, including Class AA commercial parking facilities.

We stand apart from basic parking operations seen across the industry, and we continually deliver the highest net operating income to our clients, while providing unmatched and unwavering top-tier guest service. Supported by a longstanding, proven track record, in the 8+ years serving both local and statewide locations, we remain synonymous with “the best in parking” and “parking excellence.” We hire

the top professionals in our industry and have the most combined years of professional parking management experience among any operator in the market.

Commitment to the Community

LAZ IN ACTION & BEHIND THE SCENES



GET AN INSIDE LOOK AT LAZ PARKING'S INTERNAL CULTURE AND COMMUNITY IN ADDITION TO THE HOMETOWN COMMUNITIES WE SERVE. SCAN THE QR CODE TO WATCH "THE LAZ WAY" ON OUR YOUTUBE CHANNEL!



Tailored Solutions

LAZ Parking builds customizable solutions focused on ensuring a high performance, sustainable, reliable, and efficient system. Our pledge is not to just create "cookie cutter" models but incorporate proven solutions and best practices from our experience that address your specific needs.

While we look forward to having more active discussions with your key stakeholders, the list below summarizes the unique benefits customers will receive from LAZ Parking:

- **Innovative Parking Technology Consulting:** Guiding you towards cutting-edge parking solutions.
- **Strategic Marketing Innovations:** Crafting creative marketing strategies to enhance your brand.
- **Operational Excellence:** Streamlining operations, reducing expenses, and minimizing losses.
- **Tech-Savvy Solutions for the Modern World:** Providing forward-thinking technology solutions.

Citation Management, On-Street Meter Maintenance & Coin Collection, Booting
& Towing Program, Delinquent Ticket Collections

Respondent's Checklist

Please ensure all documents listed on this checklist are included, in said order, and/or acknowledged with your submission. Failure to do so may subject the proposer to disqualification.

**TECHNICAL PROPOSAL ENVELOPE SHALL CONTAIN ONE (1) ORIGINAL,
THREE (3) COPIES & ONE ELECTRONIC COPY OF THE FOLLOWING:**

- ☒ Cover Sheet (Appendix A)
- ☒ Letter of Transmittal
- ☒ Respondent's Checklist (this form)
- ☒ Project Narrative/Submission Requirements
- ☒ Organization chart, position descriptions and staff roster for lead personnel
- ☒ Proposed staffing including number of personnel and position descriptions
- ☒ Scope of Services
- ☒ Marketing Samples
- ☒ Projected Integration Timeline
- ☒ References
- ☒ Cost Proposal (Appendix C)
- ☒ Company Financials (refer to General Instructions and Conditions I)
- ☒ W9 Form
- ☒ Acknowledgement of Addenda (submission of copy of addenda issued, if any)
- ☒ Electronic Copy (emailed/uploaded PDF)

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City of St. Louis, MO- Citation Management, On-Street Meter Maintenance & Coin Collection, Booting & Towing
Program, Delinquent Ticket Collections RFP

A) COVER SHEET: APPENDIX A

In this section, LAZ Parking has completed and signed the City of St. Louis's Appendix A Response Cover Sheet.

Appendix A: RFP Response Cover Sheet

Vendor Name:	LAZ Parking Midwest, LLC
Vendor Address:	416 Nichols Rd., Kansas City, MO 64112
Primary Contact Name:	Adam Burke, CAPP, CPP - Senior General Manager
Primary Contact Phone:	(760) 815-9565
Primary Contact Email:	ABurke@lazparking.com
EIN:	26-3882863

Check all the boxes for the portions of the RFP that you are applying for. The following proposal is responding to:

- ☒ A. Citation Management
- ☒ B. On-Street Meter Maintenance & Coin Collection
- ☒ C. Booting and Towing Program
- ☒ D. Delinquent Ticket Collections

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City of St. Louis, MO- Citation Management, On-Street Meter Maintenance & Coin Collection, Booting & Towing Program, Delinquent Ticket Collections RFP

B) SERVICE NARRATIVE

Since 1981, LAZ Parking has grown and adapted alongside our customers and their communities. Today, we operate over a million parking spaces in thousands of locations across the country – including many of our original locations. We pledge to build on this experience to create customized parking services for the City of St. Louis.

Experience in the Municipal Market

Description of services and plan for supporting the needs of the City of St. Louis Treasurer’s Office. • Narratives should address their ability to provide services for Municipal Government(s).

LAZ Parking stands as an experienced and rapidly expanding privately owned parking operator in the United States, leading the charge in digital parking technology. Our journey began in Hartford, CT, back in 1981, fast forward four decades later, and we’ve honed our expertise to deliver top-tier parking management and transportation services.

Today, LAZ operates a staggering 1.4+ million parking spaces nationwide, spanning an impressive 4,250+ locations, touching down in 43 states, and serving 450+ cities. Our commitment to excellence is recognized on a national scale, as we proudly hold the Accredited Parking Organization (APO) status. We’re renowned for our unwavering dedication to responsible parking management, operational brilliance, exceptional customer experiences, sustainability initiatives, and unwavering commitment to safety and security. Our diverse portfolio encompasses a wide spectrum, including on-street and off-street municipal parking, transit parking systems, entertainment and event parking, commercial and residential buildings, hotels and resorts, office complexes, mixed-use projects, hospitals and medical centers, airports, university parking, shuttle services, and valet-oriented parking solutions.

LAZ Parking Fast Facts	
Founded:	1981
Number of Locations:	Over 3,700
Number of Parking Spaces:	Over 1.4 Million
Annual Managed Revenues:	\$1.4 Billion
Number of Employees:	14,400
States / Cities:	43/ 469
Portfolio Mix:	Managed, Leased, and Owned
Service Lines:	Hospitality, Commercial, Healthcare, Airports, Transportation, Universities, Government, Retail, Events and Venues



Leading the Way in the Municipal Market

LAZ Parking is a leading provider, specializing in parking solutions tailored for municipalities and government agencies nationwide. Our all-encompassing approach to parking management is rooted in sustainability, aimed at enriching communities, streamlining parking operations, and fortifying the financial standing of our clients.

Within our Government Services team, we boast an unrivaled track record in managing municipal parking facilities and on-street programs. We oversee over 410,000 parking spaces on behalf of federal, state,

and local government agencies, including the management of over 120,000 on-street meters. Our strategic focus revolves around the implementation of efficient operational procedures, dynamic marketing campaigns, robust revenue integrity systems, groundbreaking technology applications, and customer service initiatives that set the industry standard.

OMNIA Partners

LAZ Parking is a vendor and partner with OMNIA Partners, previously NCPA (National Cooperative Purchasing Alliance). As your ally in the purchasing process, OMNIA Partners is dedicated to optimizing procurement for your organization. Our goal is to improve the way your organization identifies, evaluates, and procures what they need at the best value. With free membership, you'll gain full access to our portfolio of leading national supplier contracts, spend visibility, analytics, and subject matter experts. We are happy to discuss more upon the City's request.



IPMI Accredited Parking Organization (APO)

LAZ Parking is an Accredited Parking Organization (APO) and is nationally recognized for its best practices in responsible parking management, operational excellence, customer experience, sustainability, safety, and security.



Government and Community Solutions

From the coast to the country, LAZ Parking collaborates with municipalities and government agencies spanning the breadth of the United States. Our footprint extends from vibrant urban centers to the serene countryside and picturesque coastlines. We've had the opportunity of working with numerous public sector clients, each contributing to our extensive portfolio. Here's a glimpse of some of our valued clients, along with the approximate number of spaces we manage for each.

- Washington Metro Area Transit Authority (59,000)
- Chicago Meters System (36,000)
- San Francisco (27,000)
- Montgomery County, MD (21,500)
- New York City Housing Authority (20,000)
- NY Metropolitan Transit Authority (16,600)
- Lincoln, NE (14,780)
- Inglewood, CA (12,750)
- Los Angeles Beaches & Harbors (11,120)
- Long Beach, CA (10,300)
- Rhode Island State Beaches (8,100)
- Lowell, MA (7,100)
- Aurora, CO (7,000)
- Kansas City, MO (6,600)
- Stockton, CA (6,145)
- New Rochelle, NY (5,870)
- Worcester, MA (5,840)
- Columbus, OH (4,250)
- Norwalk Parking Authority (3,765)
- Stamford, CT (3,400)
- West Hollywood, CA (3,360)
- Maryland DOT (3,200)
- San Francisco Municipal Transportation Authority (3,115)
- San Leandro, CA (3,000)
- Las Vegas, NV (3,000)
- California State Parks (2,665)
- City of Syracuse, NY (2,525)
- Alameda County, CA (2,500)
- Wilkes-Barre, PA (2,450)
- New London, CT (2,210)
- Nashville, TN (2,000)
- Port of Galveston, TX (2,000)
- Baton Rouge, LA (2,000)
- Coral Gables, FL (1,775)
- Frankfort, KY (1,590)
- Arvada, CO (1,100)
- Hamilton County, TN (975)

Beyond Parking: Value Added Services

Exemplary responses will include suggestions for improvements or address the value-added services (See “evaluation criteria”)

Benefits of Partnering with LAZ Parking

With LAZ Parking, the City of St. Louis will receive un-matched support through our dedicated Government Services Division. Our team of subject matter experts will provide valuable insight into the latest technology, and trends in the parking and mobility industry.



COST-FREE RESEARCH PERIOD. LAZ Parking will perform our initial 60-day assessment at no cost to the City. This effort will include all aspects of operational planning, technology review and recommendations, staffing plans, review of all current parking policies and a complete status quo analysis and budget development. This effort would be led by our national Government Services support team and supported by our regional operating team.



PAY STATIONS. LAZ Parking has procured industry best pricing on most parking equipment and will pass the savings onto the City of St. Louis if and when the need to replace the current meter system arises. LAZ Parking can also amortize the cost of CAP EX purchases over the lifetime of the contract.



LAZGO MOBILE APPLICATION WITH TEXT TO PARK. As more and more parking customers are utilizing pre-paid or mobile applications to pay for parking, our eCommerce platforms can

supplement the current mobile pay program to offer consumers additional options. LAZgo mobile solutions integrates with any other third-party payment or aggregators. This customized eCommerce solution lets us provide the most convenient customer payment methods available. Its meter integration will facilitate parking reservation and help manage spaces and demand better, especially during special events.



BUSINESS INTELLIGENCE SUPPORT. Our Business Intelligence program will provide unique data visualization, keeping you constantly apprised of your parking operations. This solution is also integrated with most leading technology vendors and products. We offer free development of this program and no licensing fees for the first six months. Future costs would be based on the City's desired requirements.



CUSTOMER CARE CALL CENTER. As a supplement to the Parking Violations Bureau customer service agent, we can also institute around the clock customer service with our internal Centralized Customer Care Call Center program to integrate with the City's pay systems and enforcement system that will benefit local automation processes, if desired. The center provides customer care support for hundreds of locations nationally, servicing millions of calls annually for municipal, mass transit, commercial and residential clients.



INTENSIVE MARKETING SOLUTIONS. We will tirelessly market your program to improve utilization and increase revenue. Our managers will keep abreast of the local market and demand and actively endeavor to utilize all spaces to their fullest potential.



CONSULTING & AUDIT SERVICES. LAZ Parking offers our consulting services free of charge, working alongside you to develop unique and innovative parking solutions to make your parking operation an overwhelming success.



LAZ UNIVERSITY. We have developed LAZ University to teach our employees The LAZ Way of doing business. From embracing our strong culture to the practicalities of parking cars, we are committed to long-term personal growth and development – including providing credits toward CAPP certification.



FINANCIAL STABILITY. Our strong balance sheet lets us stand ready to invest in new parking management systems and capital expenditure for this project. We have significant working capital through a \$175 million syndicated revolving credit facility provided by JPMorgan Chase Bank, N.A. Our long-term vendor relationships and buying power also provide cost savings.



PROFESSIONAL FULL-SERVICE CUSTOMER-FOCUSED OPERATION. We provide highly trained staff with a commitment to stellar customer service. Our ambassadorial approach to this contract will highlight our approach that reflects the values of our organization. This includes immediate response to inquiries, complaints and requests for assistance, plus ongoing training in conflict resolution and ambassadorship.

C) EXPERIENCE, CAPACITY AND QUALIFICATIONS

With a proven capacity to manage and implement parking solutions seamlessly, LAZ Parking is poised to bring unparalleled expertise and innovative strategies to the City of St. Louis. Our extensive experience and commitment to efficiency make us the ideal partner in crafting a parking landscape that enhances urban mobility and elevates the overall experience for residents and visitors alike.

Leaders at LAZ Parking

Local Missouri-Based Team

MARK HALL – PROJECT MANAGER



Mark joined LAZ parking in 2023 as the Project Manager overseeing several Class A office towers in the greater St. Louis market consisting of over 2000 total spaces servicing financial, legal, engineering, and software-based patrons. Mark came to LAZ Parking having worked 33 years as a St. Louis Police Officer, and parking facilities management for 5 years prior. He prides himself on customer service, client satisfaction, teamwork, and fiscal performance. With over 3 decades of management and team-oriented experience, Mark leads his teams through example by being a constant and visible presence to his frontline and managerial team members. He earned his bachelor's in psychology from Western Illinois University. Mark will be supported by the St Louis Regional Vice President, Adam Burke.

CHRIS RODRIGUEZ – DIRECTOR OF OPERATIONS



Chris will support Mark and the municipal team as the Director of Operations. He is a long-time resident in the St Louis area, and graduated from Lindenwood University with a Bachelor's Degree. In his professional career, Chris has served over 20 years in various management and leadership roles. Chris has over 10 years of parking experience in the St Louis market and will therefore be an incredible asset to the operation.

