

## **PARKING MANAGEMENT SERVICES AGREEMENT**

**[PARKING CONCEPTS, INC.]**

**RFP No. 2083**

On this \_\_\_\_\_ day of \_\_\_\_\_, 2021, the CITY OF RIVERSIDE, a California charter city and municipal corporation ("City"), and **PARKING CONCEPTS, INC. a California corporation**("Contractor"), mutually agree as follows:

1. **Scope of Services.** Contractor shall furnish all labor, materials and equipment for and perform the work of **Providing Parking Management Services** ("Services"). Contractor shall perform the Services in accordance with the provisions and requirements of the Scope of Services attached hereto as Exhibit "A" and incorporated herein by reference.

2. **Term.** This Agreement shall be in effect for a term of Three (3) years beginning January 1, 2022 through December 30, 2024, unless otherwise terminated pursuant to the provisions herein. Upon the mutual agreement of the parties, this term may be extended for up to two (2) additional one (1) year terms, not to exceed a total of five (5) years, based upon acceptable performance of the Consultant, acceptable fees and subject to the same terms and conditions of this Agreement.

3. **Compensation.** City shall pay Contractor for the performance of the Services during the initial term of this Agreement a Contract Price not to exceed **Three Million Eight Hundred Thirty-Nine Thousand One Hundred Fifty-Two Dollars (\$3,839,152)** unless an increase is agreed to by the parties. City shall pay Contractor for Services performed to City's satisfaction on a monthly basis in accordance with the provisions of the Compensation Schedule attached hereto as Exhibit "B" and incorporated herein by this reference. If the term of the Agreement is extended, Contractor's compensation for the extended term shall be mutually agreed upon in writing by the parties.

4. **General Compliance with Laws.** Contractor shall keep fully informed of federal, state and local laws and ordinances and regulations which in any manner affect those employed by Contractor, or in any way affect the performance of Services by Contractor pursuant to this Agreement. Contractor shall at all times observe and comply with all such laws, ordinances and regulations, and shall be solely responsible for any failure to comply with all applicable laws, ordinances and regulations.

5. **Business Tax Certificate.** As a condition of this Agreement, Contractor shall secure a business tax certificate to operate in the City of Riverside pursuant to Chapter 5.04 of the Riverside Municipal Code, and shall also secure any other licenses or permits which may be required.

6. **Business Tax and Penalties.** Contractor acknowledges and agrees that with respect to any business tax or penalties thereon, utility charges, invoiced fee or other debt which is owed, or which becomes owed, by Contractor to City, City reserves the right to withhold and offset said amounts from any payments, refunds or reimbursements owed by City to Contractor under the

Agreement. Notice of such withholding and offset shall promptly be given to Contractor by City in writing. In the event of a dispute as to the amount owed or whether such amount is owed to City, City will hold such disputed amount until either the appropriate appeal process has been completed or until the dispute has been resolved.

7. **Personnel.** Contractor shall furnish all personnel necessary to perform the Services and shall be responsible for their performance and compensation. The key personnel are listed in Exhibit "C," attached hereto and incorporated herein by reference. Contractor shall furnish qualified personnel to perform the Services.

8. **Assignment and Subcontracting.** Neither party shall assign any right, interest, or obligation in or under this Agreement to any other entity without prior written consent of the other party. In any event, no assignment shall be made unless the assignee expressly assumes the obligations of assignor under this Agreement, in a writing satisfactory to the parties. Contractor acknowledges that any assignment may, at the City's sole discretion, require City Manager and/or City Council approval. Contractor shall not subcontract any portion of the work required by this Agreement without prior written approval by the responsible City Contract Administrator. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement, including without limitation, the insurance obligations set forth in Section 11. The Contractor acknowledges and agrees that the City is an intended beneficiary of any work performed by any subcontractor for purposes of establishing a duty of care between any subcontractor and the City.

9. **Independent Contractor.** In the performance of this Agreement, Contractor, and Contractor's employees, subcontractors and agents, shall act in an independent capacity as independent contractors, and not as officers or employees of the City of Riverside. Contractor acknowledges and agrees that the City has no obligation to pay or withhold state or federal taxes or to provide workers' compensation or unemployment insurance to Contractor, or to Contractor's employees, subcontractors and agents. Contractor, as an independent contractor, shall be responsible for any and all taxes that apply to Contractor as an employer.

10. **Indemnification.** Except as to the City's sole negligence or willful misconduct, Contractor shall indemnify, defend, and hold harmless the City, and the City's employees, officers, managers, agents and council members from any liability, claim, damage or action whatsoever, arising out of the sole negligence or willful misconduct of Contractor, its officers, employees, subcontractors, agents or including but not limited to property damage, bodily injury, or death. Contractor shall defend, at its sole cost and expense, including but not limited to attorney fees, cost of investigation, defense and settlement or awards, the City and the City's employees, officers, managers, agents and council members in any such action or claim. With respect to any action or claim subject to indemnification herein by Contractor, Contractor shall, at its sole cost, have the right to use counsel of its own choice and shall have the right to adjust, settle, or compromise any such action or claim without the prior consent of City; provided, however, that any such adjustment, settlement or compromise in no manner whatsoever limits or circumscribes Contractor's indemnification of City. Contractor's obligations hereunder shall be satisfied when Contractor has provided to City the appropriate form of dismissal (or similar document) relieving the City from any liability for the action or claim involved. The specified insurance limits required in this Agreement

shall in no way limit or circumscribe Contractor's obligations to indemnify and hold harmless the City.

## 11. Insurance.

11.1 General Provisions. Prior to the City's execution of this Agreement, Contractor shall provide satisfactory evidence of, and shall thereafter maintain during the term of this Agreement, such insurance policies and coverages in the types, limits, forms and ratings required herein. The rating and required insurance policies and coverages may be modified in writing by the City's Risk Manager or City Attorney, or a designee, unless such modification is prohibited by law.

11.1.1 Limitations. These minimum amounts of coverage shall not constitute any limitation or cap on Contractor's indemnification obligations under Section 10 hereof.

