

ORIGINAL



**RFP / BID NUMBER 1898**

**Proposal for  
Enforcement, Vehicle Immobilization &  
Citation Collection System**

**OCTOBER 13, 2009**

**Attention:**

**Office for Management & Budget  
Division of Purchasing  
611 West Jefferson Street  
Mezzanine Level  
Louisville, KY 40202**

**From:**

**Jack Skelton  
Regional Vice President  
Republic Parking System  
633 Chestnut Street  
Suite 2000  
Chattanooga, TN 37450  
423-756-2771  
[jskelton@republicparking.com](mailto:jskelton@republicparking.com)**





# Request For Proposal

Louisville/Jefferson Co Metro Government

**Bid Number:** 1898

**Revision:** 0  
**Date:** 17-SEP-09

Sealed bids will be received until 3:00 PM and publicly opened and all bid prices read aloud at that hour on date specified and under following conditions:

Bids received after 3:00 PM on Reply By Date will not be opened.

Bids must be signed by individuals or firms making bid. Samples to be submitted if requested. The right is reserved to select the lowest and best bid, also to reject any or all bids or any part thereof.

On proposals amounting to \$2000.00 or over, successful bidder may be required to execute and give performance bond for full amount of same by a Surety Company authorized to do business in the Commonwealth of Kentucky before order is issued.

All items quoted are considered F.O.B. Delivered, unless otherwise stated.

Mark envelope with Bid Number, Reply By Date and Address to:

Office for Management & Budget - Division of Purchasing  
611 West Jefferson Street  
Mezzanine Level  
Louisville, KY 40202

**Reply By:** 13-OCT-09

# Description

- 1 A Request for Proposal for Enforcement, Vehicle Immobilization and Citation Collection System, per the attached specifications.

\*\*\*This is a re-bid of Bid #1878.\*\*\*\*\*

\*\*\*The Pre-bid conference has been scheduled for Wednesday, September 30, 2009 at 10:00AM, Parking Authority of River City (PARC), Inc., Conference Room, 517 South Fourth Street, Louisville, KY.\*\*\*\*\*

DELIVERY TIME: _____ (# of days A.R.O.)	FIRM NAME: Republic Parking System, Inc.
We guarantee all the above named goods to be first-class and equal in every particular to above specification. Delivery to be made immediately on advice of acceptance unless otherwise specified.	OFFICIAL'S SIGNATURE:
UNSIGNED BIDS WILL NOT BE CONSIDERED	ADDRESS: 633 Chestnut Street, Suite 2000 Chattanooga, TN 37450
	PHONE: 423.756.2771
	DATE: October 12, 2009

**STANDARD TEXT**

Please indicate your Louisville/Jefferson County Metro Government Revenue Commission Number TBD and your Federal Tax Identification Number [REDACTED]. If you are a Metro Government vendor or you are doing business in Metro Louisville, you should already be registered with the Revenue Commission and have all of your required taxes paid. If you become the successful vendor, you must be properly registered with the Revenue Commission and have all of your required taxes paid prior to the award of this contract. For further information please call Lisa Finegan of the Revenue Commission at (502) 574-4860.

Ordinance #214, Series 2005, concerning the requirement for an Affirmative Action Plan for contractors and vendors doing business with Louisville/Jefferson County Metro Government, shall apply to this Notice for Bids. Any questions concerning the ordinance should be directed to the Human Relations Commission at (502) 574-3631.

All parties hereto acknowledge any agreement is subject to Metro Government Ordinances, relating to the requirement of an affirmative action plan or other equal employment criteria for contractors and vendors to do business with the Metro Government. Failure to comply with the terms of said ordinances will be cause for suspension, termination or cancellation of any agreement.

All prices quoted are to be F.O.B. Delivered to Destination.

BID PRICES ARE TO BE FIRM FOR A MINIMUM OF Ninty (90) DAYS FROM BID/RFP OPENING DATE

Please include your FAX number 423-265-5728.

Time discounts or cash discounts shall not be considered in award evaluation. Delivery time may be an evaluation factor in award of the Invitation for Bid/Price Inquiry/Proposal.

Metro Government is not responsible for any cost incurred by bidders/proposers in the preparation of bids/proposals.

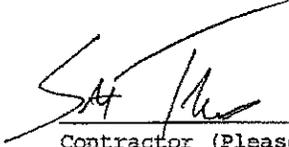
(1) It shall be a breach of ethical standards for any employee with procurement authority to participate directly in any proceeding or application; request for ruling or other determination; claim or controversy; or other particular matter pertaining to any contract, or subcontract, and any solicitation or proposal therefore, in which to his knowledge:

- a. He, or any member of his immediate family has a financial interest therein; or
- b. A business or organization in which he or any member of his immediate family has a financial interest as an officer, director, trustee, partner, or employee, is a party; or
- c. Any other person, business or organization with whom he or any member of his immediate family is negotiating or has an arrangement concerning prospective employment is a party. Direct or indirect participation shall include but not be limited to involvement through decision, approval, disapproval, recommendation, preparation, of any purchase request, influencing the content of any specification or purchase standard, rendering of advice, investigation, auditing, or in any other advisory capacity.

(2) It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee, to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment, in connection with any decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or purchase standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling or other determination, claim or controversy, or other particular matter, pertaining to any contract or subcontract and any solicitation or proposal therefore.

(3) It is a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier

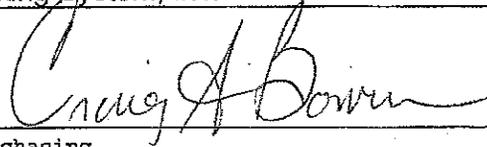
SIGNATURE PAGE



Scott Titmus, Executive Vice President

Contractor (Please sign here and type in company name on line immediately below. Please leave all other lines blank)

Republic Parking System, Inc.  
Company Name

  
Director of Purchasing

Contract Term:  
Effective: January 1, 2010  
Expires: December 31, 2010

Items Covered:  
All:  \*Primary\*

See Attached: \_\_\_\_\_

The Invitation for Bid and response will become part of the contract



**LIVING WAGE PREFERENCE**

Ordinance 91, Series 2003 establishes a preference for businesses, which provide their employees a minimum wage equal to or exceeding the minimum wage set forth in Section I of the ordinance as of July 1, 2003. That amount is currently \$9.00/hour for all full time employees.

If supplies or services are to be purchased by competitive sealed bidding, or by competitive negotiation, and the supplies or services are available from a minimum wage business, the bid price or cost quoted by each minimum wage business shall be reduced by 5% for the purpose of determining the lowest bid price; however nothing in the ordinance prohibits the awarding of contracts by Metro Government on the basis of evaluated bid price.

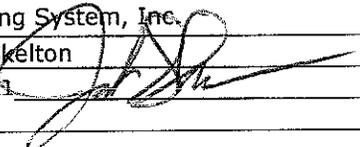
In order to qualify for the 5% preference under Section II of the ordinance, if a contract is for services, and a bidder or offeror uses subcontractors to perform all or part of the work required under the contract, the bidder or offeror shall not subcontract more than 20% of the work to non-minimum wage businesses unless such services are not available from minimum wage businesses.

If a business holds itself out as a minimum wage business by indicating so below, and is subsequently awarded a contract, then it is later discovered that such information was falsely provided, such business will be liable to the Metro Government equal to 30% of the amount of the contract awarded.

If a minimum wage business is awarded a contract under this ordinance, then such business shall post a sign of the applicable minimum wage rate set forth in this ordinance in a conspicuous place and manner so as to inform employees and the public alike that such business pays its employees wages at least commensurate with the applicable minimum wage rate established by this ordinance.

If you meet the requirements of this ordinance and wish to claim certification as a minimum wage business for this bid please sign in the space below.

I certify that my business meets the requirements of Ordinance 91, Series 2003 and wish to be certified as a minimum wage business for this bid. (This page shall be included with bid submission)

Company Name Republic Parking System, Inc.  
Authorized Official (Print) Jack Skelton  
Signature of Authorized Official   
Title Vice President  
Date October 12, 2009



Form GFE-2

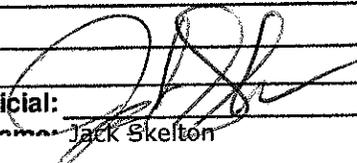
**LOUISVILLE METRO GOVERNMENT**  
**GOOD FAITH EFFORTS ("GFE")**  
**MFHBE/SUBCONTRACTOR GFE/LOE**

DUE DAY AFTER BID OPENING BY 4:00 PM TO THE HUMAN RELATIONS COMMISSION

**Bidder Name:** Republic Parking System, Inc. **Bid Total:** \$1,240,789  
**Bid Number:** 1898 **Project:** Enforcement, Vehicle Immobilization and Citation Collection System  
 Fax or mail this form to Louisville Metro Human Relations Commission • 410 W. Chestnut Street, Suite 300A • Louisville, KY  
 40202 502-574-3631 phone • 502-574-3190 fax • 502- 574-4332 TDD

NAME OF MFHBE SUBCONTRACTORS CONTACTED	DIVISION OF WORK	REQUEST FOR QUOTES (Attach)	BID ACTIVITY						Reason for Rejection
			No Response	Quote Received (Attach)	Quote Amount	% of Bid Total	Quote Used	Quote Rejected	
CGM Enterprises, Inc	Printing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	\$ 8,000	6%	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	
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		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	

**Other Good Faith Efforts (Attach Supporting Documentation)**  
 Colonels Career Apparel, LLC - Uniforms (to provide all employee uniforms, ets. \$7,500.00)  
 \*need City input prior to requesting formal quotes

**Signature of Company Official:**   
**Printed Name:** Jack Skelton **Date:** October 12, 2009

Form GFE-3

**LOUISVILLE METRO GOVERNMENT**  
**GOOD FAITH EFFORTS ("GFE")**  
**SUBCONTRACTOR PAYMENT CERTIFICATION**

**DUE EACH MONTH OF THE CONTRACT PERIOD TO THE HUMAN RELATIONS COMMISSION**

**Bidder Name:** Republic Parking System, Inc.

**Total Bid Amount:** \$1,240,789

**Bid Number:** 1898

**Project Name:** Enforcement, Vehicle Immobilization and Citation Collection System

**REPORTING MONTH:**

Fax or mail this form to Louisville Metro Human Relations Commission • 410 W. Chestnut Street, Suite 300A • Louisville, KY 40202  
 502-574-3631 phone • 502-574-3190 fax • 502-574-4332 TDD

ALL SUBCONTRACTORS APPEARING ON FORM GFE-1	ORIGINAL CONTRACT AMOUNT ON FORM GFE-1	AMENDED CONTRACT AMOUNT	SUBCONTRACTOR PAYMENT TOTAL (Attach cancelled checks)			CONTRACTOR PAYMENT TOTAL (ATTACH INVOICES)			
			Date	Payment Amount	Retainage	Invoice Date	Payment Amount	Retainage	
ALL SUBCONTRACTORS NOT LISTED OF FORM GFE-1	DIVISION OF WORK	CONTRACT AMOUNT	SUBCONTRACTOR PAYMENT TOTAL (Attach Canceled Checks)			Certified MFHBE	CONTRACTOR PAYMENT TOTAL (Attach Invoices)		
			Date	Payment Amount	Retainage		Date	Payment Amount	Retainage
						Γ			
						Γ			
						Γ			
						Γ			
						Γ			

Signature of Company Official:   
 Jack Skelton

Date: October 12, 2009



EXECUTIVE OFFICES • SUITE 2000 REPUBLIC CENTRE • CHATTANOOGA • TENNESSEE • 37450 • 423.756.2771 • (FAX) 423.265.5728

FOCUSED ON THE  
FUNDAMENTALS

October 12, 2009

Louisville Metro Human Relations Commission  
410 W. Chestnut Street,  
Suite 300 A  
Louisville, KY 40202

RE: Bid Number 1898

Dear Commission:

Republic Parking has submitted a bid for the above referenced Bid. Enclosed are the GFE forms for our Bid.

It is our intention to utilize MBE, FBE and HDE companies as subcontractors on this contract for Office Supplies, Uniforms, and Printing services. Since we are not able to establish a definitive scope of work on all of these services until we are able discuss with PARC, we were unable to ask for quotes from certified companies.

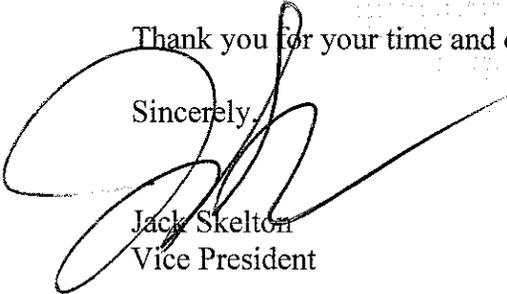
We have identified the following certified firms which we plan to seek quotes from for these services:

CGM Enterprises, inc. d/b/a IQ Copies & Printing	Printing	FBE
Colonels Career Apparel, LLC	Uniforms	FBE
The Logo Warehouse	Office Supplies	FBE
Work Enterprises, Inc. d/b/a Laser tech	Office Supplies	FBE

Please let me know if additional steps are required at this point.

Thank you for your time and consideration.

Sincerely,

  
Jack Skelton  
Vice President

Form GFE-1

**LOUISVILLE METRO GOVERNMENT  
GOOD FAITH EFFORTS ("GFE")  
SUBCONTRACTOR AND SELF-PERFORM WORK LIST**

**DUE DAY AFTER BID OPENING BY 4:00 PM TO THE HUMAN RELATIONS COMMISSION**

**Bidder Name:** Republic Parking System, Inc.  
 MBE  FBE  HBE

**Total Bid Amount:** \$1,240,789  
**Email Address:** jskelton@republicparking.com

**Bid Number:** 1898

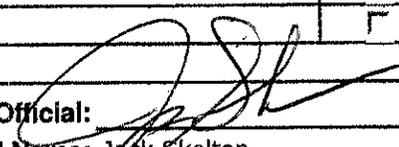
**Project Name:** Enforcement, Vehicle Immobilization and Citation Collection System

Fax or mail this form to Louisville Metro Human Relations Commission • 410 W. Chestnut Street, Suite 300A • Louisville, KY 40202  
 502-574-3631 phone • 502-574-3190 fax • 502-574-4332 TDD

DIVISIONS OF WORK (BIDDER WILL SELF-PERFORM)
Management, Staffing, Accounting

DIVISIONS OF WORK (UNDETERMINED WHO WILL PERFORM)
Uniforms, Office Supplies

LEGAL NAME OF ALL SUBCONTRACTORS	SUPPLIER	DIVISION OF WORK	SUBCONTRACT AMOUNT	% of Total Bid	CERTIFIED SUBCONTRACTOR		
					MBE	FBE	HBE
Pay Lock	<input type="checkbox"/>	Equipment	\$150,000	12%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CGM Enterprises, Inc (d/b/a Printworx)	<input type="checkbox"/>	Printing	8,000	.6%	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Total</b>			\$158,000 <del>\$0.00</del>	12.7%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Signature of Company Official:**   
**Printed Name:** Jack Skelton

**Date:** October 12, 2009

Form GFE-2

**LOUISVILLE METRO GOVERNMENT**  
**GOOD FAITH EFFORTS ('GFE')**  
**MEMBER SUBCONTRACTOR GFE LOG**

**DUE DAY AFTER BID OPENING BY 4:00 PM TO THE HUMAN RELATIONS COMMISSION**

**Bidder Name:** Republic Parking System, Inc. **Bid Total:** \$1,240,789  
**Bid Number:** 1898 **Project:** Enforcement, Vehicle Immobilization and Citation Collection System  
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**Other Good Faith Efforts (Attach Supporting Documentation)**

Colonels Career Apparel, LLC - Uniforms (to provide all employee uniforms, ets. \$7,500.00)  
 \*need City input prior to requesting formal quotes

**Signature of Company Official:**   
 Printed Name: Jack Skelton

**Date:** October 12, 2009



"Shawna Tuggle"

<shawna@printworxoflouisville.com>

10/09/2009 03:28 PM

To <jsketton@repubicparking.com>

cc

bcc

Subject env quote

Jack,

Stock- Florescent Yellow or Orange 24#

Ink- Black 1/0

Envelope- 6 -BE Regular

Quantity- 200,000

\$8000.00

Plus Shipping

Thanks for the opportunity!

Shawna

**Shawna Tuggle**

**Print Worx of Louisville**

3928 Bardstown Rd.

Louisville, KY 40218

Office - 502.491.0222

Fax - 502.491.0267

[www.printworxoflouisville.com](http://www.printworxoflouisville.com)





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## **12. AFFIRMATIVE ACTION POLICY**

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### **I. PURPOSE AND POLICY**

This document represents the Affirmative Action Plan for Republic Parking System. The purpose of this plan is to describe Republic Parking System policies and procedures designed and applied to assure the right of all persons to work and advance in the workforce based on ability. The plan has been developed to ensure:

- the fair and equal treatment of minorities and women in Republic Parking System's work environment.
- compliance with federal, state, and local equal employment laws and regulations.

It is the policy of Republic Parking System to provide equal opportunity for all qualified applicants and employees; to prohibit discrimination in employment because of race, color, religion, national origin, sex, age, or physical handicap or any other basis prohibited by law; to promote the full realization of equal employment through a continuing program of affirmative action.

It is the policy of Republic Parking System to:

- Recruit, hire, train, and promote persons in all job categories at all levels of the workforce without regard to race, color, religion, age, sex, national origin, physical handicap, or status as a disabled Vietnam veteran.
- Ensure that all personnel actions such as compensation, employee benefits, transfers, layoffs, training, and career development and social and recreational programs will be administered without regard to race, color, religion, age, sex, national origin, physical handicap, or status as a disabled or Vietnam veteran.
- Eliminate unreasonable procedural and physical barriers to employment of disabled persons and that reasonable accommodations are made for persons with a physical handicap, and persons with particular religious beliefs and practices.
- Ensure that all employees may work in an environment free from sexual harassment.
- Ensure that no retaliatory action is taken against any individual for reporting or opposing employment practices that are prohibited by this Affirmative Action Plan or the federal, state, or local equal employment laws and regulations.

This policy shall be an integral part of every aspect of personnel policy and practices in the employment, development, advancement, and treatment of all employees. It will be disseminated periodically to the attention of all supervisory and management personnel who shall administer the policy with a positive attitude.

The President and all officers of Republic Parking System will affirmatively implement the Affirmative Action Plan.

Overall day-to-day responsibility for the successful implementation of the Affirmative Action Plan of Republic Parking System is assigned to each Location Manager who shall serve as the Equal



Opportunity Coordinator available to all applicants, employees, and independent contractors to assist them in all aspects regarding this policy. The Location Manager shall act as the Equal Opportunity Representative bearing any complaint regarding unfair labor practices or discrimination based on race, color, sex, religion, age, national origin, disability, or Vietnam veteran status.

Nothing contained within this Affirmative Action Plan nor any language used herein, shall be construed as an admission by Republic Parking System that it has violated or presently is violating any federal, state, or local laws regarding equal employment opportunity. Republic Parking System has maintained personnel practices and procedures that seek to ensure equal employment for all individuals. It is anticipated that the adoption and implementation of this Affirmative Action Plan will ensure the continued equal employment opportunity for all persons without regard to race, color, sex, religion, national origin, age, handicap, or status as a disabled or Vietnam Era veteran. This voluntary Affirmative Action Plan is intended to demonstrate the commitment of Republic Parking System to ensuring equal employment opportunity for all applicants and employees of Republic Parking System and to comply fully with the applicable federal, state, and local equal employment opportunity laws.

---

Senior Vice President Human Resources

Date

## II. BASIS:

The Affirmative Action Plan of Republic Parking System was developed in consideration of major federal laws:

Title VII of the Civil Rights Act prohibits discrimination in employment because of race, color, sex, religion, national origin. It covers all terms, conditions, and privileges of employment.

Title VI of the Civil Rights Act prohibits discrimination based on race, color, sex, religion, or national origin in all programs or activities which receive federal financial aid.

The Equal Pay Act of 1963 requires all employers subject to the Fair Labor Standards Act to provide equal pay for men and women performing similar work.

The Age Discrimination in Employment Act prohibits discrimination against any persons 40 to 70 years of age in any area of employment because of age.

The Rehabilitation Act prohibits discrimination against any qualified employee or applicant because of physical or mental handicap.

The Vietnam Era Veterans Readjustment Assistance Act of 1974 requires contractors or subcontractors to take affirmative action to employ and advance qualified disabled veterans and veterans of the Vietnam Era.



Executive Order 11246 requires affirmative action programs by all federal contractors and subcontractors with contracts over \$50,000 and 50 or more employees develop and implement written affirmative action programs.

## **AMERICANS WITH DISABILITIES ACT.**

### **III. DISSEMINATION OF THE PLAN AND POLICIES**

To assure full integration of this Affirmative Action Plan through Republic Parking System, the company will disseminate this policy throughout the organization. Management, employees, and prospective applicants will be made aware of the commitment of Republic Parking System as an EEO employer through the following procedures.

#### **Internal**

The Equal Opportunity Coordinator will distribute copies of the Affirmative Action Plan to all managers, to be made available upon request to all employees, and for use is discussing this use with employees.

Republic Parking System will post posters regarding this policy and equal employment opportunities at all job sites in a conspicuous place, and in locations appropriate and accessible to prospective applicants for employment.

Republic Parking System will include the EEO policy in all handbooks and policy manuals and as appropriate in all employee orientation or training.

#### **External**

Notify recruiting sources and encourage them to refer qualified applicants without regard to race, color, sex, religion, age, national origin, handicap, or status as a disabled or Vietnam Era veteran.

Republic Parking System will advertise in local publications to reach the community of protected classes in order to seek qualified minorities for job placement.

Republic Parking System will identify itself as an equal employment opportunity employer in all recruitment advertisements.

Republic Parking System will disseminate notice of its EEO policy to all unions with which it has some relationship and request assistance in meeting its EEO obligations.

Republic Parking System will include EEO policy in annual reports and company publications as appropriate.

Republic Parking System will incorporate equal employment opportunity clauses in all purchase orders, leases, and contracts covered by Executive Order 11246. Additionally, the company will provide written notification of our equal employment opportunity policy to all subcontractors,



vendors, and suppliers, and indicate the necessity for them to be equal employment opportunity employers as well.

#### **IV. RESPONSIBILITY FOR DELEGATION**

The President of Republic Parking System has designated each Location Manager as the Equal Opportunity Representative who shall have responsibility for the overall development and administration of the Republic Parking System Affirmative Action Plan and Program. The Location Manager has the authority necessary to implement the Affirmative Action Plan and Program of Republic Parking System. In carrying out this responsibility, the Location Manager shall manage and supervise the activities of the Equal Opportunity Coordinator who shall be responsible for:

- Providing guidance to assistant managers and supervisors in conducting equal opportunity efforts.
- Maintain a continuing review of all aspects of the Republic Parking System personnel process to detect barriers to the employment of minorities, women, handicapped, disabled, or Vietnam era veterans and recommend solutions to eliminate any identified barriers.
- Prepare statistical data and conduct evaluations to measure the success of the Affirmative Action Program, to identify problems and areas of under-utilization.
- Council with employees and applicants regarding the EEO policy of Republic Parking System.
- Disseminate any changes in the Affirmative Action Plan to all levels of management and to employees as appropriate, and service as a resource to management regarding implementation.
- Develop and maintaining procedures that will enable Republic Parking System to fulfill federal, state, and local requirements related to minority and women business enterprise participation in its contract and procurement program.
- Establishing and maintaining a positive participation program for the inclusion of minority or women owned business enterprises in the contracting and procurement activities of Republic Parking System.
- Be responsible for technical compliance with all federal, state, and local regulations.

In addition to managing the Equal Opportunity Coordinator, the Location Manager shall be responsible for:

- Serving as the liaison between Republic Parking System and all relevant entities concerned with the enforcement of EEO laws and the regulations promulgated thereunder including but not limited to the EEOC.
- Directing a periodic audit of hiring and promotion patterns to discern any impediments to the goals and timetables set forth as a part of the Affirmative Action Plan. Maintaining a complaint system to assure that allegations of unfair labor practices or discrimination will receive prompt, fair, and impartial consideration and disposition with appropriate corrective action as needed.
- Report to the President on all actions and programs relative to the prohibition of discrimination and the implementation of Affirmative Action in Republic Parking System.



## V. UTILIZATION AND WORK FORCE ANALYSIS

### Utilization Analysis

Republic Parking System will identify job classifications within the Company's work force in which minorities and women are being underutilized. The utilization analysis will include an examination of the work force and a comparison of the availability of minorities, women, and handicapped persons in the job classification and the geographic areas where Republic Parking System can recruit. In determining if minorities and women are underutilized in any of the Company's job classifications, the Equal Opportunity Coordinator shall evaluate the following factors:

- The minority and women populations of the area surrounding Republic Parking System and their proportions to the total.
- The size of the minority and women unemployment force in the area surrounding Republic Parking System.
- The general availability of minorities and women having requisite skills in an area in which Republic Parking System can recruit.
- The minorities and women employed by Republic Parking System with the requisite skills for the job classifications involved.
- The number and percentage of minorities and women applying for employment.
- The Equal Opportunity Coordinator will develop an analysis of job titles and job positions by classification held by minorities and women which shall include a listing of each job title including the wage rate or salary range, as it appears on Company payroll records, ranked from the lowest paid to the highest paid within organizational unit the total number of incumbents by sex and minority group in each job title.
- The Equal Opportunity Coordinator will be responsible for the periodic analysis of the entire employment process in order to identify problem areas.

## VI. GOALS AND TIMETABLES

Upon completion of the utilization and work-force analysis, Republic Parking System will formulate goals and timetables for employment of minorities and women. Republic Parking System will use the following process in establishing goals and timetables:

- A goal will be established when the percentage of total minorities and women in a job classification within Republic Parking System is lower than the total percentage of minorities available in that job classification within the surrounding labor market area.
- The goal will be stated as a percentage of the total employees in the job classification and will be equal to the percentage of minorities and women available for work in the job classification in the surrounding labor market area.
- For each job classification with a goal, a specific timetable will be established for reaching the goal in the minimum feasible time period.



## VII. PLAN OF ACTION

The ultimate success of the Affirmative Action Program will largely result from good faith efforts detailed in this plan of action. Republic Parking System will actively and aggressively implement the following:

**Recruitment** - Republic Parking System will actively seek minorities, women, handicapped, disabled or Vietnam era veterans for employment. The following techniques will be employed to improve recruitment:

- Republic Parking System will analyze and review recruitment procedures to identify and eliminate discriminatory barriers.
- Republic Parking System will establish a system and objective measures to monitor the recruitment process including maintaining applicant records which detail for each applicant: name, race, sex, handicap status, disability or veterans' status, referral source, date of application, position applied for, whether a job offer was made.
- Republic Parking System will develop and maintain a list of recruitment sources to ensure that Republic Parking System notifies the widest range of applicants and in particular reaches potential minority and female applicants.
- Republic Parking System will place emphasis on aggressive recruitment efforts whenever the workforce analysis suggests an under-utilization of a protected class.
- Republic Parking System will maintain continuing contact with referral agencies and organizations serving minorities, women, handicapped, disabled or Vietnam era veterans.
- Republic Parking System will maintain a current file of names, addresses, and telephone numbers of minority and female applicants, the recruitment source or referral agency and the action taken on each such applicant.

**2. Selection Process** - Republic Parking System will review job descriptions and specifications and remove all criteria which may be artificial and unnecessary and assure that all required qualifications are free from bias and requirements not directly related to an applicant's ability to perform the job. The Company will validate all tests where such validation is required.

**3. Training** - Republic Parking System will take positive steps to ensure the full utilization of minorities, women, handicapped, disabled or Vietnam era veterans in its training programs. All employees will be encouraged to participate in the Company's training and career development programs. Republic Parking System will maintain records of employees attendance in development training courses by minority groups and sex for purposes of monitoring that protected classes are given equal access to training opportunities, apprenticeship, and upgrading programs.

The Equal Opportunity Coordinator will periodically conduct EEO seminars in order to facilitate understanding and compliance with the Affirmative Action Plan.

**4. Promotion and Transfer** - Republic Parking System will assure that any employee applying for a promotion or transfer to another job shall be given equal consideration with all other applicants.



5. **Discharge, Termination, Layoff, Disciplinary Action, Demotion** - The standards for deciding when an employee will be discharged, terminated, laid off, or demoted will be the same for all employees. Republic Parking System will keep a record of all terminations, layoffs, or demotions and for each affected employee, shall record name, date, and reason for personnel transaction.

6. **Employee Evaluation** - The evaluation of the managerial and supervisory personnel of Republic Parking System shall include the assessment of affirmative action efforts to be appraised with other criteria necessary for acceptable management and supervisory job performance.

7. **Pay Practices and Benefits** - Republic Parking System shall not make any differences in pay rates for substantially similar work done by minority and non-minority, female and male employees. The Company will continue to make compensation and benefits available to all employees without regard to race, color, religion, age, national origin, handicap, or status as a disabled or Vietnam era veteran.

8. **Facilities** - Republic Parking System will continue to maintain its facilities on a non-discriminatory basis and to ensure that all facilities and work areas are accessible insofar as this may be done without reducing safety or efficiency or incurring undue financial burdens.

9. **Reasonable Accommodation to Disabilities of Handicapped, Disabled Veterans, and Religious Beliefs** - Republic Parking System will evaluate the qualifications of handicapped persons and disabled veterans with due consideration towards whether such employees or applicants are qualified if their disabilities can be reasonably accommodated. Reasonable accommodations may be extended to the point that no undue hardship will be imposed on Republic Parking System.

10. **Age** - Any employment decision relative to a person between 40 and 70 years of age shall be based on the individual's ability or capacity to perform the work required. Age will be considered only when it is a bona fide occupational qualification, reasonably necessary to the normal performance of the job.

11. **Sexual Harassment** - Sexual harassment is a form of employee misconduct which will not be tolerated. It is a prohibited practice when it results in discrimination on the basis of conduct not related to job performance. Republic Parking System will maintain an environment free from sexual overtures, intimidation, or coercion. Disciplinary action will be taken against any employee engaging in such behavior.

## **Audits and Reports**

Republic Parking System will maintain personnel records and reports to assure equal opportunity to all employees and to ensure compliance with goals and timetables.

Republic Parking System will develop and implement reporting procedures which will provide for the continued auditing, monitoring, and evaluation of the Company policies, practices, and procedures and the progress of the affirmative action plan. Republic Parking System will annually conduct a review of the Company's compliance with the EEO policy.

The following reports will be made available:



- Survey of current workforce by race, national origin, sex, job classification, salary.
- Analysis of internal and external workforce availability by race, national origin, and sex, handicap or disabled status or status as a Vietnam era veteran.
- Identification of areas of under-utilization and the establishment of hiring and promotion goals and timetables.
- Records on application flow and each step of the selection process.
- Sources of referrals and hires by race, national origin, sex, handicap, or disabled status or status as a Vietnam era veteran.
- Terminations, layoffs, discharges, or demotions by race, national origin, sex, handicap, disabled status, or status as a Vietnam era veteran.
- Progress toward goals.
- Republic Parking System will annually conduct a review of the Company's compliance with the EEO policy. The Affirmative Action Plan will be reviewed annually in light of program results, and modifications will be made to improve the program as appropriate.

### **VIII. SUBCONTRACTORS, CONSULTANTS, AND SUPPLIERS**

Republic Parking System will include its Equal Opportunity Policy in every subcontract or purchase order so that such provisions will be binding on each subcontractor or vendor. Republic Parking System will assure the enforcement of such provisions, including sanctions for non-compliance.

Further, it is the policy of Republic Parking System that minority and women business enterprises will have the maximum practical opportunity to participate in its contracting and procurement activities. Accordingly, Republic Parking System will:

- Establish policies and procedures, which encourage and facilitate the consideration of minority/women business enterprises as subcontractors and suppliers.
- Develop and implement policies and procedures to recruit minority/women business enterprises as subcontractors, consultants, or suppliers.
- Develop a listing of minority/women business enterprises that provide services and products for which Republic Parking System normally contracts.
- Periodically review and monitor the use of subcontractors, consultants, and suppliers to assure fair recruitment consideration, use and treatment of minority/women business enterprises.
- Use good faith efforts to utilize minority/women business firms as subcontractors, consultants, or suppliers.
- Maintain records relevant to contracting opportunities, solicitation of offers or quotes, and selection of subcontractors, consultants and suppliers sufficient to allow periodic evaluation of the inclusion of minority/women business firms in contracting procurement activities.



"Shawna Tuggle"  
<shawna@printworxoflouisville.com>

10/09/2009 03:28 PM

To <jskelton@republicparking.com>  
cc  
bcc  
Subject env quote

Jack,

Stock- Florescent Yellow or Orange 24#

Ink- Black 1/0

Envelope- 6 #BE Regular

Quantity- 200,000

\$8000.00

Plus Shipping

Thanks for the opportunity!