ADAM BURKE, CAPP – REGIONAL VICE PRESIDENT



Adam joined LAZ Parking in 2004, bringing extensive operational experience across various parking sectors. With a background in luxury hotels and restaurants in Southern California, he has successfully grown the Missouri and Nebraska markets, managing over \$26.8MM in client revenue for 50+ operations. Adam's responsibilities include executive leadership, business development,

financial and operational analysis, and strategic planning. He holds a Bachelor of Business Administration from the University of San Diego and an Executive Certificate in Hotel Real Estate Investment and Asset Management from Cornell University.

Government Services team and National Resources

CARRIE ANN VERGE – DIRECTOR OF FINANCE, AIRPORT AND GOVERNMENT SERVICES



Carrie Ann Verge joined LAZ Parking in 2021 as part of the acquisition of Serco Parking Services. In her role as Director of Finance, she plays a vital role in ensuring the financial oversight and compliance of our national municipal portfolio. With over two decades of experience in the Transportation Industry, Carrie Ann has a strong background in supporting and managing government, state, and local contracts. She has a proven track record in developing price-to-win strategies, conducting P&L forecasting and analysis, ensuring contract compliance, and overseeing internal audits. Carrie Ann holds a Bachelor of Science degree from Middle Tennessee State University (MTSU). Her expertise and dedication make her an invaluable asset to our team, contributing to our continued success.

PETER CHO, CAPP – SENIOR OPERATIONS MANAGER, GOVERNMENT SERVICES



Peter joined LAZ Parking as a Senior Operations Manager in 2021 through the acquisition of Serco Parking Services. In his current role, Peter provides operational support for all legacy Serco parking programs and ensures operational compliance across LAZ Parking's Government Services initiatives. With over twenty-five years in the Parking Industry, Peter is a leader known for managing complex municipal and commercial parking programs. His expertise and commitment have led to enhancements and sustained success in operations, including notable contributions to cities like West Hollywood, Inglewood, San Francisco, San Mateo, Santa Ana, Chicago, and Montgomery County. Peter achieved the designation of a Certified Administrator of Public Parking (CAPP) in 2022.

MUHAMMAD MANSOOR, CAPP – VICE PRESIDENT, MUNICIPAL SERVICES



Muhammad Mansoor is a respected figure in the parking industry, bringing his expertise to LAZ Parking's Government Services division. He serves as a subject matter expert, ensuring high-quality service delivery across government parking contracts, with direct responsibility for on-street parking contracts nationwide. With a 20-year career marked by innovation, Muhammad has led the implementation of cutting-edge technology and worked with cities to transform urban spaces. He is an active member of key industry associations and holds a Six Sigma Yellow Belt certification, demonstrating his commitment to excellence.






Rob, Vice President of Government Services at LAZ Parking since 2015, brings over two decades of experience to the role. Based in Richmond, VA, he oversees the dynamic growth of the Government Services market, focusing on municipal agencies and public-private partnerships. Rob's extensive background in government operations and management includes serving as the Director of Parking for Norfolk, VA, and the Director of Parking and Transportation for Virginia Commonwealth University. He is actively involved in national and regional parking associations and holds a Government and Fine Arts degree from the College of William & Mary, along with the Certified Administrator of Public Parking (CAPP) designation.

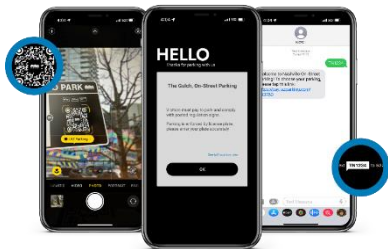
Related Service and Case Studies

Examples of Related Services or Case Studies

City of Nashville, Tennessee

Population: 689,447 | Served by LAZ Parking

 Situation	 Approach	 Impact
Industry and Project Scope:	Solution Details:	Impact of Project:
In 2022, LAZ Parking was awarded a contract by City of Nashville to undertake a comprehensive initiative aimed at enhancing the performance of Nashville's parking system and to improve the efficiency and effectiveness of the parking system in both the Central Business District and non-Central Business District areas.	LAZ Parking implemented the following strategies to achieve the objectives. Parking infrastructure upgrade and modernization of the citywide parking system, expansion of paid parking areas, implementation of a fully integrated electronic citation management system, introduction of cutting-edge Vehicle License Plate Reader (LPR) technology, comprehensive data reporting and analysis via Parking Business Intelligence dashboard and streamlining the City's residential parking permit program.	Improved parking management, enhanced enforcement capabilities, increased revenue generation, streamlined residential parking permit program and improved customer service and citizen satisfaction.



D) SCOPE OF SERVICES

With a commitment to seamless urban mobility, LAZ Parking's approach to work in the City of St. Louis is marked by innovation, efficiency, and a tailored understanding of the local landscape. Our comprehensive scope of services encompasses cutting-edge technology integration, personalized customer experiences ensuring a parking management solution that harmonizes with the vibrant spirit of St. Louis.

Approach to Work

As outlined in Section 3 (Specific Tasks and Proposal Requirements)

The City of St. Louis deserves a reputable parking company with extensive experience managing complex parking operations with proven methodologies and a firm understanding of the required scope of services outlined in the RFP.

LAZ Parking as the prime contractor is willing and able to fully manage all aspects of the program, including working with our partners to deliver best-in-class services that meet and exceed all the requirements set forth by the City. Over the next several pages, we will present our approach to successfully managing each component of the parking program that will leave no doubt as to why LAZ Parking is the right company to partner with to manage this complex parking operation.

Being the prime contractor, LAZ Parking proposes the following personnel schedule that will be dedicated to managing the day-to-day operation of the program. Our proposed manager will spearhead and manage the subcontractor relationships as well as oversee the daily meter operations, the booting and towing team, and our staff at the Parking Violations Bureau.

Staffing	Meter Collection and Maintenance		Customer Service, Booting and Towing Team	
Positions	# Staff	# hours/wk	# Staff	# hours/wk
Project Manager (Local Manager)	1	40		
Lead Meter Technician	1	40		
Meter Collector	4	160		
Meter Maintenance Technician	4	160		
Customer Service (Parking Viol Bureau)			3	100
Booting Supervisor			1	40
Booting and Towing Officer			6	240

Meter Maintenance and Coin Collection

LAZ Parking will directly operate this essential service with our dedicated team of professionals. The size and scope of the meter footprint call for experienced knowledgeable staff that will not only collect the meter revenue but also maintain and repair the equipment. Throughout our portfolio of meter programs we manage on behalf of cities, we have proven policies and procedures that will safeguard the City's revenue and assets. Our methodologies are built on decades of experience, harnessing best practices and data-driven decisions as they relate to collections, meter maintenance, and repair in order to maintain optimal uptime of the meter system. Our lead technician will have Level 2 certification from IPS and Flowbird that entails a weeklong training at their respective offices.



APPROACH TO COLLECTIONS

LAZ Parking has stringent controls in place to ensure that all collections are properly recorded and accounted for. The production of optimal routes and schedules is not a static activity—collection schedules require constant review and the ability to adjust collection frequency, if necessary. Our established methods and techniques for analyzing and interpreting data to deliver greater efficiencies will continue to improve as we share insights and suggestions with the City.

Upon contract award, we intend to use the detailed revenue analysis reports and City requirements as the core data to determine whether routes need to be adjusted in frequency or crew configuration (our parking meter collection plan). By frequently assessing collection routes, we optimize the use of collection resources.

We have an intimate knowledge gained through years of experience of the geographical landscape and, as importantly, the traffic patterns of the cities where we operate. This knowledge allows us to take local geography and traffic into account for routing purposes when new meters are installed, or route plans change. Our plans consider the different parking meter rates and payment methods. For example, routes with high credit card usage often require lower collection frequency than ones with higher coin revenue. LAZ Parking will review collection plans closely with the City each month and adjust them accordingly to meet new demands and parking meter revenue changes, while ensuring that no parking meter canister is more than 85 percent full at any time.

We will continue to evolve and respond to the changing parking meter revenue environment as new technologies in parking meter payment systems are introduced, applying a thorough and detailed examination of all reported data to the routing and scheduling of the collection plan. Recognizing the importance of data and analysis in the production of efficient collection plans, we propose to hold monthly meetings with City personnel to ensure the most accurate representation of data. If data accuracy has anomalies, we initiate action to confirm and then adjust as necessary.

KEY FEATURES OF OUR PROPOSED COLLECTION PLAN INCLUDE:

- Using daily, weekly, and monthly route and meter revenue data, meter parking rates, payment methods and meter technology to determine the best routes.
- Designing collection work so that the number of collection crew shifts required to collect the assigned meters maximizes revenue across the five (5) workdays of the week.
- Keep multi-space meter collection into single routes to enhance revenue tracking.
- Minimizing non-productive time by reducing driving time between collection routes, enabling collectors to collect more parking meters and avoid sitting idle between routes or spending time driving extended distances between routes.
- Maintaining a detailed repository of collection routes which list locations, inventory, collection frequency, days collected, and collection crew responsible for each route. As revenue increases or decreases in each area, LAZ Parking will propose collection frequency changes to the City as needed.
- Implementing any scheduling changes by the City within five (5) business days of notification.
- Reviewing subzone maps immediately upon contract award and updating as necessary. Each collection crew member carries a set of maps to ensure that collectors are aware of the routes and do not miss collecting any meters.
- Optimizing collection route and subzone boundaries in association with the collection maps.
- Providing special collections on holidays and weekends as requested by the City.
- Providing special collection days citywide for loose coins in the meter wells as requested by the City.
- Providing a specific crew for just-in-time collections for all major holidays including New Years, Memorial Day, Labor Day, and July 4.
- During the weeks in which a holiday falls, we adjust collections accordingly on the other business days to cover the lost day and ensure that all revenues are collected.

All collections will be accomplished in a rotation period with collection frequency reflecting meter usage. All meters will be collected in accordance with the plan established by City-approved rotating schedule and will be changed accordingly as needed. We maximize collection routes and schedules to ensure adequate time for meter auditing and will work with the City for final approval of all routes and schedules provided to our collectors. Our collectors also will report out-of-service meters or other discrepancies observed during the collection process using our proposed Meter Maintenance App.

METER MAINTENANCE PROCEDURES

Meter issues reported by the City, the public or the meter management system will be responded to within 2 hours during normal business hours. The meter supervisor will run a Faulty Meters Report and Non-communicating Meters Report on a weekly basis, in addition, the supervisor or the meter technician will provide these reports to Metro on a weekly or daily basis as agreed. As part of their regular

assignments, our maintenance staff will also install and remove meters as well as straighten all bent meter posts reported unless removal and replacement are required.

As part of their daily duties, they will change meter batteries, coin validators, card readers, lens covers, or any other meter parts as necessary. They will also conduct daily tests of meter batteries and re-charge them as needed. They will replace meter mechanisms and ship them to the meter manufacturer for repairs if they are unable to repair the meter in our shop. They will also repair minor issues, such as vault doors, locks, or other related hardware as necessary. As part of their regular assigned maintenance schedule, crew will paint metered areas for short-term or restricted uses as necessary.

Multi Space Preventative Maintenance Plan

The Preventative Maintenance (“PM”) Plan is based on a two-tiered approach. The first level of PM, PM 1, is a short PM procedure, and will be determined by the need to change out the paper in the machine. The second level of PM, PM 2, is a full PM procedure and will be based on the number of transactions the machine handles. When the machine reaches a 5,200 transaction threshold an alarm will be triggered in the back-office monitoring system or meter management system (MMS). Technicians are assigned these alarms on a daily basis.

1. PM 1 – Meter Staff
 - a. Each time a machine alarm appears on the MMS, a technician will be dispatched and will do an abridged PM touching all vital components
 - b. The abridged PM will require approximately 3 minutes to complete.
2. PM 2 – Collection Staff and Meter Technician
 - a. Each day a report from MMS of the machines showing an alarm indicating they have reached 5,200 transactions will be pulled. This will be documented on the PM Checklist.
 - b. These pay boxes will be assigned to technicians
 - c. Once the PM has been completed the Supervisor will manually reset the counter on MMS, and the count will go back to zero.
 - d. The full PM will take approximately fifteen to twenty minutes to complete

Frequency

The following procedure is based on an average of 30 transactions per day, with the understanding that certain machines require more attention due to a higher volume of transactions. This will be offset by the machines that have a low daily transaction count and will not require less frequent PM’s.

If a machine does not reach the 5,200-transaction mark in a 12-month period, the meter supervisor will pull a report to look for these machines and a full PM will be scheduled.

1. Based on the average of 30 transactions per day
 - a. The Short PM is expected to occur approximately 40–45 days per machine or 8 times per year
 - b. The Full PM is expected to occur approximately 170–175 days per machine or 2 times per year

Single Space Preventative Maintenance Plan

During regular operations (e.g. non-emergency), Preventative Maintenance (“PM”) is conducted on single space parking meters on a weekly basis. Maintenance technicians conduct PMs on a set schedule, with a methodology based on ensuring each meter receives a minimum number of PMs on an annual basis. This schedule may change year by year as metering devices age and historic data is further compiled.

PM assignments are distributed as relative geographic clusters to efficiently allocate resources.

METER CHECKLIST

1. Align Anti-Pin with Coin Selector
2. Clean Coin Selector with rubbing alcohol making sure to touch all coin rolling surfaces
3. Secure Escrow- Flap screws. Ensure Z-Bar behind escrow moves smoothly & spring is attached
4. Test Escrow flaps
5. Visually inspect Coin Chute for no large gaps (Properly aligned)
6. Elevate Intermediate Cable (Sealant applied as needed)
7. Secure all Circuit Board rain covers
8. Secure Door Assembly screw
9. Contact information is displayed for customers experiencing issues

Citation Management

LAZ Parking has partnered with Duncan Solutions to provide the Citation Management services the City is seeking. LAZ Parking and Duncan Solutions have decades of experience working together to deliver high-quality citation management services to clients throughout the nation.