11.1.2 Ratings. Any insurance policy or coverage provided by Contractor or subcontractors as required by this Agreement shall be deemed inadequate and a material breach of this Agreement, unless such policy or coverage is issued by insurance companies authorized to transact insurance business in the State of California with a policy holder's rating of A or higher and a Financial Class of VII or higher.

11.1.3 Cancellation. The policies shall not be canceled unless thirty (30) days' prior written notification of intended cancellation has been given to City by certified or registered mail, postage prepaid.

11.1.4 Adequacy. The City, its officers, employees and agents make no representation that the types or limits of insurance specified to be carried by Contractor pursuant to this Agreement are adequate to protect Contractor. If Contractor believes that any required insurance coverage is inadequate, Contractor will obtain such additional insurance coverage as Contractor deems adequate, at Contractor's sole expense.

11.2 Workers' Compensation Insurance. By executing this Agreement, Contractor certifies that Contractor is aware of and will comply with Section 3700 of the Labor Code of the State of California requiring every employer to be insured against liability for workers' compensation, or to undertake self-insurance before commencing any of the work. Contractor shall carry the insurance or provide for self-insurance required by California law to protect said Contractor from claims under the Workers' Compensation Act. Prior to City's execution of this Agreement, Contractor shall file with City either 1) a certificate of insurance showing that such insurance is in effect, or that Contractor is self-insured for such coverage, or 2) a certified statement that Contractor has no employees, and acknowledging that if Contractor does employ any person, the necessary certificate of insurance will immediately be filed with City. Any certificate filed with City shall provide that City will be given ten (10) days' prior written notice before modification or cancellation thereof.

11.3 Commercial General Liability and Automobile Insurance and Commercial Crime Insurance. Prior to City's execution of this Agreement, Contractor shall obtain, and shall thereafter maintain during the term of this Agreement, commercial general liability insurance and

automobile liability insurance as required to insure Contractor against damages for personal injury, including accidental death, as well as from claims for property damage, which may arise from or which may concern operations by anyone directly or indirectly employed by, connected with, or acting for or on behalf of Contractor. The City, and its officers, employees and agents, shall be named as additional insureds under the Contractor's insurance policies.

Additionally, prior to City's execution of the Agreement, Contractor shall secure and shall thereafter maintain without lapse of coverage until completion of the Agreement, commercial crime insurance in an amount not less than one million dollars (\$1,000,000). Crime policy must include coverage for employee theft, employee dishonesty, forgery or alteration, computer fraud, funds transfer fraud coverage, money and securities coverage, and money orders and counterfeit money coverage.

11.3.1 Contractor's commercial general liability insurance policy shall cover both bodily injury (including death) and property damage (including, but not limited to, premises operations liability, products-completed operations liability, independent contractor's liability, personal injury liability, and contractual liability) in an amount not less than \$1,000,000 per occurrence and a general aggregate limit in the amount of not less than \$2,000,000.

11.3.2 Contractor's automobile liability policy shall cover both bodily injury and property damage in an amount not less than \$1,000,000 per occurrence and an aggregate limit of not less than \$1,000,000. All of Contractor's automobile and/or commercial general liability insurance policies shall cover all vehicles used in connection with Contractor's performance of this Agreement, which vehicles shall include, but are not limited to, Contractor owned vehicles, Contractor leased vehicles, Contractor's employee vehicles, non-Contractor owned vehicles and hired vehicles.

11.3.3 Prior to City's execution of this Agreement, copies of insurance policies or original certificates along with additional insured endorsements acceptable to the City evidencing the coverage required by this Agreement, for both commercial general and automobile liability insurance, shall be filed with City and shall include the City and its officers, employees and agents, as additional insureds. Said policies shall be in the usual form of commercial general and automobile liability insurance policies, but shall include the following provisions:

It is agreed that the City of Riverside, and its officers, employees and agents, are added as additional insureds under this policy, solely for work done by and on behalf of the named insured for the City of Riverside.

11.3.4 The insurance policy or policies shall also comply with the following provisions:

- a. The policy shall be endorsed to waive any right of subrogation against the City and its sub-consultants, employees, officers and agents for services performed under this Agreement.
- b. If the policy is written on a claims made basis, the certificate should so specify and the policy must continue in force for one year after completion of the services.

The retroactive date of coverage must also be listed.

c. The policy shall specify that the insurance provided by Contractor will be considered primary and not contributory to any other insurance available to the City and Endorsement No. CG 20010413 shall be provided to the City.

11.4 Subcontractors' Insurance. Contractor shall require all of its subcontractors to carry insurance, in an amount sufficient to cover the risk of injury, damage or loss that may be caused by the subcontractors' scope of work and activities provided in furtherance of this Agreement, including, but without limitation, the following coverages: Workers Compensation, Commercial General Liability, and Automobile liability. Upon City's request, Contractor shall provide City with satisfactory evidence that Subcontractors have obtained insurance policies and coverages required by this section.

11.5. Cyber Liability Insurance. Prior to City's execution of this Agreement, Consultant shall obtain and maintain during the term of this Agreement cyber liability insurance with limits not less than \$1,000,000 per occurrence or claim, \$1,000,000 aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Consultant in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations.

12. **Termination**. City shall have the right to terminate any or all of Contractor's Services and work covered by this Agreement at any time upon thirty (30) calendar days' written notice to Contractor. In the event of such termination, Contractor shall submit Contractor's final written statement of the amount of services provided as of the date of such termination for payment by the City.

Notwithstanding the foregoing, the City may terminate Contractor's performance of this Agreement upon five (5) calendar days' written notice if:

- (1) Contractor fails to promptly begin performance of the Services;
- (2) Contractor fails to perform the Services;
- (3) Contractor discontinues performance of the Services;
- (4) Contractor fails to make payment to employees in accordance with applicable law;
- (5) Contractor disregards laws, ordinances, or rules, regulations, or orders of a public authority having jurisdiction;

- (6) Contractor otherwise is guilty of breach of a provision of this Agreement;
- (7) Contractor becomes insolvent, is adjudicated bankrupt, or makes a general assignment for the benefit of creditors and fails to provide City with adequate assurances of Contractor's ability to satisfy its contractual obligations.
- (8) A receiver, trustee, or other judicial officer shall not have any right, title, or interest in or to this Agreement. Upon that person's appointment, City has, at its option and sole discretion, the right to immediately cancel the Agreement and declare it null and void.