Shawna

**Shawna Tuggle**  
**PrintWorX of Louisville**  
3928 Bardstown Rd.  
Louisville, KY 40218  
Office - 502.491.0222  
Fax - 502.491.0267  
[www.printworxoflouisville.com](http://www.printworxoflouisville.com)

**RFP  
SUBMITTED BY:**

**By signing below you are agreeing to all Louisville-Jefferson County Metro Government Terms & Conditions that are a part of this Request for Proposals.**

**Include this page in your response to this RFP**

Firm: Republic Parking System, Inc.

By: Jack Skelton

Title: Vice President

E-Mail Address: jskelton@republicparking.com

Address: 633 Chestnut Street, Suite 2000  
Chattanooga, TN 37450

Telephone: 423.756.2771

Fax: 423.265.5728

Date: October 12, 2009

Louisville/Jefferson County Metro  
Revenue Commission Number: To be obtained upon award.

Federal ID Number: [REDACTED]

**Please include a copy of your W-9 with your submitted proposal.  
You cannot be awarded a contract until this is submitted.**

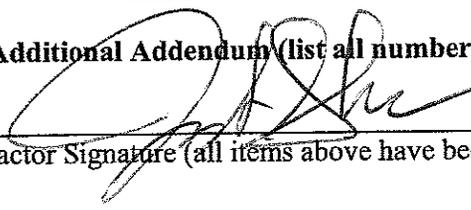
**I acknowledge receipt of the following Addendum:**

Addendum #1: X

Addendum #2: X

Addendum #3:       

Any Additional Addendum (list all numbers):       

  
Contractor Signature (all items above have been read and completed)

**2. Company Information**

<b>DATE SUBMITTED</b>	October 12, 2009		
<b>SUBMITTED BY</b>			
<b>NAME</b>	Jack Skelton		
<b>TITLE</b>	Vice President		
<b>COMPANY</b>	Republic Parking System, Inc.		
<b>ADDRESS</b>	633 Chestnut Street, Suite 2000		
	Chattanooga, TN 37450		
<b>COMPANY STRUCTURE (check one)</b>	Sole Proprietorship	<input type="checkbox"/>	
	Partnership	<input type="checkbox"/>	
	Corporation	<input checked="" type="checkbox"/>	
	Other (Specify)	<input type="checkbox"/>	
<b>PRINCIPAL COMPANY OFFICE ADDRESS</b>	633 Chestnut Street, Suite 2000		
	Chattanooga, TN 37450		

	<b>IF COMPANY IS REPRESENTED BY A REGIONAL OR LOCAL AGENT OR REPRESENTATIVE</b>
<b>NAME</b>	NOT APPLICABLE
<b>BUSINESS ADDRESS</b>	

	<b>IF COMPANY IS A SOLE PROPRIETORSHIP</b> NOT APPLICABLE		
	<b>THE UNDERSIGNED INDIVIDUAL IS DOING BUSINESS</b> <b>UNDER THE NAME OF</b>		
<b>AT ADDRESS</b>	<table border="1"> <tr><td> </td></tr> <tr><td> </td></tr> </table>		
<b>IN THE CITY OF</b> <b>AND STATE OF</b>			
	<b>PROPRIETORSHIP WAS ESTABLISHED ON</b> <b>(DATE)</b> _____		

	<b>IF COMPANY IS A PARTNERSHIP</b> NOT APPLICABLE		
	<b>THE UNDERSIGNED IS A DULY AUTHORIZED</b> <b>REPRESENATIVE OF THE FIRM DUING BUSINESS</b> <b>UNDER THE NAME OF</b>		
<b>AT ADDRESS</b>	<table border="1"> <tr><td> </td></tr> <tr><td> </td></tr> </table>		
<b>IN THE CITY OF</b> <b>AND STATE OF</b>			
	<b>THE FIRM IS A:</b>  _____ <i>(describe: partnership, limited partnership, joint venture, etc.)</i>  <b>Organized on this date</b> _____ <b>in this</b>  <i>City/State</i>		

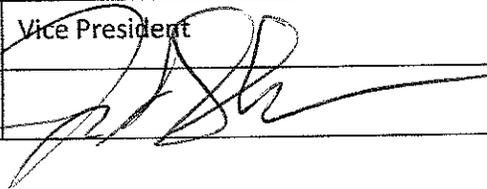
	<i>Please provide a complete and accurate list of the names of the partners of the firm below:</i>
<i>Name:</i>	
<i>Business Address:</i>	
<i>Name:</i>	
<i>Business Address:</i>	
<i>Name:</i>	
<i>Business Address:</i>	

	<b>IF COMPANY IS A CORPORATION</b>		
	<p style="text-align: center;"><i>The undersigned, (title)</i></p> <p style="text-align: center;">Jack Skelton, Vice President</p> <hr/> <p><i>Of (company)</i> Republic Parking System, Inc.</p> <hr/> <p><i>Incorporated on (date)</i> June 23, 1965</p> <hr/> <p><i>In the State of</i> Tennessee</p> <hr/> <p><i>And having its principal place of business at (address)</i></p> <p style="text-align: center;">633 Chestnut Street, Suite 2000</p> <hr/> <p style="text-align: center;">Chattanooga Tennessee 37450</p> <hr/>		
<b>AT ADDRESS</b>	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">same as above</td> </tr> <tr> <td> </td> </tr> </table>	same as above	
same as above			
<b>IN THE CITY OF AND STATE OF</b>	Same as above		
	<p><b>THE FIRM IS A:</b></p> <p style="text-align: center;">Corporation</p> <hr/> <p><i>(describe: partnership, limited partnership, joint venture, etc.)</i></p> <p><i>Organized on this date</i> June 23, 1965 <i>in this</i></p> <p><i>City/State</i> Chattanooga, TN 37450 <span style="float: right;">■</span></p>		
	<i>Please provide a complete an accurate list of the officers of said corporation below: (attach separate sheet if preferred)</i>		
<b>PRESIDENT</b>	James C. Berry		
<b>VICE-PRESIDENT</b>	Chris Howley		

<b>SECRETARY</b>	Carlydia Berry
<b>TREASURER</b>	Pat Holdefer
<b>LOCAL MANAGER/AGENT</b>	
	<i>Please provide below a complete and accurate list of officers of said corporation (attach separate sheet if preferred)</i>
<b>Name:</b>	James C. Berry
<b>Business Address:</b>	633 Chestnut Street, Suite 2000 Chattanooga TN 37450
<b>Name:</b>	Chris Howley
<b>Business Address:</b>	Same as above
<b>Name:</b>	Carlydia Berry
<b>Business Address:</b>	Same as above
<b>Name:</b>	Pat Holdefer
<b>Business Address:</b>	Same as above

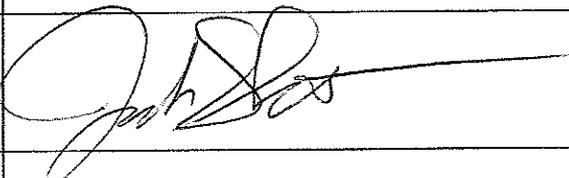
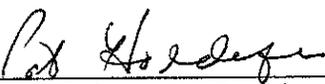
### 3. Warranty

The undersigned verifies that all of the information contained in this Company Qualification Form, and its accompanying information or reports, are true and correct to the best of his/her knowledge, information, and belief.

<b>DATE:</b>	October 12, 2009
<b>COMPANY:</b>	Republic Parking System, Inc.
<b>NAME:</b>	Jack Skelton
<b>TITLE:</b>	Vice President
<b>SIGNATURE:</b>	

### 4. SIGNATURES

	<i>If the bid is submitted by a sole proprietorship or partnership, this form must be dated and signed here.</i>
<b>Signature of Owner or Partner:</b>	
<b>Printed or Typed Name and Title:</b>	
<b>Business Name of Bidding Company:</b>	
<b>Street Address:</b>	
<b>City, State, and Zip Code:</b>	
<b>Phone Number</b>	
	<b>This _____ day of _____, 2009</b>

	<i>If the bid is submitted by a corporation, this form must be dated and signed here by (a) President or Vice President, and (b) Secretary, Assistant Secretary, Treasurer or Assistant Treasurer, and (c) a corporate seal affixed. If this form is not signed, a duly certified corporate resolution authorizing form of execution must be attached..</i>
<i>Signature of President or Vice President:</i>	
<i>Signature of Sec., Asst. Sec., Treas., or Assistant Treasurer:</i>	
<i>Printed or Typed Name and Title:</i>	Jack Skelton, Vice President Pat Holdefer, Treasurer
<i>Street Address:</i>	633 Chestnut Street, Suite 2000
<i>City, State, and Zip Code:</i>	Chattanooga, TN 37450
<i>Phone Number</i>	423.756.2771
	<i>This</i> 12 <i>day of</i> October <i>,</i> 2009

CORPORATE SEAL

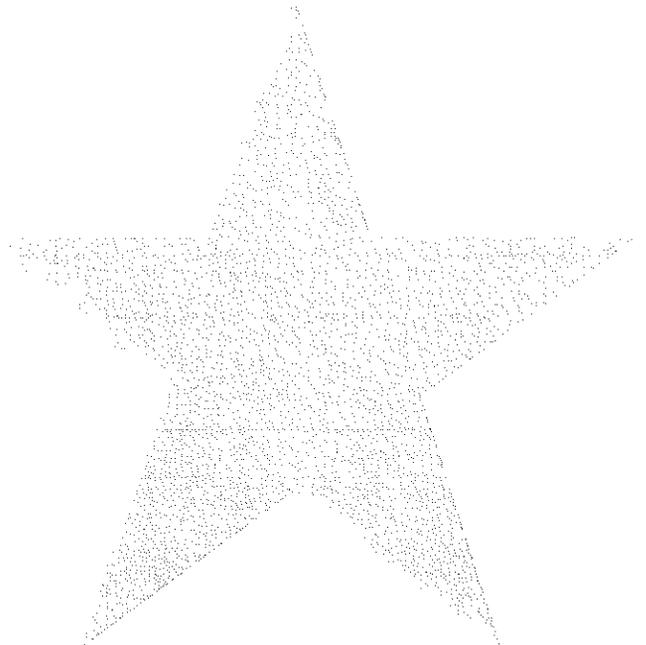


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## 11. INSURANCE

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An insurance certificate is provided documenting our ability to deliver all of the required coverage for this Contract.





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## 1. COMPANY INFORMATION

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### COMPANY INFORMATION

#### Address

Republic Parking System, Inc.  
Suite 2000 Republic Centre  
Chattanooga, TN 37450  
423.756.2771  
423.265.5728 (FAX)

#### Principals & Officers

James C. Berry – Owner – President & C.E.O.  
Ben Wolfley – Chief Financial Officer  
Carlydia Berry – Company Secretary  
Scott Titmus – Executive Vice President/Urban Division

#### Year of Incorporation

Republic Parking System was established in 1966 as Air Terminal Parking. The name was changed to Republic Parking System in 1986.

#### State of Incorporation

Republic Parking System is a Tennessee Corporation.

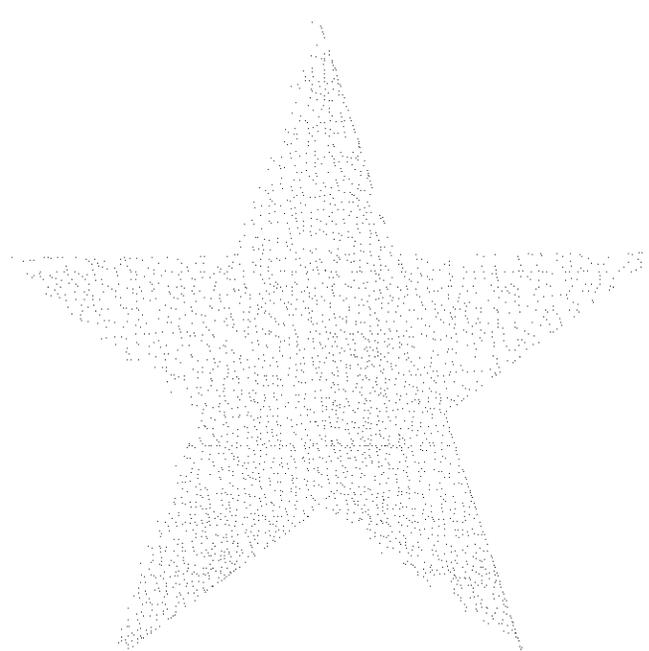
#### Federal Tax ID Number

██████████

#### Authorized Negotiator

Jack Skelton  
Vice President  
Republic Parking System  
633 Chestnut Street, Ste 2000  
Chattanooga, TN 37450  
423-756-2771

██





## COMPANY HISTORY

Since its inception in 1966, Republic Parking System has continued to monitor the changes within the transportation industry and is committed to keeping pace with the ever-changing demands of its clients and their customers. Republic Parking System is constantly evolving to meet the complex transportation needs of its clients.

From its humble beginning, Republic Parking System has served its clients honestly, eagerly and professionally for the past forty years. A privately held corporation, Republic Parking System presently has over 600 parking locations under management totaling in excess of 240,000 parking spaces.

From one associate and first year revenues of \$50,000, the Corporation today employs over 2,400 professionals in 87 US Cities and has seen revenues increase to \$345,000,000.

The controlled growth of Republic Parking System very closely mirrors the evolvement of the transportation needs of its clients. Republic Parking System's core business of airport parking management expanded rapidly throughout the 1960's - 70's to where it is presently the largest single operator of airport parking programs in the United States.

The 1980's saw Republic Parking System applying its tested and proven high volume cash management, accounting, auditing and human resource programs to office, retail, hospital, hotel and special event applications with tremendous success.

The 1990's have brought Republic Parking System operations in taxi starter, shuttle bus, park and ride and transportation management organizations. Today and into the future, Republic Parking System will be working closely with clients to assist them in solving transportation issues relating to on-street parking, toll road management, car pooling and light transit rail programs.

For the past forty years, Republic Parking System has been building on its experience and evolving to meet the ever-changing requirements of its clients. The commitment, talent and financial resources are still in place to see it well into the twenty-first century. We would like to meet tomorrow's challenges with you.

The Company maintains its headquarters at Republic Centre in Chattanooga, Tennessee, which is owned and operated by an affiliate company.

## OPERATING PHILOSOPHY

Republic Parking System is one of the largest privately owned providers of parking management services across the United States. We have spent the past forty years working to provide the highest levels of client and customer service. With many of our competitors actively and aggressively pursuing growth by acquiring or merging with other parking management firms, Republic Parking System has opted to remain independent and to stay focused on serving our clients and customers. Hard work, dedication to each of our clients and customers, and a commitment to employee development and training has allowed us to be recognized as one of the best parking management companies in the industry.



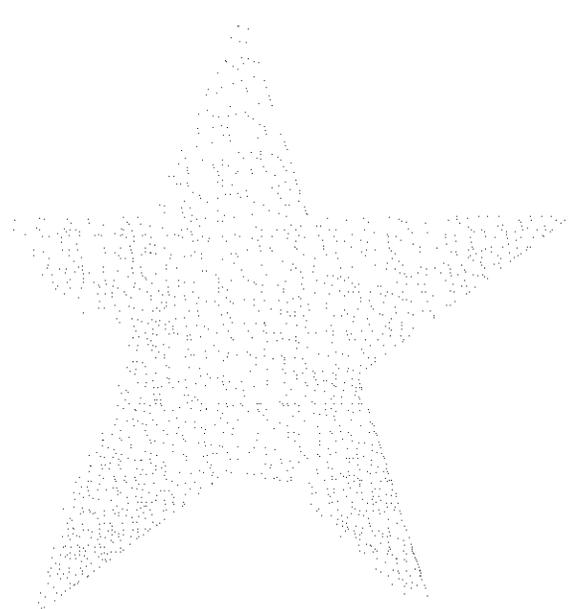
The foundation of our business has been built on our approach of **"Focused on the Fundamentals"** of parking management. The installation and proper use of high quality revenue control equipment, non-resettable counters, proper accounting and auditing controls, detailed facility maintenance plans, competent management and office personnel, pro-active senior management, and the ongoing training of staff at all levels are all aspects of the business delivered by Republic Parking System.

The Vision of Republic Parking System is to provide the best possible financial return to our clients by delivering superior parking management services and unequalled value to our clients, as well as quality customer service to our parking customers. This vision is attributable to our founder and current Chairman and Chief Executive Officer, James C. Berry.

Our operating experience has expanded through the years as a direct result of our on-going ability to satisfy the ever-changing transportation related needs of our clients and their customers. Republic's management experience encompasses the management of large mixed use parking garages, surface parking lots, fringe and remote parking facilities such as Park and Ride parking operations, shuttle bus operations, taxi starter services and parking meter collection services.

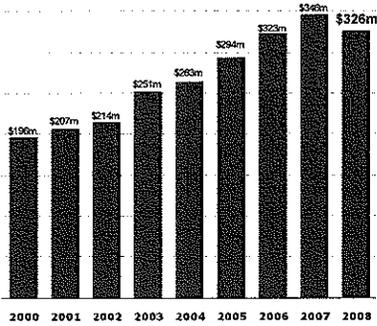
We have provided references on the following pages which include facilities similar in size and scope to the Louisville on-street parking operation. We encourage you to contact the clients for whom we work to obtain an indication of the levels of service we provide.

On a day in and day out basis, Republic Parking System provides the highest levels of service to both our clients and their customers. This can be verified by the fact that Republic has been successful in maintaining a large number of parking contracts for many years, even through repeated re-bids.

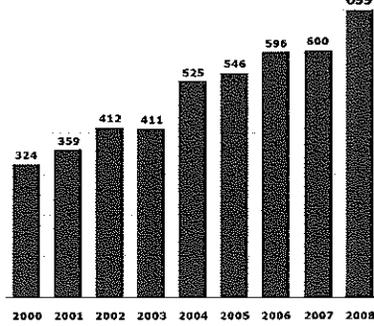




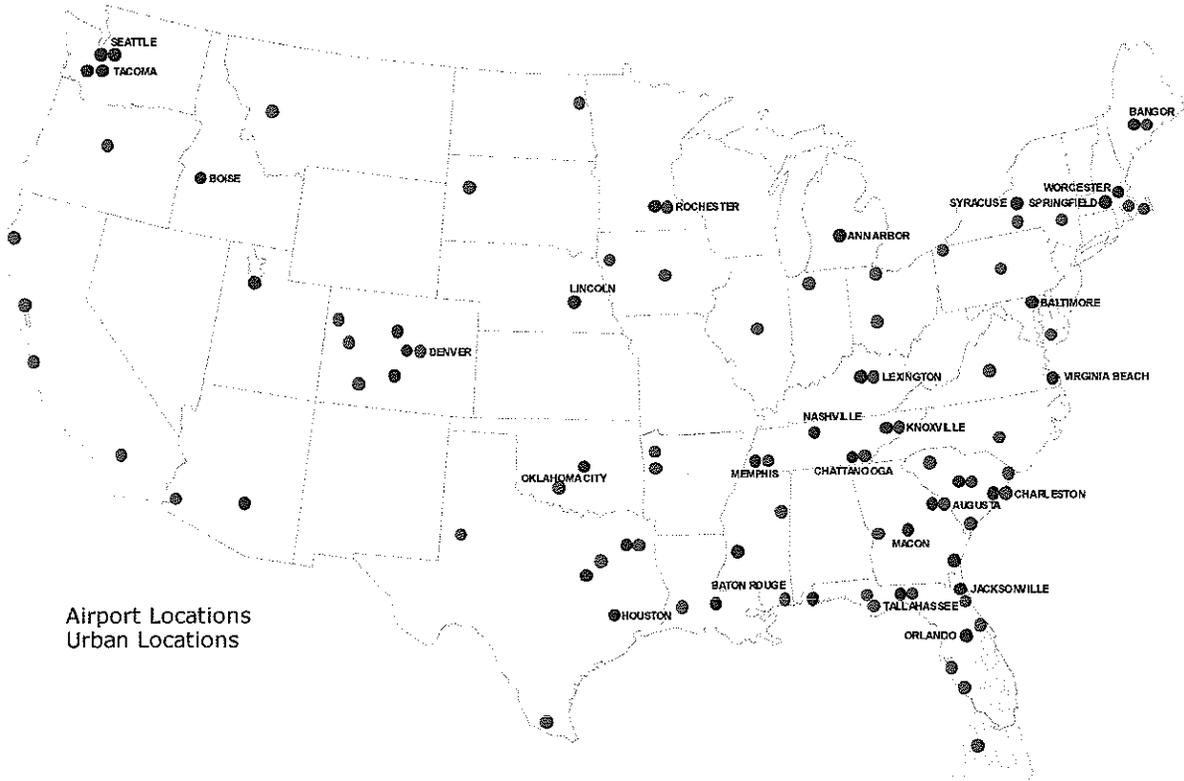
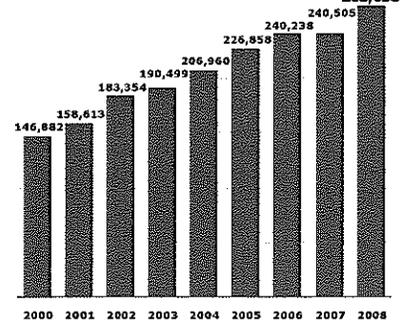
**Gross Receipts (Cash Collected)**



**Locations Under Management**



**Spaces Under Management**



**Municipal Clients – Urban (partial list)**

Ann Arbor, MI  
 Boise, ID  
 Charleston, SC  
 Houston, TX  
 Rochester, MN  
 Knoxville, TN  
 Worcester, MA  
 Cedar Rapids, IA

Baton Rouge, LA  
 Boulder, CO  
 Chattanooga, TN  
 Lincoln, NE  
 Tallahassee, FL  
 Lexington, KY  
 Syracuse, NY  
 Memphis, TN

Bangor, ME  
 Baltimore, MD  
 Denver, CO  
 Oklahoma City, OK  
 Nashville, TN (MTA)  
 Springfield, MA  
 Virginia Beach, VA  
 Hamilton Co., TN



## 2. EVALUATION CRITERIA

### COST CRITERIA

- 23% Delinquent Citations (only for pre-existing citations issued prior to contract term)
- 2.39% 0 – 30 day’s Citation Collections
- 9.25% 30+ day’s collections of past due citations from start of this contract and not collected as a result of immobilization
- 29% Citations Collected as a result of immobilization of vehicle



### REPUBLIC PARKING INVESTMENT

Republic Parking is proposing to invest \$37,000 of its own money into the PARC on-street operation. It is our strong desire to work with PARC on this project and we believe this added investment will assist us in being successful in achieving the operational goals of PARC.

- **T2 System IVR Solution** **\$12,000**

We believe the IVR system will improve the efficiency of the office staff and greatly improve customer service. Utilizing the IVR system will in part allow us to reduce the clerical staff by one position saving PARC a great deal of money over the term of this agreement. The functionality and benefits of the IVR system are spelled out later in this proposal. Republic Parking will make the initial purchase investment into this technology, with the expectation of the \$100 per month maintenance fee being a part of the Operating Budget.

- **2 GEM Cars (Electric Vehicles)** **\$25,000**

In an effort to improve efficiencies in the enforcement operation and also to be environmentally conscious Republic Parking proposes to purchase two GEM cars for this operation. The GEM cars will allow enforcement officers to cover more area, resulting in increased enforcement at a reduced cost. Republic Parking will make the initial purchase of the vehicles with the expectation of the maintenance costs being a part of the Operating Budget. At the expiration of the contract term the GEM vehicles would remain the property of PARC.

### PROPOSED OPERATING COSTS

Below see Republic Parking’s proposed Operating Costs:



## PROPOSED OPERATING COSTS

<b>Management</b>	<i>GM &amp; Asst GM</i>	\$	110,240
<b>Benefits</b>		\$	36,379
<b>Clerical</b>	<i>4 Positions</i>	\$	110,240
<b>Benefits</b>		\$	36,379
<b>Enforcement</b>	<i>\$11 per hr wage</i>	\$	347,360
<b>Benefits</b>		\$	114,629
<b>Total Personnel</b>		\$	755,227
<b><u>Operating Expenses</u></b>			
<i>Supplies &amp; Printing</i>		\$	15,000
<i>Telephones</i>		\$	6,000
<i>Insurance - Vehicles</i>		\$	7,062
<i>Licenses</i>		\$	-
<i>Uniforms</i>		\$	7,500
<i>Office Maintenance &amp; Service Contracts</i>		\$	7,500
<i>Adjudication</i>		\$	3,000
<i>Hearing Notices</i>		\$	224,000
<i>Office Rent</i>		\$	28,500
<i>Booting Expenses</i>	<i>Paylock \$60 per boot charge</i>	\$	150,000
<i>Employee Development &amp; Training</i>		\$	2,500
<i>Accounting</i>		\$	12,000
<i>Maintenance &amp; Repair</i>		\$	5,000
<i>Fuel</i>		\$	12,500
<i>Equipment</i>		\$	5,000
<b>TOTAL WITH PAYROLL</b>		\$	1,240,789



### 3. COMPANY QUALIFICATION FORM

---

- Republic Parking certifies that it has been in continuous existence since 1966.
- Republic Parking certifies that it has over 43 years of experience in providing parking services.
- Republic Parking certifies that it has operated successful citation collection operations for more than three years with a success rate above 69% of collections.
- Historical Data of Collections Rates & Methods of Citation Collections Utilized

#### **RPS Seattle, WA (Data: August 2006 – August 2009)**

Citations Issued                    131,703

Citations Paid                      91,012

Collections %                      69.1%

Methods of Collections – Noticing, Towing & Collections Agency

#### **RPS Lexington, KY (Data: July 2008 – September 2009)**

Citations Issued                    51,674

Citations Paid                      41,486

Collections %                      80.3%

Methods of Collections – Noticing, Booting & Towing

#### **RPS Springfield, MA (Data: March 2008 – August 2009)**

Citations Issued                    49,772

Citations Paid                      40,856

Collections %                      82.1%

Methods of Collections – Noticing, RMV Holds, Collection Agency, (Booting & Towing to commence within 90 days)

- Republic Parking certifies that no contracts, leases or other agreements for the operation of On-Street Parking Operations held by our company have ever been canceled or terminated.
- Republic Parking has provided our latest audited financial statements in another section of this proposal document.

Republic Parking System certifies that the above information is accurate and complete. Additional information will be provided upon request.

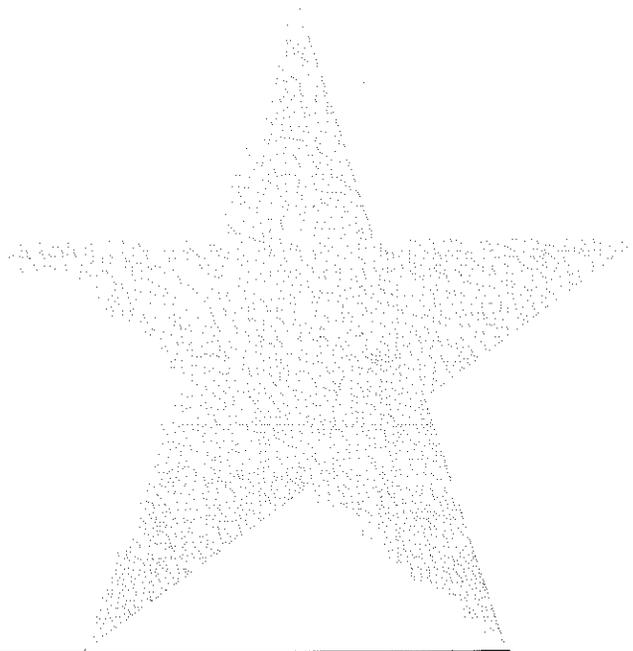
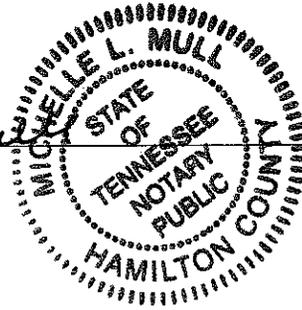


Date:

10-12-09

Jack Skelton, Vice President

NOTARY



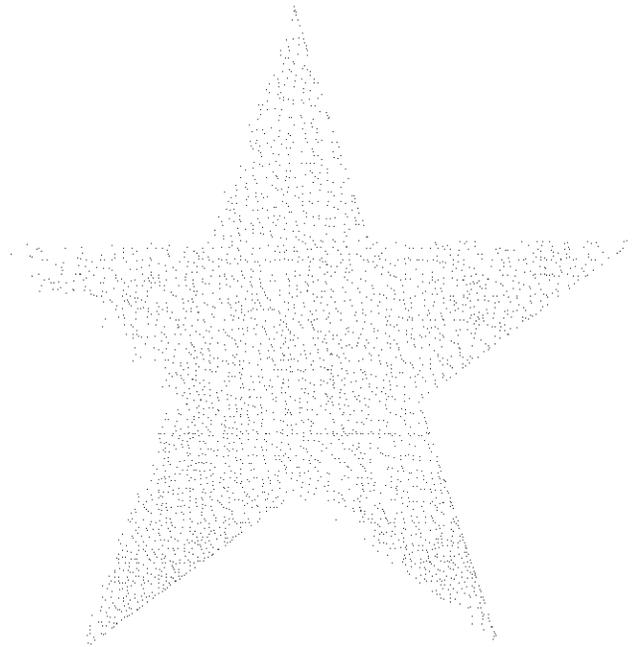


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#### **4. COMPANY HANDBOOK & MANUALS**

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Included in this section is the Republic Parking System URBAN Employee Handbook, and portions of our current Operations Manuals utilized in our Lexington, Kentucky on-street program.





**SAMPLE SECTIONS OF  
REPUBLIC PARKING'S  
OPERATIONS MANUALS UTILIZED IN  
LEXINGTON, KY  
ON-STREET OPERATIONS**

## **Ambassador Program**

### *Enforcement Manual*

This training program consists of:

- In office classroom-type training, using this manual
- In field training, with supervisor

#### **I. Description of Program**

Republic Parking Meter Services has a contract with the LEXPARK Parking Authority to manage its parking program. Under this program, Republic will:

- Purchase any new equipment
- Maintain all parking meters
- Collect from the meters
- Enforce parking regulations
- Accept payment for parking citations
- Provide customer service
- Do whatever else the City requests

A major responsibility under this contract will be the issuance of parking citations. Republic Parking wants its parking enforcement agents to be much more than just enforcers. We want them to be "Ambassadors" for LEXPARK. They will carry and distribute maps and marketing materials of the city area. As part of their special ambassador training, they will be able to help visitors with directions, always with a smile. Although they will have an enforcement function, we do not want them acting like police, talking like police or dressed like police.

⋮

## II. About Republic Parking System

### **Address**

Republic Parking System, Inc.  
Suite 2000 Republic Centre  
Chattanooga, TN 37450  
423.756.2771  
423.265.5728 (FAX)

### **Principals & Officers**

James C. Berry – Owner – President & C.E.O.  
Ben Wolfley – Chief Financial Officer  
Carlydia Berry – Company Secretary  
Scott Titmus – Executive Vice President/Urban Division

### **Year of Incorporation**

Republic Parking System was established in 1966 as Air Terminal Parking. The name was changed to Republic Parking System in 1986.

### **Company History**

Since its inception in 1966, Republic Parking System has continued to monitor the changes within the transportation industry and is committed to keeping pace with the ever-changing demands of its clients and their customers. Republic Parking System is constantly evolving to meet the complex transportation needs of its clients.

From its humble beginning, Republic Parking System has served its clients honestly, eagerly and professionally for the past forty years. A privately held corporation, Republic Parking System presently has over 600 parking locations under management totaling in excess of 240,000 parking spaces. From one associate and first year revenues of \$50,000, the Corporation today employs over 2,400 professionals in 87 US Cities and has seen revenues increase to \$345,000,000.

The controlled growth of Republic Parking System very closely mirrors the involvement of the transportation needs of its clients. Republic Parking System's core business of airport parking management expanded rapidly throughout the 1960's - 70's to where it is presently the largest single operator of airport parking programs in the United States.