DUNCAN SOLUTIONS QUALIFICATIONS AND EXPERIENCE

Duncan has 35 years of experience helping government agencies 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. Because of this, Duncan has company-wide expertise in managing and handling the nuances related to vehicle-based debt collection, including secondary collections.

At the core of Duncan's solution is our vendor-hosted application. This is a proven parking management and collection system that meets or exceeds all STLTO requirements. The system has been continually developed, enhanced, and re-engineered over its 35-year history. This experience has molded Duncan's solution into a mature, time-tested, project-proven application that relies heavily on the application of technological advances, best practices, and lessons learned from current and previous deployments. Duncan has provided a map showcasing their extensive nationwide parking experience.

Extensive nationwide parking experience.

Duncan has experience providing parking citation management, collections, and DMV services to more than 200 government clients.

Extensive nationwide parking experience

We have experience with more than 200 government clients.



CAPABILITIES AND EXPERIENCE

Dating back to 1982, Duncan has specialized in recovering debts for government entities. Duncan operations have grown and expanded – attracting more than 200 clients from across the nation and veteran talent throughout the industry. Duncan is a preferred provider of delinquent collections services to agencies across the U.S. Our proven expertise and capabilities in collecting parking violation debts make us sensitive to the unique nuances required when collecting from this type of debtor.

As a nationally licensed collection agency, Duncan has been a premier provider of delinquent collection services and have significant industry experience in collecting a wide range of delinquent receivables. Duncan focuses solely on the public sector, and expertly understands our clients' budgetary and policy goals. Duncan's personnel are trained, and the Duncan solution was developed to handle violation collections. Duncan has learned through experience what works in this type of collections environment and have applied these best practices to similar programs.

COLLECTION SERVICES OVERVIEW

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.

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).

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%

Duncan Payment Options: Web Payments, Telephone Payments, Pay-by-Text, Pay-by-Email, U.S Mail (Lockbox) Payments



Due to size limitations of the proposal response, we have included Duncan's full description of services as Attachment-08.

MBE/WBE Subcontractor

LAZ Parking in collaboration with Duncan Solutions is proposing a 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 in which we currently partner. Upon award, Compliance Solutions will seek Missouri certification and currently meets all Missouri certification standards.

Booting and Towing

In addition to our own dedicated team that will be focused on booting scofflaws, LAZ Parking plans to partner with Metro-West Services, a locally owned company specializing in light, medium, and heavy-duty towing and recovery, with years of impound experience. Centrally located in the heart of Downtown North, Saint Louis, they have a fleet of ten trucks including roll backs, light duty wreckers, heavy duty wreckers, trailers, recovery equipment and more. Their storage yards have the capability of storing up to 750+ vehicles in a secure fenced-in facility with garage access if needed. They have years of impound towing experience with an emphasis on customer service. We believe their experience and professional towing facility puts them in the best position possible to assist the city of St. Louis with towing needs. We believe in fair, affordable, flat-rate pricing for the city of St. Louis and its citizens (\$200/tow and \$25/day storage). In addition to their professional towing services, another amazing benefit our partnership with Metro-West can offer St Louis Parking is office space, shop/garage space and repair services for the boots/booting operations - all of this at no charge. They have been in the City of St. Louis for many years and are happy to share their knowledge as a partner of LAZ Parking and the City!



E) MARKETING

LAZ Parking has extensive experience creating and implementing custom branding and marketing programs designed specifically for municipal on-street parking programs. Our efforts for the City of St. Louis have been curated by a tenured marketing strategist with over fifteen years as a marketing leader and have been developed in alignment with City of St. Louis and LAZ Parking municipal program standards. Strategic planning will enhance the identity for the City's parking system, ParkLouie, and expand communications, marketing initiatives, and public engagement for all aspects of the program.

Driving Visibility: Strategic Marketing Roadmap

Our proposed strategy includes enhancement of website copy, media, geo-mapping, and communications; distribution of print/digital marketing and promotional materials designs; street and meter signage; vehicle makings/wrappings; mobile app and payment system review; enhanced/new on-street, web- and mobile app-based communications; design updates, curated social media content and campaigns, and eCommerce enhancements within the scope of the RFP. We tailor LAZ BI to your City, supplying both the LAZ and City teams with a visual dashboard that takes data from a wide array of sources (like your website and mobile app as well as eCommerce integrations and online aggregators) and outputs all-encompassing, visually intuitive analytics and reporting. Stakeholders can respond to live data and can make real-time business decisions to maximize revenue, provide parking ease and wayfinding for parkers, and to predict parking patterns and occupancies that can be used for price setting and wayfinding. LAZ management and the City will have a single destination to find the most relevant and impactful reports for parking operations as well as website performance indicators (KPIs) tied to usage, web and mobile app guest journeys, insights on user groups (micro marketing target personas and demographics), and beyond. LAZ BI-provided analytical data on parker trends and forecasts can be segmented by time of year, events, highest-demanded parking areas, weather conditions, and more!

- The below highlights some examples of custom branded on-street parking programs.



F) PROJECTED INTEGRATION TIMELINE

As LAZ Parking takes the reins in St. Louis, our proposed transition plan is carefully crafted for a seamless integration, ensuring minimal disruption to daily routines. Through open communication, community outreach, and phased implementation, we are dedicated to ensuring a smooth transition that enhances the parking experience and aligns with the unique needs of the vibrant St. Louis community.

Transition Timeline

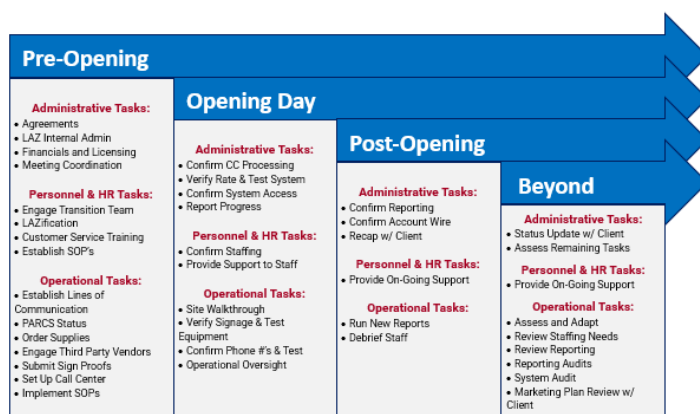
Upon award, LAZ Parking breaks down the transition timeline into four categories: pre-opening, opening, post-opening, and beyond.

The pre-opening period will be mostly administrative and clerical work to ensure the agreements are signed, bank accounts are set, vendor agreements are completed, and SOP/KPIs are clearly established between the City and our team. We will begin the hiring of current and new employees, train them to understand the full operation, and introduce them to the LAZ way of doing things through our values, mission statement and commitment to people.

As we move closer to the opening/transition day we will test all equipment, payment modes, ensure any new signage is prepared and be ready to hit the ground running. On opening day, all new equipment and supplies will be implemented and we will test all communication lines as well as double check payment modes to ensure a successful operation.

After opening, we prefer to schedule rhythm meetings with all invested partners to discuss the success of the operation, and opportunities to improve efficiency, revenue, and expense spending. These calls can be monthly, and for as long as all parties find value in the meetings.

Once the operation is functioning successfully, and needs or problems have been addressed, we will continue to operate with a mind for advancing operational efficiencies for the City and their residents.











G) REFERENCES

In presenting our proposal to St. Louis, LAZ Parking is excited to offer references from various clients across the nation, showcasing our proven track record in transforming parking management and how we cultivate parking partnerships. These references stand as testaments to our commitment to excellence and our ability to create tailored solutions that resonate with diverse urban landscapes.

Similar Municipal Clients and Projects





Chicago, Illinois

Since 2009, LAZ Parking has been a key player in Chicago's parking scene, managing enforcement and meter collection for the city's on-street parking system. Under a management contract for a private concessionaire, LAZ upgraded over 90% of the system with 4,200 multi-space pay stations in just 7 months, achieving a system-wide average up-time of 99.64% across 4,700 pay stations. LAZ's modernization efforts include replacing all pay stations with a new solution from Flowbird in 2019, expanding payment options and improving user experience, with over 70% of transactions now completed via mobile devices. LAZ enforces over 500,000 citations annually through a supplemental contract with the City of Chicago, showcasing our commitment to efficient and effective operations.

 Contact Dennis Pedrelli CEO, Chicago Parking Meters	 Address 205 North Michigan Ave Chicago, IL 60601	 Phone / Email (312) 262-6862 dpedrelli@amigroupllc.com	 Technology & Equipment Flowbird Meters
 Service Type On-Street Smart Parking	 Total Spaces 36,000	 Years Served 2009 – Current	 Payment Solutions App, Meter, Phone, Website









Kansas City, Missouri

In January 2018, LAZ Parking secured a contract to redefine the parking experience in Kansas City, Missouri, managing over 2,500 on-street metered spaces and 6,100 off-street garage spaces. The partnership included mastering parking technology and implementing 120 Flowbird multi-space pay stations as part of the ParkKC initiative, enhancing convenience for travelers and parkers.

 Contact Matthew Muckenthaler Parking Manager	 Address 414 E. 12th St Kansas City, MO 64106	 Phone / Email (816) 513-2819 matthew.muckenthaler@kcmo.org	 Technology & Equipment LAZ Parking Business Intelligence, Flowbird, IPS, TIBA
 Service Type On- & Off-Street Parking	 Total Spaces 8,000+	 Years Served 2018 – Current	 Payment Solutions App, Meter, Text-to-Park, Permit, Plate









Lincoln, Nebraska

In 2021, LAZ Parking entered the Nebraska market with a successful municipal proposal in Lincoln, managing a complex system of 14,780 parking spaces, 14 garages, 9 surface lots, and 2,400 metered spaces. Within just 17 days of contract award, we seamlessly transitioned operations, demonstrating our commitment to efficiency and service excellence.

 Contact Tony Bisesi Parking Manager	 Address 1100 N St. Lincoln, NE 68508	 Phone / Email (402) 441-6097 tbisesi@lincoln.ne.gov	 Equipment & Technology Amano PARCS, Flowbird (Cale) MSM, Genetec LPR, IPS, Passport
 Service Type On- & Off-Street, Enforcement	 Total Spaces 14,780	 Years Served 2021 - Current	 Payment Solutions App, Card, Mobile Payment, Plate, Phone









Montgomery County, Maryland

Since 1988, LAZ Parking has been a trusted partner in serving Montgomery County, Maryland, managing over 14,000 parking meters and more than 20 multi-floored garages, 23 surface lots, and over 3,500 single-space on-street meters across 500 square miles. We handle collections, provide ongoing meter maintenance support Monday to Friday, and ensure seamless operations to meet your parking needs.

 Contact Veeda Wilkinson Program Manager	 Address 1000 Edison Park Dr, 4th Floor Gaithersburg, MD 20878	 Phone / Email (240) 777-8737 veeda.wilkinson@montgomerycountymd.gov	 Equipment & Technology Conduent City Sight, Vigilant ALPR
 Service Type On-Street, Off-Street	 Total Spaces 21,500	 Years Served 1988 - Current	 Payment Solutions Meter, Permit

San Francisco, California

Since 1994, San Francisco's on-street meter parking has been managed by Serco Parking Services, now part of LAZ Parking. In 2002, LAZ Parking led a project installing 23,000 single-space meters, 250 multi-space smart meters, a coin-counting facility, and an innovative smart card program, revolutionizing the city's parking landscape. LAZ Parking's commitment to excellence is demonstrated through revenue management for San Francisco's meter system, handling over \$40 million in transactions and earning a 10-year contract extension in 2022 from the San Francisco Municipal Transportation Agency.

 Contact Rob Malone Senior Manager Parking & Curb Management	 Address 1 South Van Ness Avenue 7th Floor San Francisco, CA 94103	 Phone / Email (415) 646-4528 Rob.Malone@sfmta.com	 Equipment & Technology SKIDATA
 Service Type Off-street parking	 Total Spaces 4,000	 Years Served 2011 - Current	 Payment Solutions Credit Card, Pay-on-Foot, Pay-in-Lane

H) COST PROPOSAL

LAZ Parking's proposed cost for our parking management services in St. Louis is not just competitive; it's a strategic and sustainable investment in optimizing urban mobility. Our transparent and tailored pricing model reflects our commitment to providing the City of St. Louis with cost-effective solutions that enhance the overall parking experience.

LAZ Parking's Proposed Cost

Indicate proposed per meter base unit and describe all costs of options not included in the base price in a separately sealed envelope. • Please attach Appendix C and any other financial projection sheets. • If your proposal includes subcontracting, please list the sub-contracted amount and the services included within the subcontract.