13. **Non-Discrimination.** During Contractor's performance of this Agreement, Contractor shall not discriminate on the grounds of race, religious creed, color, national origin, ancestry, age, physical disability, mental disability, medical condition including the medical condition of Acquired Immune Deficiency Syndrome (AIDS) or any condition related thereto, marital status, gender, gender identity, genetic information, gender expression, sex or sexual orientation, military and veteran status, in the selection and retention of employees and subcontractors and the procurement of materials and equipment, except as provided in Section 12940 of the California Government Code. Further, Contractor agrees to conform to the requirements of the Americans with Disabilities Act in the performance of this Agreement.

14. **City's Right to Employ Other Consultants/Contractors.** City reserves the right to employ other Contractors in connection with the Services. If the City is required to employ another contractor to complete Contractor's work, due to the failure of the Contractor to perform, or due to the breach of any of the provisions of this Agreement, the City reserves the right to seek reimbursement from Contractor.

15. **Conflict of Interest.** Contractor, for itself and on behalf of the individuals listed in Exhibit "C", represents and warrants that by the execution of this Agreement, they have no interest, present or contemplated, affected by the above-described Services. Contractor further warrants that neither Contractor, nor the individuals listed in Exhibit "C" have any real property, business interests or income interests that will be affected by this project or, alternatively, that Contractor will file with the City an affidavit disclosing any such interest.

16. **Solicitation.** Contractor warrants that Contractor has not employed or retained any person or agency to solicit or secure this Agreement, nor has it entered into any agreement or understanding for a commission, percentage, brokerage, or contingent fee to be paid to secure this Agreement. For breach of this warranty, City shall have the right to terminate this Agreement without liability and pay Contractor only for the value of work Contractor has actually performed, or, in its sole discretion, to deduct from the Agreement price or otherwise recover from Contractor the full amount of such commission, percentage, brokerage or commission fee. The remedies specified in this section shall be in addition to and not in lieu of those remedies otherwise specified in this Agreement.

17. **Prevailing Wage.** If applicable, pursuant to Section 1771 of the California Labor Code, Contractors are required to pay the general prevailing rates of per diem wages, overtime and holiday wages as determined by the Director of the Department of Industrial Relations and implemented by Resolution No. 13346 of the City Council of the City of Riverside. The Director's determination of prevailing wage rates is available on-line at [www.dir.ca.gov/dlsr/DPreWageDetermination.htm](http://www.dir.ca.gov/dlsr/DPreWageDetermination.htm), and is referred to and made a part hereof as though fully set forth herein. California Labor Code Sections 1725.5 and 1771.1 requiring all general contractors and subcontractors to be registered with DIR. Registration can be accomplished through the DIR website by using this link: <http://www.dir.ca.gov/Public-Works/PublicWorks.html>.

18. **Notices.** Service of any notices, bills, invoices or other documents required or permitted under this Agreement shall be sufficient if sent by one party to the other by United States mail, postage prepaid and addressed as follows:

To City

**Public Works- Parking  
City of Riverside  
Attn: Dulce Gomez  
3900 Main Street  
Riverside, CA 92522**

To Contractor

**Parking Concepts, Inc.  
Attn: Robert Hindle  
1801 South Georgia Street  
Los Angeles, CA 90015**

19. **Venue.** Any action at law or in equity brought by either of the parties hereto for the purpose of enforcing a right or rights provided for by this Agreement shall be tried in the Superior Court of California, County of Riverside and the parties hereby waive all provisions of law providing for a change of venue in such proceedings to any other county.

20. **Waiver.** No action or failure to act by the City shall constitute a waiver of any right or duty afforded City under this Agreement, nor shall any action or failure to act constitute an approval of or acquiescence in any breach thereunder, except as may be specifically provided in this Agreement or as may be agreed in writing.

21. **Severability.** Each provision, term, condition, covenant and/or restriction, in whole and in part, in this Agreement shall be considered severable. In the event any provision, term, condition, covenant and/or restriction, in whole and/or in part, in this Agreement is declared invalid, unconstitutional, or void for any reason, such provision or part thereof shall be severed from this Agreement and shall not affect any other provision, term, condition, covenant and/or restriction of this Agreement and the remainder of the Agreement shall continue in full force and effect.

22. **Amendments.** This Agreement may be modified or amended only by a written agreement and/or change order executed by the Contractor and City.

23. **Authority.** The individuals executing this Agreement and the instruments referenced herein on behalf of Contractor each represent and warrant that they have the legal power, right and actual authority to bind Contractor to the terms and conditions hereof and thereof.

24. **Entire Agreement.** This Agreement constitutes the final, complete, and exclusive statement of the terms of the agreement between the parties pertaining to the subject matter of this Agreement, and supersedes all prior and contemporaneous understandings or agreements of the parties. Neither party has been induced to enter into this Agreement by, and neither party is relying on, any representation or warranty outside those expressly set forth in this Agreement.

**[SIGNATURES ON FOLLOWING PAGE.]**



IN WITNESS WHEREOF the parties hereto have caused this Agreement to be executed the day and year first above written.

CITY OF RIVERSIDE, a California  
charter city and municipal corporation

By: \_\_\_\_\_  
City Manager

Attest: \_\_\_\_\_  
City Clerk

Certified as to Availability of Funds

By: \_\_\_\_\_  
Chief Financial Officer

Approved as to Form

By: \_\_\_\_\_  
Ruthann Salera  
Deputy City Attorney

PARKING CONCEPTS, INC., a California  
corporation

By: \_\_\_\_\_

David L. Mueller  
[Printed Name]

President  
[Title]

By: \_\_\_\_\_

Gill Barnett  
[Printed Name]

Secretary  
[Title]

**EXHIBIT "A"**

**SCOPE OF SERVICES**

**RFP No. 2083**  
**EXHIBIT A – Scope of Services**

Proposers shall submit a detailed description of a parking management system for the City of Riverside.