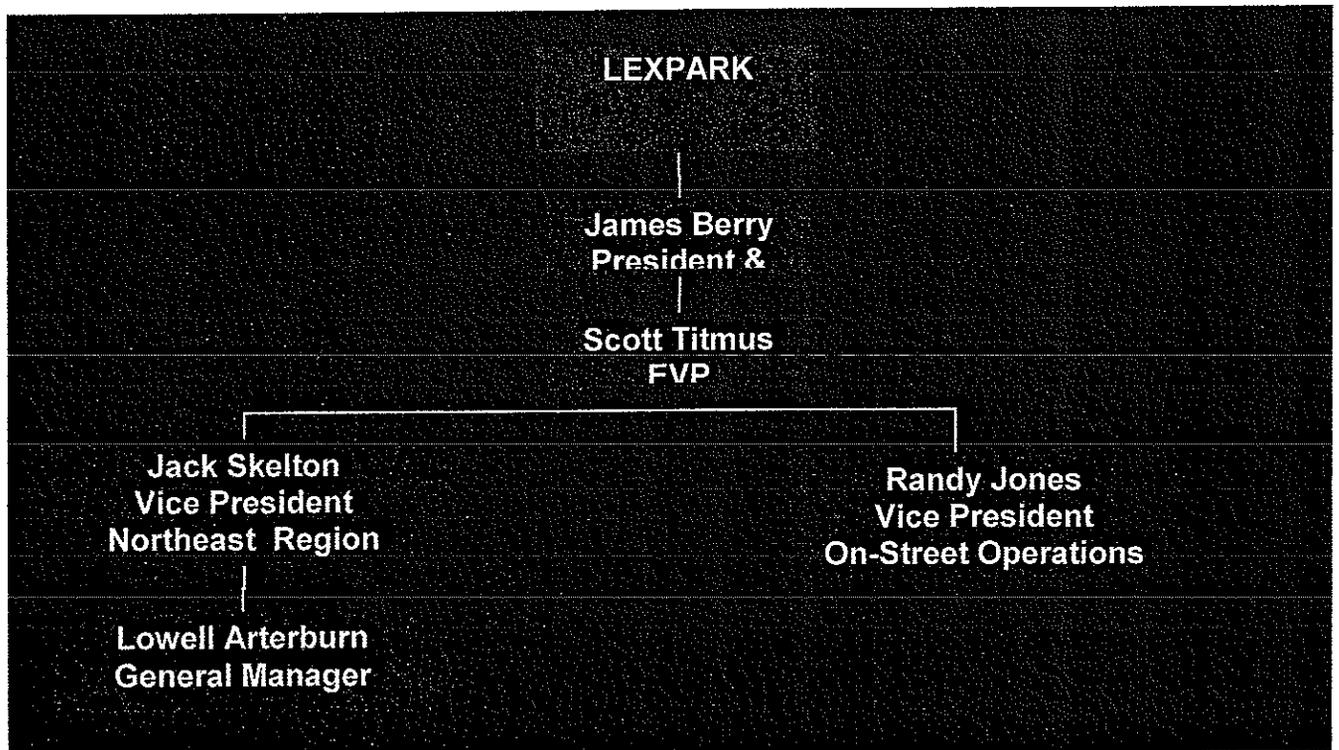
The 1980's saw Republic Parking System applying its tested and proven high volume cash management, accounting, auditing and human resource programs to office, retail, hospital, hotel and special event applications with tremendous success.

The 1990's have brought Republic Parking System operations in taxi starter, shuttle bus, park and ride and transportation management organizations. Today and into the future, Republic Parking System will be working closely with clients to assist them in solving transportation issues relating to on-street parking, toll road management, car pooling and light transit rail programs.

For the past forty years, Republic Parking System has been building on its experience and evolving to meet the ever-changing requirements of its clients. The commitment, talent and financial resources are still in place to see it well into the twenty-first century. We would like to meet tomorrow's challenges with you. The Company maintains its headquarters at Republic Centre in Chattanooga, Tennessee, which is owned and operated by an affiliate company.

### **Operating Philosophy**

Republic Parking System is one of the largest privately owned providers of parking management services across the United States. We have spent the past forty years working to provide the highest levels of client and customer service. With many of our competitors actively and aggressively pursuing growth by acquiring or merging with other parking management firms, Republic Parking System has opted to remain independent and to stay focused on serving our clients and customers. Hard work, dedication to each of our clients and customers, and a commitment to employee development and training has allowed us to be recognized as one of the best parking management companies in the industry.



⋮

## **Need to be able to provide directions**

- Parking Office
- Parking Lots
- Alternative Parking
- Change
- Hotels
- Restaurants
  - McDonald's
  - Taco Bell
- Attractions
  - Museums
  - Theatre
  - City Hall
  - Mall



## Hardware Check

While on their Beats, Ambassadors are expected to:

- Observe each single-space meter
  - Look for the yellow flag or other indication of malfunction
  - Look for a note from parker
  - Look for stuffed coin slot
  
- Report any malfunctions to Parking Office

## Ambassador Conduct

Ambassadors are expected to:

- Smile
- Be helpful
- Not accept anything from any one
- Obey all traffic rules
- Drive safely
- Adhere to beats
- Stay in uniform
- Watch exposure to heat and sun

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### **III. Enforcement Provisions**

#### **Area of Enforcement:**

Metered streets on LEXPARK plus any area designated by LEXPARK, including neighborhood streets and snow removal streets

Each Ambassador's area will be assigned as a "beat" requiring circuit of approximately 1 hour

#### **Code Provisions**

- Time-Zone Provisions
- Overtime/Failure to pay at meter
- Other violations

#### **Enforcement Not Eligible**

- Moving violations
- Non-Parking violations

## Lexington, KY Parking Violations

Code	Shortcut	Violation	Amount
Sec. 18-63	1A	Overtime Parking -- 24 min one	\$15.00
Sec. 18-63	1B	Overtime Parking -- 1 hr zone	\$15.00
Sec. 18-63	1C	Overtime Parking -- 2 hr zone	\$15.00
Sec. 18-63	1D	Overtime Parking -- 4 hr zone	\$15.00
Sec. 18-122	1E	Over 24 hrs. on street	\$15.00
Sec. 18-63	1F	Overtime Parking -- Unlimited Zone	\$15.00
Sec. 18-64(a)	1G	Parking At Expired Meter	\$15.00
Sec. 18-64(b)	1H	Putting Slug or Other Non-Coin in Meter	\$15.00
Sec. 18-133	2A	Improper Parking -- Loading Zone	\$15.00
Sec. 18-115	2B	Improper Parking -- Double Parking	\$15.00
Sec. 18-106	2C	Improper Parking -- Not Parrallel to Curb	\$15.00
Sec. 18-142	2D	Improper Parking -- Bus Zone or Taxi Cab Stand	\$15.00
Sec. 18-106	2E	Improper Parking -- Headed Wrong Direction	\$15.00
Sec. 18-119(6)	2F	Improper Parking -- Within 20' of Crosswalk	\$15.00
Sec. 18-118	2G	Improper Parking -- Fire Lane	\$15.00
Sec. 18-119(3)	2H	Improper Parking -- on Sidewalk	\$15.00
Sec. 18-129	2I	Improper Parking -- Truck in Residential Area (2 hr Limit)	\$15.00
Sec. 18-119(13)	2J	Improper Parking -- Parking Where Prohibited By Signs	\$15.00
Sec. 18-119(4)	2K	Improper Parking -- In Intersection	\$15.00
Sec. 18-119(2)	2L	Improper Parking -- within 15' of Fire Hydrant	\$15.00
Sec. 18-119(1)	2M	Improper Parking -- Blocking Driveway	\$15.00
Sec. 18-119(5)	2N	Improper Parking -- In Crosswalk	\$15.00
Sec. 18-121	2O	Improper Parking -- Blocking Alley	\$15.00
Sec. 18-119(14)	2P	Improper Parking -- at Yellow Curb	\$15.00
Sec. 18-124.1	2Q	Improper Parking -- In Space designated For Government Official	\$15.00
	2R	Improper Parking -- Other	\$15.00
Sec. 18-61	2S	Improper Parking -- Not Parked within Marked Space	\$15.00
Sec. 18-119(8)	2T	Improper Parking -- On the Planting Strip or In Median	\$15.00
Sec. 18-119(9)	2U	Improper Parking -- Within 20' of Fire Station	\$15.00
Sec. 18-119(7)	2V	Improper Parking -- Within 30' of STOP sign	\$15.00
Sec. 18-114.1	3	Residential Parking Permit	\$50.00
Sec. 18-113.3	4	Handicapped Parking	\$15.00
Sec. 18-112	5	Boot Citation	\$60.00

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## **Enforcement Ground Rules**

- **Once the citation is printed, it cannot be voided**
- **You must travel your beat, unless instructed otherwise**
- **Never argue with a violator**



# Request For Dismissal of Parking Citation

Name: \_\_\_\_\_ Citation No. \_\_\_\_\_  
(Attached)

Date of Issuance of Citation: \_\_\_\_\_

Address: \_\_\_\_\_  
City State Zip Code

\_\_\_\_\_ Phone Number Email Address

Reason for request:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Use second page if necessary

Please mail, email or bring this request and any support materials to the address below. It must be received within seven (7) days of the issuance of the citation to be considered:

LEXPARK  
114 N. Upper Street  
Lexington, KY 40507  
(859) 231-PARK  
Email: [info@lexpark.org](mailto:info@lexpark.org)

The information sent will be evaluated by LEXPARK staff for consideration of an administrative dismissal. If not dismissed, you will be recontacted and given the option for a hearing before the independent Hearings Board.

Attach any support documentation to this request.

\_\_\_\_\_ Signature Date \_\_\_\_\_



# Parking Citation Appeal Request for Hearing

Name: \_\_\_\_\_ Citation No. \_\_\_\_\_

(Attached)

Date of Citation: \_\_\_\_\_

Address: \_\_\_\_\_

City

State

Zip Code

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Email Address

I want to:  Attend hearing in person

Have the hearing officer decide on this form and materials submitted

I am:  Owner of Vehicle

Not the Owner of the Vehicle. If not, give Owner Name \_\_\_\_\_

Owner Address \_\_\_\_\_

Reason for appeal (fill out only if not already provided, or if you desire to submit additional information):

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Use second page if necessary

Please mail, email or bring this appeal and any support materials to the address below. It must be received within seven (7) days of the issuance of the citation to be considered:

LEXPARK  
114 N. Upper Street  
Lexington, KY 40507  
(859) 231-PARK  
Email: [info@lexpark.org](mailto:info@lexpark.org)

The information sent will be evaluated by LEXPARK staff for consideration of an administrative dismissal. If not dismissed, you will be recontacted and given the option for a hearing before the independent Hearings Board. The hearing can be in person or solely on the basis of the materials you have submitted. Support information may be submitted up to 24 hours of the scheduled hearing.

Attach all additional evidence/drawings to this form (if not already submitted).

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

⋮

## **Adjudication (Appeals)**

Implementation of an effective adjudication process is a key element in the success of a parking management program. A fair and responsive program builds public trust and acceptance of a parking management program and helps to avoid pitfalls that can irreparably damage the program.

The appeals process is a three-step procedure. Under the first step, the Project Manager reviews any appeals, and has the authority to dismiss citations on a specified technical basis, eg., a broken meter. The Project Manager makes a written response. If the appellant disagrees with the decision, the appellant has the option of receiving a hearing before an independent hearing officer. Hearings are scheduled at the convenience of the appellant, usually in the afternoon or evenings. If the appellant still wishes to contest the decision, the appellant may they appeal to Court.

## **Ambassador Day-to-Day Routine**

### **Logging in/Time Card**

When you arrive for work, you must log in using the time clock in the Parking Office. You can log in no more than 7 minutes before the start of your assigned work shift. A pattern of tardiness may be grounds for disciplinary action.

When you take your break for lunch, you must log out, and then log back in when your lunch break. Your supervisor will assign the time of your lunch break, and unless otherwise provided, will 30 minutes.

At the end of your shift, you must log out, no more than seven (7) minutes after the end of your shift.

Any variation from this schedule may require overtime pay, which must be specifically approved by your supervisor.



## **Beats**

Beats are the routes to which your will be assigned

- Each beat will be approximately one hour in length
- You must follow the sequence of your beat unless your supervisor directs otherwise
- If your beat can be done in less than an hour, use the extra time and
  - Stop at “hot” violation spots
  - Stop at locations where public is heavy

## **Breaks**

### **Bathroom**

- Use public bathrooms or office
- Do not use restaurants and other businesses

### **Rest**

- Be sure to take regular breaks
- Enough time will be added into your beat to have a 5-10 minute break
- Take break at key location
- Drink lots of water
- Where hat
- Use sunscreen



### **Meals**

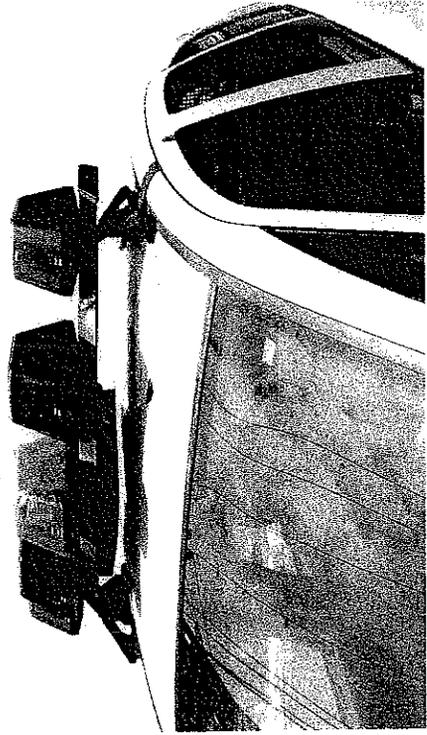
- Allowed on 30-minute meal break
- May take it at office, or else where
- Do not accept meals from local restaurants

### **Uniforms**

- You will be given a new uniform
- They must be kept clean
- You must provide neat appearance
  - Shirttail tucked in
  - Hat on properly
- ID Badge
- Shoes
  - White tennis
  - White socks

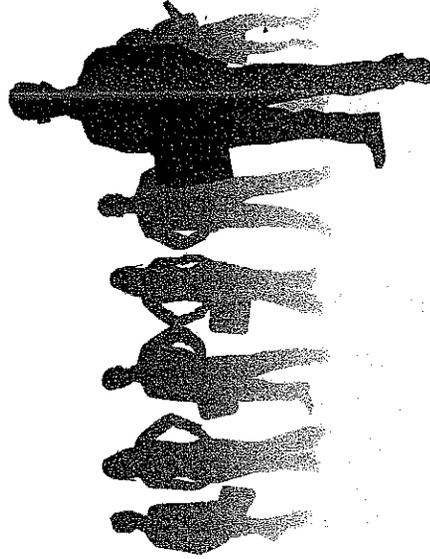


# Use of Vehicles



# Considerations

- ▼ The Company Vehicle
- ▼ Before You Use the Vehicle
- ▼ Safe Operation
- ▼ Security
- ▼ After You Use the Vehicle



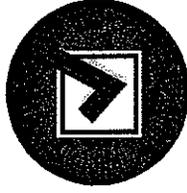
# The Company Vehicle

- ▼ Republic operates a variety of vehicles on its projects
- ▼ Sedans
- ▼ Pickups
- ▼ Vans
- ▼ Specialty Vehicles – Go-4s, Chariots, Scooters
- ▼ The same general rules apply to all
- ▼ Failure to follow established guidelines & safe operation can result in:
  - ▼ Removal of Driving Privileges
  - ▼ Dismissal from employment if vehicle use is required in your job

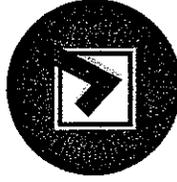


# Qualification to Operate a Vehicle

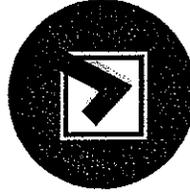
▼ A valid driver's license in the state where your project is located



▼ A good driving record, as determined by a background check



▼ Continued safe driving & operation in accordance with these procedures



# Before Driving

- ▼ You MUST log in to get keys
- ▼ Before starting:
  - ▼ Check fuel level
  - ▼ Check Oil
  - ▼ Visually check tires
  - ▼ Check to see if any dents and scratches are on vehicle
- ▼ Get permission for your supervisor to proceed

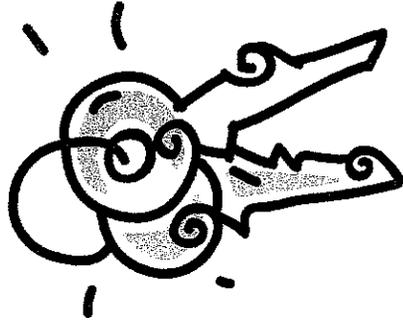


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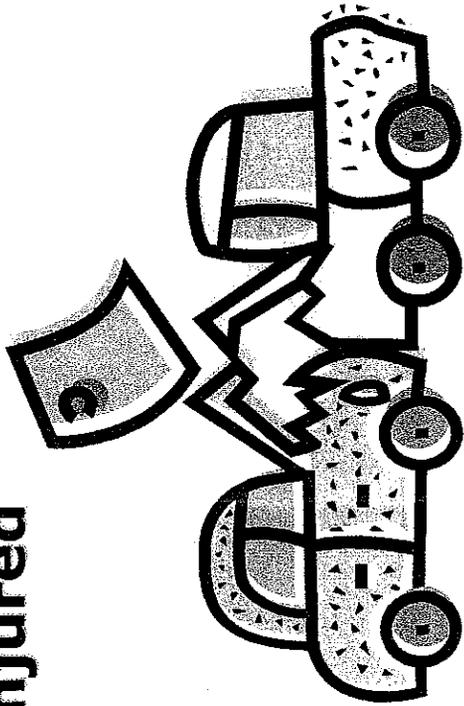
# Security Procedures

- ▼ Do not leave the vehicle unattended and running
- ▼ Remove keys and set brake (or parking brake) when leaving vehicle
- ▼ Lock vehicle when leaving it
- ▼ Remain in sight of vehicle, if possible



# In Case of an Accident

- ▼ Check to see if anyone is injured
- ▼ Call the office/dispatcher
  - ▼ Advise if anyone is injured
  - ▼ Advise location
  - ▼ Advise extent of accident
  - ▼ Advise if police are needed
  - ▼ Request supervisor
- ▼ Do not leave accident location until supervisor arrives
- ▼ If another party is involved, get them to wait until the supervisor arrives
  - ▼ Take contact/insurance information
- ▼ Advise supervisor of circumstances

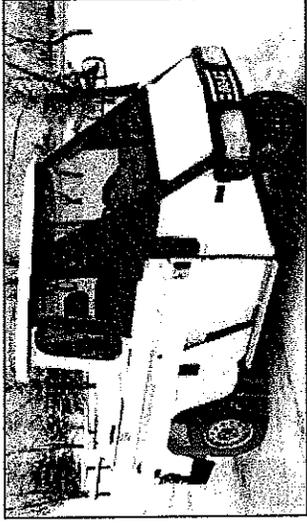


*incident report  
call Lowell/Randy*



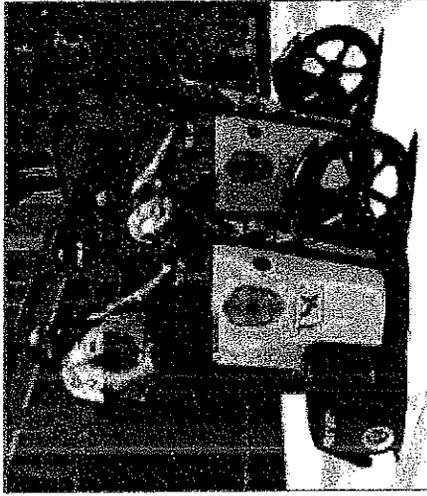
# Special Considerations For Using Go-4s

- ▼ Always look out for the other vehicle
  - you are smaller and they sometimes cannot see you
- ▼ When rounding a corner, go slow these vehicles can turn over
- ▼ Always use the parking break
- ▼ Do not leave the keys in Go-4 when getting out
- ▼ Try to keep the Go-4 in sight when leaving it
- ▼ Do not block traffic while giving a citation – pull into the nearest space



# Special Considerations For Using Chariots

- ▼ Do not operate on streets with heavy or fast moving traffic
- ▼ Move out of the travel lane when getting off chariot
- ▼ Do not use sidewalk if there is heavy pedestrian traffic
- ▼ If on sidewalk, go slow stay removed from pedestrians
- ▼ Feel free to stop to talk to pedestrians if they ask you about the chariot – you are an Ambassador!
- ▼ Watch battery level so you do not get stranded – call dispatcher when it gets low
- ▼ Plug chariot into charger after each use



# Summary

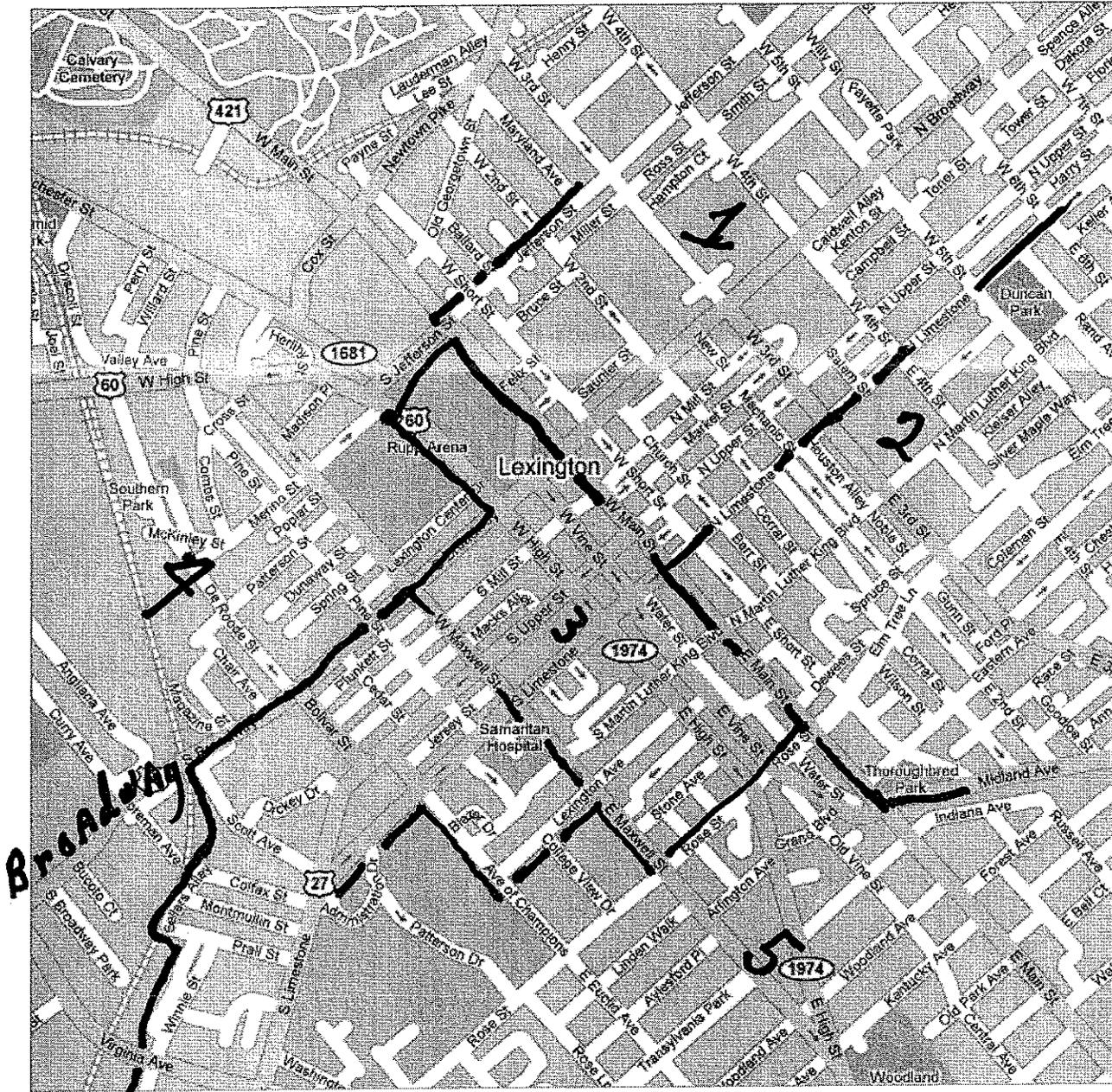
**Remember!!**

**▼ Your safety is the #1 Priority**





Get Google Maps on your phone  
 Text the word "GMAPS" to 466453



**Employee Handbook  
Urban Division**

**Republic Parking System  
Suite 2000 Republic Centre  
Chattanooga, TN 37450  
423.756.2771  
423.265.5728 (FAX)**



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## WELCOME!

---

It gives me great pleasure to welcome you to the Republic Parking System team. You were carefully interviewed before you were offered a position, and I hope you are proud to be part of our organization.

Republic Parking System manages the parking operations for more airports than any other parking company in the world, and we are a significant participant in the urban parking segment of the parking industry.

The relationship between an employee and employer is most important. That is why we have prepared this handbook. We want you to know and understand what is expected of you, and what you can expect from us. There are many rules and policies described in the handbook. Please read it carefully. Keep it handy so you can refer to it when you have a question.



James C. Berry

A handwritten signature in black ink, which appears to be "James C. Berry". The signature is written in a cursive style with a large initial "J".

Chairman & CEO

Remember, your supervisor is there to help you. If you have a question that is not covered in the handbook, please feel free to ask your supervisor.

As a member of the Urban Republic Parking System team, you are also eligible for a number of benefits which are outlined in this handbook. The eligibility requirements are also defined.

We are glad that you have joined Republic Parking System and hope your employment will be a long and very rewarding experience.



## ABOUT YOUR COMPANY

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Republic Parking System is a privately-owned corporation engaged in the management of all types of parking facilities and transportation systems. The Company began in 1966 when James C. Berry resigned his position as Executive Vice President of Allright Corporation and began his own parking management company. He focused his marketing efforts on medium-size airports and was successful in building a profitable business. As time passed, he realized that the number of airports was finite while the urban parking market was virtually unlimited and expanding. He decided to enter the urban market, and today we are a significant player in urban parking management.

The Company is headquartered in Chattanooga, Tennessee, and operates in seventy-eight U.S. cities and two foreign countries. It is expanding domestically.

In addition to operating parking lots and garages, Republic Parking System also provides consulting services to owners, architects and developers; valet service to hospitals, hotels and airports, and shuttle services for airports and urban clients. Our Company has gained state-of-the-art, sophisticated design and feasibility knowledge that enables us to optimize the efficiency and utilization of parking operations. We are known for being "uncommonly good at what we do."

## NOTICE

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This Employee Handbook serves only to outline the major employment policies of Republic Parking System. The Employee Handbook does not intend to be and shall not be considered all inclusive. This Employee Handbook is not intended to be a substitute for the good judgment, common sense and discretion of Company personnel. As circumstances arise in which the Company determines that changes to these policies are necessary, the Company reserves the right to change these policies at any time, and reserves the unilateral right to do so at any time, with or without notice to its employees.

**ALL EMPLOYEES ARE EMPLOYED "AT-WILL" AND THE COMPANY RESERVES THE LEGAL RIGHT TO DISCHARGE OR TERMINATE EMPLOYEES AT ANY TIME AND FOR ANY REASON.**

Republic Parking System retains the right to change, alter, suspend, cancel and interpret all personnel policies and practices of the Company without advance notice and at its sole discretion, and without having cause, justification, or consideration to any employee or their needs. The recognition of this management right and prerogative of Republic Parking System is a term and condition of your hiring and of your continued employment at will.

This handbook is not a contract, but a set of general guidelines and procedures to help you in performing your job.

## PROBATIONARY PERIOD

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Every person selected to fill a permanent position with Republic Parking System must successfully complete a probationary period before he obtains regular status in his position. This probationary period of 90 days is the last part of the selection process. It gives your supervisor an opportunity to observe you on the job so he may determine



whether or not you are capable and willing to perform your duties in a satisfactory manner.

At any time during the probationary period, a supervisor may remove an employee if, in his opinion, the employee is unable or unwilling to perform the duties of the position satisfactorily, or that his habits or lack of dependability do not merit his continued employment.

## **EMPLOYMENT INFORMATION**

**EQUAL EMPLOYMENT OPPORTUNITY, ANTI-SEXUAL HARASSMENT, AND  
NONDISCRIMINATION POLICY - NOTICE TO EMPLOYEES AND MANAGERS REGARDING  
THE RIGHTS OF FELLOW EMPLOYEES.**

### **EQUAL OPPORTUNITY**

It is the policy and practice of Republic Parking System to provide and promote equal employment opportunities for all applicants and employees. It is the responsibility of all employees to ensure that the concepts of equal employment opportunity and non-discrimination are understood, abided by, and carried out by everyone.

Republic Parking System provides equal opportunity for all qualified persons. The Company prohibits discrimination in employment because of age, race, color, religion, sex, national origin, physical or mental disabilities, veteran status, or membership or non-membership in any labor organization. Further, the Company promotes the full realization of equal employment opportunity through a positive, continuing program.

### **CONDUCT CONSTITUTING PROHIBITED SEXUAL HARASSMENT**

As examples, and without compiling an exhaustive list, the following are illustrative of conduct that the Company condemns and prohibits under this policy:

- It is sexual harassment for any person to condition a benefit such as a certain salary or promotion on the granting of sexual favors or the establishment or continuance of a personal relationship, or to imply to an employee that an award of such benefit is conditioned upon the granting of sexual favors or the establishment or continuance of a personal relationship.
- It is also sexual harassment for any employee to state or imply that another employee's performance is attributable in whole or part to the sex of that employee.
- It is also sexual harassment for any employee to state or imply that a fellow employee's promotion in the corporate hierarchy has resulted from the granting of a sexual relationship.

As an employee of Republic Parking System, you should be aware that the issue of whether conduct constitutes sexual harassment or discriminatory conduct may depend on how that conduct is viewed by the employee who is subjected to the conduct. The employee who initiates or persists in the prohibited conduct assumes the risk in the event the person who is the object of the conduct views it as offensive, and so may be subject to penalties even if the conduct might not have been intended as offensive.

**CONDUCT CONSTITUTING PROHIBITED ETHNIC, RACIAL, DISCRIMINATORY, OR  
SEXUAL JOKING AND EPITHETS**



As examples, and without compiling an exhaustive list, the following are illustrative of conduct the Company also condemns and prohibits under this policy:

- It is prohibited by the Company for any employee to bring any item to the work premises for purposes of a racial, ethnic, discriminatory or sexual joke or epithet.
- It is also prohibited for any employee to use Company property, bulletin boards, or documents for purposes of a racial, ethnic, discriminatory, or sexual joke or epithet.

## **PAYROLL INFORMATION**

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Following are the procedures and policies regarding pay dates for newly hired employees of Republic Parking System.

- Employees hired during the last three days of a pay period will be paid for the hours in that pay period plus the hours in the subsequent pay period with the regularly scheduled subsequent paychecks.
- In order for new employees to be paid on the first scheduled payday after they are hired, the properly completed new hire package must be received in the corporate office no later than 3 days before the end of the pay period.
- If the package is not received at least 3 days before the end of the pay period, the employee's hours for that pay period will be included with the hours for the next regularly scheduled payday.

The following is to acquaint you with the procedures and policies regarding payment of wages for the work you perform for Republic Parking System.

- Overtime is not permitted without the prior approval of management.
- Wages are calculated from signed and verified time sheets/cards showing the hours you worked during the pay period. It is your responsibility when you start and finish your shift to initial the time sheet/card in the appropriate space. Do not sign another person's time sheet/card.
- The pay period begins on the 1st and 16th of each month. Pay is processed on the first business day following the 15th and last day of each month. Those not on direct deposit will receive their paychecks on the 7th and 22nd of each month.
- Payroll is computed on a 40 hour week - not an eight (8) hour day. Payroll computation begins 12:01 a.m. Monday and ends at 24:00 (12:00 Midnight) Sunday.
- Extra Shifts: Due to illness or emergency leave of a fellow employee, you may be requested to work extra hours. You will be expected to cooperate with Management in this respect.
- Republic Parking System does not permit salary advances or use of Company funds for personal use.

## **PERSONAL APPEARANCE AND DRESS**

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- Each employee shall report for work neatly dressed and well groomed. If you wear a beard, it must be neatly trimmed. If you do not wear a beard, you must be clean shaven. Failure to shave stubble does not constitute a beard and will not be permitted. Male employees will wear their hair in a conservative, business cut that will not touch the shirt collar. Female employees will wear their hair in conservative, business styles that will not be longer than shoulder length. The company will furnish you with uniforms and require that uniforms be worn at all times while on duty. Customers



identify you immediately as a representative of Republic Parking System by your uniform.

- Name tags are provided and must be worn at all times while on duty.
- From the customer's perspective, you are Republic Parking System. Your appearance and dress make a lasting impression on the people you contact. Show pride in yourself and your job by wearing neat and clean uniforms. If your uniforms are worn or torn, ask your Manager for replacements. To add that little extra, neckties and caps are available upon request.

## **EMPLOYEE - CUSTOMER RELATIONS**

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Since we are in the business of providing service to the parking public, the following list of Dos and Don'ts will enable you to provide good service and make a good impression for yourself and your Company.