Ticket Processing						Financial Projections	
	Per Ticket						
Annual Number	310000					Collection Fee	20.00%
Fee (Rate)	\$1.37					Per Ticket	N/A
Monthly Fee	\$35,497.25					Other fees	\$1.25
Annual Fee	\$425,967.00					Estimated Monthly Cost	\$6,645.71
Total Annual Cost	\$425,967.00					Estimated Annual Cost	\$79,748.50
						Start Up Costs	N/A
Maintenance Fees		Parkeon	IPS	Single Space Post		Financial Projections	
Number	736 units	1891 units	Estimated 8,000			Boot Rate	\$276.09
Per Day Per Unit Fee (Rate)	\$3.45	\$0.42	\$0.42			Tow Rate	\$276.09
Estimated Monthly Fee	\$105.05	\$12.66	\$12.66			Estimated Monthly Cost	\$82,825.58
Estimated Annual Fee	\$1,260.61	\$151.88	\$151.88	Total		Estimated Annual Cost	\$993,907.00
Total Annual Cost	\$927,812.00	\$287,198.00	\$1,215,010.00	\$1,215,010.00			

Budget Notes and Value Adds:

- Should LAZ be awarded the contract for Citation Management, On-Street Meter maintenance & Coin Collection, Booting and Towing and Delinquent Ticket Collections, LAZ would offer:
 - \$10,000 in development and customization for the LAZ Business Intelligence tool to be implemented for the City of St. Louis
 - \$15,000 towards the City's choice in upgrades and enhancements for the Flowbird hardware, marketing initiatives, signage or other items open to discussion

I) COMPANY FINANCIAL INFORMATION

documents do not contribute to page count and should be attached at the end of the proposal. • 3 years of consolidated income financial statements (balance sheet, statement of changes in financial position, income statement, cashflow statement...) • At least two financial references • Last auditor statement • Latest SOC 1 and/or SOC 2 report or a SAS #70 report. Any pending lawsuits or litigation as related • MBE/WBE utilization

LAZ Parking has completed and included the City of St. Louis's requested audited financial statements, financial references, reports, litigation, MBE/WBE utilization and other requested forms in Attachments and the end of this proposal. We can provide any additional information upon request.

J) REQUIRED DOCUMENTATION

not required to submit a proposal. Required to contract with the City of St. Louis. • Insurance - If applicable, indicate proposed insurance coverage for the project. Must add the City of St. Louis, Treasurer's Office as additional insured on current policy. • W-9 Form • Tax clearance: E-9 Form • Business License – City of St. Louis (Application Form)

As per the Questions and Answers document released by the City of St. Louis for the Request for Proposals, LAZ Parking did not include the required documents. However, we are prepared to provide any additional documents or answer questions upon request.

ATTACHMENTS



Throughout our proposal, LAZ Parking has referenced a variety of supplemental attachments and documentation. These are summarized below and included in the following pages.

Contents

1.	Audited Financial Statements	3 Years of Consolidated Income Statements
2.	Financial References	See Attachment-02
3.	Auditor Statement	See Attachment-03
4.	SOC 1 Report	See Attachment-04
5.	Litigation	See Attachment-05
6.	MBE/WBE Utilization	See Attachment-06
7.	Addenda acknowledgement	See Attachment-07
8.	Duncan proposal	See Attachment-08
9.	LAZ Parking Midwest, LLC	See Attachment-09

Attachment-02: Financial References

Bank References

Gregg E. Shipman
Senior Vice President / Senior Relationship Manager

Bank of America
185 Asylum Street
Hartford, CT 06103
CT2-500-34-01
(860) 952-7428
gregg.e.shipman@bofa.com

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Elaine E. Mayo
Executive Director

JPMorgan Chase Bank, N.A.
151 Trumbull St., Floor 17
Hartford CT 06106
(860) 594-9945
elaine.mayo@chase.com

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Karla Kaplan
Senior Vice President / Relationship Manager

Wells Fargo Commercial Banking
1 Lafayette Place
Greenwich, CT 06830
MAC J4250-010
(203) 622-8800
karla.kaplan@wellsfargo.com

Attachment-03: Auditor Statement

LAZ Parking has included an independent auditor statement in Attachment-01: Financial Statements. We are committed to transparency and can provide any additional information upon request.

Attachment-04: SOC 1 Report

LAZ Parking takes data security and confidentiality seriously. We are unable to disclose the SOC 1 Report until a contract is signed due to the sensitive nature of the information contained within the report. Once a contract is signed, we are happy to provide access to the report to ensure transparency and compliance with security standards.

We are pleased to provide our Level 1 PCI compliance report as part of our commitment to maintaining the highest standards of data security. This report demonstrates our compliance with the Payment Card Industry Data Security Standard (PCI DSS) at the highest level, ensuring the protection of sensitive cardholder information. Our adherence to these standards reflects our dedication to providing secure and reliable parking services to our clients and customers.

PCI Compliance Statement

LAZ Parking specializes in the management, leasing, ownership and development of parking facilities. We provide technology solutions using industry parking equipment, software and web services that may require network and security technologies and services. LAZ Parking manages network and security infrastructures, monitors the health and the status of the networks adhering to security policies, requirements and best practices. LAZ Parking solutions facilitates PCI-DSS compliance by providing a comprehensive internet security perimeter, network segmentation and by implementing security policies that are in line with the tools and methodologies necessary for organizations to achieve Payment Card Industry Data Security Standard (PCI-DSS) Level 1 compliance. We follow PCI-DSS version 3.2.1 requirements mandated by the Payment Card Industry Security Standards Council (PCI-SSC) www.pcisecuritystandards.org.

LAZ Parking is a Level 1 Service Provider and maintains an Attestation of Compliance (AOC) which is reviewed annually. LAZ Parking does not store credit card data and utilizes tokenization methods through third party credit card processing providers. LAZ Parking's primary focus is to maintain PCI Compliance by maintaining secure perimeter networks, data security controls and protection of data. The LAZ Parking solution fulfills the PCI Compliance requirement through PCI audits, individual efforts and a dedicated staff of IT professional. LAZ Parking has successfully passed the auditing process as part of an overall PCI compliancy and data security effort.

LAZ Parking works closely with SecurityMetrics, our PCI-DSS ASV (Authorized Scanning Vendor) and QSA (Qualified Security Assessor) on maintaining PCI DSS Level 1 compliance status, reviewing current security trends and vulnerability risk mitigation, www.securitymetrics.com.

Enclosed below are LAZ Parking's responses to specific requirements defined by the PCI-DSS standards for security and privacy:

Build and Maintain a Secure Network

<p>1. Install and maintain a firewall configuration to protect data</p>	<p>LAZ Parking performs perimeter security checks on all public facings firewalls. Firewall (access control) functions are an integral component of LAZ Parking's configuration and is implemented on a per source or user/group basis to control access by application or port/protocol. LAZ Parking has developed well-defined policies that meet PCI requirements.</p>
<p>2. Do not use vendor-supplied defaults for system passwords and other security parameters</p>	<p>LAZ Parking Security procedures mandate changing all default passwords and include routinely changing passwords at regularly defined intervals</p>

Protect Cardholder Data

3. Protect stored cardholder data	LAZ Parking does NOT store, either physically or electronically, any cardholder information including Primary Account Number, Cardholder Name, Expiration Date, Service Code, Magnetic Stripe or equivalent Chip Data, CAV2, CVC2, CVV2, CID, PINs, or PIN Blocks.
4. Encrypt transmission of cardholder data across open, public networks	LAZ Parking offers the strongest encryption available and supports encrypted communications for both site-to-site VPNs as well as host-to-host encryption.

Maintain a Vulnerability Management Program

5. Use and regularly update anti-virus software and programs	LAZ Parking incorporates highly accurate and effective malware protection as a critical component of its security program which is updated on a continuous basis.
6. Develop and maintain secure systems and applications.	LAZ Parking's solutions includes developing, implementing and management of comprehensive and holistic security solutions that include visibility, access control, threat management (vulnerability, malware, and spyware), encryption, file transfer control, data leakage prevention, and site categorization services. These services are augmented by threat and change management along with vigilant monitoring services that meet and exceed the recommended standards.

Implement Strong Access Control Measures

7. Restrict access to cardholder data by business need to know	Access to all network and security devices that cardholder data traverses is strictly enforced. LAZ Parking does NOT store, either physically or electronically, any cardholder information including Primary Account Number, Cardholder Name, Expiration Date, Service Code, Magnetic Stripe or equivalent Chip Data, CAV2, CVC2, CVV2, CID, PINs, or PIN Blocks.
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8. Assign a unique ID to each person with computer access	LAZ Parking maintain a unique user ID and password for each person accessing the system, a local database of users integrates with the client's directory services (Active Directory or LDAP) allowing administrators to specify, control and log all access to specific devices by user.
9. Restrict physical access to cardholder data	LAZ Parking does NOT store, either physically or electronically, any cardholder information including Primary Account Number, Cardholder Name, Expiration Date, Service Code, Magnetic Stripe or equivalent Chip Data, CAV2, CVC2, CVV2, CID, PINs, or PIN Blocks.

Regularly Monitor and Test Networks

10. Track and monitor all access to network resources and cardholder data	LAZ Parking logs all access and changes to its systems. LAZ Parking does NOT store, either physically or electronically, any cardholder information including Primary Account Number, Cardholder Name, Expiration Date, Service Code, Magnetic Stripe or equivalent Chip Data, CAV2, CVC2, CVV2, CID, PINs, or PIN Blocks.
11. Regularly test security systems and processes	LAZ Parking performs audit and penetration testing of our environment to ensure the validity and effectiveness of our policies and process. We may also acquire a third party auditor or penetration tester to perform testing on an ongoing basis. LAZ Parking utilizes Security Metrics www.securitymetrics.com , an Approved Scanning Vendor (ASV), to validate adherence to certain PCI-DSS requirements by performing vulnerability scans of Internet facing environments.

Maintain an Information Security Policy

12. Maintain a policy that addresses information security for all personnel	LAZ Parking maintains an information security policy for its network as part of the Information Technology Department Business Continuity Plan (BCP) which is maintained by the Information Technology Director.
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Attachment-05: Litigation

LAZ Parking Midwest, LLC has included pending litigation and lawsuits. We remain committed to upholding the highest standards of integrity and professionalism in all our business operations.

LAZ Parking vs. Capital Plaza Sweep America	Franklin County, Ohio	On 4/30/2021, LAZ Parking contracted SCA Corp. to power wash a parking garage. SCA subsequently hired JLOC, LLC (without LAZ's knowledge or consent) to perform the power washing services. Due to JLOC's negligence, six elevator banks at Capital Plaza Parking Garage were flooded. This resulted in significant costs related to repair, maintenance and operations.
Graciela Argote-Romero	Ohio - Franklin County	Plaintiff alleges that, on March 3, 2023 her vehicle was immobilized after having been parked overnight at a meter on Parks Edge Lane in Columbus. She paid \$365 in parking fines, for various dates in December 2022 and March 2023, to have the immobilizing "boot" removed. She is suing LAZ and Arena District CA I, LLC for theft, extortion, coercion, usury, corruption, conspiracy, complicity, and sham legal process.

Attachment-06: MBE/WBE Utilization

LAZ in partnership with its Collection Partner, Duncan 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 in which we currently partner. Upon award, Compliance Solutions will seek Missouri certification and currently meets all Missouri certification standards.

Office of Equal Opportunity
MBE/WBE Certification Program

Business Name:
Compliance Solutions of Missouri, LLC

Rapid Out of State

WBE

Limited Liability Company
Initial Application #24104

Thank you,

Trisha Freeman
President & CEO

COMPLIANCE SOLUTIONS

O: (607) 821-3287 F: (888) 256-1964
<https://compliancesolutionspro.com/>

Certified WBE

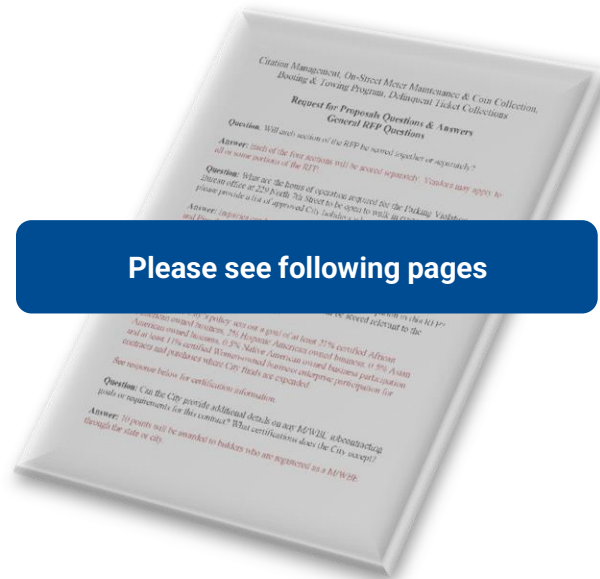
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Attachment-07: Addenda Acknowledgement

Throughout the solicitation process, LAZ Parking has received one addendum, as listed below. We have thoroughly reviewed this information and incorporated it into our response.

- **ADDENDUM 1** – received February 9, 2024 – 27 pages

LAZ Parking has included copies of each City of St. Louis addenda in the following pages.



Question: What is the current billing timeline and fee escalation for an average ticket? How many days will elapse from ticket issuance to referral for delinquent collections and when will the City send its 3 letters?

Answer: Uplifts occur after the first 30 days. Subsequent doubling happens at the 45th day. That is the full escalation from an initial ticket of \$20 to the fully matured \$80 ticket. See chart in Appendix C.

Question: What is the average ticket value for the citation table on page 9?

Answer: Initial parking ticket is \$20.

Question: Does the City plan on placing a backlog of citations with the selected vendor at the beginning of the contract or only new tickets as they become eligible for collections? If a backlog of citations will be placed, does the City have an estimate of the number and dollar value of debts and how old they may be? Would prospective vendors be allowed to propose separate contingency fees for these older accounts?

Answer: The STLTO plans to place a backlog of citations. The number of tickets and total dollar amount will be discussed during contract negotiations. Yes, separate contingency fees are permissible.

Question: What are the requirements for a ticket to be eligible for DMV registration hold?

Answer: Four fully matured unpaid tickets.

Question: How long will the selected vendor be permitted to attempt collection?

- What will the City do with unpaid citations after this period?