The selected company ("Contractor") shall:

1. Furnish all labor, insurance, supervision, training, and incidentals necessary for the operation and management of the parking facilities.
2. Be fully responsible for the daily operation and staffing of City-owned parking facilities.
3. Operate the facilities in such a manner to provide exceptional customer service, maximize revenue and create operational efficiencies.
4. Provide useful management reports for system analysis, problem resolution and overall efficiency of the parking facilities.
5. Actively make recommendations to the City regarding parking rates, enhancements to revenue control systems and equipment, parking facility requirements, customer service enhancements, holiday and peak period public information needs, operating procedures to improve the level of service and efficiency of the parking facilities, and increase consumer responsiveness and satisfaction.

The responsibilities of the Contractor include but are not limited to those set forth below and those normally related to the management of parking facilities. The City reserves the right to add to or remove from the number of facilities to be managed by the selected Contractor at its sole discretion.

**1. Hours of Operation**

The City reserves the right to increase or decrease the hours of operation for any of the parking facilities by written notice to Contractor with a pro-rata increase or decrease in costs to the City. Additional staffing may be required during special events, such as large events at the Convention Center and Festival of Lights. Contractor is expected to monitor the schedule of events in the downtown vicinity that would affect parking occupancy and operations.

The City currently has parking agreements with various public and private entities, which provide parking or a specified number of key cards to be made available for these organizations' use. The Contractor shall manage the parking operations and management of parking needs on behalf of the City.

The Contractor shall provide management, operation and maintenance services on a continuous and uninterrupted basis throughout the term of contract and on a daily basis during the hours specified, including Saturdays, Sundays and Holidays, unless expressly suspended or prohibited by the Director or his/her designee.

The Contractor shall give thirty (30) calendar days written notice of when any or all management, operation and maintenance services are to be suspended on a

temporary basis. It is possible that the Contractor will be directed to modify services during the Festival of Lights or similar event(s).

At a minimum, the Contractor will provide services during normal operating hours, as clearly defined in the Parking Rate & Hour Schedule (Exhibit F). Currently, the minimum hours of operation staffed with a parking attendant have been established in the following Municipal Parking Structures:

- Parking Garage 1 and 2 shall remain open 24 hours a day, 7 days a week, and shall be staffed from 9 A.M. to 7 P.M., Monday through Friday.
- Parking Garage 3 shall remain open 24 hours a day, 7 days a week, and shall be opened and staffed from 7 A.M. to 7 P.M., Monday through Friday.
- Parking Garage 6 shall remain open 24 hours a day, 7 days a week, and shall be opened and staffed from 7 A.M. to 7 P.M., Monday through Friday. This facility is mostly designated as a permit parking structure but also has limited public parking Monday through Friday 8 A.M. to 6 P.M. and. This facility is opened for public parking on weekdays from 6 P.M. to 8 A.M. and 24 hours on weekends and holidays.
- Parking Garage 7 shall be opened daily from 6 A.M. to midnight and staffed from 7 A.M. to 7 P.M., Monday through Friday. During live events, the garage will remain open and staffed until midnight on weekdays and, as needed on weekends and holidays. An attendant will collect the parking fee upon entry during these events.

Lot 33 shall be staffed as necessary at the direction of the City in consideration of the Convention Center parking event calendar. This includes weekdays, evenings, and weekend events. Currently, attendants collect the parking fee upon entry during these events.

All parking garages shall have attendants charging upon entry on Thursdays, Fridays and Saturdays from 9 P.M. to 1 A.M. (subject to change).

Contractor shall be responsible to maintain accurate assignment records for the use of all parking spaces. The operating hours of the above-mentioned parking facilities may be adjusted at the City's discretion.

The Parking Services Division has 52 spaces in the Mission Square Parking Garage that are solely assigned to City of Riverside employees. Contractor shall be responsible for maintaining an accurate assignment record for the use of these spaces.

## **2. Management Plan**

The Contractor shall maintain a suitable management plan that will provide a detailed method of approach to managing the City's designated parking facilities as shown in Parking Facilities Listed and Location Map (Exhibit E) includes, but not limited to:

- A. Within 30 days of the agreement, the Contractor shall prepare an Operation and Procedures Manual that shall reflect the method of operations of the parking facilities and on-street parking as proposed by the Contractor and approved by the City. On

each one-year anniversary, the Contractor is to provide an updated Operation and Procedures Manual.

- B. Employ, train and supervise the suitable number of personnel to manage, operate, and ensure customer service standards are met in City parking facilities, and provide additional personnel to accommodate special events and peak periods. Provide adequate staffing to meet the level of usage during peak periods and special events. Contractor shall control labor costs, dissuade excessive overtime hours, and budget responsibly for staffing.
- C. Employ enough supervisory/management staff to oversee the day-to-day operations of the parking structures, lots and on-street parking. Proposed candidates for these positions are subject to City review and approval. The Manager shall be on-site during peak occupancy periods. Supervisory staff shall be available on-site twenty-four (24) hours a day, seven (7) days a week, 365 days a year.
- D. Ensure that all Contractor personnel, staff, City-approved subcontractors, agents, or Corporate Representative (hereafter "Contractor personnel") assigned by the Contractor to perform services in the City parking facilities are always under the management and control of the Contractor. The Contractor shall have the sole right to hire, train, suspend, discipline, and discharge Contractor personnel, except as provided herein.

The Contractor must hire from the pool of current parking operation employees who are employed by the current parking operations management contractor and retain those employees in similar job classifications for at least 120 days. The Contractor may only interview employee candidates outside this group of employees when there are no longer any employees of the current parking operations management contractor available to hire in similar job classifications.