- Answer the phone quickly, courteously and lively, with a pleasant, "Good Morning/Afternoon, Republic Parking System. How may I help you?" Remember, this is a business phone and must not be tied up with personal conversation. Personal calls should be made before or after your shift or during break periods. Excuse yourself from the telephone while checking out a customer.
- The customer always comes first. When a customer comes to the booth, stop what you are doing and serve them immediately. We should never make a customer wait unnecessarily. Give the customer your full attention. DO NOT smoke, eat, drink, or carry on a conversation while on duty.
- Always greet the customer with "Good morning," or "Good afternoon." When they leave, say "Thank you." Be polite, but keep the conversation to a minimum so you do not keep other customers waiting.
- If a customer complains about the charge, recheck the ticket to make sure you are correct and then explain to the customer the rates and how the charge is computed. Be courteous and polite in your explanation and most customers will understand. Point out the posted rate schedule and do not take the question as a personal attack on you.
- Never use harsh or profane language when talking to a customer. A pleasant manner and a smile will accomplish much better results.
- If a customer refuses to pay the parking fee, explain to them that you are responsible for each ticket and the amount that should be collected. If this fails, call your Supervisor. If your Supervisor is not available, have the customer sign the ticket and notate their phone number, address and license number, and give the information and ticket to the Manager.

## **CONFIDENTIALITY**

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As an employee of Republic Parking System, you should understand that you are obligated to preserve the confidences and secrets of the Company, its clients, customers, creditors, and suppliers.

## **POLICY ON ASSERTING COMPLAINTS**

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Differences of opinion occasionally arise between individuals in a company. It is in the best interest of Republic Parking System that such conflicts be resolved to the



satisfaction of everyone involved. Open discussion is encouraged so employee grievances and complaints may be resolved.

Accordingly, it is the policy of the Company to encourage employees to submit a written grievance or complaint whenever such a problem cannot be resolved with their immediate Supervisor. Employees who submit a complaint or grievance under this procedure will not be harassed, nor will any reprisals be taken. However, employees submitting a complaint or grievance are not to do so in a manner which may disrupt or interfere with the work of any other employee.

Any employee having a grievance or complaint relating to their status or conditions of employment with the Company should first discuss the problem with their immediate Supervisor. If the employee reasonably feels that discussion of their problem with their Supervisor would be embarrassing or futile, they should call the Employee Hot Line, (888) 793-6616.



## **YOUR RIGHTS UNDER THE FAMILY AND MEDICAL LEAVE ACT OF 1993**

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to "eligible" employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year, and for 1,250 hours over the previous 12 months, and if there are at least 50 employees within 75 miles.

### **Reasons For Taking Leave:**

Unpaid leave must be granted for any of the following reasons:

- to care for the employee's child after birth, or placement for adoption or foster care;
- to care for the employee's spouse, son, daughter, or parent, who has a serious health condition; or
- for a serious health condition that makes the employee unable to perform the employee's job.

At the employee's or employer's option, certain kinds of paid leave may be substituted for unpaid leave.

### **Advance Notice and Medical Certification**

The employee may be required to provide advance leave notice and medical certification. Taking of leave may be denied if requirements are not met.

- The employee ordinarily must provide 30 days advance notice when the leave is "foreseeable."
- An employer may require medical certification to support a request for leave because of a serious health condition, and may require second or third opinions (at the employer's expense) and a fitness for duty report to return to work.

### **Job Benefits and Protection:**

For the duration of FMLA leave, the employer must maintain the employee's health coverage under any "group health plan."

Upon return from FMLA leave, most employees must be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms.

The use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of an employee's leave.

### **Unlawful Acts by Employers**

FMLA makes it unlawful for any employer to:

- interfere with, restrain, or deny the exercise of any right provided under FMLA;
- discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.



## Enforcement

The U. S. Department of Labor is authorized to investigate and resolve complaints of violations.

An eligible employee may bring a civil action against an employer for violations. FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement which provides greater family or medical leave rights.

### For Additional Information:

Contact the nearest office of the Wage and Hour Division listed in most telephone directories under U.S. Government, Department of Labor.

# U.S. DEPARTMENT OF LABOR PROGRAM HIGHLIGHTS FAMILY AND MEDICAL LEAVE ACT OF 1993

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The U.S. Department of Labor's Employment Standards Administration, Wage and Hour Division, administers and enforces the Family and Medical Leave Act (FMLA) for all private, state and local government employees, and some federal employees. Most Federal and certain congressional employees are also covered by the law and are subject to the jurisdiction of the U.S. Office of Personnel Management or the Congress.

FMLA became effective on August 5, 1993, for most employers. If a collective bargaining agreement (CBA) was in effect on that date, FMLA became effective on the expiration date of the CBA or February 5, 1994, whichever was earlier.

FMLA entitles eligible employees to take up to 12 weeks of unpaid, job-protected leave in a 12-month period for specified family and medical reasons. The employer may elect to use the calendar year, a fixed 12-month leave or fiscal year, or a 12-month period prior to or after the commencement of leave as the 12-month period.

The law contains provisions on employer coverage; employee eligibility for the law's benefits; entitlement to leave, maintenance of health benefits during leave, and job restoration after leave; notice and certification of the need for FMLA leave; and, protection for employees who request or take FMLA leave. The law also requires employers to keep certain records.

## EMPLOYER COVERAGE

FMLA applies to all:

- public agencies, including state, local and federal employers, local education agencies (schools), and
- private-sector employers who employed 50 or more employees in 20 or more workweeks in the current or preceding calendar year and who are engaged in



commerce or in any industry or activity affecting commerce - including joint employers.

## EMPLOYEE ELIGIBILITY

To be eligible for FMLA benefits, an employee must:

- Work for a covered employer;
- have worked for the employer for a total of 12 months;
- have worked at least 1,250 hours over the previous 12 months; and
- work at a location in the United States or in any territory or possession of the United States where at least 50 employees are employed by the employer within 75 miles.

## LEAVE ENTITLEMENT

A covered employer must grant an eligible employee up to a total of 12 workweeks of unpaid leave during any 12-month period for one or more of the following reasons:

- for the birth and care of the newborn child of the employee;
- for placement with the employee of a son or daughter for adoption or foster care;
- to care for an immediate family member (spouse, child, or parent) with a serious health condition; or
- to take medical leave when the employee is unable to work because of a serious health condition.

Spouses employed by the same employer are jointly entitled to a combined total of 12 workweeks of family leave for the birth and care of the newborn child, for placement of a child for adoption or foster care, and to care for a parent who has a serious health condition.

Leave for birth and care, or placement for adoption or foster care must conclude within 12 months of the birth or placement.

Under some circumstances, employees may take FMLA leave intermittently - which means taking leave in blocks of time, or by reducing their normal weekly or daily work schedule.

- If FMLA leave is for birth and care or placement for adoption or foster care, use of intermittent leave is subject to the employer's approval.
- FMLA leave may be taken intermittently whenever medically necessary to care for a seriously ill family member, or because the employee is seriously ill and unable to work.

Also, subject to certain conditions, employees or employers may choose to use earned paid leave (such as sick or vacation leave) to cover some or all of the FMLA leave.

The employer is responsible for designating if an employee's use of paid leave counts as FMLA leave based on information from the employee.

"Serious health condition" means an illness, injury, impairment, or physical or mental condition that involves either:



- any period of incapacity or treatment connected with inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical-care facility, and any period of incapacity or subsequent treatment in connection with such inpatient care; or
- Continuing treatment by a health care provider which includes any period of incapacity i.e., inability to work, attend school or perform other regular daily activities) due to:
  1. A health condition (including treatment therefore, or recovery there from) lasting more than three consecutive days, and any subsequent treatment or period of incapacity relating to the same condition, that also includes:
    2. treatment two or more times by or under the supervision of a health care provider; or
    3. one treatment by a health care provider with a continuing regimen of treatment; or
    4. Pregnancy or prenatal care. A visit to the health care provider is not necessary for each absence; or
    5. A chronic serious health condition which continues over an extended period of time, requires periodic visits to a health care provider, and may involve occasional episodes of incapacity (e.g., asthma, diabetes). A visit to a health care provider is not necessary for each absence; or
    6. A permanent or long-term condition for which treatment may not be effective (e.g. Alzheimer's, a severe stroke, terminal cancer). Only supervision by a health care provider is required, rather than active treatment; or
    7. Any absences to receive multiple treatments for restorative surgery or for a condition which would likely result in a period of incapacity of more than three days if not treated (e.g., chemotherapy or radiation treatments for cancer).

"Health care provider" means:

- doctors of medicine or osteopathy authorized to practice medicine or surgery by the state in which the doctors practice; or
- podiatrists, dentists, clinical psychologists, optometrists and chiropractors (limited to manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist) authorized to practice, and performing within the scope of their practice, under state law; or
- nurse practitioners, nurse-midwives and clinical social workers authorized to practice, and performing within the scope of their practice, as defined under state law: or
- Christian Science practitioners listed with the First Church of Christ, Scientist in Boston, Massachusetts; or
- Any health care provider recognized by the employer or the employer's group health plan benefits manager.

## **MAINTENANCE OF HEALTH BENEFITS**

A covered employer is required to maintain group health insurance coverage for an employee on FMLA leave whenever such insurance was provided before the leave was taken and on the same terms as if the employee had continued to work. If applicable, arrangements will need to be made for employees to pay their share of health insurance premiums while on leave.



In some instances, the employer may recover premiums it paid to maintain health coverage for an employee who fails to return to work from FMLA leave.

## **JOB RESTORATION**

Upon return from FMLA leave, an employee must be restored to the employee's original job, or to an equivalent job with equivalent pay, benefits, and other terms and conditions of employment.

In addition, an employee's use of FMLA leave cannot result in the loss of any employment benefit that the employee earned or was entitled to before using FMLA leave, nor be counted against the employee under a "no fault" attendance policy.

Under specified and limited circumstances where restoration to employment will cause substantial and grievous economic injury to its operations, an employer may refuse to reinstate certain highly-paid "key" employees after using FMLA leave during which health coverage was maintained. In order to do so, the employer must:

- notify the employee of his/her status as a "key" employee in response to the employee's notice of intent to take FMLA leave;
- notify the employee as soon as the employer decides it will deny job restoration, and explain the reasons for this decision;
- offer the employee a reasonable opportunity to return to work from FMLA leave after giving this notice; and
- make a final determination as to whether reinstatement will be denied at the end of the leave period if the employee then requests restoration.

A "key" employee is a salaried "eligible" employee who is among the highest paid ten percent of employees within 75 miles of the work site.

## **NOTICE AND CERTIFICATION**

Employees seeking to use FMLA leave are required to provide 30-day advance notice of the need to take FMLA leave when the need is foreseeable and such notice is practicable.

Employers may also require employees to provide:

- medical certification supporting the need for leave due to a serious health condition affecting the employee or an immediate family member;
- second or third medical opinions (at the employer's expense) and periodic re-certification; and
- periodic reports during FMLA leave regarding the employee's status and intent to return to work.

When intermittent leave is needed to care for an immediate family member or the employee's own illness, and is for planned medical treatment, the employee must try to schedule treatment so as not to unduly disrupt the employer's operation.

Covered employers must post a notice approved by the Secretary of Labor explaining rights and responsibilities under FMLA. An employer that willfully violates this posting requirement may be subject to a fine of up to \$100 for each separate offense.



Also, covered employers must inform employees of their rights and responsibilities under FMLA including giving specific written information on what is required of the employee and what might happen in certain circumstances, such as if the employee fails to return to work after FMLA leave.

## **UNLAWFUL ACTS**

It is unlawful for any employer to interfere with, restrain, or deny the exercise of any right provided by FMLA. It is also unlawful for an employer to discharge or discriminate against any individual for opposing any practice, or because of involvement in any proceeding, related to FMLA.

## **ENFORCEMENT**

The Wage and Hour Division investigates complaints. If violations cannot be satisfactorily resolved, the U.S. Department of Labor may bring action in court to compel compliance. Individuals may also bring a private civil action against an employer for violations.

## **OTHER PROVISIONS**

Special rules apply to employees of local education agencies. Generally, these rules provide for FMLA leave to be taken in blocks of time when intermittent leave is needed or the leave is required near the end of a school term.

Salaried executive, administrative, and professional employees of covered employers who meet the Fair Labor Standards Act (FLSA) criteria for exemption from minimum wage and overtime under Regulations, 29 CFR Part 541, do not lose their FLSA-exempt status by using any unpaid FMLA leave. This special exception to the "salary basis" requirements for FLSA's exemption extends only to "eligible" employees' use of leave required by FMLA.

The FMLA does not affect any other federal or state law which prohibits discrimination, nor supersede any state or local law which provides greater family or medical leave protection. Nor does it affect an employer's obligation to provide greater leave rights under a collective bargaining agreement or employment benefit plan. The FMLA also encourages employers to provide more generous leave rights.

## **FURTHER INFORMATION**

The final rule implementing FMLA is contained in the January 6, 1995, Federal Register. (An interim final rule was published in the Federal Register on June 4, 1993.) For more information, please contact the nearest office of the Wage and Hour Division, listed in most telephone directories under U.S. Government, Department of Labor, Employment Standards Administration.



## **LEAVE OF ABSENCE POLICY**

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Republic Parking System may grant a leave of absence for medical reasons to any employee who must cease work because of a disability or sickness, including pregnancy or pregnancy-related conditions, or due to any other physical or mental disability. An unpaid leave of absence may be granted for a period of up to twelve weeks. Any employee wishing to take a leave of absence pursuant to this policy must provide the Company with a written medical certification from an attending physician before any leave of absence will be granted.

The medical certification must specify the reason for the leave and the amount of leave needed. In addition, a "Leave of Absence" form must be completed by the employee and signed by the Manager.

Any employee who has been on medical leave of absence and wishes to return to work shall be required to present a doctor's release to Republic Parking System certifying the employee's ability to return to work from the leave of absence. At that time, Republic Parking System will make every reasonable effort to place the employee in their former position and at their former rate of pay, if at all possible. In the event the former position is not available for any reason, the employee may be assigned by the Company to any available position for which the employee is qualified and for which the employee will be paid the proper rate of pay for that position. If the employee engages in any other employment during the leave of absence or does not return to work upon the agreed upon date, that employee will be considered to have voluntarily terminated their employment. In no circumstances will a leave of absence be issued for longer than twelve (12) weeks. After the expiration of twelve weeks, the employee will be considered to have been terminated if they have not returned to work.

## **TENNESSEE MATERNITY LEAVE ACT**

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In the state of Tennessee, female employees who have worked full time for at least twelve consecutive months are eligible for up to four months unpaid leave for pregnancy, childbirth and nursing an infant. If the leave is taken with the Family Medical Leave Act, the leaves will run concurrently so the first twelve weeks will use both the FMLA leave and the Tennessee Maternity Leave, and the last month will be taken under the Tennessee Maternity Leave Act only.

The Tennessee Maternity Leave Act requires that (when possible) a female employee must give the employer three months advance notice of her anticipated date of departure for maternity leave, the length of maternity leave she plans to take, and her intention to return to full-time employment after maternity leave. However, if the female employee is prevented from giving the three months' advance notice because of a medical emergency which required the maternity leave to begin earlier than originally anticipated, she will not forfeit the rights afforded her by this law.

## **POLICY ON MAINTAINING A DRUG-FREE WORKPLACE**

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Republic Parking System (the "Company") is committed to providing a drug-free workplace and employing a drug-free work force. It is the policy of the Company that illegal drugs and controlled substances are not permitted on the premises of the Company for any reason. Any employee found selling, buying, possessing, passing, using, or under the influence of illegal drugs or controlled substances on the Company's



premises will be suspended. If a breach of this policy is determined, the employee will be terminated. Likewise, any employee under the influence of alcohol while reporting for or at work will be deemed in violation of this policy. Each employee must agree to and acknowledge the existence and terms of this policy on a separate acknowledgment form. This acknowledgment verifies also that each employee pledges to make the Company a drug-free workplace.

**ADHERENCE TO THIS POLICY BY AN EMPLOYEE IS A TERM OR CONDITION OF EMPLOYMENT! DRUG TESTING MAY BE A PREREQUISITE FOR HIRING. FAILURE TO PASS A DRUG TEST MAY RESULT IN TERMINATION OF EMPLOYMENT!**

The terms "Company premises" and "workplace" in this policy are used in their broadest sense and include all Company property including, but not limited to, parking lots, desks, or work areas of employees.

Each employee is responsible for reporting to management any incidents or cases where suspected violations of this policy occur. Management personnel receiving such reports are accountable for taking or recommending disciplinary action, if appropriate, and/or referral for drug tests as well as possible notification of law enforcement agencies when the drug test results are positive.

If any employee requests help in overcoming an alcohol or drug problem, the Company will try to help by referring the person to a qualified treatment program.

## **ETHICS POLICY**

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Republic Parking System devotes considerable time and expense projecting itself as a professional, responsible, and law-abiding business entity. The conduct of every employee contributes to that image. As a term or condition of employment, every employee agrees to take no action or engage in any conduct that would cause the Company or any of its employees embarrassment or humiliation, or otherwise cause or contribute to the Company or its employees being held in disrepute by the general public or the Company's clients, customers, or employees.

## **POLICY ON EMPLOYEE REVIEW OF PERSONNEL RECORDS**

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It is the policy of Republic Parking System that employees with a valid work-related reason may have access to and use of personnel records kept by the Company. All employees shall be permitted to review and copy their personnel records as well as attach their own statements to dispute materials in their own file. Personnel records allowed to be viewed include all documents and data intended to be used in determining the employee's qualification for employment, promotion, transfer, compensation, discharge, or other disciplinary action. Certain types of documents which are exempted from this disclosure requirement include letters of reference, materials used by the Company for management planning, information of a personal nature about an employee which if disclosed would constitute an unwarranted invasion of another person's privacy, and other similar type records.

Unless otherwise specified by local law, an employee is permitted at least two inspections of their personnel file annually. Requests must be reasonably spaced, and a request to review the file must be put in writing by the employee. Inspection of the records will be permitted within seven (7) working days of a request, and under the supervision of Management. Records may not be removed from the place of inspection. The employee



will be permitted to request photocopies of their personnel records. If the employee disagrees with any part of the personnel records, the employee may submit an explanatory written statement, which will be attached to the disputed records. It is not to be presumed that the Company concurs with the employee's statement.

## **RELIGIOUS HOLIDAYS**

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Republic Parking System will attempt to accommodate the religious observances and practices of its employees. Request for time off for religious observances, except as provided on the Company's holiday schedule, will be treated on an individual basis and accommodation will be afforded so long as such can be accomplished without undue hardship to business operation. Examples of reasonable accommodations include the use of voluntary substitutes and swaps, flexible scheduling, or temporary changes in job assignments. Employees are required to notify their Supervisors in writing of any requested days off for religious observances at least thirty (30) days prior to the requested absence.

## **CUSTOMER ACCIDENTS**

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- If anyone suffers an incapacitating injury, call 911 for assistance, then call the Manager.
- If anyone reports an accident, fill out the standard accident report (three copies) and give all copies to the Manager.
- If any emergency occurs that you do not know how to handle, call the Manager or the Home Office if the Manager cannot be reached. (Home Office phone is (423) 756-2771.

## **EMPLOYMENT OF RELATIVES**

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It is against the policy of Republic Parking System for members of the immediate family to work in the same parking facility, garage, lot or office, or for a family member to report to or be under the supervision of another family member. Immediate family includes: spouse, child, parent, sibling or grandparent.

## **EMPLOYEE THEFT AND EMBEZZLEMENT**

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The purpose of the Employee Theft and Embezzlement Policy is to emphasize the intolerance of Republic Parking System for acts of theft, embezzlement and/or other acts of dishonesty whether it is directly from Republic Parking System, our client(s) or customer(s).

It is the policy of Republic Parking System that any employee who misappropriates, embezzles or steals money, materials, information or other valuable assets from Republic Parking System, its clients and/or customers:

- Will be discharged immediately upon discovery.
- Will be given twenty-four (24) hours to make full restitution.
- Will be subject to be prosecuted to the fullest extent of the law.
- An employee who has been terminated for any of the above listed dishonest acts will not be eligible for rehire.



## **THEFT AND VANDALISM**

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- In the event of a theft or vandalism, never tell or indicate to a customer that we are responsible.
- When theft or vandalism is reported, call the Manager and the police.
- Fill out standard theft/vandalism report and give to your Manager. (Make two copies.)

## **DAILY TIME CARDS**

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- Employee will clock in at the start of the shift on a time card or time sheet and clock out at the end of the shift.
- No employee will clock in or out for another employee. Doing so will result in termination.
- No paycheck can be issued without a completed time card.

## **ROBBERY**

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In the event of an attempted robbery at your booth, always cooperate with the demands of the robber to the extent that you take no bodily risks. Try to remain calm, and try to remember as many details as possible about the robber (height, weight, complexion, distinguishing marks, scars, clothing, their direction and means of departure e.g., east on foot, by car, etc.) Always notify the police and your Manager IMMEDIATELY after any such incident. Notate all details in the Shift Event Log.

## **CAUSES FOR DISMISSAL**

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Certain happenings, within your control, may make proper service to the customer and the satisfying of our obligation to our landlord intolerable and will justify your dismissal. Hopefully, this will never happen, but causes for such action are listed below for your information. This list is not meant to be all-inclusive and various circumstances not stated in this section may arise and require discipline or immediate termination.

- If you do not notify the Manager in advance that you will be late or unable to work your shift. (Extreme, unusual conditions will be reviewed).
- Reporting to work under the influence of alcohol or illegal drugs. Possession, while on duty, of either of these controlled substances (without a doctor's prescription).
- Abuse, misuse, mishandling of Company property or funds.
- Falsifying reports on your time sheet/card.
- Excessive lateness or absenteeism.
- Poor work conduct or attitude.
- Having firearms or other weapons in possession while on duty.
- Being discourteous to customers, supervisors, or fellow employees.
- Not in uniform when reporting to work.
- Clocking in or out for someone in their absence.



- Use of abusive language.
- Disobedience of supervisors.
- Any conduct in violation of Company policy.
- Any conduct in violation of the Company's Anti-Sexual Harassment and Non-Discrimination Policies.
- Willful violation of any laws or government regulations.
- Dishonesty of any kind in your relations to the Company.
- Unsatisfactory work performance or failing to perform up to the standards expected of employees.
- Falsification, misrepresentation, or omission of significant information on job application or employee forms.
- Violation of safety rules.
- Any other act the Company deems inappropriate.

When an employee is terminated for any reason, he/she must leave the workplace immediately!

## **PROGRESSIVE DISCIPLINE**

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It is the policy of Republic Parking system to use a progressive discipline program. The program is simple:

- |                 |  |
|-----------------|--|
| First Offense:  | A verbal warning with a note placed in the employee's personnel file.  |
| Second Offense: | A written Warning Notice signed by the employee and the supervisor.  |
| Third Offense:  | A written Warning Notice signed by the employee and the supervisor. The employee will be suspended for three days or terminated if it appears that the performance will not be upgraded. |
| Fourth Offense: | Termination.   |

Some serious violations of Company policy such as theft, fighting, gross insubordination, failure to pass a drug test, etc. will be cause for immediate termination. In such instances, written statements from witnesses will be obtained to document the conditions and circumstances.

Republic Parking System can, at any time, at its discretion, skip any or all steps in the progressive discipline process.

## **EMERGENCIES**

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- All employees must be aware of the phone number for FIRE, POLICE, AND AMBULANCE. These numbers should be posted next to, or on the telephone. (Usually 911).



- Employees should not hesitate to make emergency calls as soon as possible when the need arises.
- If an emergency occurs that you do not know how to handle, call the Manager - or the Home Office if the Manager is not available. Home Office phone is (423) 756-2771.

## **ACCIDENTS**

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- Personal Injury. If anyone is seriously injured, call 911, THEN call the Manager.
- As soon as possible, fill out a Standard Accident Report (3 copies) and give to the Manager.
- If an employee is injured, see that they receive appropriate medical attention.
- When an employee is injured, gather all information concerning the accident. The Manager needs this information to complete the First Report of Injury form.

## **AUTOMOBILE DAMAGE**

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- In the event of an automobile accident, never indicate to a customer that we are responsible. Notify your Manager.
- When an accident is reported, fill out the Automobile Damage Report. This report must be fully completed. Give this completed report to your Manager.

## **BENEFITS**

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### **MEDICAL INSURANCE**

All full-time urban employees working 36 hour or more per week are offered an excellent plan of group medical insurance. After you have worked full-time with the Company for 90 calendar days and have met the requirements, you may elect to participate in this program.

If you elect to participate, you will receive a booklet which will provide detailed information on the benefits available under the plan. You should read this material carefully, so you will have a thorough understanding of the plan and what it could mean to you and your family. The Company does pay a portion of the coverage. Contact the Insurance Coordination at (423)265-4418 for more information.

### **LIFE INSURANCE**

In addition to medical insurance, the basic group plan also provides life insurance for all full-time employees covered under the plan.

The amount of coverage is \$10,000 for each regular covered employee. Additionally, if you are employed in a field management position and elect coverage, the life insurance principal sum is automatically increased to \$25,000. For management personnel holding the position of Regional Manager and above, the amount of life insurance provided will be \$50,000. The Company pays a portion of the cost of the coverage.



## VISION PLAN

A vision plan is available to all full time employees working 36 or more hours per week and who have completed the 90 day probationary period. The plan is a comprehensive vision program that is completely voluntary and offered at the best available cost. It provides coverage for eye examinations, glasses, lenses, frames, and contact lenses. Contact the Insurance Administrator at (423)265-4418 for more information.

## DENTAL PLAN

Full time employees working 36 or more hours per week who have completed the 90 day probationary period may participate in the dental plan. The plan is completely voluntary and covers 100% of preventative dental procedures, 80% of basic procedures such as fillings and simple extractions, and 50% of major procedures such as anesthesia, bridges, dentures, etc. Contact the Insurance Administrator at (423)265-4418 for more information.

## \*HOLIDAYS

Employees who have been with the Company for 90 calendar days or more will receive full pay for the following holidays:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas Day

Eligible employees will be paid for their holiday in an amount equal to the number of hours for which they would normally be scheduled that day multiplied by their regular wage rate. No overtime premium will be included in holiday pay.

\*Holidays may vary for specific cities or operations.

This holiday schedule may be varied somewhat at the discretion of your General Manager to conform with holiday customs and requirements for individual sections of the country. When official holidays fall on Saturday or Sunday and are observed on Friday or Monday, it is the policy of Republic Parking System to observe the day as officially designated.

You must work your regularly scheduled day before and after the holiday to be eligible for holiday pay. If you are asked to work on a holiday, you will receive holiday pay in addition to your regular earnings.

Regular full-time employees will not be paid holiday pay if they are not scheduled to work the day observed as the holiday. All regular part-time employees who work less than 35 hours per work week but at least 24 hours or more per work week will be paid holiday pay if the holiday falls on a day that they are scheduled to work. Other part-time employees will not be paid holiday pay.



## VACATION

After you have been with the Company for one full year of uninterrupted service, you will be eligible for one full week of vacation with pay. Following your second full year of uninterrupted service, you will be eligible for two weeks of vacation with pay. Two weeks of vacation may then be taken each subsequent year that you meet the requirements. (Managers and Bookkeepers will receive two weeks paid vacation after one year of uninterrupted employment.) Vacation is awarded based on an employment year which begins on the employee's anniversary date.

A person qualifying for vacation or holiday pay will receive paid time off equal to the average number of regular and overtime hours worked per day or per work week as determined by averaging the hours worked over the preceding 6 pay periods.

Those employees working 24 hours or more will receive vacation pay under the same schedule as a regular full-time employee. For example, if a person has worked for the Company for one year and has averaged 26 hours per week over the preceding 6 pay periods, then that person will receive one week's vacation with pay for 26 hours.

If you fail to take your vacation during a particular year, you may not carry it over to the next. You may not receive pay in lieu of any vacation time not taken. If your employment ends with your having earned vacation time, you will not be paid for that vacation time.

Vacations must be scheduled and approved by your supervisor. Try to give as much advance notice as you can - but in any event, at least 60 days. This will allow the Company time to arrange for a replacement while you are away, and it will also give you the best chance to take your vacation when you want to.

## SICK LEAVE

After you have completed 90 calendar days as a full-time employee, you will begin earning 1/2 day of sick leave each month - in other words, six working days per employment year. Unused sick leave can be carried over from one employment year to the next.

**IMPORTANT NOTE: YOU CAN ONLY EARN UP TO SIX DAYS PER EMPLOYMENT YEAR.**

Sick leave is intended to protect you from illness only and may not be used for the following purposes:

- Vacation or holidays
- Routine doctor or dentist appointments
- Illness of family members
- Other situations in which you are not personally injured or ill

Paid sick leave will be granted in an amount equal to the employee's normal number of hours multiplied by his regular wage rate. No overtime premium payments will be made for sick leave time. Any payments received by the individual from workers' compensation or any other employer or government-sponsored benefit program will be deducted from sick leave pay.

No employee will be granted pay for sick leave if he has not properly advised his supervisor of the necessity of his absence. Further, if it is thought to be necessary, certification of the illness by a physician may be required.



## **FUNERAL LEAVE**

Full-time employees who have been with the Company for at least 90 calendar days will receive three days off with full pay in the event of the death of an immediate blood relative - that is your spouse, child, brother, sister, mother, father, grandparent, mother-in-law, father-in-law, brother or sister-in-law.

## **PETTY LEAVE**

You may request petty leave as the need arises to attend to personal matters during working hours. Petty leave must be approved by your supervisor at least three days in advance, and it is always granted without pay. You must have been with the Company for at least 90 calendar days to be granted petty leave.

## **EDUCATION LEAVE**

Should you wish to continue your education, you may be allowed a special educational leave of up to two years to do so. When you return you will be rehired with no loss of seniority; your benefits, however, would not continue during this period. You must have been a full-time employee with the Company for one year to be eligible for this benefit.

## **MILITARY LEAVE**

Any employee required to attend military reserve training is entitled to return to work with the Company upon the completion of his training. In addition to all rights provided by law, the Company will provide paid military leave to all full time employees who are members of the national guard or organized reserve components of the Armed Services of the United States to attend camp for two weeks per year. The benefit provided shall be the difference between your military pay and your normal earnings. This benefit shall be in addition to any paid vacation that you are entitled to. Regular Company benefits and seniority continue to accrue during such leave. This benefit applies only to your initial term of enlistment and not for any extension of duty. This benefit is earned after one year of service and is available only to those who were in the military upon their being hired by the Company.

## **JURY LEAVE**

If you have worked for the Company as a full-time employee for 90 calendar days, and are called to serve on a jury in a State or Federal court, you will be granted jury leave. The Company will reimburse you the difference between your regular salary and the compensation you receive for the period of jury duty for a maximum of two weeks. Regular Company benefits and seniority continue to accrue during jury leave.

## **UNIFORM REQUEST FORM**

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All new employees must complete, as part of their hire packet, a UNIFORM REQUEST FORM. All requests for replacement or additional uniforms for existing employees will also be processed by using the UNIFORM REQUEST FORM. All UNIFORM REQUEST FORMS must be filled out completely by the appropriate location manager before processing will take place. Copies of the UNIFORM REQUEST FORM shall be placed in the employee files.



## **MANDATORY UNIFORM COMPLIANCE**

No employee shall begin a shift without being dressed in a proper uniform. It shall be the responsibility of the manager/supervisor to ensure that this policy is strictly enforced. Employees reporting to work in an improper uniform shall be asked to leave the location until they can report in a proper uniform. Each incident of noncompliance shall result in a written warning being placed in the employee's file.

## **PROPER UNIFORM**

A PROPER UNIFORM shall consist of a laundered shirt, pants, and jacket (weather depending), that have been issued to the employee for their location. Each employee shall provide their own white/black socks and solid black shoes. Every employee shall at all times while on duty wear a name badge identifying them as a Republic Parking System employee. At no time shall employees wear any garment, buttons, stickers, etc., that have not been approved in writing in advance by the General Manager.

## **PERIODIC UNIFORM DISTRIBUTION**

Following the completion of one year of employment, each employee will be provided three new shirts and two new pants. The distribution shall take place on the earliest of the following dates: May 1 or November 1. The employee's manager shall be responsible for accounting for the proper date of distribution.

## **COLLECTION OF RETURNED UNIFORMS**

Managers shall be responsible for collecting all uniforms from exiting employees. The returned uniforms shall not be accepted in an unlaundered condition.

**EMPLOYEES MUST RETURN ALL UNIFORMS IN AN ACCEPTABLE CONDITION PRIOR TO OR AT THE TIME OF THEIR EXIT INTERVIEW OR RECEIPT OF FINAL CHECK.**

## **RETURNED UNIFORM REDISTRIBUTION**

All returned uniforms shall be returned to the main city office for inspection and redistribution.

## **LOCATION INVENTORY RESERVE SUPPLY**

Each location shall maintain a small inventory of uniform garments on hand that may be issued for daily use to existing employees when a need arises. The location manager/supervisor shall be responsible for maintaining a written inventory of reserve supply of uniform garments. The quantity of the reserve supply shall be determined by the number of employees and the nature of the location.