Answer: We plan to collect between now and January 2020. We are open to suggestions from a vendor using best practices. The total delinquency debt will be discussed during contract negotiations with the vendor. Options on older debts will be discussed with the vendor.

Question: DMV Holds is discussed as a service for the Citation Management vendor on page 21, though “Integration with DMV license holds” is mentioned on page 22 in section vii. of Delinquent Ticket Collections; can the City expand upon

what role the collection vendor will play regarding DMV holds?

Answer: After a citizen pays all outstanding parking debt, a letter will be provided to show compliance.

Question: Is there any requirement for Category D, Delinquent Ticket Collections, that services be performed from an office in the City of St. Louis?

Answer: No.

Question: Page 22, section viii. of Delinquent Ticket Collections, asks for a postage and mail service budget; is the City looking to pay for this expense separately or would the City accept an all-inclusive contingency fee as compensation to the vendor?

Answer: The City will accept an all-inclusive contingency fee as compensation to the vendor.

Question: Please provide the quantity of notices mailed for each of the last 3 years.

Answer: We do not currently do delinquent ticket collections. This is for regular ticket processing.

Jul-22	12,939
Aug-22	15,812
Sep-22	13,795
Oct-22	10,054
Nov-22	14,385
Dec-22	10,688
Jan-23	11,526
Feb-23	8,407
Mar-23	10,565
Apr-23	10,321
May-23	12,097
Jun-23	10,156
TOTAL	140,745

Question: For the Delinquent Collections Services, if we are proposing only a straight percentage fee of revenue collected, how should we project estimated monthly and annual costs? In order for the City to compare “apples to apples” on costs, is there a projected dollar amount of delinquent citations we should use to calculate monthly and annual costs?

Answer: A percentage is acceptable. You can provide a model using \$2,000,000.

Question: With regard to noticing, what is the current process? Example two (2) notices to the registrant. And what is the payment rate (in percentages) for each notice? Ex. 4,000 notices sent, 2,300 payments for notice 1.

Answer: Notices are sent 15, 30, and 45 days after ticket issuance. Information regarding payment rate for each notice is not available.

Question: Please provide the overall value of the City’s unpaid parking citation backlog?

Answer: This information will be provided during the contracting process.

Question: Please provide the overall value of the City’s unpaid parking citation backlog for citations less than 5 years old?

Answer: This information will be provided during the contracting process.

Question: Is there any requirement to send notices via certified mail? If yes, please provide the total number of certified letters that were mailed in the previous year.

Answer: For adjudication and delinquent ticket collections, yes.

Question: Please confirm all scoff collection payments will continue to be administered by 3rd party.

Answer: Currently not administered by a third party. We are looking for bids for delinquent ticket collection services.

Question: Please confirm the current amount of available Scoff fees.

Answer: This will be discussed with selected vendor.

Question: Please confirm the collections and adjudication teams are not responsible for mailing any collection/scoff letters or otherwise any notices in the mail.

Answer: Our current vendor does send mail notifications for adjudication. We do not currently have a collection vendor. It is expected that the delinquent ticket collections bidder will send mail notifications.

Question: Can you please provide a greater description of the specific kind of receivables to be placed for collection?

Answer: Delinquent Parking Tickets

Question: What collection attempts are performed or will be performed internally prior to placement?

Answer: Regular parking ticket notices will be provided.

Question: Will the selected vendor be allowed to litigate balances exceeding a certain dollar amount on your behalf, with your explicit approval?

Answer: Yes.

Question: What is the average age of accounts at placement (at time of award and/or on a going-forward basis), by category?

Answer: No account will go farther back than 2018.

Question: What has been the historical rate of return or liquidation rate provided by any incumbent(s), and/or what is anticipated or expected as a result of this procurement?

Answer: Our current collection rate is around 50%, the STLTO would like to exceed that in coming years.

Question: What billing servicer do you utilize?

Answer: STLTO doesn't use a billing servicer at this time. We send out notifications rather than invoices.

Question: What is the estimated size, in terms of both the number of accounts and dollars outstanding, of annual referrals going forward (i.e. new/future placements)?

Answer: Specific numbers will be shared with the selected vendor.

Question: If applicable, what is your current collection provider's annual recovery rate (i.e. on accounts placed for one year)?

Answer: Not applicable.

Question: If applicable, what is the fee percentage (e.g. 33% of all monies collected on all referred accounts) charged by your current collection provider?

Answer: Not applicable.

Question: If applicable, how much collection fees were paid to/earned by your current collection provider this past calendar year? The year prior to that?

Answer: Not applicable.

Question: If applicable, how many dollars and what number of accounts were collected by your current collection provider this past calendar year? The year prior to that?

Answer: Not applicable.

Question: Will accounts referred to your current collection provider be recalled and re-referred to the collection provider chosen pursuant to this procurement process? And if so, can bidders propose a higher fee percentage for these previously worked accounts (i.e. second placements)?

Answer: No, STLTO does not currently have a collections provider.

Question: How will account/collection information or data be communicated to the successful bidder (i.e. electronic via an FTP site)?

Answer: The successful bidder will receive access to AIMS software, which will connect them to this information.

Question: Will all account information be transmitted from a single platform or will multiple agencies be sending their accounts for collection to our system?

Answer: There will be a single platform.

Question: The collection rate referenced in Appendix C on the worksheet titled "Delinquent Collections ONLY" - is that 50% of all tickets or 50% of delinquent tickets? Is a 50% collection rate the level of service that St. Louis aiming for?

Answer: STLTO expects the selected vendor to maximize ticket collections, both delinquent and non-delinquent.

Question: Could St. Louis please clarify if the "Delinquent Ticket Collections" section only applies to the responsibility of enrolling and administering payment plans? Or does it also include the responsibilities of a collection agency?

Answer: STLTO is interested in the collection of debt either through one-time payments or enrollment in payment plans.

Question: Could we please receive guidance on how to present pricing for section D - "Delinquent Ticket Collections"? Page 13 of the RFP (section titled "Price Proposal Form"), references the following for "Delinquent Collections":

"Delinquent Collections: a) Financial Projections b) Collection Fee c) Projected Monthly and Annual Cost"

Page 22 of the RFP (under "Delinquent Ticket Collections") references the following:

Proposed budgets should include annual saas fees, postage and mail services, and other costs related to technical integration.

Finally, Appendix C on the worksheet titled "Delinquent Collections ONLY" has the following table:

Financial Projections	
Collection Fee	
Per Ticket	
Other fees	
Estimated Monthly Cost	
Estimated Annual Cost	
Start Up Costs	

Could we please receive clarity on how to present the pricing for this section (Delinquent Ticket Collections) while incorporating the various requirements from pages 13, 22, and the Appendix C worksheet?

Answer: Any fee categories not explicitly mentioned in the table can be included in the "Other Fees" section. Bidders are welcome to include notes to explain their process further. If the saas fee is annual, it should be included in the annual cost

estimate. If the saas fee is a one-time integration fee, it should be included in start-up costs. Pages 13 and 22 provided examples of what could be included within each of the parts of the table within Appendix C.

Question: What are your in-house collection methods (e.g. number of mailings, calls, etc.) used on the referred accounts prior to referral to your collection provider?

Answer: STLTO mails three notices at 15, 30, and 45 days.

Question: Does Missouri law have specific provisions regarding communications with debtors?

Answer: Not sure. We have not done debt collection in the past.

Questions: For the required references, can other municipal governmental debt and payment plan administration management (such as for public utilities) count towards the required references?

Answer: Yes.

Booting & Towing Program Questions

Question: What is the “threshold” for a vehicle to become boot eligible? Tow eligible?

Answer: The vehicle must have four fully matured tickets to be boot/tow eligible.

Question: Does the City desire booting to occur during a specific time frame? Or is the contractor able to perform booting on a flexible schedule 24 hours a day, 7 days a week.

Answer: The STLTO requires that booting occurs between 8 AM and early afternoon to allow for towing.

Question: What are the current boot fees charged to a customer whose vehicle is booted?

Answer: The current boot fee is \$50.

Question: What is the current tow fee charged a customer whose vehicle is towed? Storage fees?

Answer: The city tow lot charges A \$100 tow fee plus \$25/day for storage.

Question: Can we propose less than the three boot vehicles requested in the RFP based upon the projected volume of only 300 booted vehicles per month?

Answer: Yes.

Question: Despite not being utilized today, please confirm that a booting program is to be included in our bid.

Answer: We are looking to contract for booting & towing as a part of this RFP. Bidders are not required to submit for all portions of the RFP.

Question: Despite not being utilized today, please confirm that 3 LPR vehicles are to be procured and included in our bid.

Answer: The Treasurer's Office is preferential to an evidence-based approach to staffing to meet our current volume of boot/tow eligible vehicles. 3 LPR-equipped vehicles are not a requirement for the proposal.

Costs should be included in the vendors bid for services.

Question: Can a bid be accepted for just one aspect of this proposal i.e.: Towing only.

Answer: Yes

Citation Management, On-Street Meter Maintenance & Coin Collection,
Booting & Towing Program, Delinquent Ticket Collections

Request for Proposals Questions & Answers
General RFP Questions

Question. Will each section of the RFP be scored together or separately?

Answer: Each of the four sections will be scored separately. Vendors may apply to all or some portions of the RFP.

Question: What are the hours of operation required for the Parking Violation Bureau office at 229 North 7th Street to be open to walk in customers? Also, please provide a list of approved City holidays when this office will be closed.

Answer: Inquiries can be made in person at 229 North 7th Street (between Olive and Pine Streets) St. Louis, MO 63101 during the hours of 7:30 am to 6:00 pm Monday through Friday.

Holidays: New Years, MLK Day, Presidents Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Veterans Day, Thanksgiving, Christmas

Question: Does the City have a specific goal for MWBE participation in this RFP? If yes, please describe how MWBE participation will be scored relevant to the evaluation points identified in the RFP.

Answer: The City's policy sets out a goal of at least 21% certified African American owned business, 2% Hispanic American owned business, 0.5% Asian American owned business, 0.5% Native American owned business participation and at least 11% certified Women-owned business enterprise participation for contracts and purchases where City funds are expended.

See response below for certification information.

Question: Can the City provide additional details on any M/WBE subcontracting goals or requirements for this contract? What certifications does the City accept?

Answer: 10 points will be awarded to bidders who are registered as a M/WBE through the state or city.

[Missouri Registration](#)
[City of St. Louis Registration](#)

Question: Would the City extend the due date for proposals by at least 1 week to allow vendors the opportunity to incorporate answers to questions into their proposal and complete the M/WBE outreach/compliance process?

Answer: No, however proof of application is sufficient evidence to submit the proposal. Approved certification will be reviewed once acquired.

Question: Please verify that the page limit for ALL proposals is set at 30 pages (15 pages double-sided).

Answer: This is accurate. Regardless of the breadth of the proposal, the City requires that proposals are under 30-page mark.

Question: What content is excluded from the 30-page limit of submissions? Forms, financial statements, etc.?

Answer: Appendix items and financial documents are not included in the 30-pages.

Question: Please confirm that the Prime vendor on each proposal must meet the minimum requirement of five references, with three of these references being a municipal parking program having at least 3,000 total parking spaces.

Answer: Vendors who apply for Citation Management, On-Street Meter Maintenance & Coin Collection, and Booting & Towing are required to submit references with municipal parking programs with at least 3,000 total parking spaces. Vendors applying solely for Delinquent Ticket Collections can provide references for other municipal services, including utility, court, tax debt, etc.

For bidders who cannot secure three references from municipal parking programs, they can submit private parking operations with at least 3,000 parking spaces as a substitute.

Five references are encouraged; however, we will accept and review applications that do not have all five.

Question: Is the City interested in proposals that offer the financing of new parking meter technology?

Answer: Yes, however, proposals including additional technology should provide cost proposals with and without these additional costs and describe how their proposal will be different with and without that additional service or meter technology.

Any additional financing of parking meter technology should be presented as an option, not a requirement of their proposal.

Question: Can you provide the last three months of current contractor's invoices to the City for services performed related to the services requested in this RFP?

Answer: No.

Question: In reference to City instructions for submitting questions, we could not find any language to be compliant with following instructions. "Any questions about this RFP must be submitted in strict compliance with Sections 7 and 8 of the RFP." Can the City please describe what is meant by these instructions since we could not find Sections 7 and 8 in the RFP?

Answer: Disregard. This is an error.

Question: Please expand upon what "marketing" services the City is interested in the contractor providing as a part of its services.

Answer: The STLTO has reconsidered this requirement and no longer seeks marketing samples. However, should there be necessity for direct communication to customers, materials must be approved by STLTO.

Question: Please confirm that proposers do not need to submit the Required Documentation with the proposal as stipulated in the General Instructions on pg. 6 of the RFP (Insurance Coverage, W-9, Tax Clearance: E-9 Form and Business License).

Answer: Correct.

Question: Please provide minimum staffing requirements for collections, adjudication, and maintenance teams.

Answer:

Collections: No minimum required

Adjudication: No minimum required. The STLTO pays for judges. Vendor is required to manage this process.

Maintenance team: A minimum of 10 staff is recommended. Proposers can provide a recommended staff minimum to meet the workload demand.

Question: Please confirm who is responsible for administering/costs associated with the second level of the appeals process.

Answer: Outside of scope of RFP.

Question: Please confirm each firm submitting as a Prime entity is limited to a 30 page submission despite the number of scope categories they are bidding on.

Answer: Correct.

Question: Please confirm that any partnering Subcontracting entity will also have a 30 page limit as part of the overall submission package.

Answer: Correct.

Question: Can any portion of this bid be subcontracted.

Answer: Yes

Question: Please provide a list of all pre-bid conference attendees and any materials presented during the meeting.