If the City finds any Contractor personnel unsatisfactory, the City will provide written notice to the Contractor to remove or replace such Contractor employee. The Contractor must transfer such Contractor personnel out of City parking facility operation within seven (7) calendar days of receipt of written notice from the City. Once such Contractor personnel have been transferred, they may not return to work at any City parking facility. In the event of egregious unsatisfactory Contractor personnel conduct, including but not limited to: criminal activity, theft, including manipulation of records, equipment, or receipts; being under the influence of alcohol or illegal drugs while on duty; violence in the workplace including verbal, physical, sexual harassment, intimidation or abuse; vandalism or misuse of City property, including supplies, equipment, telecommunication devices, or City parking facilities; conducting personal business while on duty; or adverse customer service issues, the City will give Contractor written notice. The Contractor personnel involved shall be immediately transferred from the City parking facilities and parking operations. Contractor personnel found egregiously unsatisfactory may never return to work City parking facilities.

At Contractor's cost, Contractor shall perform motor vehicle license checks on each employee and refrain from allowing anyone with an unacceptable record from working or being present at any of City's parking facilities.

- E. Require every on-duty employee to wear a uniform or other standardized apparel and a visible photo identification badge furnished by the Contractor. Well-maintained uniforms and photo identification badges must be approved by the City. Uniform must not be covered by outer garments that are not part of the uniform and photo identification badge must always be visible (e.g., worn outside of approved uniform outerwear.) No pins or buttons shall be worn except those authorized by the Contractor and approved by the City. Contractor's proposal should include a detailed description of the proposed uniform(s), identification badges, and pins.
- F. Require all Contractor personnel, including subcontractors, to comply with CAL-OSHA requirements and all other local, state and federal regulations. Ensure subcontractors obtain all pertinent and required permits to conduct work at City parking facilities.
- G. Maintain accurate and complete financial records of its activities and operations relating to this Contract in accordance with generally accepted accounting principles. The Contractor shall also maintain accurate and complete employment and other records relating to its performance of this Contract. The Contractor agrees that the City, or its authorized representatives, shall have access to and the right to examine, audit, excerpt, copy, or transcribe any pertinent transaction, activity, or record relating to this Contract. All such material, including, but not limited to, all financial records, bank statements, cancelled checks or other proof of payment, timecards, sign-in/sign-out sheets and other time and employment records, and proprietary data and information, shall be kept and maintained by the Contractor and shall be made available to the City during the term of this Contract and for a period of five (5) years thereafter unless the City's written permission is given to dispose of any such material prior to such time. All such material shall be maintained by the Contractor at a location in the City of Riverside, provided that if any such material is located outside City of Riverside, then, at the City's option, the Contractor shall pay the City for travel, per diem, and other costs incurred by the City to examine, audit, excerpt, copy, or transcribe such material at such other location.

### **3. Operating Plan**

The Contractor shall maintain a suitable operating plan that provides a detailed method of approach to operating the City's parking facilities including but not limited to:

- Traffic control strategies and direction of patrons.
- Policies and procedures for handling cash, receipts, validation stamps and tickets.
- Operation of systems, issuance of monthly permits, access cards, and reserved spaces.
- Emergency policies and procedures.
- Discounted Employee Parking Program.
- Special Events fees to be collected upon entry to the parking structures and lots when an event expects to use a minimum of 600 spaces.

Contractor is responsible for the resolution of all problems affecting daily operations.

### 3.1 Metered Parking

Meter collection is expected to be scheduled a minimum of (2) two times a week per meter. This can be adjusted upon actual volume per meter or per zone. The Contractor will verify, count and sort all the coins collected from the meters. All counted coins will be bagged in federal sized bags and securely sealed. The Contractor will submit to the City a detailed collection report based on the meters collected within the downtown area. The Contractor will deliver all bagged coins to a bank designated by the City according to a schedule established by mutual agreement between the City and the Contractor. The Contractor will reconcile and audit collection at least once a week and provide the City with a copy of the reconciliation/audit report. This reconciliation/audit report will document collections separate and apart from any collections from the Contractor's management of the other City parking facilities.

The meter collection operations include the following responsibilities:

- Meter collections at a minimum of 2 times per week and supervision of coin counting operations;
- Auditing of meter collections once a week;
- Maintenance of meters and other ancillary equipment as needed;
- Completion of all monthly and weekly reports required by the City; and,
- Secure and deposit all revenue collected 2 times per week.

Contractor shall only use City provided meter collection equipment. Contractor shall report to the City immediately if equipment becomes defective or is missing. It is Contractor's responsibility for the repair and/or replacement of any meter collection equipment damaged while in Contractor's possession.

### 3.2 City of Riverside Employee Parking

The Contractor shall maintain and submit monthly reports to City of Riverside Public Works, Finance and Human Resources Department Directors, or designees for the City of Riverside employee parking program no later than the 15<sup>th</sup> of the following month. The employee parking report should include department, first and last name, and location of the employees' parking assignment. Monthly reports should be updated regularly with the assistance of the City of Riverside Human Resources Department.

### 3.3 Accounting and Cash Control

The Contractor is to establish and maintain procedures for the accounting and control of cash and negotiable instruments from the time of collection to the time of delivery to the armored transit service. All such accounting and cash control procedures shall be submitted by the Contractor to the City for approval before the date of commencing

the Contract work and on or before each annual anniversary date of the Contract and any extension periods.

The Contractor shall collect parking fee payments daily at all parking facilities. The Contractor shall collect City approved parking fees in accordance with the Resolution - Parking Rate & Hour Schedule (Exhibit F) from each individual or group who occupies a parking space or spaces. The Contractor shall observe such modifications to the fee schedule and fee waivers as may be made by the City in their sole discretion over the Contract term.

The Contractor shall bill and collect monthly parking fees in advance, shall issue receipts and keep records for the collections.