## **IMPORTANT NOTICE**

The benefits described in this booklet have been designed for the employees of the Company after careful study. It is expected that these benefit plans will be continued; however, since it is not possible to foresee future events, the Company must reserve the right to change or even discontinue the plans if it should become necessary.



## CONCLUSION

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This booklet is provided to aid you in the performance of your job; to make your work easier and more pleasant; and to help you, as an employee, understand what your employer expects from you.

In conclusion, may we say once more, you are now a member of one of the most respected parking companies in the United States. We sincerely hope you can appreciate the hard work that has gone before you in making this true, and that you will help us to perpetuate this for you and those who come after you.

Again - a hearty WELCOME ABOARD!



## CERTIFICATION OF RECEIPT

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I \_\_\_\_\_ certify that I have received a copy of the Republic Parking System Employee Handbook (Revision Date: 12/05/06). I have been instructed to read the Employee Handbook and to comply with the rules and policies contained therein.

SIGNED: \_\_\_\_\_

DATE: \_\_\_\_\_



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## 6. SPECIALIZED EQUIPMENT & SERVICES

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### RECIPE FOR SUCCESS

Republic Parking believes our approach to managing your On-Street parking operation is a “**recipe for success**”. The following are the ingredients of our approach:

Proven success in Kentucky in our management of the City of Lexington On-Street program. Republic Parking has a citation collection rate of over 80% in our first year of operation, and this was accomplished with a warning period during our start up. Our collection numbers in the past few months have exceeded 90%. These numbers have been accomplished without the aid of a collections agency, so the best is yet to come.

T2 Systems experience. Republic Parking has a good working relationship with T2 Systems and is very familiar with the software and hardware.

Extensive Executive On-Street Experience! Republic Parking will commit an Executive from our On-Street Division to be in Louisville for the first 30 days of operation to ensure a successful transition and start-up. This measure of assurance is provided at no-cost to PARC!

A proven On-Street Ambassador program. Republic Parking has a proven track record in providing outstanding customer service in our on-street operations. On a quarterly basis Republic Parking will have a member of our corporate Human Resources team come to Louisville to conduct **Customer Service Workshops** for our staff. These workshops will be training programs designed to improve customer service and the skills of our staff. This program has been wildly successful in our municipal operations, including our on-street operations in Lexington and Springfield. We come ready with training material in hand to provide great customer service to the citizens of Louisville.

PayLock’s proven self-releasing boot technology which will provide improved customer service and revenue.

PayLock’s LPR service providing a booting team of two FTE’s dedicated to locating boot eligible vehicles and applying boots which will dramatically improve enforcement, collections and revenues.

Unique Management Services proven collection services which will dramatically improve citation collections and revenues.

### ENFORCEMENT PHILOSOPHY

Consistent enforcement is a cornerstone of an effective parking management program. Republic Parking System takes a great deal of pride in the quality service our people provide on a daily basis to our customers and clients. We have developed many very successful programs to hire and train a top quality enforcement staff.

The level of enforcement is extremely important as well. Although the client establishes the level of enforcement, Republic Parking encourages its clients to adopt a medium level of enforcement. This



by definition provides that enforcement officers pass by each meter every 1-1½ hours, and in peripheral areas every 2 hours. Any more frequent, business in the downtown may be impacted, whereas lighter enforcement will not provide the compliance and turn-over you need for these short-term premium spaces.

Remember that the true objective in effective parking management is not to see how many citations can be written, and thus how much revenue could be generated, but rather to help provide short-term spaces needed by the downtown businesses.

### STAFFING PLAN

Currently the parking program operates 6:00 A.M.-8:00 P.M. Monday thru Friday. Staff currently exists as follows:

#### Enforcement Coverage

Employees Per Shift	Shifts
8	6:30AM-2:30PM
8	9:30AM-6:00PM
1	11:30AM-8:00PM

#### Management Coverage

1-Supervisor	6:00AM-2:30PM
1-Supervisor	7:30AM-4:00PM
1-General Manager	8:30AM-6:00PM

#### Clerical Staff

3	8:00AM-6:00PM
1	11:30AM-8:00PM
1	8:00AM-5:00PM

Republic has evaluated the current staffing levels based on discussions with current and former program employees, as well as our own staff's prior knowledge of the program. Republic Parking's Vice President of On-Street Operations, Randy Jones, implemented and managed the original Louisville on-street program for PARC.



Based upon our knowledge of the Louisville operation and our experience we propose the following staffing plan for PARC's approval:

POSITION	NUMBER
General Manager	1
Assistant Manager	1
Bookkeeper	1
Customer Service Representatives	3
Lead Ambassador (Enforcement)	1
Ambassadors (Enforcement Officers)	12
Boot Technicians	2
Total	21

The proposed staffing represents a reduction in staffing of four (4) employees compared to the current staffing -- 1 in the management coverage, 1 in the clerical staff, and two in the enforcement coverage. This means would mean a savings to Louisville of almost \$150,000 annually in expenses, without any reduction in supervision, customer service, or citation production.

How can we do this? The following is our rationale behind the proposed staffing reductions:

- **Management Staffing Reduction** – We understand one of the rationales for the second assistant manager was the initial burden of the noticing process, which has now been shifted to a mailing house. From our experience managing other similar projects, we utilize no more than a single assistant manager. We believe we can provide the needed management coverage through the staggering of management work schedules.
- **Clerical Staffing Reduction** – As part of Republic's technology package (see later section "Technology"), we propose to add at Republic's expense T2's Interactive Voice Response System (IVR) to help handle the large volume of telephone payments. In our Springfield on-street operation, approximately 20% of the payments are by IVR, so we know by experience that it works very well. The IVR system coupled with the use of a mailing house for notices already done, we can easily reduce the clerical staff by one. With the IVR system, customers can still opt to talk to a live human CSR. See more about the IVR in the section "Technology".



- **Enforcement Staffing Changes** -- We propose buying at Republic's expense, two (2) green-compatible electric GEM cars. By placing two of the parking enforcement officers, our Ambassadors, with this additional mobility, can cover a much larger beat, and write a much larger number of citations. At our Cedar Rapids on-street project, mobile enforcement officers are averaging 60 citations per day. Additional reductions may be achieved if PARC adopts our recommended operational changes. (See "Technology" for further description)



A staffing chart follows:



## Staffing Plan

### PARC OnStreet

#### Management Coverage

	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	Daily	Weekly	Total
M-F <b>Manager</b> 6:00 - 3:00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	9.00	45.00	
M-F <b>Asst Manager</b> 9:00 - 7:00				█	█	█	█	█	█	█	█	█	█	█	9.00	45.00	
																	90.00

#### Clerical Coverage

	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	Daily	Weekly	Total
M-F <b>Bookkeeper</b> 8:00 - 4:30			█	█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
M-F <b>Cust Serv Rep 1</b> 7:30 - 4:00		█	█	█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
M-F <b>Cust Serv Rep 2</b> 8:00 - 4:30			█	█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
M-F <b>Cust Serv Rep 3</b> 9:30 - 6:00				█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
																	224.00

#### Enforcement Coverage

	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	Daily	Weekly	Total
M-F <b>Lead Ambassador</b> 7:00 - 3:30		█	█	█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
M-F <b>PEO - Early Morn (5)</b> 6:30 - 3:00	█	█	█	█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
M-F <b>PEO - Late Morn (5)</b> 9:30 - 6:00				█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
M-F <b>PEO - Evening (1)</b> 11:30 - 8:00								█	█	█	█	█	█	█	8.00	56.00	
M-F <b>PEO - RPPP (1)</b> 8:30 - 5:00				█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
M-F <b>Boat Technicians (2)</b> 9:00 - 5:30				█	█	█	█	█	█	█	█	█	█	█	8.00	56.00	
																	336.00

Total Weekly Hours 650.00

Total Annual Hours 33,800.00



## Staff Duties

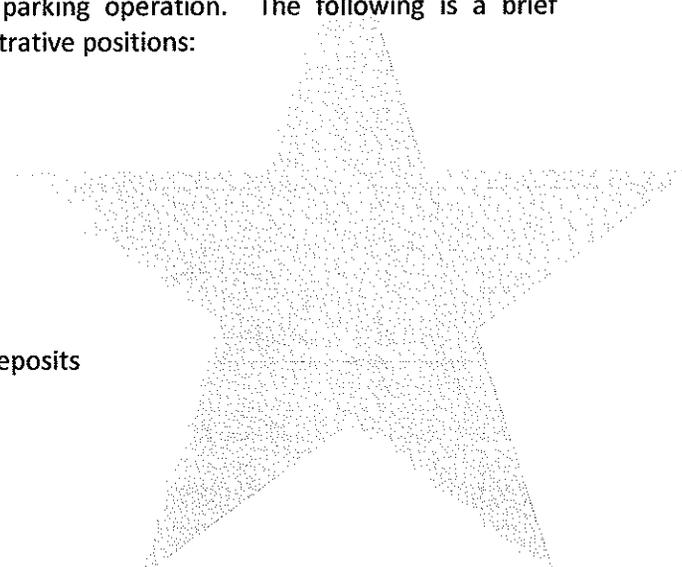
### General Manager

- Primary Client Contact
- Support Parking Authority Leadership
- Develop & Maintain Relationships with the City Merchants & Business Leaders
- Develop & Implement Parking Policies & Procedures
- Supervise Entire Operation
- Quality Assurance of the Operation
- Prepare Special Client Reports (Utilization Reports, Capital Expense Plans, Budgeting, Marketing Plan, etc.)
- Review & Approve All Client Reporting
- Monitor & Implement Employee Training Programs
- Coordinate Corporate Support with Regional Vice President
- Monitor All Sub-Contractor Services & Relationships
- Supervise Lot and On-Street Ambassadors
- Recruiting & Hiring of Line Staff
- Supervise Maintenance Program
- Perform Operational Audits of All Areas of the Operation
- Work with Event Venue Management to Efficiently Coordinate Event Traffic

The Accounting and Administrative Team will support the Management Team in their duties. For improved operational and revenue controls many of the Accounting and Auditing duties will be supervised by Republic Parking's corporate accounting and auditing. Separation of duties is vital to ensure a quality revenue control program in any parking operation. The following is a brief description of duties for each Accounting and Administrative positions:

### Bookkeeper

- Prepare Monthly Client Financial Reports
- Interface with Corporate Accounting Department
- Supervise Banking, Credit Card Processing
- Prepare Payroll & Payroll Reports
- Perform Daily Audits of Revenue Reports & Bank Deposits
- Manage Accounts Payable Process
- Assist With Parking Ticket Collections
- Staff Parking Ticket Payment Window





- Assist Customers with Ticket Payment Process
- Data Entry into On-Street Management Software
- Coordinate/Schedule Ticket Adjudication Schedule

### **Customer Service Representatives**

- Respond to Customer walk-in and telephone inquiries
- Accept walk-in, telephone and mail payments
- Process citations through T2 System
- Enter manual police citations into T2 System
- Administer appeals process

The remainder of our staff will be comprised of our Ambassadors and Boot Technicians. The following is a brief job description for each position along with Republic Parking's expectations for each.

### **On-Street Ambassadors**

The traditional image and impression of the "meter-maid" is a very negative one. This negativity in large part comes from the consequences of performing their primary function of issuing citations to our customers. The key to changing this engrained impression is to hire outgoing people with great personalities and training them to do more than issue citations. The on-street ambassadors will be outfitted in colorful uniforms that create a more inviting presentation than the traditional dark uniforms. Two of the on-street ambassadors will be driving electric green-consistent motorized GEM cars to make them more efficient in their enforcement efforts.



The GEM cars will be color coordinated with their uniforms and be signed AMBASSADOR. We discuss the ambassador role in greater detail in the Customer Service section appearing later in this proposal document.

### **Boot Technicians**

The Boot Technician team of two employees will work to identify boot eligible vehicles in the field, apply boots and provide assistance with boot removal to customers who request this service. The Boot Team will circulate the streets in the PARC van which will be equipped with the LPR System provided by Pay Lock. Please see the later section on Immobilization for a full description of the LPR System and the benefits it will provide to the Louisville On-Street program. We project that the capture rate of boot eligible vehicles will more than double utilizing our approach.



## Division of Motor Vehicle Interface

Republic has considerable experience working with state departments of motor vehicles for name and address acquisition. Republic has an on-going positive working relationship with the State of Kentucky through our Lexington on-street operations. We know through our Lexington operation that there are special problems with identification of Kentucky plate that leads to troublesome errors – such as duplicate plates, bad addresses, re-issuance of plates, etc. We have developed strategies to combat these problems and can help improve PARC's identification of violators.

The current contractor is not currently seeking out-of-state plate identification, which could amount to 20%-30% of the violators. Republic will undertake two new strategies:

- ROVR/LES Out-of-State Interface – we will contract with T2's ROVR program, or the even more economical LES program to supply out-of-state identifications
- Indiana DMV – Just as PARC has a direct interface to Kentucky DMV, Republic will obtain a direct interface to Indiana DMV, to minimize PARC's look-up costs

Along with the delayed collections activity for out-of-state vehicles, there is another subset of vehicles in which PARC does not obtain a valid address. These plates will be referred to as "Nixies" and "No-Hits" as defined here:

**Nixie:** A piece of mail returned to the original sender because the address is either invalid, or the recipient no longer lives at that address.

**No-Hit:** When a DMV cannot provide a registered address for a license plate.

Of course, without a valid address, informing the motorist of their obligation to PARC is nearly impossible. We will use Unique Management and T2's collections system to dramatically change the amount of obtainable debt allowing PARC to now collect what was previously thought uncollectible.

## T2 Enhancements

Republic will provide the following enhancements to the T2 system, at no cost to PARC:

- Interactive Voice Response
- Out-Of-State DMV Interface
- Expanded Built-in T2 Letters and Scheduled Reports
- Linkage to Advanced Collection For Delinquent Citations
- Interface with Police Mobile Data Terminals



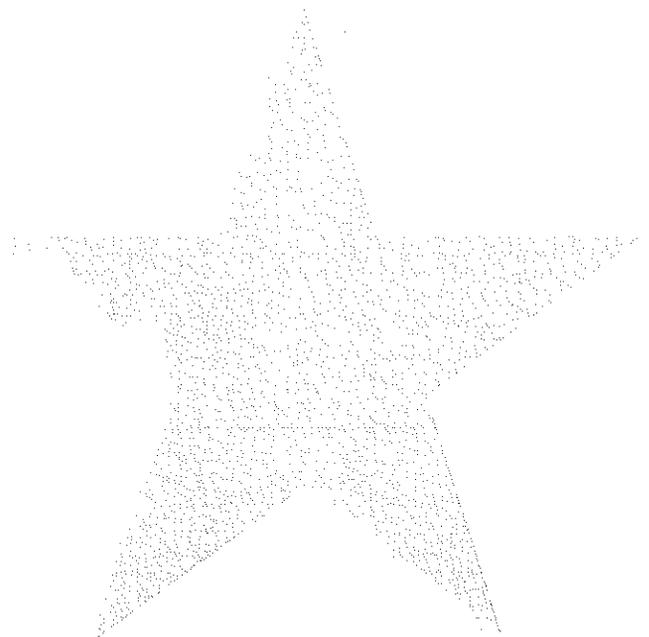
## Interactive Voice Response (IVR)

Republic will install, at no cost to PARC, the T2 Interactive Voice Response (IVR). We have been using IVR in Springfield, MA, where approximately 30% of the citation payments are made by IVR.

An IVR solution enables you to provide additional payment options to your customers. IVR can connect your customers with services and information, and because it's available 24/7, it improves your staff efficiency by freeing them from phone duties. Following are some of the unique features of the T2/Tele-Works solution:

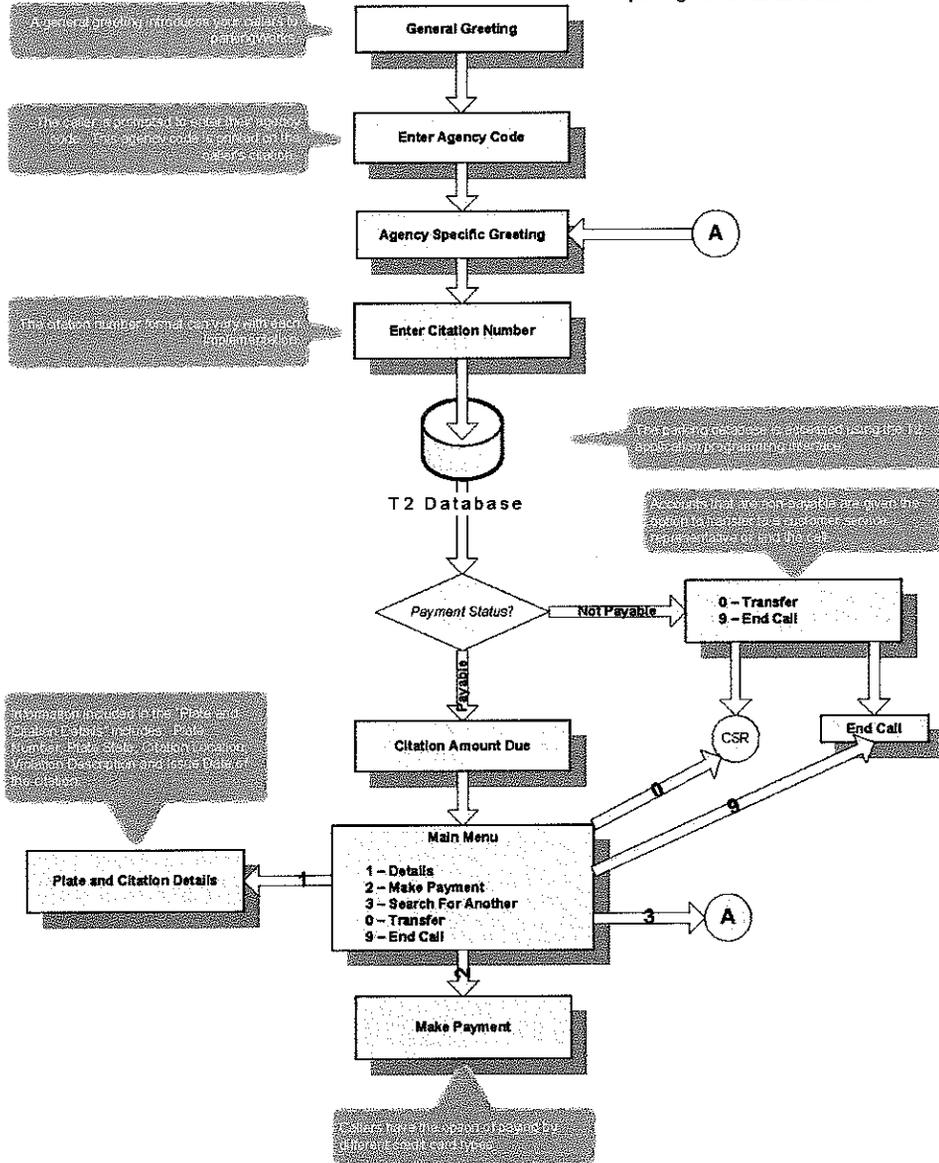
- **Agency Greeting:** When the caller phones your IVR solution, a standard greeting is provided which confirms with the caller that their agency code is valid. The agency code connects the caller to your T2 Flex database.
- **Citation Prompt, Entry and Verification:** The Tele-Works system handles multiple citation number formats. Once a caller enters a citation number, it is located in your T2 Flex database and the system determines citation status.
- **Payment Processing and Posting:** Payments can be taken automatically via Visa or MasterCard. The PayFlowPro gateway is already integrated but the IVR can be integrated with other gateways as well (a fee may apply). Approved credit card payments are posted in real-time in the T2 Flex database where a complete audit trail of credit card payments is maintained. The customer receives a transaction confirmation number tied to the T2 Flex receipt.
- **Call Transfer:** Call transfer to a customer service representative is provided for all callers who request individual assistance.

## Standard Call Flow Overview





teleWORKS  
parkingWorks Standard Call Flow Overview



### Expansion of T2 Letters

In Lexington, in addition to the standard letters provided by T2, Republic has modified and created additional letters. We would propose doing so for Louisville, at no cost to PARC. Examples of letters we use in Lexington are:

- ✓ 1<sup>st</sup> Notice (batch)
- ✓ 1<sup>st</sup> Notice (single)
- ✓ 2<sup>nd</sup> Notice (batch)
- ✓ 2<sup>nd</sup> Notice (single)



- ✓ Scofflaw Notice (batch)
- ✓ Scofflaw Notice (single)
- ✓ Letter From City Attorney Notifying Court Action To be Taken
- ✓ Request For Citation Dismissal Received
- ✓ Request For Citation Dismissal Approved
- ✓ Citation Reduced To Warning
- ✓ Request For Citation Dismissal Denied
- ✓ Request For Appeal Received
- ✓ Request For Appeal Approved
- ✓ Request For Appeal Denied
- ✓ Appeal Too Late
- ✓ Payment Not Included in Mail
- ✓ Full Payment Not Received in Mail
- ✓ Insufficient Funds With Check (NSF)

As we have done with our projects using T2 in Lexington and Cedar Rapids, designated PARC staff will be to receive automated T2 scheduled Reports:

- Citation Issuance – Scheduled reports daily, monthly, fiscal year and calendar year, by violation type
- Daily Gap Report -- Shows individual PEO productivity
- Daily Online Transaction Report – Shows web payments for the previous day
- Daily Financial Reports – Supplements Republic’s DCR, showing all transactions through T2, by category

Or scheduled reports are available to PARC upon request, at no cost.

### **Interface with Police Mobile Data Terminals (MDT)**

Republic will work with Louisville Metro police to build an interface to allow them to enter parking citations directly their MDT, thus eliminating the cost and trouble, plus possible errors, associated with writing parking citations manually.

### **Park-by-Phone**

Park-by-Phone is the true future technology of parking. We recommend that PARC consider implementing Park-by-Phone in Louisville. In today’s world nearly everyone has a cell phone, and most parkers carry little coinage or cash, so it is appropriate future parking transactions will move from the meter to the cell phone, just as banking saw their transactions move from the “personal banker” to the ATM.

Under a cell-enabled program, motorists simply pull up to a pay space (can be metered or not) and speed dial the park-by-phone number. If pre-registered, the Caller ID recognizes the cell number and consequently the account. The program then queries for your space/meter number and the



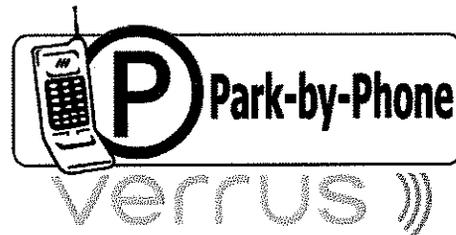
length of time the parker will remain there. This process only takes about 20 seconds, not much more time than it takes to find change and put it in the meter.

The system also has additional benefits:

- It provides a monthly accounting (an individual is billed monthly) which can be used to track usage or provide a receipt for re-imbusement
- Time can be added remotely. Say the parker's meeting runs over – just re-dial the system and add time, without having to return to the vehicle
- The system knows exactly what time the parker began parking and how much time he purchased, so there is little disagreement over enforcement actions. This is a huge customer service improvement that significantly decreases customer complaints and dissatisfaction about parking.
- This system works very well with a merchant validation program (see below) where the merchant can easily pick up part or all of his customer's parking cost easily by use of a telephone.
- Usage is tracked online in real time. Enforcement officers either are advised of users in their beat, or if they use web-enabled communication, either with their cell phone or their citation writer, they can verify if a parker has paid under this system.

Republic can implement a Park-by-Phone through either of the two current primary service providers. Each has their own advantage:

**Clancy Systems Park-by-Phone** – low cost to the municipality and easy to operate. Used in Coral Gables, Richmond (VA), Wrightsville Beach and Myrtle Beach.



**Verrus Pay-by-Phone** – easier for the one-time user; interfaces directly with Digital Payment pay stations. Used in London, Seattle, Chicago.

## Photo Enforcement

Republic will take digital photos of all parking violations (except meter overtime violations). This significantly decreases the number of contested citations. Where appeals do occur, the photos become clear evidence for the hearing appeals officer.

## IMMOBILIZATION

Republic Parking has chosen to partner with PAYLOCK IPT, LLC on the immobilization services for this contract. Republic Parking believes that the PAYLOCK self-releasing boot technology, along with the use of an LPR system for identifying scofflaws will deliver the improved citation collection rates that PARC is seeking. The following sections deal with the proposed PayLock equipment and services for this contract.



## **Finding delinquent motorists where they park**

"Field Collections" is a fancy term for: The practice of locating, providing notice to, and soliciting reconciliatory payment from delinquent automotive related debt account holders where their vehicle can be found, rather than primarily by mailing a notice to the physical address associated with the registration of the vehicle.

The definition sounds complex, but the practice is simple and effective. If a vehicle for which parking tickets are due can be located just blocks from your office, then does it really make sense to focus the effort on expensive and time consuming skip tracing, DMV record look ups, printing of letters, licking of envelopes, and paying for postage?

People who owe parking tickets are hard to find, but their vehicles are easy to find because they come to you.

This proposal represents the fastest, least expensive, most effective, and just downright innovative collections approach available.

## **The role of traditional collections**

There will always be those vehicles that are seemingly impossible to find again and thereby impossible to field notice or otherwise collect from in-the-field. After field collection efforts are exhausted, the account should be put through a traditional collections routine. Skip tracing, credit marking, outbound calling are examples of traditional collections activities that have proven successful over the years. When seamlessly integrated with on-vehicle noticing and smart booting, traditional collections become even more effective.

## **Current Situation**

### **Booting**

The City and PARC have agreed to change the vehicle immobilization criteria from a minimum of three delinquent tickets (plus one current violation) to two unpaid violations. Understanding the need for a new booting operation that insures efficiency, quality customer service, and high returns, PARC has required vehicle immobilization services that PayLock has provided in numerous municipalities. Innovations such as self-release boots, 24/7 help center operations, and license plate recognitions systems (LPR) will insure that PARCs goals are met.

### **In-State/Out-of-State Issuance**

It is estimated that 20% to 30% of all tickets issued in City of Louisville are to vehicles registered out-of-state due to the PARC's close proximity to Indiana, Missouri, and Ohio. In many cases, tickets issued to these vehicles never receive a notice because of the difficulty in obtaining accurate and complete ownership information from non-Kentucky DMVs. Since the first step to insure successful collections is informing motorists of their unpaid parking violations, improving the rate of notification should increase the rate of collections overall.



## **Nixies and No-Hits explained**

Along with the delayed collections activity for out-of-state vehicles, there is another subset of vehicles in which PARC does not obtain a valid address. These plates will be referred to as "Nixies" and "No-Hits" as defined here:

**Nixie:** A piece of mail returned to the original sender because the address is either invalid, or the recipient no longer lives at that address.

**No-Hit:** When a DMV cannot provide a registered address for a license plate.

Of course, without a valid address, informing the motorist of their obligation to PARC is nearly impossible. However, using PayLock's On-Vehicle Noticing collections system dramatically changes the amount of obtainable debt allowing PARC to now collect what was previously thought uncollectible.

## **Self-Release Booting**

The proprietary and patented PayLock Smart-Boot concept was born as part of a creative exercise on how to build a better "boot" or vehicle immobilization device. The conclusion (after much research) was that it's wasn't the devices themselves that first needed the re-engineering, it was the entire booting process. Our booting hardware is proprietary and protected by an issued U.S. patent, and our booting and noticing processes are patent pending.

A brief summary of the scope of services proposed includes the following deliverables:

- PayLock's patented self release "SmartBoots"
- One new LPR system
- One dedicated patrol vehicle
- 24/7 live operator help center for booted motorists
- Digital recording of all inbound calls
- Supported custom data integration
- Dispatch and orchestration of assisted release and towing operations
- Mobile GPS-enabled enforcement applications
- Vehicle route/scanning, deployment, and enforcement analysis
- Custom reports
- Dedicated account management and consulting
- Implementation management planning & coordination
- Public relations support in regards to the immobilization program

The tools and consultative approach provided by PayLock are intended to do more than boot cars. In this environment success is measured by a host of factors including; increased windshield rates (the



rate at which people pay their tickets before delinquency), overall reduction or a downward trend of delinquent accounts, and the public's "acceptance" of PARC's new enforcement initiative.

**Field Collections**

The cornerstone of this proposal is based on the premise that the majority of violators are repeat customers. In Louisville – as in most urban environments – commuters, students, shoppers, merchants, and other motorists are creatures of habit, returning with their vehicles to park in the same facilities, districts, or neighborhoods where they might have received a violation in the past.

By outfitting the field patrol unit (armed with License Plate Recognition systems) with delinquent ticket information tied to license plates, vehicles that had previously been issued tickets are easily found. As with SmartBooting, once the vehicle is identified, a specially designed notice is conspicuously placed on the windshield and side window alerting the owner of his obligation to pay. This is a powerful action that is more effective than mail noticing because of the associated subliminal messages understood by most:

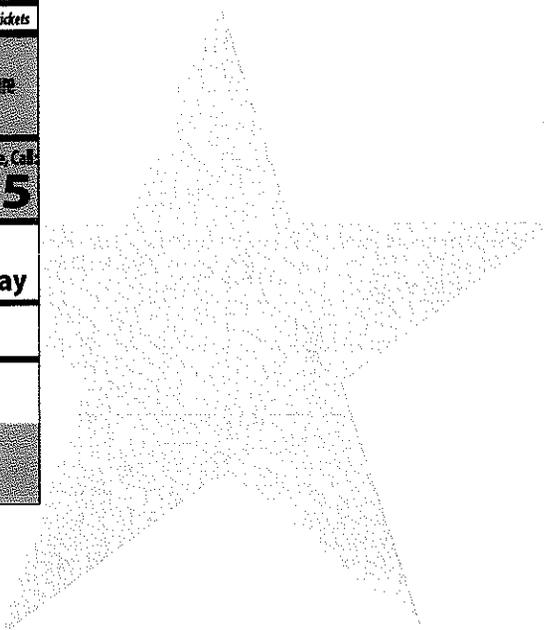
They found my car... And they can find it again!

Someone put this on my car... I was "personally" served!

This is what they do to boot cars... And I don't want to be booted!

If worded properly, the on-vehicle notices designed for this program will result in a higher rate of return than a mailed letter (see below for an example of an Field Notice used in Providence, RI).

SEQ#		The City Of Providence	
<b>NOTICE OF DELINQUENT (UNPAID) PARKING VIOLATION/S</b>			
<i>This vehicle has been identified as having one or more delinquent parking tickets</i>			
<b>BE ADVISED!</b> Failure to pay outstanding tickets may lead to vehicle seizure under City Of Providence Code Section 15-26.			
To Inquire about amount due, and Pay Immediately By Phone, Call <b>1-866-263-0475</b>			
<b>To Pay Online, visit <a href="http://www.providenceri.com/ticketpay">www.providenceri.com/ticketpay</a></b>			
<b>WHEN YOU CALL, YOU WILL NEED THIS NUMBER -&gt;</b>		<b>TICKET#</b>	
<b>PAYMENT IN PERSON PROVIDENCE MUNICIPAL COURT 325 WASHINGTON ST.   401-243-6414 MON - FRI 8:00AM - 3:45PM</b>		<b>PLATE#</b>	
<i>Failure to pay outstanding tickets may lead to vehicle seizure including booting and/or towing of your vehicle under Providence Code Section 15-26</i>			





## Self-Release Booting Services

### The Typical PayLock Transaction

The following is an example of an everyday transaction utilizing the PayLock System. For the City of Louisville, a custom Standard Operating Procedure (SOP) will be collaboratively crafted during the implementation of the project.

- While patrolling City streets using License Plate Recognition system(s) in parking structures, surface lots and other enforcement areas; or issuing tickets using a handheld ticket issuing device, a boot eligible vehicle is identified.