Answer: See attached slide deck. This is the same information held within the RFP.

The following potential bidders were present:

LAZ Parking

Hudson and Associates

IPS

Flowbird

PCI Municipal Services

St. Louis Parking Company

Question: To ensure an economical and efficient proposal submission, would the

STLTO allow for electronic submissions? If yes, would the STLTO prefer an email submission or would the STLTO have another preferred method (i.e., USB drives only or a Portal)?

Answer: TECHNICAL PROPOSAL ENVELOPE SHALL CONTAIN ONE (1) ORIGINAL, THREE (3) COPIES & ONE ELECTRONIC COPY of the required submittal documents.

Question: Due to the frequency of shipping delays, please confirm a proposal that is post marked prior to the end of the proposal deadline would be considered “on time” and considered for evaluation regardless of unforeseen shipping delays outside a Vendor’s control.

Answer: Yes

Question: Please reconfirm the due date for this procurement by providing it in response to answers to questions.

Answer: 5:00 PM on February 23th, 2024

Question: Why has this bid been released at this time? When was the previous version of this procurement released?

Answer: The contract timeline is up for our current vendor. The previous RFP was issued in 2019.

Question: Are bidders permitted to deviate in any way from any manner of quoting fees you may be expecting? For example, if there is a pricing page in the RFP, can bidders submit an alternate fee structure? If there is no pricing page in the RFP, do you have any preference for how bidders should quote fees or can bidders create their own pricing categories?

Answer: See Appendix C. Alternatives can be provided in addition to Appendix C, not in substitute to Appendix C.

Question: Please describe your level of satisfaction with your current or recent vendor(s) for the same purchasing activity, if applicable.

Answer: Not applicable.

Question: Has the current contract gone full term?

Answer: Yes.

Question: Have all options to extend the current contract been exercised?

Answer: No.

Question: Who is the incumbent, and how long has the incumbent been providing the requested services?

Answer: Outside scope of RFP.

Question: How are fees currently being billed by any incumbent(s), by category, and at what rates?

Answer: Outside scope of RFP.

Question: What estimated or actual dollars were paid last year, last month, or last quarter to any incumbent(s)?

Answer: Outside scope of RFP.

Question: To how many vendors are you seeking to award a contract?

Answer: We are not seeking for a specific number of vendors to award a contract.

Question: To what extent are these accounts owed by private consumers versus commercial businesses?

Answer: Almost exclusively private consumers.

Question: Will accounts be primary placements, not having been serviced by any other outside collection agency, and/or will you also be referring secondary placements? If so, should bidders provide proposed fees for secondary placements also?

Answer: Yes. This is primary placement. No, we will not be referring to a secondary placement.

Bidders can propose subcontracting within their proposals. A full budget with all fees should be provided.

Question: If applicable, will accounts held by any incumbent(s) or any backlog be moved to any new vendor(s) as a one-time placement at contract start up?

Answer: The vendor will be provided all accounts and information required to carry out their scope of work.

Question: What is your case management/accounting software system of record?

Answer: STLTO uses AIMS for both areas.

Question: Who is your electronic payment/credit card processing vendor?

Answer: Chase is used to process payments.

Question: What process should a vendor follow, or which individual(s) should a vendor contact, to discuss budget-neutral services outside of the scope of this procurement, but related to it, designed to recover more debt prior to outside placement and lower collection costs?

Answer: Outside the scope of the RFP.

Question: We consider our financial statements and other documents to be confidential, proprietary, trade secrets of the firm. Would the City permit us to upload our response to section i) Company Financial Information to a third party website for the City's authorized reviewers to access and review this information?

Answer: Yes. If the STLTO were to download or print these documents, they become subject to Sunshine Laws.

Question: As a private company, we're not at liberty to share financial information without an NDA, including our SOC1 and SOC2 (which are not for public consumption). Are we able to sign an NDA with St. Louis to ensure our confidential financial information, SOC1, and SOC2 remain confidential?

Answer: Submit what you are comfortable with submitting. If additional financial information is required, you will be contacted. Omitting these materials will not exclude you from consideration.

Citation Management Questions

Question. Could you describe AIMS role as it pertains to the scope of services covered within this RFP?

Answer: AIMS is the software used by customer service representatives to perform the following functions. It manages a) payment collections, b) Payment and Towing Assistance Program (PTAP), c) appeals and adjudication process.

Question: Please confirm that the City's current contractor AIMS provides the following services, and that the cost of these services are outside the scope of this RFP: a. all citation handhelds and citation printers, b. ticket stock, c. citation management software, d. point of sale systems in the Parking Violation Bureau office, e. on-line payment services, f. appeals management software.

Answer:

a. all citation handhelds and citation printers.

The STLTO owns all handhelds and enforcement equipment. Outside the scope of the RFP.

b. ticket stock,

The STLTO purchases this. Outside the scope of the RFP.

c. citation management software,

AIMS is the citation management software at the STLTO's expense. Outside the scope of the RFP.

d. point of sale systems in the Parking Violation Bureau office,

The STLTO pays for the point-of-sale equipment. Outside the scope of the RFP.

e. on-line payment services

AIMS is the citation management software that allows online payment at the STLTO's expense. Outside the scope of the RFP.

f. appeals management software.

AIMS is the citation management software that allows appeals management at the STLTO's expense. Outside the scope of the RFP.

Question. Will the vendor need to provide any new hardware including handhelds?

Answer: Our vendor will be responsible for computers, printers, furniture, and office supplies required to conduct business at the Parking Violations Bureau. Vendor for booting will be required to provide LPR equipment and vehicles to run a booting and tow program.

Question. Will the vendor have to pay for the cost of V look-ups or does the Treasurer's Office have this capability already?

Answer: Performing vehicle look-ups will not cost the vendor. We currently pay for this service in Missouri. Suggestions for expanding this to include other states should include that adjusted cost within the vendors' proposal.

Question. Can you provide a list of ordinances that are being enforced?

Answer: Yes, here is the list. City code, [Chapter 17.](#)

<u>Cod e</u>	<u>Description</u>	<u>Fine</u>	<u>City Code</u>
01	Expired Meter	\$20.00	17.62.200
02	Double Parking	\$45.00	17.24.010
03	Street Cleaning	\$20.00	17.28.010
04	Bus Zone	\$30.00	17.24.070
05	No Parking 7-9AM	\$30.00	17.24.070
06	No Parking 4-6PM	\$30.00	17.24.070
07	No Parking	\$30.00	17.24.070
08	No Stopping/No Standing	\$45.00	17.24.070
09	HP/DV only	\$100.00	17.77.030
10	In Park (Prohibited Hours)	\$30.00	17.70.010
11	Taxi Zone	\$30.00	17.24.010
12	Contrary to Sign (Other than Listed)	\$30.00	17.24.010
13	No Valid License Plate	\$30.00	17.24.070
14	NOT USED		
15	Continuous over 5 Days	\$30.00	17.24.070
16	Contrary to Yellow Markings	\$30.00	17.24.070
17	Sidewalk	\$45.00	17.24.070
18	Crosswalk	\$45.00	17.24.070
19	Parked in Alley	\$45.00	17.24.070
20	Blocking/Within 5' Alley Entrance	\$45.00	17.24.070
21	Blocking/Within 5' Driveway	\$45.00	17.24.070
22	Within 10' US Mailbox	\$30.00	17.24.070
23	Within 15' Hydrant	\$45.00	17.24.070
24	Truck/Bus on Residential Street	\$100.00	17.30.020
25	On Highway or Shoulder	\$30.00	17.30.070
26	Within Intersection	\$30.00	17.30.070
27	Wrong side of street	\$30.00	17.24.070
28	Tractor/Trailer/Constr Equip on	\$100.00	17.30.020

	Street/Alley		
29	On Street for repairs	\$45.00	17.24.030
30	Over Time Limit	\$30.00	17.62.250B
31	Not Lawfully at Curb	\$30.00	17.24.010
32	Snow Violations	\$45.00	17.38.020
33	NOT USED		
34	NOT USED		
35	On Unimproved Land	\$30.00	17.24.070
36	No Valid Inspection	\$30.00	17.24.070
37	Non Exempt Pickup Truck	\$30.00	17.30.025
38	NOT USED		
39	NOT USED		
40	Not within meter space	\$30.00	17.62.200
41	No Parking Fire Lane	\$45.00	17.24.070
42	Loading Zone No Activity	\$30.00	17.24.070
43	Within 20' Fire Station	\$45.00	17.24.070
44	Within 30' Traffic Control Device Imp Vision	\$30.00	17.24.070
45	By or Opp Excavation/Construction	\$45.00	17.24.070
46	Bridge/Tunnel	\$30.00	17.24.070
47	Within 50' Railroad Tracks	\$30.00	17.24.070
48	Median	\$45.00	17.24.070
49	Between Roadways Divided Highway	\$45.00	17.24.070
50	Angle Parking Only	\$30.00	17.24.020
51	Angle Parking Prohibited	\$30.00	17.24.020
52	Right of Way	\$30.00	17.24.070
53	24' Recreational Over 30 Min 7-2AM	\$100.00	17.80.010
54	24' Recreational Over 30 Min 2-7AM	\$100.00	17.80.010
55	Vehicle Displayed for Sale	\$30.00	17.24.040
56	Trailer on Residential Street	\$30.00	17.24.040
57	Unattended Motor Vehicle	\$30.00	17.24.080
58	Commercial Vehicle on Res Street	\$100.00	17.16.210
59	Derelict Vehicle	\$20.00	25.32.040

Question. Under the “Price Proposal Form,” section, would the Treasurer’s Office reconsider the requirement that all credit card processing fees would be consumed by the vendor?

Specific sentence: “Credit card fees for all parking ticket and meter payments, at Vendor’s cost.”

Answer: Yes, the STLTO has reconsidered and will continue to absorb those fees. For the sake of the proposal, disregard this requirement for citation management ticket processing. For delinquent ticket collections, we prefer that customers assume the costs associated with payment processing.

Question. How much delinquent ticket debt does the Treasurer's Office currently have? How far back are you collecting on debt?

Answer: Please model all figures of delinquency on the cost sheet we provided in the "Background Information" section of the RFP. We plan to collect between now and January 2020. We are open to suggestions from a vendor using best practices. The total delinquency debt will be discussed during contract negotiations with the vendor.

Question 9. Under booting and towing, it shows that you expect 3LPR-equipped vehicles for an expected volume of 300 eligible vehicles/month. Would you consider lower number to save on costs?

Answer: The Treasurer's Office is preferential to an evidence-based approach to staffing to meet our current volume of boot/tow eligible vehicles. 3 LPR-equipped vehicles are not a requirement for the proposal.

Question 10. Do the current tow/boot locations only include on-street vehicles?

Answer: Yes.

Question: Please provide a minimum staffing level for the Parking Violation Bureau office cashier windows?

Answer: Proposal should include a minimum staffing of one at the cashier's window at any given time, subject to demand.

Question: Should we include the cost of professional security officer to be present at the Parking Violation Bureau office in our pricing proposal?

Answer: Yes, if you choose to have a security guard. This is not a requirement.

Question: Please confirm that the acquisition of in-state and out of state

“registered owner” information is a service provided by AIMS and is outside of the scope of services requested in this RFP.

Answer: Currently, Regis provides this connection to AIMS. The STLTO covers this expense for in-state registered owner information. This is outside the scope of this RFP. Proposals that suggest acquiring out-of-state registered owner vehicles information should include this suggestion and the associated costs in their proposal.

Question: Please provide the quantity of citations issued for each of the last 3 years, broken out by electronic tickets and those issued manually (i.e. handwritten).

Answer:

2021: Electronic: 290,383 Manually: 13,358

2022: Electronic: 281,556 Manually: 11,282

2023: Electronic: 294,514 Manually: 12,254

Question: Please provide annual parking citation revenue for each of the last 3 years.

Answer:

FY 2023: \$4,536,798

FY 2022: \$4,162,853

FY 2021: \$3,371,754

Question: Please provide the percent of payments that are paid through the following payment sources: a. Online, b. Mail, c. Phone, d. In person “Over-the-Counter”.

Answer: We do not have pay by phone.

2021: Internet: 84.61%, Mail (mailed payments processed at bank lockbox batch): 7.46%, Mail(mailed payments processed at PVB lockbox online): 1.27%, In-person (over-the-counter): 6.71%

2022: Internet: 86%, Mail (mailed payments processed at bank lockbox batch): 7.02%, Mail (mailed payments processed at PVB lockbox online): 1.21%, In-person (over-the-counter): 5.80%

2023: Internet: 87.90%, Mail (mailed payments processed at bank lockbox batch): 6.14%, Mail (mailed payments processed at PVB lockbox online): 0.50%, In-person (over-the-counter): 5.52%

Question: Of tickets issued in 2021, 2022 and 2023, please provide the total number of tickets that have been paid, grouped by year of issuance.

Answer:

2023: 173,490 Paid No Balance

2022: 181,821 Paid No Balance

2021: 168,162 Paid No Balance

Question: Approximately, what percent of citations are dismissed or voided?

Answer: In 2023, roughly 5% were voided or dismissed.

Question: What is the average fully escalated fine?

Answer:

Ticket \$20 Fully Escalated \$80, \$60 fees

Ticket \$30 Fully Escalated \$120, \$90 fees

Ticket \$45 Fully Escalated \$180, \$135 fees

Ticket \$100 Fully Escalated \$400, \$300 fees

Question: Is the contractor responsible for the cost of mailing notices? Postage? If yes, please provide the total number of notices that were mailed in the previous year.

Answer: Yes, the contractor will be responsible for mailing and postage.