- A. The Contractor shall deposit all parking fee payments to the credit of the Department in an account established by the City in the financial institution established by the City.
- B. The Contractor shall be responsible for any losses resulting from the deposit of counterfeit bills and checks that are not negotiable because of insufficient funds, fraudulent credit card transactions, or other reasons, such as theft. It will be the responsibility of the contractor to safeguard the City's revenues. All losses related to counterfeit bills are to be reported to the City with the details of the losses. In the case of insufficient funds and fraudulent credit card transactions, the contractor will be responsible for collecting revenues and any related fees.
- C. The Contractor shall provide a safe and reliable method for deposit of revenues while in their possession and prior to armored transit service pick-up.
- D. The Contractor shall use pre-numbered, sequential, one-part parking receipts. In the event the parking receipt device is not available, the Contractor shall use a backup system to issue sequentially numbered parking receipts. The City may direct that the Contractor's phone number, website address and other contact information be printed on the receipts; all information printed on the receipts must be approved by the City. The City shall also approve the paper stock the Contractor will use for issuing receipts. The receipts shall be used by the parking attendants in accordance with the approved accounting and cash control procedures in this section.
- E. The Contractor is responsible for providing a secure cash counting area/facility and the security it deems necessary to secure the cash during transportation and counting. Refer to section 4.7 Office Space for the location. The current contractor has a secure cash counting area within the Office Space and does not pay facility rental fees for the use of the office space.
- F. Contractor shall ensure parking attendants maintain a minimal amount of cash on-hand while on duty, in accordance with Contractor's currency drop guidelines.
- G. The Contractor shall use procedures recommended by the certified public accountant.



- H. The Contractor shall control and record the issuance of change funds and keys by parking supervisors to the parking attendants. The Contractor's parking attendants shall return change funds, keys and logs to parking supervisors at the end of each shift.

### 3.4 Quality Control

The parking experience offers the first and last impression of the City of Riverside for many visitors. They are an essential part of the daily routine for many employees, residents, and citizens doing business or using services in Downtown Riverside. Thus, it is very important to the City that the parking facilities are managed and operated in a manner that reflects the City's commitment to quality customer service, careful stewardship of the public's capital investments, adequate safeguards on City's revenues, and professional management of the City's services.

The Contractor shall establish and maintain a system of quality control to ensure that contract requirements are met. The system should include, but not be limited to, the following:

- A. Design, implement, and maintain a Customer Service and Community Relations Program that shall ensure all members of the public are treated with courtesy, that all complaints are handled and resolved quickly and effectively, and that the public is informed of parking policies and procedures.
- B. Maintain all sites free and clear of all hazards resulting from its operations to persons and property. Inspect each City parking facility during hours of operation for hazards, maintenance needs, and threats to employees and/or public safety. Inspections must be conducted against an inspection form with items to be reviewed and on an approved schedule. Maintain inspection logs including findings and dispensations and make log available for City review. The inspection shall include, but not be limited to, the interior of all elevators, restrooms, trash areas, walkways, and stairways. Contractor shall immediately report any suspicious activity, including the presence of suspected gang graffiti, any hazardous conditions, or any threat to public safety to the Riverside Police Department and City of Riverside Parking Services Division. Contractor shall notify Parking Services if areas not under Contractor's contractual jurisdiction need maintenance or repair or may create a public safety concern.
- C. Write inspection procedures that cover all services. Include the method(s) for identifying and preventing deficiencies in the quality of services performed. Also, detail activities that will be inspected, including if inspection will occur on a scheduled or unscheduled basis, frequency of inspections, name(s) and title/position of the individual(s) performing the inspection, and name(s) and title/position of individual(s) inspected. Maintain a file for all inspections conducted by the Contractor, including the necessary corrective action taken. Make inspection documentation available to the City upon request.

- D. The Contractor shall obtain and maintain all licenses and permits necessary for the operation of the parking facilities. Current copies of such documents shall be provided to the City.

### 3.5 Special Events

Contractor staff may assist with booking events or commercial uses, issuing use permits, and collecting fees. Contractor staff handles on-site set up including directing traffic, sectioning off reserved areas, and ensuring City procedures are followed and parking lot is used as arranged. Contractor may also assist with event permit and special commercial use compliance monitoring, including coordinating with Convention Center Staff, Parking Services staff, Police, and Fire Department staff.

Contractor is required to provide a web-based service for pre-sale event parking. City of Riverside has annual large-scale events, such as the Festival of Lights where it will require management of thousands of vehicles. Web based pre-sale parking is a solution that the City currently uses to effectively allocate event transient parkers.

### 3.6 Advertising

The Contractor may not place any advertising on parking lots or uniforms, except the Contractor's own logos or symbols, which identify the Contractor under contract and its personnel as employees of the Contractor, all of which are subject to prior approval by the City. The City may also require messaging be placed on the back of all parking tickets and other public information, such as an anti-litter logo.

### 3.7 Safety

The Contractor shall:

- A. Maintain the work sites free of hazards to persons and property resulting from its operations. Any hazardous conditions noted by the Contractor shall be immediately corrected. If the responsibility for causing correction does not fall to the Contractor pursuant to the Agreement, Contractor shall immediately report the condition to the City.
- B. Furnish and maintain fire extinguishers, flares, flashlights (baton and regular), and flashlight batteries for each of the parking facilities. Provide enough flashlights for each employee to use during power outages and other emergencies. To ensure against theft, such articles should not be stored in kiosks when closed. Procedures informing employees whom to contact and what to do in the event of emergency shall be posted in each cashier booth located at all City parking facilities and Contractor offices.
- C. Perform all work in such a manner as to provide safety to the public and to meet or exceed the safety standards outlined by CAL-OSHA. If unsafe or harmful acts by Contractor personnel or sub-contractor, dangerous or hazardous conditions at City

parking facilities, or any event which could adversely affect public safety are observed or reported to the City, the City reserves the right to issue orders of restraint or cease-and-desist to the Contractor, or terminate the contract with 24 hours' notice under this provision.

- D. Any criminal activities witnessed should be reported to the Riverside Police Department immediately and documented in the monthly narrative.

### 3.8 Security

The Contractor shall work regularly and closely with a City designated security company and the City to enhance safety in the facilities and to help prevent any harm, damage, injury, theft or loss. In the performance of assigned duties, the Contractor shall monitor and immediately report to security employees and the City, any condition, situation or activity, which may compromise or otherwise lessen the safety in these facilities. Additionally, the Contractor shall present to the City, suggestions to enhance safety in the facilities.