<b>CAUTION:</b>		ANY ATTEMPT TO MOVE THIS VEHICLE WILL RESULT IN SERIOUS DAMAGE TO THE VEHICLE AND MAY LEAD TO MORE SERIOUS CHARGES	
<b>DO NOT ATTEMPT TO MOVE THIS VEHICLE</b>			
DATE	TIME	LOCATION	DEVICE #
PLATE	STATE	MAKE - COLOR - DESCRIP.	PEO ID # SIGNATURE
<b>SEIZURE BY THE NORWALK PARKING AUTHORITY</b>			
FOR REMOVAL AND FINE PAYMENT		<b>1-866-404-6373</b>	
CALL TOLL FREE 24 HOURS A DAY			
<b>WHEN YOU CALL, YOU WILL NEED THIS NUMBER -&gt;</b>		<b>VIOLATION#</b>	
THIS VEHICLE HAS BEEN IMMOBILIZED BY THE NORWALK PARKING AUTHORITY FOR UNPAID PARKING TICKETS. THIS CAN BE RESOLVED OVER THE PHONE 24/7. CALL TOLL FREE 1-866-404-6373.			
VEHICLES NOT CLAIMED WITHIN 24 HOURS WILL BE TOWED AT OWNER'S EXPENSE.			
<b>WARNING: ANY DAMAGE OR VANDALISM OF THE IMMOBILIZATION DEVICE WILL BE PROSECUTED TO THE FULLEST EXTENT OF THE LAW.</b>			
YOU	REMARKS:	<b>BOOT RETURN LOCATION:</b>  11 North Water Street, Norwalk, CT, 06854 Mon - Fri 8:00am - 5:00pm Sat - Sun 8:00am - 12:00 Noon	

- Once this vehicle has been verified as "Boot Eligible" by PayLock, City Dispatch, or another designated party, a SmartBoot is applied to the vehicle wheel. A PayLock provided and designed 3-Part seizure notice is also affixed to the driver side window, while a second copy of the seizure notice is placed under the windshield blade for maxim visibility. The seizure notice instructs the motorist to call PayLock's 24/7 Live operator Help Center for payment and boot removal.
- Details related to the booting event are entered to PayLock's BootView system either directly from the License Plate Recognition system in the field using PayLock's Mobile BootView application or from a City or PayLock office.
- Upon discovery of the immobilized vehicle, the motorist is instructed to call PayLock's toll free number for boot removal. After listening to the legal disclaimers specifically designed for the City of Louisville, the motorist is prompted for payment by a live operator. The average phone call including payment processing and boot removal instructions is usually just five minutes. All inbound phone calls are digitally recorded, filed, and stored. PayLock operators are specially trained to work with booted motorists to help them find a convenient payment option as quickly as possible; even if it means conference calling in friends or family to make payment on their behalf.
- The motorist may choose to pay by credit card, debit card, checking or savings account. In cases when they are unable to make a single payment, they will be provided with options to break a



single payment up between cards or accounts. PayLock's Help Center operators will voluntarily offer to call in friends and family members to assist the motorist.

- Once a payment has been processed and the motorist verbally agrees to return the SmartBoot, a release code is issued to the motorist to unlock the boot using the SmartBoot's integrated keypad. PayLock operators will provide directions to boot return locations to ensure the motorist knows exactly where they need to go to return the device. The SmartBoot is lightweight and easy to unlock. If the motorist fails to return the SmartBoot, a \$25 per day fee up to \$500 (or until the SmartBoot is returned) will be charged to the motorist via the same method of payment used to release the SmartBoot. Motorists must agree to the late fee in order to receive a code for self removal of the boot.
- A return receipt is obtained by the motorist at the designated boot return location from an attendant who can simply enter in a short serial number using PayLock's BootView software and print a receipt. If desired by the motorist, a receipt can also be sent via traditional mail or email.

### **PayLock's Customer Service Orientation**

An essential component of PayLock's self-release booting services is its 24/7 staffed Help Center. To be sure, customers are pleased to hear someone answer the phone at 3:00 a.m. or on Christmas day but staffing a call center 24 hours a day is not the biggest challenge. Handle calls from motorists with the utmost care and courtesy takes a significant effort in continuous training and monitoring. Representatives are constantly doing all that can be done to make the reconciliation process easy and to get customers back in their cars within five minutes of answering the call.

The Bid document emphasizes the importance of excellent citizen satisfaction under this contract. Vehicle seizure programs and parking enforcement in general are not usually met with a positive reaction from the public. Nevertheless, PayLock wants to know how it is viewed. It measures its impact with the public by asking for feedback. Service surveys are e-mailed to individuals whose vehicles were immobilized and paid through PayLock's Help Center. The following is a sampling of responses to this survey.





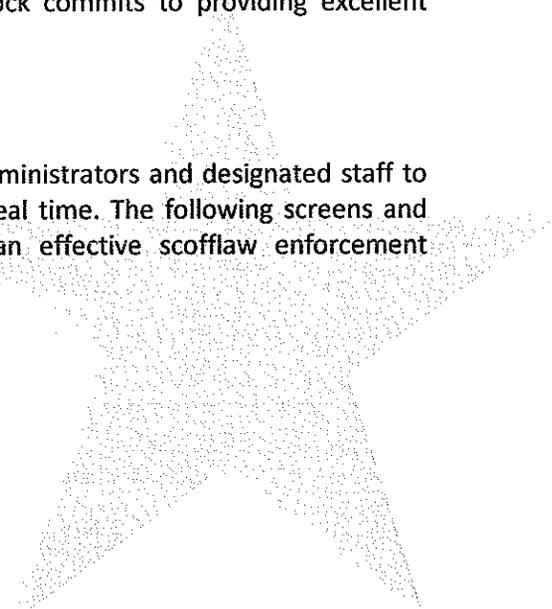
Customer Service Surveys  
Random Quotes from Motorists Booted

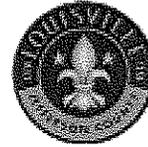
COMMENT	PAID
"Although this is hard to separate because of the overall feelings behind the experience, I must say that the agent who assisted me was extremely kind and patient. He assisted me in adding my daughter to the call to help me with the payment. He remained very customer centered which helped me successfully make the payment and release the boot."	\$380
"I can't remember the young ladies name, but she was someone with a Hispanic accent. She was so very helpful to me through this horrible experience."	\$520
"You surely must be mad. Really."	\$374
"I have been booted by Baltimore City twice before. I had to tale off from work that day to have time to wait on hold, I was shuffled from line to line and had to wait hours for someone to remove the boot. This experience could not have been more different. It was fast, efficient and easy to navigate. Thank you for the change!"	\$528
"hey, for what it was.. it was handled very well and I felt respected."	\$205
"Very good young lady was very helpful and did not get upset with me knowing I was angry about situation."	\$220
"The agent I spoke with was really very nice. I was very angry but she did a great job remaining calm and helping me. I really wish I remembered her name."	\$397
"I really appreciated the self-release. I thought I would have to wait hours for someone to come and remove the boot. The fact that I could do it myself was a silver lining on an unwelcomed experience."	\$434
"The agent (Melba) I spoke with was great. She even followed up after the release to see if everything was ok."	\$300

Through implementation, 30, 90, and 180 day reviews, PayLock will share these comments with PARC as surveys are conducted with customers. If selected, PayLock commits to providing excellent customer service throughout the entire engagement.

### Web-based Inquiry

PayLock's web-based BootView application enables program administrators and designated staff to take action and inquire on all booting and towing activity in real time. The following screens and descriptions fulfill the requirements necessary to manage an effective scofflaw enforcement program.





## The PayLock Dashboard

BootView's familiar web based interface makes this application more intuitive and easy to learn. Once logged in the user can view the Dashboard; a summary page which displays current information including:

- Total boot records
- Number of vehicle currently booted
- Number of boots that have been returned
- Number of release boots expected to be returned
- Number of vehicles towed

**Dashboard**

*Last generated on: 5/19/2008 2:38:28 PM* *Logged in as neworleans@paylock.com*

Customer:  Location:

**Boot Activity Summary:**

	Boots	On A Car	Returned	Returns Pending	Tow Records	Notice Records
New Orleans/ACS	12	9	5	1	0	0
<b>TOTAL:</b>	<b>12</b>	<b>9</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>

**Revenue Summary**

	Credit	Debit	Check	Cash	Total
New Orleans/ACS	\$1,290.00	\$315.00	\$0.00	\$0.00	<b>\$1,605.00</b>
PayLock	\$0.00	\$0.00	\$0.00	\$0.00	<b>\$0.00</b>
<b>Total</b>	<b>\$1,290.00</b>	<b>\$315.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,605.00</b>

**Overdue Boots:** None

**MLPR Files: 1**

Customer	File Name	Download
New Orleans/ACS	5/19/2008 02:14 AM	<a href="#">Download</a>

**Cars Eligible for Tow:** None

The Dashboard also shows the running total of revenue being generated from booted or towed vehicles. This screen was created to give the end user a complete picture of the scofflaw enforcement program by simply glancing at one page. Another feature of the Dashboard is the ability to change the duration of the results displayed. By default, the activity from the current day will be displayed. However, by using a simple drop-down box, you can retrieve these same statistics for the week, month, or year.

The scofflaw file is also available for download from the Dashboard along with the file creation date. This is used to ensure that that the most recent file is being used by the License Plate Recognition systems along with providing access to the end users.

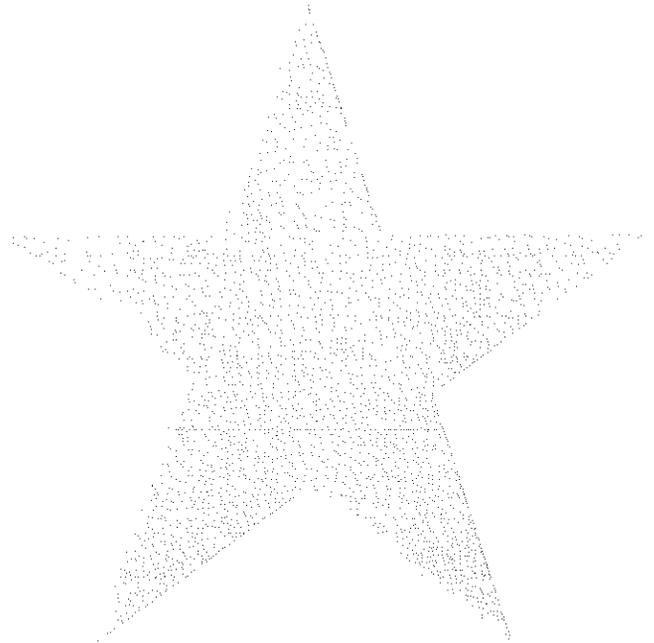


## Enter Booted Vehicle & Boot Release Data

Upon locating a potential Boot Eligible vehicle, PayLock's BootView system can be used to confirm and authorize the immobilization of the vehicle; either in the field or from the office. The information (Plate, State, Reason, Location, Make, Model, etc.) is entered into BootView and a boot record is created simultaneously in both BootView and the chosen Citation Processing system. This information is immediately available through BootView to both the Help Center and the City staff.

Boot a Car > Create Boot Record

<b>Customer</b> New Orleans/ACS	<b>Plate</b> 	<b>State</b> 	<b>Type</b> All
<b>Date</b> 5/19/2008	<b>Time</b> 2:48 PM	<b>Add Boot Record To</b> New Collection Account	
<b>Make/Model</b> 	<b>Color</b> 	<b>Street #</b> 	<b>Location</b> 
<b>Device #</b> 	<b>Violation #</b> 	<b>Boot Reason</b> 	
<b>Booting Officer</b> 	<b>Enforcement Officer</b> 		
<b>Enforcement Zone</b> City			





## Track vehicle boot release orders & updates

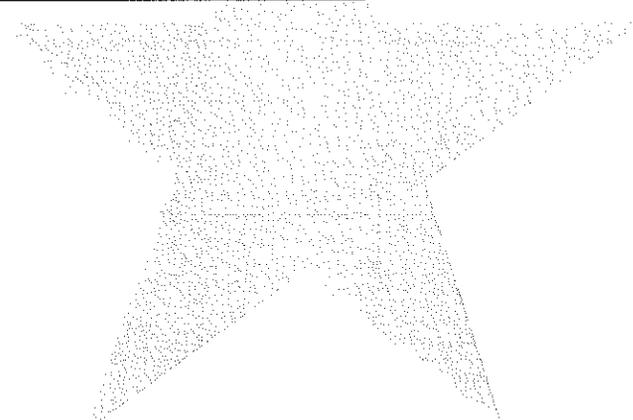
There are several different statuses of an immobilization. The following screen is used to choose the appropriate status of the immobilization including:

- Queued for Release
- Release Dispatched
- Released w/Payment
- Released w/o Payment
- Queued for Tow
- Tow Dispatched
- Towed

What is the status of this collection attempt?		
Booted	Released w/ payment	Released w/o payment
Runaway	Queued for Release	Release Dispatched
Towed	Queued for Tow	Tow Dispatched

What is the status of the boot?		
Missing/Lost	Removed by Caller - No Problems	Removed by Caller - With Problems
Removed by Officer - No Problems	Removed by Officer - With Problems	Gave caller code, can't confirm unlock
No one knows		





## Returning a Boot

When the motorist returns the SmartBoot to the designated return location, the attendant will log the SmartBoot back into the system and print a paper receipt for the motorist. This process is the endpoint of the transaction.

Return A Boot

Customer: All Customers Device #:

License Tag:  VIO#:

## Search for a record

PayLock's Search screen allows the user to search for Boot Records, Payments, Outstanding Tickets and Tow Records. Boot Records include a comprehensive history of the booting action including detailed notes of the initial booting and each contact or action taken during the booting, payment, tows, boot release, etc.

Search Boot Records

Notices | **Boot Records** | Tow Records | Payments | Bills | Vehicles

Customer: New Orleans Officer: All

Violation #:  Device #:

License Tag:  License State:

Car Make/Model:  Car Color:

Booted From:  X today To: 5/19/2008

Status: All Location:

Parking Zone: All  Flagged For Followup

Save this search & show it when I click 'Search'

The end user has the ability to search using almost any piece of information they have readily available including the violation number, license plate, car color, officer, etc.

## Queuing for Tows and Releases

Another feature in BootView is to easily determine the current status of each booted vehicle, most importantly a vehicle that requires immediate action. Usually, there are specific parameters set up to inform both PayLock and City when a vehicle may be eligible for tow. This occurs either when a vehicle has been booted and unpaid for 24 or 48 hours, or owed over a specific dollar amount. If either of these thresholds is met, the vehicle will show up in the "Tow Queue". From this queue, either City or PayLock staff can coordinate the towing of a vehicle.



The same is true for vehicles that require an assisted release. If a motorist has made their payment through PayLock but is unwilling or unable to release the boot, the Help Center Representative will queue the vehicle for an assisted release. These vehicles can be tracked in BootView using the "Release Queue".

## Field Services

Republic Parking is proposing to provide field services to insure that booting and noticing duties are executed properly. Republic Parking will implement a field service operation that includes the following services and deliverables:

- Staffing – initially, we recommend staffing one full time boot crew consisting of two employees trained to operate a vehicle, the LPR system, Mobile BootView software, radio, and PayLock SmartBoots. The crew will patrol 40 hours per week following a deployment schedule that is approved by PARC.
- Vehicle – the existing PARC owned van will be dedicated to this service.
- Identifying targeted vehicles – the boot crew will utilize the LPR system to scan license plates of vehicles parked on city streets and on City property throughout Louisville. Republic Parking will prepare deployment plans for approval by PARC that insure that the crew patrol in all areas of Louisville where cars are present. Preliminarily, the plan will focus on areas and at times, where tickets are issued most and in residential areas where known scofflaws may live.
- Immobilizing and noticing vehicles – PayLock SmartBoots and notices will be used to immobilize vehicles that are found via LPR license plate match and confirmed, using a real time data or voice check, as boot eligible. All boots will be applied on the curb side of the vehicle to insure motorist safety when self-releasing. Crew members will fill out and apply seizure and collections notices to the vehicle front and/or side window and enter all transaction-specific data into the BootView system utilizing the wirelessly-connected MDT in the vehicle.
- Assisted Releasing – at times, motorists cannot or will not remove the SmartBoot themselves after paying. Boot crew staff will be made available to unlock boots at certain times during the day. Republic Parking dispatch will coordinate these actions and contact them by radio as needed. All SmartBoots will be assisted releases with a key and not with a code.
- Tow Coordination – based on rules determined during implementation, crew members will unlock and remove SmartBoots on scofflaw vehicles scheduled for tow.



PayLock will assist Republic Parking to train boot crew employees in all aspects of their technology solutions. Training will include classroom and field sessions to thoroughly cover all curriculum needed to insure superior performance and operational success.

Tracking field activity is important to insure that staff is patrolling according to plan. The following Daily Log was prepared to assist the Republic Parking's manager in tracking vehicle usage, SmartBoot inventory, LPR usage, and special circumstances. Along with automated plate scan and hit reports, the Boot Crew automates this information and sends it daily to the Supervisor and all interested parties.

**PayLock Field Patrol  
Daily log**

Date:	Day:	Weather <sup>1</sup> :
Name:	Name:	
Attendance Status <sup>2</sup> :	Attendance Status:	
<b>VEHICLE</b>		
Start Mileage:	End Mileage:	
Start Gas Level:	End Gas Level:	
Gas Purchased (Y/N):	Other Service Performed:	
Vehicle comments <sup>3</sup> :		
<b>BOOTS</b>		
Start: # Boots available <sup>4</sup> :	End of day - # Boots in vehicle:	
	End of day - # Boots in office:	
Boot Comments <sup>5</sup> :		
<b>PATROL</b>		
Route(s) Covered:		
Patrol Start Time:	Patrol End Time:	
Camera # Hits:	# Booted:	
PEO Calls:	Calls Booted:	Calls GOA:
# Assisted Releases:	# Stolen Hits:	# Tow Assists:
Patrol Comments <sup>6</sup> :		
<b>INCIDENT<sup>7</sup>:</b>		
<b>OTHER<sup>8</sup>:</b>		

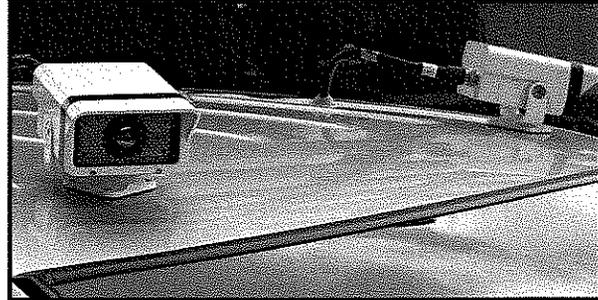
Signature \_\_\_\_\_ Date \_\_\_\_\_

<sup>1</sup> R= rain; SN= snow; H= temp >100°; FR= temp < 50°  
<sup>2</sup> RP=regular patrol; S= sick; V= vacation; O= other  
<sup>3</sup> Note any potential maintenance problems with vehicle or service needed  
<sup>4</sup> Boots in office + Boots in vehicle  
<sup>5</sup> Boots lost or stolen, boots malfunctioning, boots found—please use boot numbers  
<sup>6</sup> Note any exceptions to regular patrol and/or reason for major gaps in patrol activity. Note any comments about route(s) assigned.  
<sup>7</sup> If Yes, incident report must be completed and attached to this log. Incident types include accident, theft, confrontation, street, etc.)  
<sup>8</sup> Cite any special occurrences such as traffic problems, meetings held, radio malfunctions, etc



## LICENSE PLATE RECOGNITION

For PARC, PayLock will provide one (1) License Plate Recognition (LPR) systems for dedicated use in the City's scofflaw enforcement program. The LPR system will be comprised of two (2) cameras, one (1) Panasonic Toughbook with touch screen, GPS, and wireless broadband service for real-time updates, boot eligibility verification, data offloading, and scofflaw list imports.



Originally introduced as a parking enforcement tool in the late 1990's, License Plate Recognition (LPR) technology is now widely accepted by Parking Program Administrators and their staff as the single most efficient way to quickly and easily locate scofflaws (and other vehicles of interest) in any parking environment. Whether vehicles are parked parallel, angled in, or parked at 90o, whether vehicles are parked on public streets, parking structures, or surface lots; whether vehicle are parked at night or during the day; whether it is raining or it is a bright sunny day; License Plate Recognition technology works better now, than ever before. As with any new technology, over the last decade LPR manufactures have made their systems faster, smaller, and more efficient.

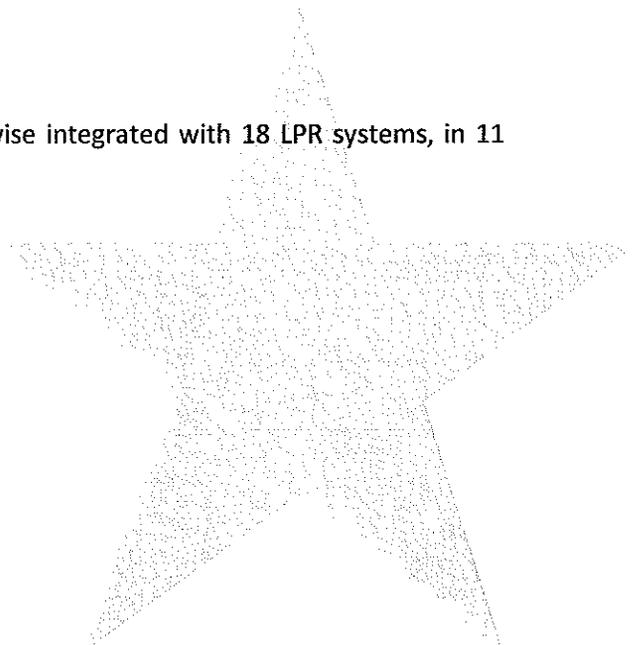
While locating vehicles using LPR can provide an enormous efficiency gain, getting the most out of the LPR systems deployed requires gathering and reporting on all of the new data they capture quickly and easily.



PayLock has integrated with several LPR providers including these two best of breed systems:

- Genetec's AutoVu AutoFind and AutoPatrol
- Elsas North America's Mobile Plate Hunter

Today, PayLock currently provides support or has otherwise integrated with 18 LPR systems, in 11 municipalities nationwide.





City	LPR System(s)	Qty	Integrated	Provided by
Hoboken, NJ	Genetec (AutoVu)	1	Yes	PayLock
Richmond, VA	Elsag North America	1	Yes	PayLock
Wilmington, DE	Genetec (AutoVu)	2	Yes	PayLock
Providence, RI	Elsag North America	2	Yes	PayLock
Baltimore, MD	Genetec (AutoVu)	4	Yes	City
New Orleans, LA	Genetec (AutoVu)	2	Yes	PayLock
Montgomery County, MD	Genetec (AutoVu)	1	Yes	County
PG County, MD	Genetec (AutoVu)	2	Yes	PayLock
Fredericksburg, VA	Elsag North America	1	Yes	PayLock
Norwalk, CT	Elsag North America	1	Yes	PayLock
Syracuse, BY	Elsag North America	1	Yes	PayLock

### Mobile BootView

Supplementing the LPR application used to scan and read license plates, PayLock will enable the LPR operator to create and track booted vehicle statuses using the Mobile BootView application. Each morning when scofflaw enforcement staff begins their shift, the new scofflaw list will be loaded to the LPR system automatically through an FTP (File Transfer Protocol) transmission over the selected wireless broadband network.

Using PayLock's Mobile BootView application, when a scofflaw vehicle is identified, PayLock can provide real-time verification, of the up-to-the-second scofflaw status of the vehicle in question. This is achieved by integrating with the City's chosen vendor for Citation Processing and Collection Services. This level of integration is present today in Wilmington, DE; Norwalk, CT; Montgomery County, MD; and New Orleans, LA.

Providing real-time scofflaw status to City enforcement staff shortens the amount of time necessary to stay on-site during the act of the immobilization of vehicle seizure action.

Along with the ability to check the eligibility of the identified vehicle, once it has been determined that the vehicle will be immobilized, all information relating to the immobilization can be entered into PayLock's Mobile BootView application directly from the provided in-vehicle Panasonic Toughbook Laptop in real time. This is particularly important when implementing a self-release booting system. It is a common occurrence for the motorist to return to their vehicle within minutes of it being immobilized. When this happens, the motorist will call PayLock's 24/7 toll free number and begin the reclamation process. Having all of the pertinent information related to the immobilization enables the PayLock Help Center to provide as much information as possible to help get the motorist back on their way.

PayLock's Mobile BootView application is also used to dispatch scofflaw enforcement staff to release a vehicle when required. While most motorists do choose to self-release the boot from their vehicle, here is a list of exceptions when an assisted release is mandatory:



- The motorist pays in person
- The motorist refuses to return the device within 24 hours to a predetermined drop-off location in the City
- The motorist has a medical condition preventing them from lifting 16 pounds (the approximate weigh of the SmartBoot)

### **Daily Scofflaw Update via FTP**

PayLock will work with Republic Parking to accomplish data integration suitable to all parties. PayLock can provide a dedicated FTP server for transmission of data between the City and its partners and is also capable of reaching out to external FTP servers for retrieval or posting data. All daily FTP transmissions are scheduled automatically to guarantee transmission of data.

Scofflaw lists are often created on a daily basis. Republic Parking (T2) will provide via FTP to PayLock a list of Boot Eligible vehicles. Upon receipt of scofflaw data, PayLock generates a "hotlist" of vehicles that are eligible for enforcement. This hotlist is automatically loaded to the License Plate Recognition system via a broadband wireless card once the vehicle is turned on each morning.

### **Real Time Update of Vehicle Status**

One of the most important elements of any new service or technology implemented in a city is the level of integration of all related computer systems. This is especially true when it comes to immobilizing vehicles. The last thing the City of Louisville needs is the prospect of booting vehicles in error due to poor execution of the data integration plan. With PayLock, PARC can be assured that this element of the implementation will be handled diligently.

PayLock has already integrated with several companies that provide parking ticket processing and collections services including T2 Systems.

As described above, PayLock's BootView software provides detailed, real-time, web-based information about the status of every vehicle. This includes details about any enforcement action, amount due, payment, or release activity. A complete history of all activity related to a given vehicle is recorded and displayed. This includes any system generated actions such a ticket imports as well as detailed notes from each operator that handles a phone call with the motorist. BootView provides a reporting module that allows for quick and easy summarization of program related activity. BootView also maintains lists and queues of vehicles that require immediate attention. PayLock operators and dispatchers use these queues to ensure that appropriate action is taken for all vehicles that require attention.

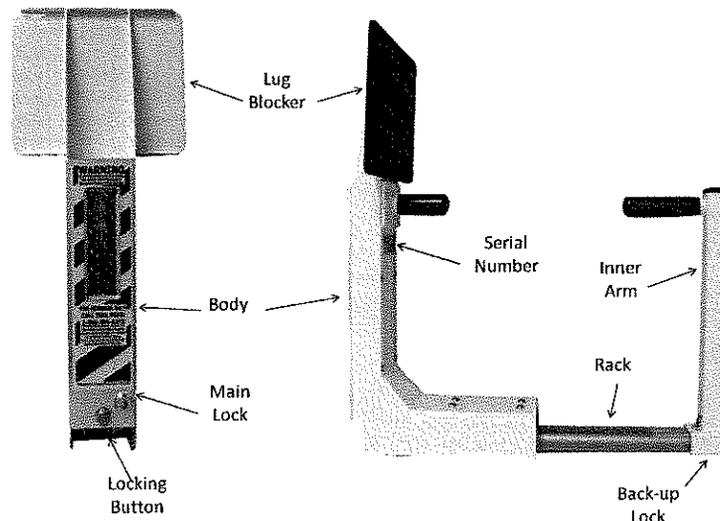
BootView can be configured to receive real-time updates from other city designated agencies if necessary. This is particularly useful of the City is using a 3rd party application for accepting walk-in payments such as T2 Flex..

### **The Smart Boot**



At the core of PayLock's proposed solution is an electronic SmartBoot whose technology and design is patent-protected. This unique boot has been used for over 4 years in 13 different cities, counties and universities. The PayLock SmartBoot and all of the accompanying components of the PayLock self-release booting solution have been used to immobilize more than 90,000 vehicles since its inception.

The SmartBoot was designed to be installed quickly, locked securely and removed easily by either a motorist entering a unique six digit code or by a PEO utilizing a high security key. Designed and manufactured by PayLock, the SmartBoot is built tough to endure the rigors of on street enforcement in cities across the United States. It is also lighter than other immobilization devices, so that it can be easily removed and handled safely by motorists.



The SmartBoot weighs less than 16 pounds and is powder coated a bright 'Safety' yellow. It consists of three main components – The Main Body, the Rack and the Inner Arm. The Main Body houses the primary locking mechanism, electronic keypad, battery, locking button, main lock and more. The top of the main body, or the Lug Blocker, prevents the motorist from being able to access the lug nuts, potentially changing the tire and escaping the boot. The Inner Arm has a 4 ¼ inch steel post which, when installed, secures the boot to the inside of the wheel. The Rack joins the Main Body and the Inner Arm and provides the ability to adjust to fit virtually any sized tire, adjusting by ½ inch increments.

PayLock's SmartBoot can be installed in less than 15 seconds by a trained Parking Enforcement Officer (PEO). The PEO simply expands the boot and places the inner arm post on the inside of the rim. The officer will then pull the rack toward them tightening the boot. Once the boot is in position, with both the Inner Arm Post and the Main Body Post secured around the rim, the Booting officer will enter the six digit 'arming code' into the keypad (the SmartBoot can't be locked without first entering the 'arming code'). Once the boot is armed, the officer will simply press the locking button to lock the boot.

PayLock's SmartBoot can be removed just as easily. The motorist, after calling PayLock's Boot Release Line, making payment in full and responding positively to the affirmations, will be given the unique six digit release code for that boot. The code is entered into the electronic keypad of the SmartBoot to unlock the boot. Once unlocked, the motorist simply pulls the boot toward them, pushes the inner arm away from the inside of the rim and pulls the boot out from around the tire. The boot cannot be relocked on another vehicle until the arming code is entered into the keypad again.



If an assisted release is required, staff will be dispatched to remove the boot. Release codes are not used by PEOs; instead they use a high security key to unlock the Main Lock on the front of the boot. If the boot cannot be unlocked via the primary locking mechanism due to vandalism, attempted drive-off, or any other reason, the boot has secondary lock on the bottom of the inner arm. This cylinder lock is removed using a different high security key, and the inner arm can be removed from the end of the rack. Once the inner arm is removed, the SmartBoot can be easily removed by the releasing officer.

PayLock's SmartBoots have been designed to fit the vast majority of tire and rim combinations. The following technical specifications describe the range of tires that the SmartBoot will definitely fit. Larger tires can often be accommodated depending on the rim design.

For the City of Louisville, PayLock will initially provide 20 Smart Boots. Based on the level of enforcement activity on the City, PayLock will provide additional immobilization devices to support the demand as needed. All damaged will also be repaired or replaced at no additional cost to the City.

### **Software System Interface with Citation Management System**

PayLock has a strong track record of successful integration with third party ticket processing applications. As part of the implementation process, PayLock assigns a senior engineer to work closely with all related parties to ensure successful integration. All aspects of data integration are covered during the implementation. Integration typically begins with the transmission of vehicle related data to PayLock and generally ends with a complete financial and operational reconciliation with the city. PayLock's senior engineers are well-versed in both the technical and functional aspects of the program.

As described above (Section 4.8), PayLock has successfully integrated with several major ticketing processing partners as well as several cities that have not outsourced their parking management citation management software.

### **24/7 Help Center Services**

The PayLock solution exceeds the Bid requirement for 24/5 telephone support as its Help Center is open 24 hours a day, seven days a week, and 365 days a year. The Help Center never closes! This enables the motorist to settle their obligation and release the SmartBoot when it is most convenient for them.

Using a Voice Over Internet Protocol (VOIP) phone system, all SmartBoot Help Center conversations from payment to release, are digitally recorded. During the course of the call, the motorist and payee (which are sometimes different people) must each state their name for the record while accepting a verbal agreement. By accepting the verbal agreement, the motorist states they can safely remove the device weighing 16 pounds and understands the ramifications of not returning the SmartBoot. Additionally, the SmartBoot produces an audible alert that can be heard over the phone. This audible alert can be used to verify that the SmartBoot was successfully disarmed.



The entire SmartBoot transaction from payment to release is digitally recorded. During the course of the call, the motorist and payee (which are sometimes different people) must each state their name for the record while accepting a verbal agreement. By accepting the verbal agreement, the motorist states they can safely remove the device weighing 16 pounds and understands the ramifications of not returning the SmartBoot. Additionally, the SmartBoot produces an audible alert that can be heard over the phone. This audible alert can be used to verify that the SmartBoot was successfully disarmed.



PayLock's specialized help center operators are trained to seek a payment solution in one call, minimizing motorist frustration and reconciling payments and releases in five minutes. If requested, our help center operators will review each parking fine and fee with the motorist. By accepting a variety of payment types such as credit, debit, and check-by-phone, PayLock is able to settle most payments and releases during the initial call. Subsequently, there are times when the driver claims they do not have any means of making payment over the phone. In these cases, the operator is trained to offer a variety of payment options including splitting payments over several cards by conference calling family or friends. We will also conference in their bank (during normal banking hours) to verify funds if the motorist is paying with a check. Our goal is to help customers satisfy their obligations simply and quickly with friendly and empathetic support. Once the payment has been successfully processed, the help center operator will provide the motorist with the 6-digit release code and walk the motorist through releasing the SmartBoot.

In addition, PayLock will be able to accept payments from towed vehicles in the same fashion as booted vehicles. Once settlement has been made on a towed vehicle the tow company will be notified that they are authorized to release the vehicle to the motorist. When a vehicle is 'Tow Eligible' PayLock's Help Center Operators will go to this page to update the towing activity. This will change the status in BootView and the information is available to the Help Center, County, and potentially the Tow Company immediately.