Jul-22	12,939
Aug-22	15,812
Sep-22	13,795
Oct-22	10,054
Nov-22	14,385
Dec-22	10,688
Jan-23	11,526
Feb-23	8,407
Mar-23	10,565
Apr-23	10,321
May-23	12,097
Jun-23	10,156
TOTAL	140,745

Question: Is there any requirement to send notices via certified mail? If yes, please provide the total number of certified letters that were mailed in the previous year.

Answer: For adjudication and delinquent ticket collections, yes.

Question: Is the current provider/operator engaging the Missouri Department of Revenue for obtaining registered owner information for citations issued in-state? Either yes or no, what the success rate (# of request made, # of hits returned) for years 2020-2023?

Answer: Yes, STLTO engages through Regis for owner information. Notices are also processed through the NCOA registry. STLTO is unable to provide success rates.

Question: What is the windshield payment rate (percent) for both 1) Missouri citations and 2) out of state for years 2020-2023?

Answer: STLTO is unable to provide an answer at this time.

Question: The RFP mentions DMV holds. What is the effectiveness of this program with regard to payments? Example: 4,500 registration holds placed in year 2023, 3400 releases, etc.

Answer: Unknown.

Question: Please confirm the annual amount of Meter revenue collections.

Answer:

- a. FY 2021: \$3,263,254
- b. FY 2022: \$4,732,514
- c. FY 2023: \$5,174,532

Question: Please confirm if the awarded vendor will need to be Merchant of Record for all citation payments.

Answer: No. The STLTO is the Merchant of Record. Vendor processes payment.

Question: Please provide the software version of the Aims system being used today.

Answer: AIMS V9.0.38.6

Question: Please confirm that the AIMS system sends out letters automatically.

Answer: No, AIMS does not automatically send letters.

Question: Please confirm the collections and adjudication teams are not responsible for mailing any collection/scoff letters or otherwise any notices in the mail.

Answer: Our current vendor does send mail notifications for adjudication. We do not currently have a collection vendor. It is expected that the delinquent ticket collections bidder will send mail notifications.

Question: Please provide the payment plan currently available today.

Answer: Link here: [PTAP](#)

Question: Please describe the onsite hardware that is being requested, including onsite PCs, cashiering setups, networking, printing equipment, credit card processing terminals, and servers and related infrastructure.

Answer: Our vendor will be responsible for computers, printers, furniture, and office supplies required to conduct business at the Parking Violations Bureau. Vendor for booting will be required to provide LPR equipment and vehicles to run a booting and tow program.

Question: Please confirm whether handheld issuance devices and issuance software are being requested by the City. If yes, please provide the number of handhelds currently employed, including the current model.

Answer: No, they are not.

Question: How do your current processes and/or vendor relationship(s) systematically determine if the death of a responsible party has occurred?

Answer: Upon receipt of a death certificate, STLTO voids all parking debt.

Question: How do your current processes and/or vendor relationship(s) handle the death of a responsible party?

Answer: Debt is cancelled.

Question: Do you currently search and file probated estate claims? Have you considered an automated tool to identify and file probated estate claims?

Answer: No, we do not file probated estate claims. STLTO is not interested in automated processes for doing so.

Question: Can you please indicate what inbound and outbound contact methods, beyond phone calls or letters (such as email and text), would be permitted by the scope of work?

Answer: Yes. Email is also included in the scope of the work.

Question: Does St. Louis local ordinance allow add on fees to the outstanding balance owed on parking tickets? We assume that you do not/will not allow your collection providers to add convenience and/or payment processing fees in addition to their contingency fees? If such fees are allowed, can you clarify that you will require bidders to fully disclose the amounts to be charged so the same can take the same into consideration when evaluating pricing?

Answer: Payment processing fees will be discussed during the contracting period. City ordinance does not prevent additional fees.

Question: What is the average number of tickets per violator?

Answer: Unknown. We issue per license plate.

Question: Have all cases been fully adjudicated by the time of placement?

Answer: No.

Question: What are your in-house collection methods (e.g. number of mailings, calls, etc.) used on the referred accounts prior to referral to your collection provider?

Answer: STLTO mails three notices at 15, 30, and 45 days.

Question: Can we get a distribution analysis of citation issuance by state and by

year for the years 2020 through 2023 including Missouri?

Answer:

2021: MO 69.8% IL 15.6% No other state is above 1% or 2056 Tickets

2022: MO 72% IL 15.1% No other state is above 1% or 2853 Tickets

2023: MO 71.1% IL 15.4% No other state is above 1% or 2782 Tickets

Question: Could we please obtain the number of tickets issued in 2023 for each \$ amount? Example: 10,000 tickets issued that were \$80 each, 15,000 tickets issued that were \$160 each, and 8,000 tickets issued that were \$320 each were issued in 2023. If 2023 data is not available, could we please obtain the 2022 data?

Answer:

2023: 205,616 total tickets written

\$20: 79.2% (162,893)

\$25: .0002% (5)

\$30: 18.6% (38,304)

\$45: 1.6% (3397)

\$100: .4% (980)

Question: Approximately, what percent of citations are issued to out-of-state vehicles?

Answer: 14.53%

Question: Of the citations issued to Missouri registrants, what is the collection rate for the 1) % of citations and 2) % of collective citation amount for the years 2020-2023?

Answer: We do not have that information.

Question: Of the citations issued to non-Missouri registrants, what is the collection rate for the 1) % of citations and 2) % of collective citation amount for the years 2020-2023?

Answer: We do not have that information.

Question: Of tickets issued in 2021, 2022 and 2023, please provide the total number of tickets contested, grouped by year of issuance. If possible, please include information regarding how many tickets were upheld and dismissed

Answer:

2022-2023

Incomplete data

2021-2022

Total Contested	Upheld	Dismissed
12824	10356	2389

2020-2021

Total Contested	Upheld	Dismissed
14181	11244	2756

On-Street Meter Maintenance & Coin Collection Questions

Question: Can you provide a meter map with locations/streets of each meter type? Or a listing of meters by street/block?

Answer: [Please see inventory list on this map.](#)

Question: Can you provide the current meter collection schedule for all single space and multi-space meters?

Answer: No.

Question: Does the City desire a set meter collection schedule? Or would a “on demand” collection schedule be acceptable (example: when a meter reaches \$0.00 or x number of coins it shall be collected then next business day).

Answer: Yes, a regular meter collection schedule is preferred over an “on-demand” system.

Question: Please confirm that the proposers are only responsible for dropping the collected coin cannisters at the City’s designated bank/processing location? Please provide an address of this bank/processing center.

Answer: Yes, the vendor will drop off the canisters at Brink’s Inc. 909 N 18th Street, St. Louis, MO 63106.

Question: Will the City provide the contractor with collection cannisters for the IPS single space meters?

Answer: The STLTO owns the meters and cannisters that are within the machines.

The vendor will be responsible for a collection cart for the single-spaced meters.

Question: Will the contractor be responsible for providing spare meter parts as a part of its proposed fees? Or will the City reimburse contractor for all spare meter parts as needed?

Answer: The city will purchase directly or reimburse contractor.

Question: Does the City have a set SLA for meter repairs? (Example – All standard meter repairs should be completed within 24 hours of identification/notification.)

Answer: Proposals should provide a recommendation.

Question: Please confirm current meter inventory spare parts on hand.

Answer: Unable to provide.

Question: Please confirm all meter-related hardware will be transitioned in the event of a vendor change.

Answer: The STLTO owns all meter related hardware. This will transition in the event of a vendor change.

Delinquent Ticket Collections Questions

Question: Please confirm collections can be provided in a third-party capacity, in the name of the debt collection agency (versus first-party in the name of the City).

Answer: Yes, proposals can include this option.

Question: Does the City currently utilize a third-party collection vendor?

- If yes, who is the vendor, for how long have they been in place and what is their current compensation/pricing structure?
- What is the approximate percentage of tickets collected by the vendor after being placed for 12 months?

Answer: No.

Attachment-08: Duncan Solutions Partnership

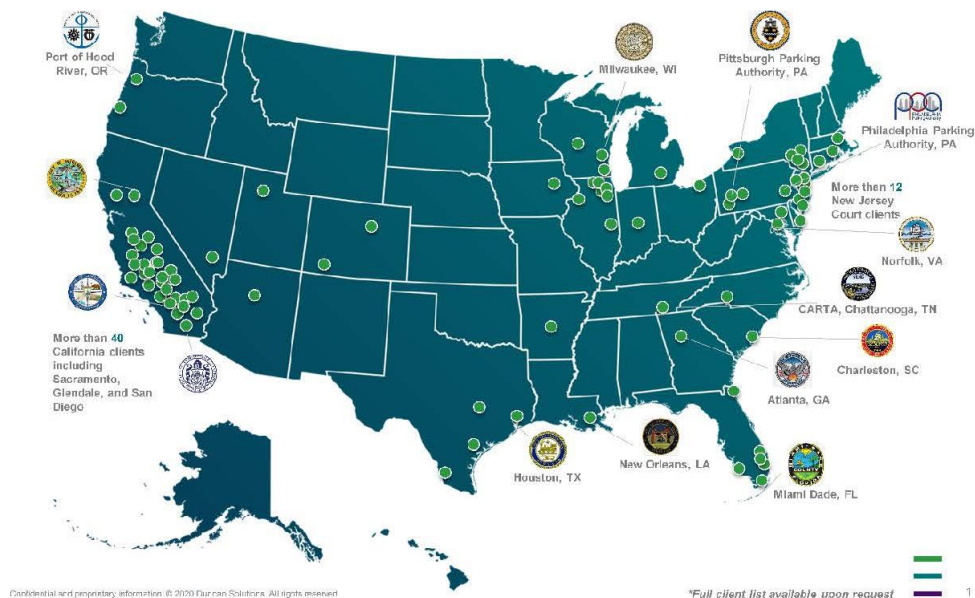
Qualifications and Experience

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.

At the core of Duncan's solution is our vendor hosted application. This is a proven, integrated, and flexible parking management and collection system that meets or exceeds all STLTO requirements. The system has been continually developed, enhanced, and reengineered over its 35-year history. This experience has molded Duncan's solution into a mature, time-tested, project-proven application that relies heavily on the application of technological advances, best practices, and lessons learned from current and previous deployments. Following, Duncan has provided a map showcasing our extensive nationwide parking experience.

Extensive nationwide parking experience

We have experience with **more than 200 government clients.**



Extensive nationwide parking experience. Duncan has experience providing parking citation management, collections, and DMV services to more than 200 government clients.

Capabilities and Experience

Dating back to 1982, Duncan has specialized in recovering debts for government entities. Duncan operations have grown and expanded – attracting more than 200 clients from across the nation and veteran talent throughout the industry. Duncan is a preferred provider of delinquent collections services to agencies across the U.S. Our proven expertise and capabilities in collecting parking violation debts make us sensitive to the unique nuances required when collecting from this type of debtor.

As a nationally licensed collection agency, Duncan has been a premier provider of delinquent collection services and have significant industry experience in collecting a wide range of delinquent receivables. Duncan focuses solely on the public sector, and expertly understands our clients' budgetary and policy goals. Duncan's personnel are trained, and the Duncan solution was developed to handle violation collections. Duncan has learned through experience what works in this type of collections environment and have applied these best practices to similar programs.

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%

Collection Services Overview

Duncan brings a fully realized, nuanced, and opportunistic collection solution that routinely outperforms competition using our 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.
 - **Multi-Tier, Proprietary Skip Trace Waterfall:** Duncan employs a five-tier, national skip trace waterfall process, multiple times, to refresh and validate debtor contact information. This approach returns new name and address information for up to 80% of hard-to-reach debtor accounts.
 - **Contacting the Debtor:** Duncan takes an informative, consultative approach, engaging your constituents and guiding them toward a resolution of the debt.
 - **Notice Dunning:** Duncan employs a variety of notice styles and message content to suit different scenarios, and all notice layouts and text are approved by the client.

- **Inbound/Outbound Call Management:** In addition to providing 24/7 call center support coordinated through our user-friendly IVR system, Duncan employs outbound calling early and often, using predictive dialer to automate the process.
- **Email and Text:** Pay-by-text and Pay-by-email are innovative and convenient ways for customers to repay their debts through familiar communication channels.
- **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, including:
 - **Civil Judgment Filing/Legal Collections:** Through our local legal partners and according to your business rules, Duncan can work with the STLTO to implement this collection tool, if desired.

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).



Duncan's collection methodology. A unique Collection Strategy and honed processes provide optimized revenue results while balancing customer service and compliance obligations.

Account Placement Stage

Duncan can accept placements in nearly any format and from nearly any accounting system, whether by web service, Secure File Transfer Protocol (SFTP), VPN, email, electronic media, or hard copy. The groundwork for a seamless data transmission channel is laid during implementation. During this period, our IT experts work with your own technical representatives to discuss items such as file layout, test files, data mapping, and encryption and secure file transmission.

Data Analysis Stage

Duncan utilizes an automated scrubbing technique that helps to define what accounts need new phone numbers, email addresses or are ready for the next step in the process. For each eligible account, Duncan then completes a first-tier skip tracing routine to generate profile data, which can be used for analysis in defining an optimal collection strategy for each account. Duncan uses the most advanced skip trace tools available and has direct interfaces with over 30 data vendors and information providers including commercial, government, and law enforcement databases.

Strategy Stage

To ensure the best collection methods and tactics for each account, Duncan creates a customized account analysis profile. Accounts that have been scrubbed and skip traced are then analyzed by a variety of metrics. Duncan's customized collections' strategies are in addition to our standard collection methodology, which ensures that all debts are worked diligently and in a manner that is most likely to lead to a successful collection. Our initial strategy is followed universally across all agencies and debt types and begins with the mailing/emailing of the initial dunning notice. The schedule generates additional notices that may be mailed or emailed at days 45 and/or 90. Based on the profile, we may employ USPS notices, emails, and even text reminders to secure payment. Typically, a combination of contact methodologies are employed until payment is secured.