## **4. Facility and Equipment Maintenance**

Unless otherwise stated in this RFP, the Contractor shall provide all supplies for the provision of management, operation, and maintenance services. All supplies shall be in good working order, attractive and in conformity with all applicable statutes, laws, ordinances and regulations. Personal vehicles or other equipment shall not be used to perform management, operation, and maintenance services without the City's written approval. Contractor shall:

- A. Maintain, in good working order, the parking facilities and equipment, wherever located and shall make all necessary repairs, replacements, renewals, and restorations, whether foreseen or unforeseen.
- B. Keep and maintain the parking facilities and equipment in a clean, sanitary, and safe condition in accordance with all directions, rules, and regulations of the health officer, fire marshal, building inspector, or other proper officials of the government entities having jurisdiction.
- C. Ensure that adequate signage is posted for all facilities. Contractor is responsible for routinely inspecting all facilities and providing allowances in the budgets proposed for installation of required signs.
- D. Submit for reimbursement of all costs and expenses incurred during the maintenance of the parking facilities and equipment mentioned above, to the extent that an item or activity is a reimbursable expense.
- E. Seek approval for those repairs which would result in a change in use, materially affect the value, or materially change the appearance of the parking facilities or equipment

unless written consent from the City has been obtained and terms of reimbursement by the city have been established.

#### 4.1 Inventory

The Contractor shall prepare and maintain a complete, detailed, accurate and current inventory of all equipment (assets) and supplies purchased, leased, rented, loaned or otherwise supplied by the City for use in the facilities and purchased, leased, rented, loaned or otherwise supplied by the Contractor for use in the facilities.

Within seven (7) calendar days of the commencement of the contract, and quarterly thereafter, the Contractor shall prepare and deliver to the City an inventory of equipment and supplies in a format approved by the Public Works Department.

#### 4.2 Storage and Removal

The Contractor shall not store or have stored in the facilities any item which poses any danger to the facilities, its occupants or its contents. The Contractor shall not store or have stored in the facility any item which is inoperable or unneeded. If an item needs to be removed from the facilities and is the property of the City, the Contractor shall inform and ask for direction from the City. If an item needs to be removed and is the property of the Contractor, the Contractor shall arrange to have it removed, at no cost to the City, within twenty-four (24) hours of its discovery. If there is any question as to the ownership of an item, the Contractor shall inform and ask for direction from the City.

#### 4.3 Safekeeping

The Contractor shall be responsible for the safekeeping of all equipment and supplies permanently or temporarily stored in each facility. The Contractor shall make every reasonable effort to assure that such property is not subject to theft, damage or vandalism. The Contractor shall report to the City any theft, damage or vandalism upon discovery.

#### 4.4 Emergency Repairs

Emergency repairs are only those which are necessary to protect the property, its occupants or its contents from immediate and substantial damage or harm.

#### 4.5 Repairs Less than \$500 –

Emergency repairs, which are not expected to exceed five hundred dollars (\$500) may be performed without the prior approval of the City. However, the Contractor shall make every effort to obtain approval before repairs commence. Should the Contractor not have the training or tools to perform the emergency repairs, they may engage the services of a subcontractor or vendor. However, the Contractor shall make every effort to obtain approval before repairs commence. The Contractor shall oversee and be

responsible for all work provided by a subcontractor or vendor. The Contractor shall report all emergency repairs to the City before or during the next business day.

#### 4.6 Repairs Over \$500 –

Emergency repairs which are expected to exceed five hundred dollars (\$500) shall not be performed without first being reviewed and approved by the City.

#### 4.7 Office Space

The City currently provides the Contractor an office space in Garage 3 for use by the Contractor's Manager and administrative staff. Office furniture and equipment currently found in the office will be made available to the Contractor but will remain the property of the City. Nevertheless, if and when this office space is no longer available, the City will relocate the Contractor to another facility at the City's cost.

#### 4.8 Other Information

Contractor shall keep the parking facilities, equipment and every part thereof free from all liens that might arise out of work performed, materials furnished, or obligations incurred by Contractor. Contractor shall promptly and adequately commence and complete any repairs, maintenance, lien removal, payment of any cost or expense relating to such matters, or to perform any act or fulfill any obligation required of Contractor pursuant to this section within two business days after Contractor's receipt of City's written notice.

The Contractor shall develop a phased capital improvement plan for continued maintenance of revenue control device equipment or any other equipment that may be purchased. Said plan should include financing for all necessary equipment.

### **5. Customer Service**

Contractor personnel are responsible for providing the best customer service to the patrons of the City parking facilities. Develop ongoing customer service training program with auditable standards and submit to City for approval. Implement the approved plan, training, monitoring, documenting, and correcting of employee customer service skills when needed.

Each coordinator, attendant, cashier, supervisor, office staff, manager and maintenance personnel provide certain levels of customer service that intertwine in each transaction. The staffing plan proposal shall be arranged so that response time to any specific location is between 1 and 5 minutes. If the response time by an attendant or supervisor is longer than 5 minutes, the Manager on Duty must become involved in the situation to resolve any issues. Contractor must propose enough staffing levels to cover all operation needs and perform the best possible customer service.

The Contractor shall create and maintain records of all complaints/suggestions rendered by the public or the Contractor's Employees. The Contractor will provide a "Comment

Box" in all parking facilities and actively consider implementation of reasonable suggestions offered by the public or its employees regarding potential improvements to the delivery of parking management and operations services. Copies of all such comments shall be provided to the City on a weekly basis.

## **6. Reporting Requirements**

Contractor's records, reports and logs pertaining to the Contract, whether submitted to the City or not, shall be available for inspection and copying by the City. The Contractor shall maintain complete and accurate records of all activities not limited to sales, costs, expenses, receipts, occupancy and other such information required by the City.

Not later than the 15th of each month, the Contractor shall provide the City a Monthly Activity and Revenue Report in form and content acceptable to the City, reporting on the monthly activity and revenue for each parking facility of the previous month. The reports must be compatible with Microsoft Excel.