PayLock provides 24/7 Live Operator Help Center and Payment Processing services. During the course of the call, the Help Center representative will ask for the motorist's email address along with their payment information. After the motorist's fines and boot fees are paid, a receipt will be emailed to the address on file.

This payment information will be immediately available in BootView. PayLock can send this information to the City's Parking Citation Management application in real time. While PayLock can meet this requirement, the City must ensure that the vendor they choose to provide the Parking Citation Management application can also meet this requirement.



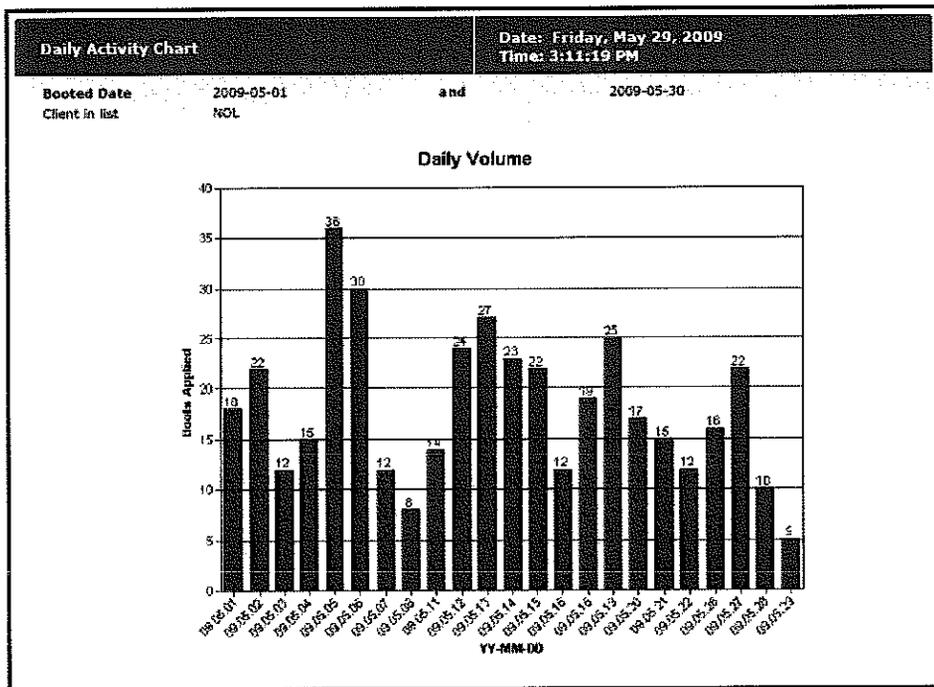
## Reporting

BootView contains a reporting module tailored for your City. By default, a set of predefined reports generally used by most municipalities are provided. Each of these reports can be run for a single day or between ranges of days depending on your specific needs.

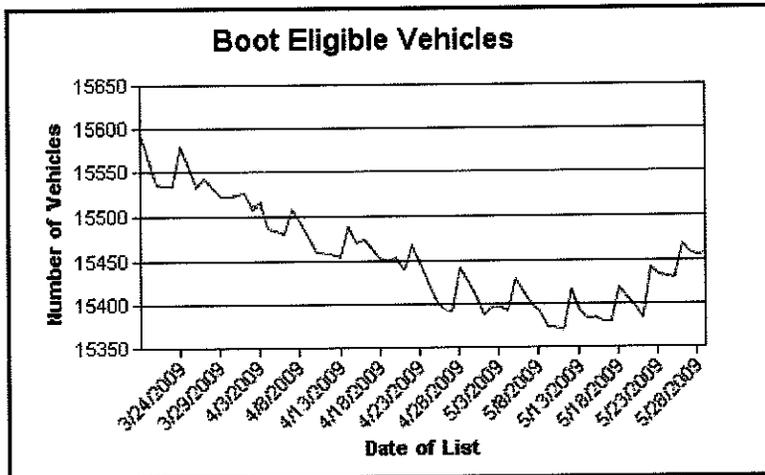
In addition to the predefined reports, PayLock also provides an ad-hoc reporting solution for custom designed reports that can be emailed on a daily basis to individual users with the specific information they require.

These reports provide a transparent look at the immobilization and payment activity throughout the life of the program. They are also used to financially reconcile accounts on the schedule defined by the City.

The following reports and charts are examples of reporting information available on-line to any BootView user.



The Daily Activity chart gives a snapshot of boots applied, by hour, every day.



Boot eligibility report reflects the impact that your program is having on the scofflaw population.

Boots by Officer		Date: Friday, May 29, 2009 Time: 3:07:26 PM			
Booted Between	2009-04-01	and	2009-04-02		
Choose Client	BAL				
Officer	Boot	Booted	Location	Violation #	Dispatcher
S8009581	4/1/2009 8:51:00 AM	500 emory st	552478	zetha.purvey@baltimorecity.gov	
S8009520	4/1/2009 9:45:00 AM	500 w convey st	552465	john.chara@baltimorecity.gov	
S8009595	4/1/2009 10:11:00 AM	1000 berre st	552467	zetha.purvey@baltimorecity.gov	
S8009532	4/1/2009 11:06:00 AM	2100 e Pratt st	552468	zetha.purvey@baltimorecity.gov	
S8009519	4/1/2009 11:20:00 AM	1100 e robinson st	552469	zetha.purvey@baltimorecity.gov	
S8009513	4/1/2009 11:57:00 AM	700 s highland ave	552470	zetha.purvey@baltimorecity.gov	
S8009712	4/1/2009 12:07:00 PM	200 s clinton st	552471	zetha.purvey@baltimorecity.gov	
S8009565	4/1/2009 1:10:00 PM	2200 GOUCH ST	552472	john.chara@baltimorecity.gov	
S8009560	4/1/2009 1:27:00 PM	300 S. wolfe st	552473	john.chara@baltimorecity.gov	
Count 9					
S8009588	4/1/2009 8:36:00 AM	700 n calvert st	554377	zetha.purvey@baltimorecity.gov	
S8009718	4/1/2009 9:06:00 AM	2200 n charles st	554378	zetha.purvey@baltimorecity.gov	
S8009633	4/1/2009 9:48:00 AM	2600 st paul st	554365	john.chara@baltimorecity.gov	
S8009645	4/1/2009 10:53:00 AM	2700 miles ave	554366	zetha.purvey@baltimorecity.gov	
S8009648	4/1/2009 11:02:00 AM	2800 miles ave	554367	zetha.purvey@baltimorecity.gov	
S8009696	4/1/2009 11:11:00 AM	400 w 25th st	554368	zetha.purvey@baltimorecity.gov	
S8009669	4/1/2009 11:34:00 AM	2400 barclay st	554369	zetha.purvey@baltimorecity.gov	
S8009623	4/1/2009 11:47:00 AM	wavelly lot @ barclay st	554379	zetha.purvey@baltimorecity.gov	
S8009635	4/1/2009 12:03:00 PM	200 e 32nd st	554381	zetha.purvey@baltimorecity.gov	
S8009616	4/1/2009 12:24:00 PM	100 w 27 th st	554382	zetha.purvey@baltimorecity.gov	
S8009559	4/1/2009 12:18:00 PM	100 w 27th st	554383	zetha.purvey@baltimorecity.gov	
S8009586	4/1/2009 2:53:00 PM	000 e lexington st	554384	zetha.purvey@baltimorecity.gov	
Count 12					
S8009592	4/1/2009 9:34:00 AM	1500 rutland ave	552592	zetha.purvey@baltimorecity.gov	
S8009551	4/1/2009 9:51:00 AM	200 N. HILTON AV	552593	john.chara@baltimorecity.gov	
S8009670	4/1/2009 10:42:00 AM	3700 bank st	552594	zetha.purvey@baltimorecity.gov	
S8009647	4/1/2009 11:49:00 AM	500 n castle st	552117	zetha.purvey@baltimorecity.gov	
S8009717	4/1/2009 12:13:00 PM	400 n kenwood ave	552118	zetha.purvey@baltimorecity.gov	
S8009590	4/1/2009 12:27:00 PM	500 n lakewood ave	552119	zetha.purvey@baltimorecity.gov	
S8009674	4/1/2009 12:50:00 PM	700 n rose st	552221	zetha.purvey@baltimorecity.gov	
S8009687	4/1/2009 12:51:00 PM	2400 e madison st	552220	zetha.purvey@baltimorecity.gov	
S8009664	4/1/2009 12:53:00 PM	900 n port st	552222	zetha.purvey@baltimorecity.gov	
Count 9					

Boots by Officer Report tracks where and when vehicles are booted, by officer or crew.

## COLLECTIONS ACTION PLAN

The success of this innovative program depends on a coordinated approach between PARC and Republic Parking starting with enhanced LPR patrol, targeted mail noticing, and comprehensive performance reporting.



## **Initial Collections Effort**

With the introduction of a dedicated LPR patrol thousands of plates will be scanned each day. Leveraging this patrol, Republic Parking will load new files to each LPR database containing plate listings associated with vehicles owing delinquent parking tickets. Multiple assignment categories (listed above) will be identified and, when located, a unique notice will be applied on the vehicle. Notice information will be entered into BootView in the field and will be available for viewing immediately.

Upon returning to their vehicle the motorist will realize that their vehicle has been identified (and tagged) by the authorities, and that, if they ignore the notice, can be easily identified again for immobilization, if applicable. Because of this realization, many motorists will choose to pay using any one of the convenient payment options paying by phone or via the Internet 24 hours per day and seven days a week (or in-person at the PARC during normal business hours).

## **Supplemental Collections Effort**

No matter how effective field collections will be, traditional collections activities will always be needed. Republic Parking will work with Unique Management Services, our chosen collections agency for skip tracing, payment processing, outbound calling, and credit marking.

While UMS is new to parking citation collections, they are an industry leader in municipal debt collection. Republic Parking feels that UMS's business approach and experience in small debt collection make them a perfect fit. UMS is a local business with vested interests in the City of Louisville. Their "Gentle Nudge" approach has worked well collecting library fines for 1,200 cities, and we are confident it will work here in both collecting revenue and providing great customer service.

## **Unique Management Services**

UMS understands the intent of Louisville/Jefferson County Metro Government (the City) to recover delinquent parking fines. Most of our customers submit accounts for collection in a range of 45 to 60 days after becoming delinquent. We do recommend accounts being transmitted to UMS as early as possible to increase the likelihood of recovery. We can structure our first collection notice to dovetail seamlessly with the City's last notice of delinquency. Continuity and correct timing of collection notices significantly enhances the likelihood of debtor response.

We understand, based on Exhibit D in the RFP, the average citation amount is \$21.13. Over the 3-1/2 years presented in this exhibit, 58% of all citations were "outstanding" representing \$6,465,477. Many of these are likely for tourists or business travelers who were ticketed while visiting the City.

UMS has excellent skip-tracing procedures for successfully contacting these individuals as well as having the ability to skip-trace older accounts. Exhibit D references older accounts (over 5 years old) as being "written off and considered uncollectible". With effective skip-tracing, this revenue drain will be significantly slowed down and "write-offs" measurably decreased.



The value of close proximity of UMS to the City of Louisville cannot be over stated. The ability of PARC, the parking management company to be selected, and UMS to work closely together fosters a sense of teamwork and enhanced communication that cannot be accomplished with a remote vendor. Our team is always just 10 minutes away, at any time, to consult in person, as the situation requires.

An important corollary to the scope of work is that it be done with "the HIGHEST POSSIBLE QUALITY OF SERVICE TO THE CUSTOMER AND PATRONS OF THE ON-STREET PARKING OPERATIONS." UMS has grown to its position as an industry leader in the municipal arena by our under girding value of customer goodwill. This is our highest priority and it is successfully accomplished against the backdrop of our Gentle Nudge™ approach to patron contact.

Scope of Work: Unique Management Services understands that the City's initial requirement will be for the recovery of delinquent parking tickets and that accounts to be turned over will be determined by PARC and the parking management company.

UMS will maintain a trust account separate from our operating account into which revenue from all debtor accounts will be deposited on behalf of the City.

UMS will remit to the City on a monthly basis:

- The Gross amount collected for the month
- An invoice for the associated collection fee
- A report summarizing the accounts collected for the month and dates of payment

In addition, UMS will include with this report a customized suite of management reports, on a monthly basis, that present current activity, historical recovery information, new addresses for debtors located through skip-tracing and status information concerning accounts referred. These reports are available in a wide variety of formats including: HTML, plain text, PDF, and MS Excel. UMS is willing and able to deliver these reports to the City in any alternative format at no additional cost.

Daily, weekly or monthly payment information is available in Excel format, or any format requested by the City. UMS is willing and able to provide this information to the City in any alternative format, or timeline at no additional cost.

Additionally, the City will have on-line access to a secure website that will allow review of individual accounts on a 24/7 basis. Our customers have found this utility, known as InfoLink to be invaluable for easy, quick access to the status and contact history of individual accounts.

Reporting for accountability is one of the KEY strengths of UMS.

1. Unique Management Services has great flexibility in collecting from accounts submitted in a wide variety of source documents. Most of our customers submit account information electronically via email. Other customers submit accounts via our secure web-based utility.



Still others submit accounts via hard copy fax. Our technical staff is very willing and able to help any new customer use its automation capability to the fullest in submitting accounts to UMS. Part of our service is to provide on-site consultation at no additional cost, to make using our service as easy and efficient as possible for the City.

2. All invoicing and reporting systems are computerized and very user-friendly.

### **Work Products Provided**

Procedures and Reporting: Unique Management Services will provide both routine and skip tracing collection services in full compliance with the letter and intent of the Fair Debt Collection Practices Act and Privacy Act. In addition, our collection activity will fully comply with all pertinent federal, state and local laws and ordinances. UMS is qualified to effect collection activity in all 50 states and throughout Canada. Additionally, UMS is proud of our membership in:

- The Louisville Chamber of Commerce
- The Better Business Bureau, Inc.
- ACA (Association of Credit & Collection Professionals)

UMS has extensive reporting capabilities. Daily, weekly or monthly payment information is available in Excel format, or any format requested by the City. UMS is willing and able to provide this information to the City in any alternative format, or timeline at no additional cost.

Reporting Detail - UMS will provide the City with a suite of reports on a monthly basis that present current activity, historical recovery information, and status information concerning accounts referred. These reports are available in a wide variety of formats including: HTML, plain text, PDF, and MS Excel. UMS is willing and able to deliver these reports to the City in any alternative format at no additional cost. Below is a listing and description of standard reports.

- Collection Statement: Monthly statement of accounts making payments in the past month. (Attachment H)
- Progress Report: Monthly report containing details of all accounts referred during the previous 6 months. (Attachment I)
- Summary of Accounts: Monthly report summarizing recovery on all accounts referred by the City. (Attachment J)
- Change of Address: monthly report detailing new addresses and new phone numbers found in the past month for accounts referred by the City. (Attachment K)
- Suspended Accounts: Monthly report detailing accounts placed in a suspended status by the City. (Attachment L)



- **Bankruptcy Report:** Monthly report summarizing status of accounts in bankruptcy. (Attachment M)

Reports are distributed on a secured website for which designated City employees will be given access. Besides the formats listed above, UMS can also provide paper copies via USPS if requested.

UMS is always willing to provide additional reports in formats specified by the City upon request. There is no additional cost for custom reports or custom formats.

UMS provides online access (InfoLink) to our database for client accounts. InfoLink Account Access gives the City 24-hour live access to the UMS system through a secured connection. This utility will allow the City to review all accounts submitted, active or inactive, and their current status. It also allows the City to see which contacts have been made and the balance of the letter at the time it was sent to the recipient. InfoLink also allows the City to suspend and resume accounts online.

- **Select Accounts:** UMS will report collection activity on each regular business day of select accounts received on the previous day(s). This shall be done via e-mail or other form as requested by the City. Again, the City will find it convenient to use our on-line access utility, described in Item #1 in this section, to quickly and easily view the status of accounts on a 24/7 basis in order to clear any issues promptly.
- **Policies and Procedures for Collecting:** The UMS Gentle Nudge™ collection process is done in a very professional, respectful and gentle manner, to greatly reduce debtor complaints to the City. This can also work in the City's favor in helping preserve its reputation as America's "Most Livable" large city (U.S. Conference of Mayors).

Following the receipt of debtor accounts, the UMS collection strategy consist of a series of up to three letters and two telephone calls over a period of 60 days, and includes extensive skip-tracing for debtors who have moved. Our contacts would emphasize the importance of paying now to avoid credit reporting. Debtors who have not responded within 15 days of our final contact would be credit reported to the largest credit-reporting agencies in the United States. These accounts would be maintained in active status for 7 years.

As debtors respond to UMS letters and phone calls, the City would provide updates to account balances, via electronic means. Updates would be loaded into the UMS collection software the same day the files are received in order to assure accurate debtor balances.

Our series of letters and phone calls are detailed below: [For examples, see Attachments A – G]

- Once accounts are loaded into the UMS collection software, all accounts are compared to the National Change of Address database in order to assure the most accurate address is available before any letters are mailed. In addition, multiple debtor files are consolidated into a single debtor account.
- Once the address is verified, the first letter is sent out immediately. This letter will indicate a total balance owed. The first letter, gentle in tone, offers the debtor 2 incentives to resolve the issue immediately: 1) solution of the problem and 2) avoidance of credit reporting.



- UMS waits 14 days to allow the debtor plenty of time to respond. If after 14 days the debtor still has not responded, the 2nd letter is sent reinforcing the urgency of avoiding credit reporting. Again, the tone is gentle.
- If a debtor has an outstanding balance 30 days after it was referred to us, UMS will make at least 2 phone calls to encourage the debtor to clear the account. The first phone calls are made between days 30-40 by live callers encouraging debtors to pay their fines in order to avoid credit reporting. Phone calls are made in the evenings, Monday through Friday in the evening. If a debtor is not home in the evening, callers will usually reschedule the call for the next day or Saturday so calls are made at varying times. All UMS calls are made by live individuals who are well trained to make professional, courteous calls.
- A final notice letter is sent 45 days after the account is referred to UMS, which states that the debtor will be credit reported if they do not clear their account with the City. Fortunately, most people still care about their credit and respond.
- If the debtor still has not responded after 50 days, callers make 2nd or 3rd phone calls from day 50-70. In these calls the debtor is encouraged to respond immediately to avoid being credit reported. To facilitate accuracy and efficiency, UMS employs a predictive dialer that permits our callers to focus on the content of each call.
- Non-responding debtors are credit reported to the three largest credit-reporting agencies in the United States at the end of the 70-day period. These accounts are maintained in active status for 7 years.
- Debtors will need to clear these "unpaid accounts" from the credit report in order to obtain credit.

UMS employs callers who can communicate fluently with debtors in Spanish and French as necessary.

In addition, UMS will continually monitor our timing and sequence of debtor contacts and will adjust our process to maximize collection returns for the City.

**Data Processing Capabilities:** Innovation and flexibility in technology are our strengths. We have the ability to accept client data in a wide variety of formats and across a wide variety of transfer mechanisms. Formats include but are not limited to—fixed width text files, delimited text files, MS Excel spreadsheets, XML data sources, MS Access databases, and DBASE databases. Transfer mechanisms include: email, encrypted email, ftp, sftp, (encrypted file transfer protocol), https (secure hypertext protocol). UMS is committed to working with our clients to facilitate the use of technology to the highest degree possible. UMS will work with the City at no additional cost to ensure that data transmitted by the City can be processed by UMS systems.

**Method of obtaining Current Addresses:** UMS understands that one of the fundamentals of effective debt recovery is data accuracy. As a result, UMS uses a variety of sources to locate debtors who have



moved. Our partnership with several outside skip-tracing agencies and the United States Postal Service's National Change of Address service enables us to obtain new addresses and new phone numbers, originally known to be inaccurate. The new data is not only used to enhance recoveries, but it is also provided to the client on a monthly basis to facilitate future overdue contacts. In addition, UMS's most reliable skip-tracing source is our own Call Center staff. All contact specialists are professionally trained to obtain debtors' current information, ensuring that addresses returned by mail are caught later in the collection process. UMS utilizes an NCOA service that is an NCOA Full Service Provider Licensee.

**Firm Background:** Unique Management Services, Inc. (UMS) has provided highly successful collection services since 1988. UMS is a corporation legally established in the State of Kentucky with headquarters in Jeffersonville, IN. The principle owners of UMS are Charles L. Gary and Lyle J. Stucki. UMS has no debt and excellent financial capacity to undertake the delinquent collection efforts required by the City. UMS is an international company serving over 1,200 municipal clients throughout the United States, Canada, Australia and the United Kingdom.

UMS has strategic partnerships with many large software vendors and has developed interfaces which make it possible to process collection accounts completely electronically. UMS regularly sends and receives ASCII data files via email for the majority of our existing clients. With this experience, the technical staff at UMS will work with the city's technical personnel to utilize technology to the highest degree possible at no additional cost.

**Account Manager:** An account manager would be assigned to work directly with the City and would meet with City staff as necessary. We have found that working with clients closely during implementation and subsequent routine operation enables the entire process to work very smoothly and serves as a deterrent to problems arising. Communication is key and UMS will use every means at its disposal to insure this is institutionalized.

The Account Manager serving the City will be:

Kenes C. Bowling, Manager of Customer Development for Unique Management Services, Inc. Mr. Bowling has been a senior manager with UMS for 10 years and is fully qualified to insure that UMS meets or exceeds the City's expectation for effective service at all times.

Contact information is:

Unique Management Services, Inc.

119 East Maple Street, Jeffersonville, IN 47130-3439

Phone: 800-879-5453 x.131 and email: [kenes@unique-mgmt.com](mailto:kenes@unique-mgmt.com)

If selected as a part of the Republic Parking team, UMS is especially mindful of our close proximity to PARC and will eagerly work with PARC and related vendors to help mitigate the tremendous economic and operational challenges facing the City. UMS is committed to continually work to improve the processes and results the City may require now and in the future. We look at this RFP, not just as a contract to be won, but also as a long-term partnership for success!



## METER GRAPHICS

Republic Parking proposes to enhance the instructions on the POM 2 Bay meters being utilized in Louisville. Our experience utilizing the POM 2 Bay meters in Springfield, MA, has proven that the improved instructions and graphics on the 2 Bay meters will reduce the number of appeals and increase the customer service experience for the Citizens. Below are the graphics we utilize in Springfield on the 2 Bay meters and what we recommend be installed on the meters in Louisville.



## SPECIAL AMENITIES

Republic Parking offers a wide range of special programs for the on-street meter program. These value added services help to create a high level of satisfaction for the City's parking customer.

These special programs are offered by Republic at no extra cost to the City, and include:

- In-House Consulting & Professional Expertise
- Motorist Assistance
- Downtown Guides/Ambassadors
- The Change Program
- Merchant Validation



## In-House Consulting & Professional Expertise

Our staff has a wide range of professional expertise and will provide it to you at no extra cost (except out-of-pocket expenses). We want to become *your in-house consultants!* Areas where we can be especially helpful are:

- Parking System Assessment – Our staff uses the latest analytical tools to determine optimum parking rates (meter and fines), need for system expansion, best and most appropriate hardware & technology, and best operating practices. We use comparisons to similar cities as yours, utilization studies, revenue analysis, among others
- Municipal Outsourcing – Our staff has great experience working with cities to outsource their parking program. We can help you decide which programs would be advantageous for you to outsource, and which you should retain in-house
- Neighborhood Traffic Programs – Our staff has unique expertise in designing and implementing traffic calming programs. Republic can also help you manage or create neighborhood parking zones.
- Signage and Wayfaring – Our staff has helped a number of municipalities design wayfaring and guide signing, not only for their parking facilities, but also for their on-street parking.
- Alternative Transportation – Our staff can help you develop and implement transportation demand measure to integrate parking into alternative transportation programs. These programs include, but are not limited to: development of carpool-preferred parking, both on-street and off-street; creation of shuttle systems to satellite parking; and sales of transit passes and related TDM permits



## Motorist Assistance

Republic will have a large number of staff on the ground in Louisville. This includes enforcement officers, management and clerical staff. They frequently encounter motorists with vehicle problems. Our policy is to provide motorist assistance if needed. This includes:

- Providing fuel
- Helping change a flat tire
- Calling for a tow or repair service

## Downtown Guides/Ambassadors

Republic's parking enforcement officers wear many hats, some on which may be more important than the parking citations that they issue. In addition to enforcement, they are specially trained to be downtown ambassadors and guides. They assist visitors with directions to key destinations, have maps of the downtown to distribute, and have brochures and other information about ongoing events. They pick up trash as they see it, and report to the City any need for service, such as broken street lights, hazardous sidewalks, malfunctioning traffic signals, debris on right-of-way.



## The Change Program

One of the great inconveniences of metered parking, specifically with the traditional parking meter, is that the parker must use a large number of coins. With the advent of credit cards and the increased meter rates, many parkers do not have adequate coins with which to park. The result is that they use what they have, then hope they will not get a citation. This is a real irritant and poor customer service, especially when they end up with a citation. Consequently, each Republic field employee carries \$10.00 in quarters each day, to provide change to parkers in need. Since many businesses are reluctant to provide change for parkers, Republic also will deliver change upon request to businesses for use by parkers.

## OTHER OPERATIONS RECOMMENDATIONS

In addition to the numerous recommendations we have provided otherwise, we have some additional recommendations:

- **Records Clean-up** – We believe the records in the Parking Office Basement should be cleaned up, filed and properly stored. As was seen from the recent lawsuit against PARC, these records are important, and should be properly cared for.
- **Review of Curb Use** – In our role as parking consultants to PARC, Republic will undertake a full inventory to determine:
  - Additional parking opportunities –
    - New areas to be metered
    - Bus zones no longer in use
    - Hidden spaces
  - Changing use mode. For example, in order to promote downtown economic development by encouraging turnover of spaces from employees to downtown shoppers and visitor, by
    - Using alternate rate structures to control demand
    - Converting some spaces from all-day use to time-zone restrictions (this also significantly increases PARC revenue, and could permit other program efficiencies through the expanded use of LPR beyond just scofflaw enforcement)

## CUSTOMER SERVICE

The caliber of service Republic Parking System provides customers depends on three things: (1) the quality of the training materials we have developed which empathize the value we place on serving our customers, (2) the on-going commitment we place on sharing this information with our employees on a regular basis, and (3) our follow up and reward style management to ensure these commitments to customer service continue.

Republic Parking System is dedicated to customer service from the corporate level down to the line employee position. Our commitment is reflected in the creation of "Republic University" the structured training program established to provide our staff with the most comprehensive training in the industry.



This section provides information on the types of employee training materials and programs Republic Parking System has developed to enhance the professionalism of our staff. These programs are administered and monitored by our Corporate Human Resources Department.

To further the level of customer service we provide, Republic Parking System makes it a priority to get involved with local agencies and groups promoting customer service in the markets we do business.

### **Customer Service – Employee Programs**

Republic Parking System's commitment to customer service sets us apart in the parking industry. We go above and beyond what is normally expected by our clients. Every employee goes through a structured, comprehensive orientation program in which customer service is emphasized. The emphasis is reinforced in the training manuals which all stress the importance of customer service and provide structured exercises and written tests to ensure the employees know how to conduct routine transactions in a friendly, courteous and professional manner.

We reinforce good customer service by awarding "Customer Service Pens" and "Certificates of Appreciation" to those employees who receive customer compliment letters or telephone calls. Awards are made during customer service meeting to provide plaudits and accolades to deserving employees and to serve as an incentive to motivate others who are present during the award ceremony.

Should you elect to participate in our customer service workshop program; the Vice President of Human Resources will personally come at least twice per year to conduct Customer Service Workshops for the employees of your parking operation to ensure the level of customer service we deliver exceeds that of your current operation.

### **Customer Service Training**

Customer Service Training is implemented in a number of ways. It is an important part of the cashier, maintenance, and valet training manuals and on-line training programs. Customer Service Training is an invisible thread that runs through all the training materials and programs. It is emphasized in the orientation, and reiterated in the customer service workshop where participants are required to solve customer service case studies using communication skills. Incident reporting enables management to monitor and evaluate customer service and to reward outstanding performance.

### **Customer Service Programs**

Specific customer service programs offered by Republic Parking System include the customer survey, employee hotline, customer appreciation day and window washing programs. Additionally, Republic has programs to help monitor the quality of operations.

### **Mystery Parker Program**

In the "Mystery Parker" Program an outside company is utilized to hire an individual to pose as a normal patron and anonymously rates the treatment he or she receives from the Republic Parking



System staff. Positive feedback results in a favorable review and possible reward (dinner for two, theater or film tickets, certificate of appreciation, etc.); negative feedback leads to constructive criticism, target points for improvement and, of course, no reward.

### Customer Relations Policy

We strive to provide the highest levels of customer service and satisfaction. All customer inquiries will be answered in a professional, timely manner.

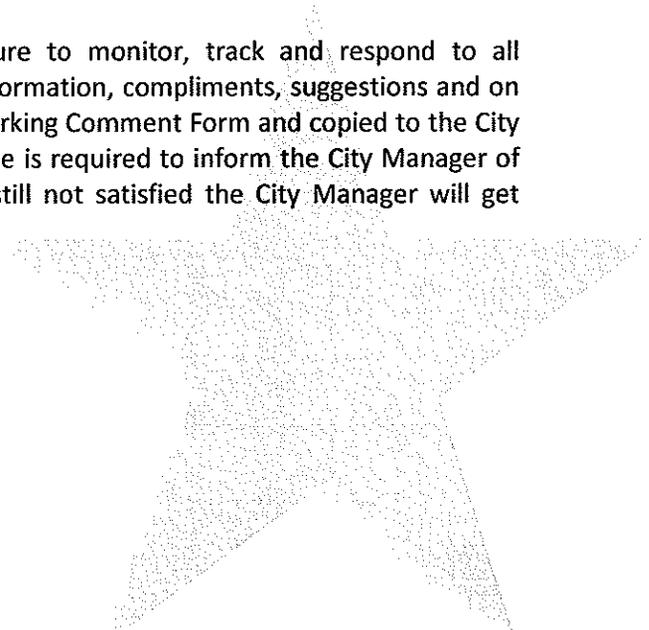
### Employee Hotline

A dedicated phone line is established and answered 24 hours per day. Signs are mounted at facilities so answered will know that if they do not receive satisfaction with the service they can call any time to make comments or suggestions. This number will also be included in our marketing information.



### Customer Response

Republic Parking System uses a documented procedure to monitor, track and respond to all customer inquiries. Inquiries range from requests for information, compliments, suggestions and on occasion, complaints. These inquiries are logged on a Parking Comment Form and copied to the City Manager. When the Manager responds to the inquiry he is required to inform the City Manager of the action he took and the results. If a customer is still not satisfied the City Manager will get involved directly to give the customer satisfaction.





REPUBLIC PARKING SYSTEM		CUSTOMER INQUIRY FORM	
NAME OF PERSON COMPLETING FORM:		DATE: _____	
TIME _____	LOCATION _____	CITY _____	
CUSTOMER'S NAME _____			
CITY _____	STATE _____	ZIP _____	
NATURE OF THE INQUIRY / COMPLAINT: ..... ..... ..... ..... .....			
REFERRED TO MANAGER: _____		DATE: _____	TIME: _____
MANAGER'S COMMENTS: ..... ..... ..... ..... .....			
HOW WAS THE SITUATION RESOLVED?: ..... ..... ..... ..... .....			
MANAGER'S SIGNATURE: _____		DATE: _____	
<small>Rev#4E April 9, 2004</small>			

## Customer Service Workshops

Twice a year, a customer workshop will be conducted to remind the employees how important customer service is to the Company. Employees will learn professional customer service skills by participating in exercises and role-playing situations, which will ensure that the participants will become proficient in the skills and techniques required on the job. Different materials will be used in each presentation so it will always remain fresh, interesting, and informative.

Additionally, Republic Parking System uses a program entitled "Education Through Entertainment" from the Meeting Leaders Guide for the workshop If It Weren't For Customers. This entertaining and informative seminar relies heavily on participant involvement. It is also designed to give them tools to use in real life situations that will provide customer service that exceeds the expectations of our customers and clients.

We welcome our clients to attend the workshops and to invite personnel from his/her organization to participate. In addition to the Customer Service training, we will provide additional training such as OSHA compliance, safety, or other appropriate material requested by the client. This is an excellent opportunity to improve the management and supervisory skills of staff members in addition to the parking operation.

## Surveys

An important part of Republic Parking System's customer service focus is the use of Parking Customer Surveys. The surveys provide us with two types of information: (1) What are the services and dimensions of parking that are most important to them, and (2) How do they rate our performance in those important areas. This methodology helps Republic Parking System to concentrate its management efforts to emphasize excellence in those areas that are most important to our customers and clients.



Republic Parking System could provide stamped post card surveys to customers as they are exiting the parking ramps. These surveys give the customer a chance to evaluate the service, which in turn then helps us improve the quality of the service.

Just recently at MD Anderson Cancer Center in Houston, we gave away Republic Parking pens to all who participated and completed our surveys.