Contact Stage

Duncan diligently communicates with consumers to optimize resolution of accounts while ensuring compliance with applicable laws and regulations. The Initial Validation Letters (IVL) are mailed when the account is transferred to Duncan's collection department and can be sent via the United States Postal Service (USPS) or via email. If the IVL is returned by the USPS as non-deliverable or if the IVL bounces back, Duncan will place the account on deck to receive future notices in the alternate format. Letters and communications are customized to meet specific circumstances set forth by the STLTO. All communication methods have numerous payment options listed, ensuring the consumer's preferred method is available. For this reason, dialing campaigns begin in conjunction with the mailing of the first notice. Should noticing and outbound calling fail to effect payment, Duncan will use escalation techniques to compel motorists to resolve their obligations in a timely manner.

Special Tactics Stage

Duncan uses an advanced multi-tier skip tracing waterfall process that provides information such as the customer's address history, landline, cell phones, and email address giving us the best chance to contact and collect on delinquent accounts. This process is structured so that the most cost effective and successful tools are initially employed. Having the most current customer information is imperative to having a successful collection program.

Payments Stage

Duncan's goal is to ensure that there are always convenient ways for motivated motorists to satisfy their debts to the STLTO. Accordingly, Duncan offers secure IVR/phone payment options, options to pay by internet and on mobile devices, as well as payments sent via mail using check or money order. Each payment option is designed to direct payment in real-time to the STLTO's trust account and update Duncan's collection system. This automatically triggers communications to related agencies and can immediately release certain sanctions.

Closing Stage

Duncan will immediately cease collection activity at any point in the collection process if the motorist disputes the debt, the account meets a predetermined status defined by the STLTO, if the account is paid in full, or if the STLTO elects to cancel or recall an account for any reason.

MBE/WBE Subcontractor

Duncan 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 in which we currently partner. Upon award,

Compliance Solutions will seek Missouri certification and currently meets all Missouri certification standards.

Appendix B: Scope of Services

D. Delinquent Ticket Collections

v. Please include the types of payment options that will be provided (Ex: Apple Pay, Google Pay, ACH, etc.)

Response:

Duncan recognizes the importance of comprehensive and convenient payment services in pursuit of maintaining a successful payment rate and ensuring customer satisfaction. We provide customers with several convenient payment options, including web payments, pay-by-mail, pay-by-text, pay-by-email, a bilingual interactive voice response (IVR) system, and live customer service representatives. Depending on preferred payment method, users can pay with credit/debit card, money order, cashiers check, personal check, or cash. Below is a summary of each available payment option.

Web Payments

Duncan's fully hosted payment website provides a 24/7, user-friendly interface for secure inquiries on a current debt status and options for payment by credit/debit card. Our PCI-DSS Level I compliant website enables users to locate account information based on multiple secure search criteria. Once users locate their records, they can select individual or multiple accounts to pay via credit/debit card. Credit card information is transmitted by secure links and authenticated in real time through our transaction gateway. Once the information is authenticated, Duncan's system is updated in real time to reflect the appropriate payment activity.

Telephone Payments

Our IVR system handles calls without a live attendant, using parameters determined by script files and values determined in accordance with the STLTO's needs and requirements. The IVR system communicates in real-time with our networked systems through an installed system monitor, updating accounts with information provided by the caller directly into the database, without the need of human intervention. With this system, callers can request information by either citation number or license plate number for citation status, amount due, and due date 24/7. Our IVR system is set up with a Spanish option and we have bilingual speaking employees available to take calls from customers during normal business hours.

Pay-by-Text

Estimates indicate Americans send nearly one billion text messages daily. Pay-by-text is a convenient and easy way for customers to repay their debts through a channel that is likely very familiar to them: SMS text. In turn, the STLTO can enjoy benefits such as more satisfied customers and higher recovery rates. We can send customers a text message with information about any outstanding balance. They can then choose how they would like to pay: by clicking an embedded link to our website or by calling us at the number where the text originated. If they do not want to receive future SMS messages about their debt, they can opt out by replying "STOP." Once a customer opts out, their phone number is excluded from all future SMS campaigns unless they later agree to resume. Normal noticing and outbound dialing will continue until the debt is paid in full.

Pay-by-Email

We will obtain email addresses from third-party skip trace databases if they are not provided in a placement file. This additional investment enables us to deploy another viable, familiar communication

tool by sending debt collection notifications via email. This has proven to be an effective communication channel, prompting an additional percentage of our clients' customers to pay.

U.S Mail (Lockbox) Payments

Duncan's comprehensive payment processing facility is designed to expeditiously process all payment received by mail for customers that prefer to mail to the PO box published on all outbound communication. While we direct customers to pay via money order, cashier's check, or personal check, we will also process cash—though we advise customers against it due to security and auditability limitations.

KEY PERSONNEL

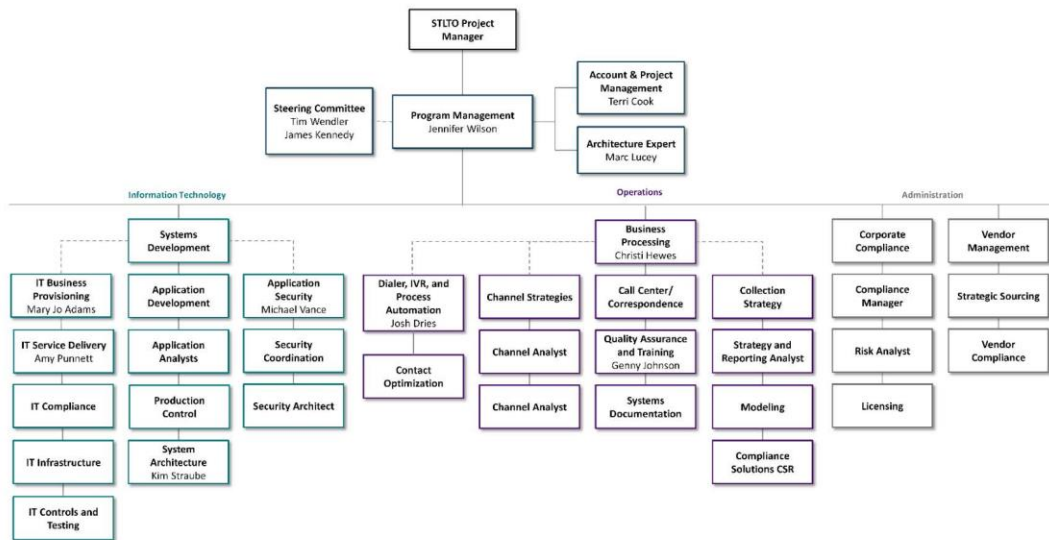
ORGANIZATION CHART

Following, Duncan has provided an organization chart indicating the key personnel who will provide services resulting from this RFP.

↓ **This Section Contains Confidential Trade Secret Information** ↓

STLTO

Citation Management, On-Street Meter Maintenance & Coin Collection, Booting & Towing Program, Delinquent Tick
RFx Number



Organization chart.

↑ This Section Contains Confidential Trade Secret Information ↑

↓ This Section Contains Confidential Trade Secret Information ↓

KEY PERSONNEL BIOGRAPHIES

Marc Lucey, Vice President Parking and Mobility Solutions

Marc has combined his experience in team leadership with a master's degree in Business Administration to lead program teams at several companies. He has trained personnel, conducted a significant amount of program analysis, and interacted extensively with product and service users, all under tight deadlines. His service to Duncan and its clients has consisted of extensive financial and program analysis for Duncan clients across the US. Conscious of the unique environments of each Duncan client, Marc combines his parking industry experience with strategic research and analysis to present comprehensive solutions and coordinate resources to bring solutions into practice. He oversees solution development, implementation support, collection program analysis and optimization, general project management, and operations management for Duncan's portfolio of parking processing clients. He provides consulting and strategic assistance to customers in the areas of revenue improvement, compliance management, integration optimization, and reduction in agency leakage.

Jennifer Wilson, Regional Account Manager

Jennifer is focused on the full account lifecycle including system implementations, customer service, and process improvements. With more than 20 years of administrative support and customer service experience, she is well equipped to address billing issues, manage day-to-day concerns, and act as a liaison between management and our clients. Jennifer provides weekly project timeline and enhancement plan updates for her clients. As an Account Manager, it is essential she have a sound understanding of the issues facing the STLTO, including its current operating environment and strategic opportunities for improvements. Jennifer will provide the STLTO with superior program stability, performance with an emphasis on continuous process improvement, and reduce enhancement-related disruptions.

Jennifer diligently aligns our product configurations and service offerings with client requirements by focusing on the needs of the client. She cultivates client relationships through active listening, attention to detail and effective communication. She meets regularly with senior management to advise the business on clients' expectations, regional concerns and industry trends. She is also responsible for ensuring that our client's concerns, comments, and suggestions are addressed by our management team.

↑ This Section Contains Confidential Trade Secret Information ↑

DMV REGISTERED OWNER ACQUISITION PROCESS

Duncan's proprietary DMV registered owner lookup system consists of four basic functions: ROV request load, DMV source request, DMV source response, and client responses. These four processes run in order for each client and are automated. Each function depends on the success of the previous one. As records are added, they are staged for the next process in the sequence, and specific indicators, switches, and volumes are set by state. On schedule, DMV source request files are generated and automatically transmitted to the specific DMV source.

For most states, Duncan has two or more access points to retrieve RO information. Depending on the specific source engaged, Duncan knows certain sources do not reply with expired registration data. It has been our experience, however, that many drivers operate vehicles with expired registrations, so Duncan's process has

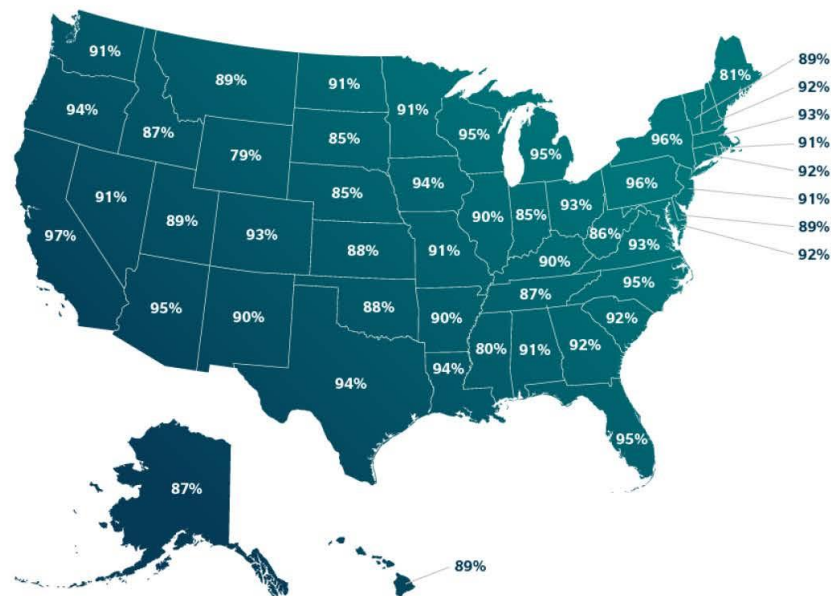
STLTO

Citation Management, On-Street Meter Maintenance & Coin Collection,
Booting & Towing Program, Delinquent Ticket Collections



proven very successful in returning industry-leading hit rates. No hits are consistently reviewed via automated technology, and recommendations are provided to improve either the processing code (for character changes such as zero or letter O, etc.) or image review software rules.

As files are detected, they are downloaded for processing. This proven technology and been running successfully for our over 600 government agencies currently on our system. No hits are consistently reviewed via automated technology, and recommendations are provided to improve either the processing code (for character changes such as zero or letter O, etc.) or image review software rules.



Duncan's national hit rates. Nationally, Duncan maintains exceptional hit rates thanks to our strategic relationships with Nlets, state DMVs, and third-party providers.

OUT-OF-STATE PAPERWORK FOR OPTIMAL HIT RATES

Duncan will make every effort to obtain out-of-state information where legal and available. State DMV regulations change over time and can impact availability of DMV information. To that end, we constantly monitor and advise our clients on those changes, recommending actions for optimum results. For example, in some cases sources may require the STLTO to obtain approval directly from the DMV. Duncan is well experienced in this area and will continue assisting the STLTO as part of our ongoing program management services. We monitor all approvals, as some carry an expiration date. In those cases, Duncan will launch renewal paperwork 90 days prior to the expiration date, giving the STLTO enough time to complete the renewal process and prevent any service interruptions.

STLTO

Citation Management, On-Street Meter Maintenance & Coin Collection,
Booting & Towing Program, Delinquent Ticket Collections



COMPARING THE DATA

When Duncan receives DMV RO information, Duncan runs edit checks to compare make and model on the DMV record against the make and model recorded on the citation. Duncan will handle match failures very carefully, as vehicle ownership may be in dispute. Duncan runs exception reports for mismatched citation vs. DMV for additional research, correction, or rejection of the citation issued. Beyond ensuring the presence of registered owner and address data, Duncan also reviews and validates the DMV return for any or all the following fields:

- Vehicle make
- Vehicle Identification Number (VIN)
- Driver's license number (when provided and applicable)
- Date of birth (when provided and applicable)
- Issue date, effective date, title date, or plate issue date
- Registration plate type
- Special indicator (e.g., indicating the owner is a corporation or lessee)
- Registration expiration date