		<h3>Tell Us How We are Doing!</h3>	
<p>We care about the service we provide for you. Please let us know how we are doing in providing you the best possible parking experience.</p>			
Date: _____ Time: _____ Location: _____		<b>Our Performance</b>	
		Terrible Poor Average Good Excellent	
<input type="checkbox"/> <input type="checkbox"/>	Ease of Finding a Space	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Cleanliness of Facility	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Courtesy of Staff	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Sense of Safety	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Value for Money	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Operation of Equipment	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Speed and Ease of Exiting	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Operation of Elevators	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Adequacy of Lighting	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<input type="checkbox"/> <input type="checkbox"/>	Overall Impressions	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Are you a contract parking customer?		Yes <input type="radio"/> No <input type="radio"/>	
Do you work for a tenant of the building?		Yes <input type="radio"/> No <input type="radio"/>	
Comments: _____ _____ _____ _____ _____ _____			
Name and Address: _____ _____ _____			
<small>THANK YOU FOR YOUR PARTICIPATION, AND THANK YOU FOR YOUR BUSINESS!</small>			

**STAMP**

Republic Parking System  
 Suite 2000 Republic Centre  
 Chattanooga, TN 37450





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## **7. EMPLOYEE COMPENSATION & BENEFITS**

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### **EMPLOYEE COMPENSATION**

#### **Wages**

In our experience managing over 100 municipal parking operations Republic Parking has learned that it is beneficial to pay above market wages to our staff. By offering higher pay to employees, we attract a higher caliber individual who performs better and much more likely to stay with us for the longer period of time. Keeping our turnover low we are able to spend far less time hiring and recruiting, and more time improving performance. We have included our proposed wages in our Operating Budget.

#### **Raises & Reviews**

Republic Parking performs employee reviews on an annual basis. Each employee is provided feedback on their performance. We praise them on the areas they are excelling in and offer direction in the areas we feel need improvement. In our reviews of our management team we typically ask our clients for their feedback on performance.

Republic Parking works on a "merit" based system when giving raises to employees. Our best performers receive the highest raises, Employees that are underperforming at the time will not be offered raises until their performance improves. As this contract is of a "cost plus" nature, Republic Parking will first gain the approval of PARC prior to granting any raises to our staff. In Louisville we are anticipating the enforcement staff being unionized, which of course will require a CBA agreement where wages will be prescribed. Republic Parking successfully works with unions in other municipal parking operations and does not anticipate any issues in working with the Teamsters in Louisville.

### **DESCRIPTION OF BENEFITS**

#### **Sick Pay**

After 90 days of employment, employees accrue one half (1/2) day of sick pay for every month they are with the company. The maximum number of days any one employee can accrue is six (6).

#### **Holiday Pay**

After 90 days of employment, employees are entitled to six paid holiday's per year. The recognized holidays are New Years Day, Memorial Day, July 4th, Labor Day, Thanksgiving and Christmas. Part-Time employees are only entitled to the number of hours they normally work.

#### **Vacation Pay**

After one year of employment, employees receive one week of paid vacation time.



## 401K Program

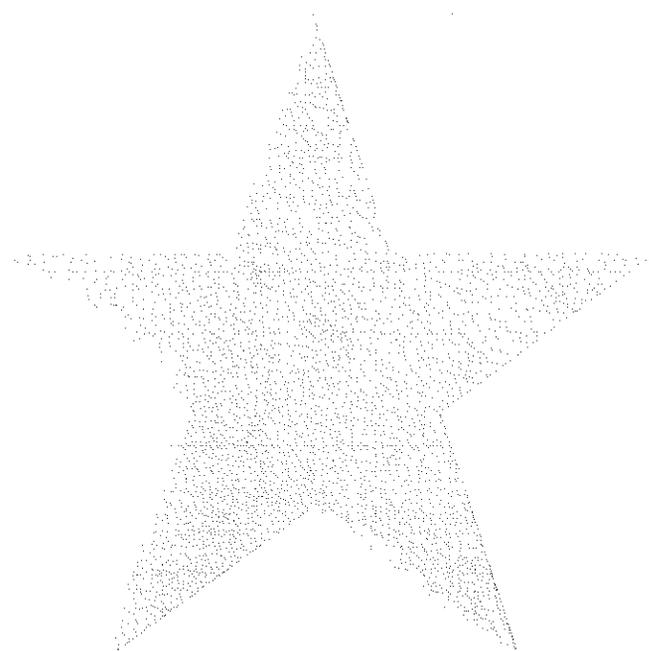
All employees who have completed one (1) year of employment and are over the age of 21 are entitled to participate in Republic Parking System's 401K Plan.



The employee is allowed to have up to 15% of their compensation (up to \$10,000) deferred from their pay and held in the plan. The amounts deferred are not subject to income tax until it is actually distributed to the employee. The deferred amount is subject to Social Security Taxes.

The employee has an option to invest in the following mutual funds:

- ALLIANCEBER INTNL VALUE FUND-R
- AMERICAN FUNDS GROWTH FUND-R2
- DWS EQUITY 500 INDEX FUND-S
- FRANKLIN SMALL CAP VALUE FUND-R
- FRANKLIN STRATEGIC INCOME FUND-R
- MFS BOND FUND-R2
- MFS CONSERVATIVE ALLOCATION-R2
- MFS MODERATE ALLOCATION FUND-R2
- MFS GROWTH ALLOCATION FUND-R2
- MFS AGGRESS GROWTH ALLOCATION-R2
- MFS LIFETIME RETIREMT INCOME-R2
- MFS LIFETIME 2010 FUND-R2
- MFS LIFETIME 2020 FUND-R2
- MFS LIFETIME 2030 FUND-R2
- MFS LIFETIME 2040 FUND-R2
- MFS CASH RESERVE FUND-R2
- DELAWARE VALUE FUND-R





## EMPLOYEE HEALTH INSURANCE

The following worksheet outlines the basic benefits of our proposed health plan.

Benefits-at-a-Glance, May 01, 2009	IN NETWORK	OUT OF NETWORK
Deductibles Per Year	Individual - \$750 Family - \$1,500	Individual - \$1,500 Family - \$3,000
Emergency Room Deductible	\$500 (waived if admitted to hospital)	
Physician Services	100% after \$25 Individual Copayment per office visit (non-specialist). 100% after \$40 Copayment for specialist. (\$25 for OB-GYN)	60% of industry standard rates after deductible
Urgent Care Facility	100% after \$75 Individual Copayment per visit.	100% after \$75 Individual Copayment per visit.
Plan Co-payment Rate	80% after deductible	60% after deductible
Out-of-Pocket Maximum per year	Individual - \$7,500 Family - \$15,000	Individual - \$15,000 Family - \$30,000
Outpatient Surgery	80%, after deductible	60%, after deductible
Physical, Speech, Occupational, Chiropractic, and Cognitive Therapy	100% after Individual copayment (60 days combined maximum per year)	60% of industry standard rates after deductible
Mental / Nervous Benefit and Drug & Alcohol Abuse	<b>Inpatient</b> - maximum 30 days per year @ 80% after deductible <b>Outpatient</b> - maximum 50 visits per year @ 80%, after deductible and \$40 co-pay	<b>Inpatient</b> - maximum 30 days per year @ 60% after deductible <b>Outpatient</b> - maximum 50 visits per year @ 60%, after deductible
Routine Care (Lab and analysis fees billed by 3 <sup>rd</sup> party subject to deductible. If billed by Physician's office, included in co-pay)	Same as Physician Services	No coverage provided
Prescription Drug Co-payments, includes oral contraceptives, and contraceptive devices	\$10 per 30 day supply for generic drugs 30% per 30 day supply (up to \$200 max out of pocket) for preferred brand name drugs 50% per 30 day supply (no max) for non-preferred name brand drugs	No coverage provided
Prescription Drug Mail Order	\$20 per 90 day supply for generic drugs 20% per 90 day supply (\$400 max out of pocket) for preferred brand name drugs 40% per 90 day supply for non-preferred brand name drugs	No coverage provided



## 8. TRANSITION PLAN

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Republic Parking System realizes the importance of a smooth and efficient transition of the on-street parking enforcement services for the City of Louisville. Maintaining consistent enforcement levels is critical for capturing revenue. Republic Parking has successfully transitioned many large parking operations, including two on-street operations in the last 18 months. It is critical to have a well established plan and the resources to carry out the transition.

As there will be a short three to four week window from the date of selection until services commence on October 1<sup>st</sup> time will be of the essence. The first step is to sit down immediately after the selection has occurred with PARC officials and discuss the priorities, policies and programs of the on-street operation. Republic Parking, from our experience in Lexington, KY, are very familiar with the T2 software and equipment as well as the Kentucky laws pertaining to enforcement, noticing and booting. Our knowledge will make the transition process a little easier to accomplish. Here are the key topics of discussion:

- Current Management Team – Republic Parking would like to discuss with PARC retaining the current management team. If PARC is pleased with the performance of the current managers, and they are interested in staying on, Republic Parking will interview them for these positions.
- Clerical & Enforcement Staff – Republic Parking will also seek PARC's evaluation of the current clerical and enforcement staff. We have found that it usually works best to retain some of the current staff for their experience and knowledge, while bringing in some new faces brings in new energy.
- LPR Implementation – We will need to discuss an implementation plan for the proposed LPR armed booting team being provided by PAYLOCK. We will want to consider a public relations program to protect against the potential of the "big brother" backlash that has followed the use of camera use by law enforcement.
- Self Releasing Boots – A public communication plan will be needed for the implementation of the PAYLOCK boots, selling the convenience factor of the new system.
- Collections Roll Out – Unique Management Services will be brought to the table early on to discuss data transfer, protocol for collections efforts, and reporting processes.
- PARC Priorities – Republic Parking will want to focus our efforts on the current priorities of PARC making sure that we are accomplishing their goals.

After Republic Parking has reached an understanding with PARC regarding the above topics and the other elements of the transition, we will put our Transition Team on the ground and roll out the plan.

Listed below are the details regarding the Transition Plan for Republic Parking System to assume the management responsibilities for the parking facilities. The Transition Plan is divided into following sections.

- Transition Team
- Contract Details
- Human Resources



- Accounting
- Operations

## **TRANSITION TEAM**

Each transition team is assigned based on the needs of the location and the complexity of the overall project.

**Executive of On-Street Operations – Randy Jones**

**Regional Vice President – Jack Skelton**

**District Manager – Steve Bartley**

**Human Resources – Jan Veal & Ashley Gordon**

**Audit – Katherine Donnelly**

**Management Support – Paul Dillon**

As a measure of assurance to a successful transition and launch of our services for PARC, Republic Parking will commit Randy Jones in Louisville for the first 30 days of operation. At no cost to PARC, Randy Jones will be on-site for the first month working closely with the Republic management team and PARC to make sure that all phases of the operation are properly implemented. Randy brings with him over 30 years of on-street parking experience. Randy oversaw the transition five years ago when Lanier was awarded the contract, so he also has first hand knowledge of the Louisville operations. We believe that this properly demonstrates how serious we are about becoming your parking operator!

## **CONTRACT**

Jack Skelton, Regional Vice President, will be responsible for the negotiation of the Operating Agreement and approved Operating Budget.

### **Certificate of Insurance**

Once the contract is approved, Republic Parking System can produce the official Certificate of Insurance.

## **HUMAN RESOURCES**

Republic Parking System will bring in two Human Resource professionals Jan Veal and Ashley Gordon to facilitate the Interview, Hire and Training Functions.



## **Employee Recruitment**

With PARC approval, certain existing employees will be offered the chance to apply for a position with Republic Parking System. If they meet our pre-employment criteria they will be offered a position at our proposed rate of pay and perform duties similar to their current duties.

For all unfilled positions Republic Parking System will recruit and train new employees from a variety of sources such as newspaper advertisements, internet job postings, referrals and other recruitment techniques as necessary.

## **Interviews**

Republic Parking System uses a interview method called "Targeted Selection". The Targeted Selection Interview enables the interviewer to evaluate the candidate's proficiency in sixteen dimensions using a structured interview format. A profile is developed for the candidate and compared with a model profile of the requirements for the job and also with the profiles of other candidates.

## **Background Checks**

References are checked with previous employers to determine the quality of work, performance, and reason for leaving. An outside consulting firm performs a detailed background check. The report includes criminal history, credit, social security match and verification, and motor vehicle records.

After the rigorous interviewing and screening process, an offer is made to the best candidate.

## **Drug Screening**

Republic Parking System will contract with a qualified screening company to do the drug checks. We normally recommend drug screening only for those individuals who will be driving company vehicles or operating heavy machinery.

## **Criminal Record Checks**

Republic Parking System will perform criminal background checks on each employee before they hired.

## **New Hire Paperwork (Application, I-9, W4)**

New hire paperwork packages are distributed and completed before anyone is allowed to report for work.

## **Employee Orientation**

We will request accommodation for new hire orientation in a structure setting. The Orientation will cover all aspects of the employment process and operational issues.



## **Employment Procedures**

We will submit an Employee Handbook for your approval/information that will be distributed to all new hires during the Orientation portion of the staffing function.

## **Employee Training**

All employees will be trained by Executives and Managers on the Transition Team according to our training programs we have outlined in the Proposal. Current staff that will be retained will need to be scheduled for training in the evenings and weekends to avoid conflicts with their normal work schedules.

## **ACCOUNTING**

Republic Parking System will bring in Katherine Donnelly from our Audit Department to set up the Accounting and record keeping systems in compliance with the requirements of PARC.

### **Daily Reporting Process**

Once you inform Republic Parking System that we are to be your parking operator we will immediately begin to set up the Accounting System to accommodate your locations. We will set up a General Ledger system for each parking facility to track revenues and expenses for each location.

The daily revenues are reported based on our normal revenue categories. If you have any specific requests for the nomenclature of the parking revenue categories changes can be made to reflect your preferences.

All forms and paperwork will be pre-printed so we get off to a good start with full accountability from the beginning.

### **Client Reporting Requirements**

Our Regional Vice President will ensure that all required and desired reports of PARC will be established and produced in a timely fashion.

## **OPERATIONS**

The Transition Team will work to ensure that all aspects of the operation are prepared for and ready for implementation on the date of takeover. The preparation for these tasks will take place in a temporary office set up solely for the purpose of the transition.

### **Implementation of the approved Operating Procedures**

Most of the operating procedures will be standard procedures developed by Republic Parking System and used in similar facilities. The completed Parking Overview documents will include a comprehensive Operations Manual describing all relevant operating procedures.



## **Purchase of Supplies**

Any supplies that need to be purchased immediately will be purchased and a full inventory of existing supplies will be made.

## **Purchase of Ticket Stock & Manual Tickets**

The Transition Team will ensure that sufficient ticket paper stock is available for the T2 handheld units and that enough manual tickets are in stock for back-up and police use.

## **Keys**

A full list of keys/doors etc. will be compiled in advance and a "sign off" package will be compiled. At the time of handover the individual keys will be verified.

In some cases, with client approval, it may be necessary to change locks to ensure the security of the location.

## **PAYLOCK'S TRANSITION PLAN**

PayLock's implementation approach will provide assurance that all comments, questions, and concerns are brought to the forefront, in front of all stakeholders in the program. This process begins with the creation and distribution of a Standard Operating Procedures (SOP) document and continues through what PayLock calls "Boot 0"—the first full end-to-end production test and until the show-stopping issues are resolved.

### **Data Integration**

It is important for PayLock to ensure an accurate and seamless integration with the Citation Processing vendor. PayLock can integrate with virtually any system—via real-time and/or batch interfaces—and PayLock is pleased to inform PARC that, in addition to integrating with various cities' system directly, it has already integrated with the leading providers of parking ticket processing services including T-2.

Each of the above listed companies uses different techniques for transferring data. For these installations, PayLock has supported everything from batch processing of flat files via FTP to elaborate web-services calls over secure, dedicated, fire-walled data circuits. We are confident that regardless of which company is chosen to provide Citation Processing services that we will be able to integrate our systems to the City of Louisville's standards.

### **Data Flow**

On a daily (or more frequent) basis, the vendor providing citation processing services will send a file containing specific information such as State, Plate, Citation Numbers, Vehicle Owner Name, Vehicle Identification Number, or any additional information deemed necessary by the City. PayLock will import this information to BootView and create scofflaw and noticing lists to be used by the scofflaw enforcement staff, LPR systems, and handheld ticket issuance devices. This data will be used by

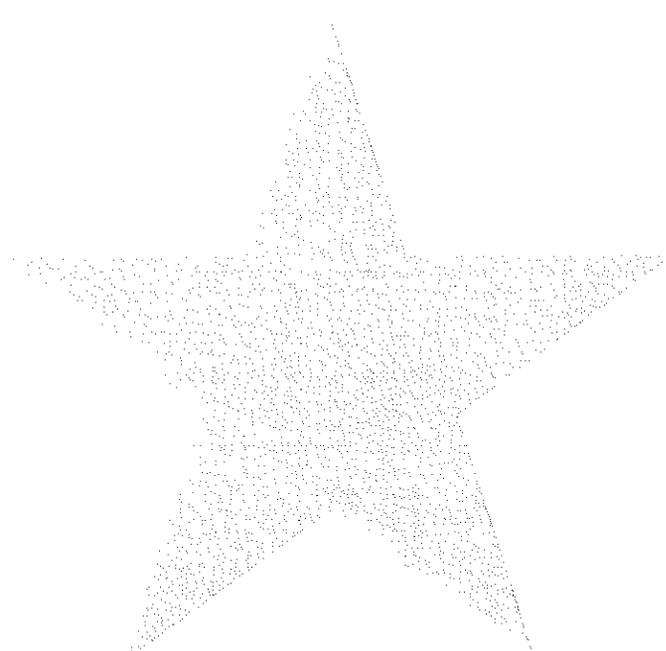


PayLock's 24/7 Help Center to accurately relay specific citation information to the motorist (such as citation issuance dates, places and times). This will also ensure that PayLock accepts the proper amount due for each unpaid citation along with any fines, fees, or penalties that have been accumulated as a result of the immobilization event.

Payment files are generated and transmitted to the vendor selected for Citation Processing from PayLock to ensure the Citation Processing system is kept up to date.

### **Standard Operating Procedures (SOP)**

The purpose of the SOP document is to address nearly every possible scenario in regards to a vehicle immobilization or noticing event. In most cases, 50% of the SOP consists of common information and policies. The remaining 50% of the document covers what makes the City of Louisville unique. Most of the implementation process to spent documenting and refining this 50%, and once finished, the SOP document is the cornerstone of the PayLock operation—it is a living, breathing document, subject to all of the normal change-control protocols required of a central policy document, and additionally serves as the centerpiece of the quarterly review process. Should operating conditions change, the SOP is updated, redistributed, and used to re-train personnel, if necessary.





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## 9. VENDOR QUALIFICATIONS

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Republic Parking has selected PAYLOCK to provide booting and Unique Management Services to provide the collections services for PARC under this contract. The following section provides you with information on the experience of both companies.

### **Paylock Qualifications**

IPT LLC (PayLock) is pleased to be proposed as a vendor of Republic Parking providing for vehicle immobilization services.

It is in this spirit that PayLock provides for your consideration, a new and much more beneficial way to approach the full cycle of your delinquent collections. IPT LLC, formerly incorporated as PayLock Inc., was founded on May 3, 2004. On November 3, 2006 the business was re-organized from a corporation doing business as PayLock, Inc. to a limited liability company under IPT LLC doing business as PayLock IPT LLC.

Incorporated in Delaware, PayLock employs 35 full time staff including engineers, help center agents, account managers, field staff, sales and marketing associates, and other administrative personnel.

PayLock is an acknowledged industry thought leader with a proven track record of success in regards to field collections of vehicle related debt through self-release vehicle immobilization services. As winners of the International Parking Institute's "IPI Award of Excellence" in 2007, as well as additional industry accolades, PayLock has become the "go-to solution" for solving the previously intractable problem of unpaid parking ticket debt accumulation.

When PayLock introduced this new field enforcement technique in 2004, it was unclear how the driving public would respond to the concept of self release booting. Would a motorist really return the device, and would they do it in a timely fashion? Because PayLock charges a \$25 per day late fee for not returning the device nearly everyone has returned the SmartBoot. Approximately 80% of motorists immobilized choose to pay and release the boot themselves. We are pleased to say that this unique business solution has been widely accepted in many different urban environments from New Orleans, LA to Hoboken, NJ.

PayLock pioneered another novel approach to collections termed Field Noticing. Field noticing is the practice of identifying a parked vehicle on the street using License Plate Recognition (LPR) technology, and affixing a notice to that vehicle in an effort to inform the motorist of delinquent parking violations. Noticing programs of this type implemented in Syracuse, NY; Providence, RI; and Prince George's County, MD have demonstrated the effectiveness of this technique. Payment rates have been excellent! When targeting the most difficult to collect accounts, (e.g. vehicles with incorrect or non-existent owner information), PayLock has seen 30% pay rates. For high value vehicle, 50% returns are normal. Compared to typical 5% to 20% mail notice payment rates, field collections performance has been impressive. It is clear that receiving a noticing on a vehicle is very effective in getting the motorist's attention.



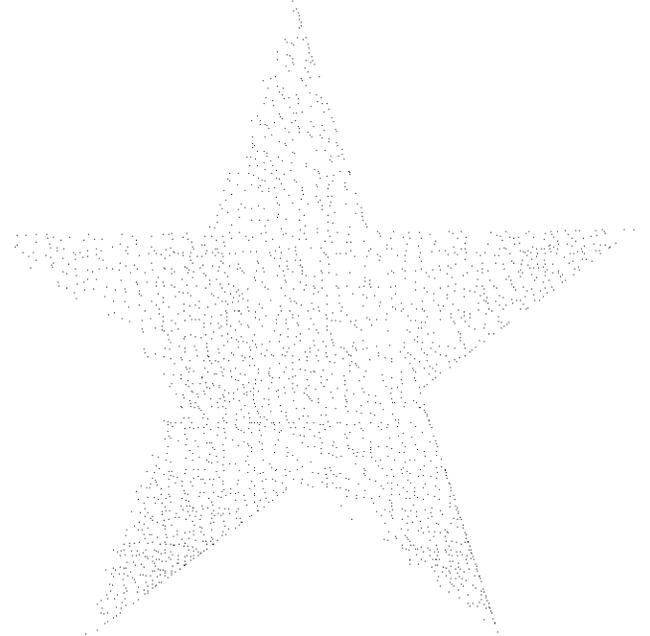
PayLock has grown rapidly in four years. Each of our municipal accounts were installed following a very unique and creative implementation approach resulting in a set of Standard Operating Procedures (SOP) incorporating all client-specific procedural, operational, and legal guidelines.

Through May 2009, across all our contracts, we have processed more than 82,000 self-release SmartBoot transactions resulting in payments of roughly \$1 million per month in traffic and parking fines and penalties.

	2005	2006	2007	2008	2009	Total
Hoboken, NJ	6,079	8,333	6,389	6,179	2,973	29,953
Richmond, VA	7	2,873	2,300	2,135	948	8,263
Wilmington, DE	0	422	2,901	3,746	2,271	9,340
Norwalk, CT	0	0	161	275	173	609
Providence, RI	0	0	782	955	435	2,172
Jersey City, NJ	0	0	2,943	9,008	1	11,952
Florida Atlantic University	0	0	140	291	162	593
Denver, CO	0	0	974	4,295	1,747	7,016
Prince Georges County, MD	0	0	0	1,133	513	1,646
Syracuse, NY	0	0	0	2,088	903	2,991
New Orleans, LA	0	0	0	2,267	1,633	3,900
Fredericksburg, VA	0	0	0	309	158	467
Baltimore, MD	0	0	0	1,019	2,001	3,020
Montgomery County, MD	0	0	0	0	595	351
<b>TOTAL</b>	<b>6,086</b>	<b>11,628</b>	<b>16,590</b>	<b>33,700</b>	<b>14,513</b>	<b>82,273</b>
<b>AVG. PER MONTH</b>	<b>507</b>	<b>969</b>	<b>1,383</b>	<b>2,808</b>	<b>2,903</b>	

#### SmartBoots Processed Through May 30, 2009

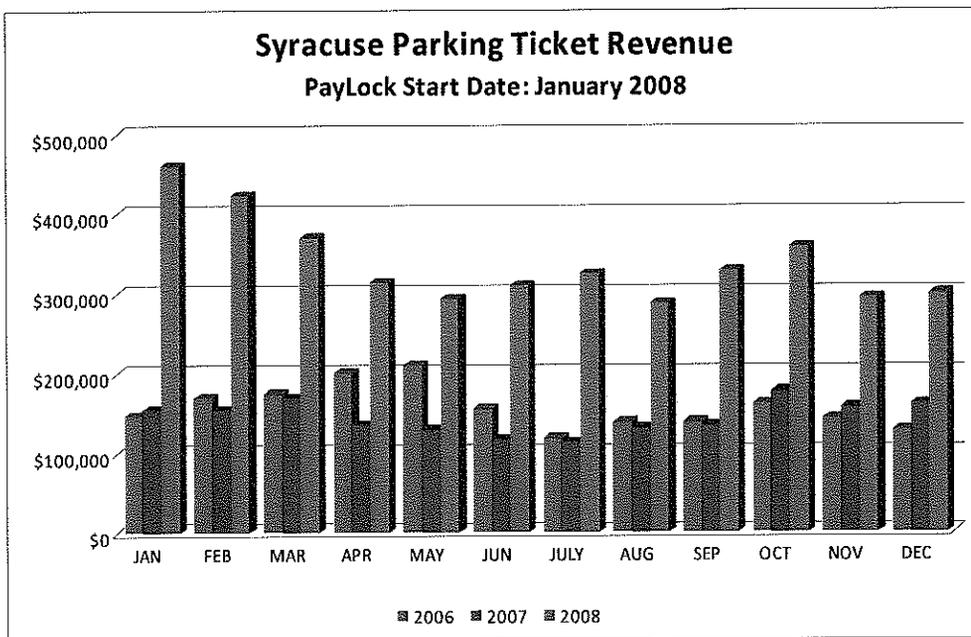
This is a proven approach, evidenced by transaction volume displayed in the table above. PayLock is proud of the relationships developed with its municipal clients over the past four years. From contract beginnings through program implementation and ongoing operations, PayLock is viewed as a trusted partner by its public sector customers.





## Case Study: Syracuse, NY

In Syracuse, New York, through the fall of 2007, implementation and kickoff in January 2008, and ongoing program collaboration, PayLock and the City of Syracuse have developed an excellent public-private partnership that continues to grow 19 months past implementation. In its first year, PayLock helped the City of Syracuse collect an additional \$2,335,381 in parking ticket revenue (2007- \$1.73M vs. 2008 - \$4.07M). With parking ticket issuance and fine and penalty rates remaining steady throughout the year, the PayLock factor is viewed by the client as the primary reason for this 135% increase in collections.



The contract manager, Mr. Richard Scheutzow, Director of the Parking Violations, is available to be contacted for a very thorough and honest assessment of PayLock performance before, during, and after implementation of the SmartBoot program. Please see the Syracuse reference letter in Attachment for the City's perspective on PayLock's services.

Contact person: Richard Scheutzow  
City Hall  
233 E. Washington St., Room 116  
Syracuse, NY 13202  
Tel: 315 448-8130  
Email: [rscheutzow@ci.syracuse.ny.us](mailto:rscheutzow@ci.syracuse.ny.us)

### Unique Management Services Qualifications

Since 1994, Unique Management Services, Inc. (UMS) has perfected the skill of asset recovery in a challenging and often overlooked municipal component: public libraries. Not



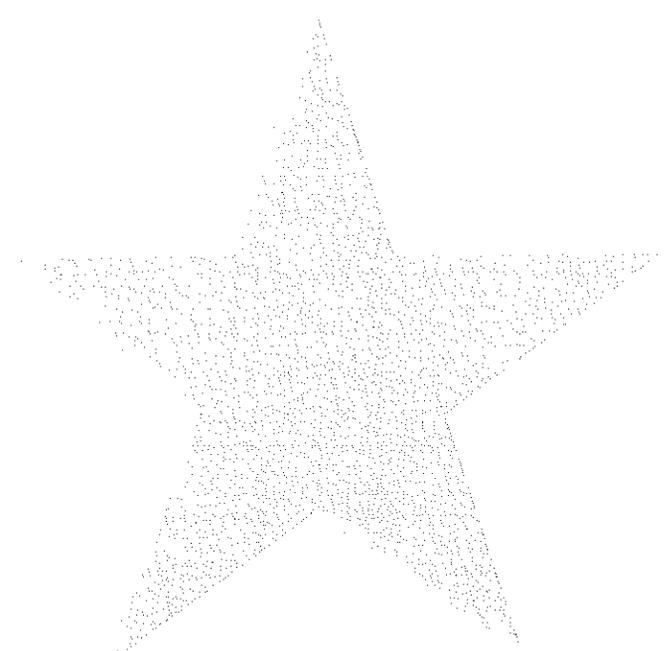
only cash, but also materials are vital to protecting the inventory of a public library. Libraries are publicly funded entities and have a responsibility to both their patrons and city finance departments to exercise prudent stewardship of these public funds.

The challenge, referred to, is the ability to recover these public assets while preserving the good will of patrons along with the welcoming image the library strives to cultivate as a resource of it's host city. This delicate "balancing act", successfully executed, benefits the library itself, the city supporting it and the stakeholders themselves, the citizen/patrons of the library.

Over 1,200 public libraries in North America, from the smallest rural setting to the largest cities current enjoy the benefits from the ongoing service of UMS. In 2008, these libraries saw over \$55 million in recovered assets through the customized and dedicated Library Division of UMS – assets that replenished the inventory of the libraries translating into millions of municipal tax dollars saved.

The highest volume of library patron debts are small balances requiring even more fine tuning of the collection process from a company eager to work these type of accounts and still produce recovery rates well above industry averages. For UMS – delinquent parking citations are a perfect fit!

Unique Management Services, Inc. approaches the Parking Authority of River City RFP 1898 eager and confidant in being able to translate our "unique" municipal approach and experience into the same kind of success for the City of Louisville. We intend to vigorously exercise this component of the RFP to bring added relief to strained city financial resources while concurrently preserving citizen goodwill AND the inviting image of the "***Possibility City***"!





## 10. REFERENCES

### On-Street Municipal Parking References

#### Springfield Parking Authority

Locations: 10  
Spaces: 5,663  
Revenue: \$5,500,000  
Contract Value: \$2,540,000  
Contract Date: 02/2008 to 1/2015  
Employees: 30

Harold King, Executive Director  
Springfield Parking Authority  
150 Bridge Street  
Springfield, MA 01103  
413-787-6118  
[hking@parkspa.com](mailto:hking@parkspa.com)

#### Lexington & Fayette Co. Parking Authority

Locations: 6  
Spaces: 3,300  
Revenue: \$1,750,000  
Contract Date: 07/2008 to 6/2011  
Employees: 30

Gary A. Means  
Executive Director  
101 East Vine Street, 5th Floor  
Lexington KY, 40507  
859-233-PARK (7275)  
[gmeans@lfucg.com](mailto:gmeans@lfucg.com)

#### City of Ann Arbor , MI

Locations 14  
Spaces 7,053  
Revenue: \$13,000,000  
Contract Value: \$3,800,000  
Contract Date: 02/2001 to 03/2009  
Employees: 50

Joe Morehouse  
Downtown Development Authority  
City of Ann Arbor  
P.O. Box 8647  
100 N. Fifth Avenue  
Ann Arbor, MI 48107-8647  
734-997-1309  
[jmorehouse@a2dda.org](mailto:jmorehouse@a2dda.org)

#### City of Lincoln, Nebraska

Locations: 10  
Spaces : 4,515  
Revenue: \$4,500,000  
Contract Value: \$2,500,000  
Contract Date: 09/2004 to 08/2015  
Employees: 60

Ken Smith  
Parking Manager for Public Works  
555 South 10<sup>th</sup> St Suite 203,  
Lincoln, NE 68508  
402-441-6097  
[Kdsmith@lincoln.ne.gov](mailto:Kdsmith@lincoln.ne.gov)



### City of Charleston, SC

Locations: 18  
Spaces: 7,191  
Revenue: \$12,575,000  
Contract Value: \$6,800,000  
Contract Date: 01/1998 to 5/2011  
Employees: 150

Stephen Bedard  
Chief Financial Officer  
Department of Budget, Finance & Revenue  
Collections  
116 Meeting Street  
Charleston, SC 29401  
843-579-7529  
[bedards@ci.charleston.sc.us](mailto:bedards@ci.charleston.sc.us)

### CARTA Parking Facilities (Chattanooga)

Locations: 9  
Spaces: 1,143  
Revenue: \$1,400,000  
Contract Value: \$760,000  
Contract Date: 01/1997 to 6/2017  
Employees: 15

Tom Dugan, Executive Director  
Hamilton County  
1617 Wilcox Boulevard  
Chattanooga, TN 37406  
423-629-1411  
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