Contractor shall provide monthly parking management reports that should include but are not limited to the following information, itemized by parking facility type and totaled for all parking facilities:

### 6.1 Financial Reports

#### Parking Structures and Lots

- A. Total dollars collected in the current month at each parking facility for:
  - a. Monthly parking
  - b. Visitor parking
  - c. Validations
  - d. Keycard deposits
  - e. All other sources
- B. Combined total of all dollars collected in the current month at each parking facility
- C. Total dollars budgeted for collection in the current month at each parking facility for:
  - a. Monthly parking
  - b. Visitor parking
  - c. Validations
  - d. Keycard deposits
  - e. All other sources
- D. Combined total of all dollars budgeted for collection in the current month at each parking facility
- E. Total dollars collected year-to-date at each parking facility for:
  - a. Monthly parking
  - b. Visitor parking
  - c. Validations
  - d. Keycard deposits
  - e. All other sources

- F. Combined total of all dollars collected year-to-date at each parking facility
- G. Total dollars budgeted for collection year-to-date at each parking facility for:
  - a. Monthly parking
  - b. Visitor parking
  - c. Validations
  - d. Keycard deposits
  - e. All other sources
- H. Combined total of all dollars budgeted for collection year-to-date at each parking facility
- I. Brief explanation of any variances between dollars collected and dollars budgeted for collection
- J. A 13-month history of total dollars collected each month for:
  - a. Monthly parking
  - b. Visitor parking
  - c. Validations
  - d. Keycard deposits
  - e. All other sources
- K. Itemized list of all operating expenses and provide the City with a digital copy of all receipts
- L. Total dollars paid for each item in the current month at each parking facility including office facilities
- M. Combined total of all dollars paid in the current month at each parking facility including office facilities
- N. Total dollars budgeted to be paid for each item in the current month at each parking facility including office facilities
- O. Combined total dollars budgeted to be paid for each item in the current month at each parking facility including office facilities
- P. Total dollars paid for each item year-to-date at each parking facility including office facilities
- Q. Combined total of all dollars paid year-to-date at each parking facility including office facilities
- R. Total dollars budgeted to be paid for each item year-to-date at each parking facility including office facilities
- S. Combined total dollars budgeted to be paid for each item year-to-date at each parking facility including office facilities
- T. Brief explanation of any variances between dollars paid and dollars budgeted to be paid
- U. A 13-month history of total dollars paid for each item each month
- V. A Daily-Free Entry Log where the parking attendants record each free entry into the parking facility. The log entry shall include the name of the patron, the patron's signature, the vehicle's full license number or City truck number and the reason for allowing free entry. The supervisor shall review and approve the log.
- W. Delinquent monthly parking fees by account name and number

#### Metered Parking

- A. Total dollars collected in the current month from each metered zone

- B. Combined total of all dollars collected in the current month
- C. Total dollars budgeted for collection in the current month from each metered zone
- D. Combined total of all dollars budgeted for collection in the current month
- E. Total dollars collected year-to-date from each metered zone
- F. Combined total of all dollars collected year-to-date
- G. Total dollars budgeted for collection year-to-date from each metered zone
- H. Combined total of all dollars budgeted for collection year-to-date
- I. Brief explanation of any variances between dollars collected and dollars budgeted for collection
- J. A 13-month history of total dollars collected from each metered zone each month
- K. Itemized list of all operating expenses
- L. Total dollars paid for each item in the current month for each metered zone
- M. Combined total of all dollars paid in the current month for each metered zone
- N. Total dollars budgeted to be paid for each item in the current month for each metered zone
- O. Combined total dollars budgeted to be paid for each item in the current month for each metered zone
- P. Total dollars paid for each item year-to-date for each metered zone
- Q. Combined total of all dollars paid year-to-date for each metered zone
- R. Total dollars budgeted to be paid for each item year-to-date for each metered zone
- S. Combined total dollars budgeted to be paid for each item year-to-date for each metered zone
- T. Brief explanation of any variances between dollars paid and dollars budgeted to be paid
- U. A 13- month history of total dollars paid for each metered zone each month

## 6.2 Occupancy Reports

### Parking Structures and Lots

- A. Total number of stalls for each parking facility
- B. Total number of monthly permits in the current month for each parking facility
- C. Total number of daily visitors in the current month for each parking facility
- D. Combined total of daily visitors and monthly permits in the current month for each parking facility
- E. Combined total of daily visitors and monthly permits in the previous month for each parking facility
- F. Combined total of daily visitors and monthly permits in the same month of the previous year for each parking facility
- G. A 3-month history of combined totals of daily visitors and monthly permits for each parking facility
- H. Physical car count of all parking structures and lots one weekday per week at 10:00 a.m. and 2p.m. and submit the vehicle count report to the Public Works Director or his/her designee.



#### Metered Parking

- A. Total number of stalls for each metered zone broken down into street segments
- B. Total available minutes for each metered zone broken down into street segments
- C. Average available minutes per stall for each metered zone broken down into street segments
- D. Average available hours per stall for each metered zone broken down into street segments
- E. Total minutes purchased in the current month for each metered zone broken down into street segments
- F. Average stall occupancy for each metered zone broken down into street segments
- G. Maps of each metered zone

#### 6.3 Incident Reports and Procedures

The Contractor shall implement procedures to handle all incidents, accidents or events possibly giving rise to a claim for liability, thefts, vandalism, property damage, and customer complaints. The Contractor's supervisory staff shall submit to the City a written report of any theft, property damage, bodily injury, assault, firearms violation, vandalism or other trouble that involves or takes place in a City parking facility managed by the Contractor under this Contract within eight (8) hours of the occurrence. In the event of an incident involving risk of bodily injury or property damage over \$250, the Contractor shall immediately notify the City by telephone in addition to submitting an incident report. The report shall state, in appropriate detail, the nature, date and time of the incident, license plate number, if available, including police report if any, and the individuals involved. Contractor staff observing the incident shall report and verify the information and the employee's supervisor shall approve the report. The Contractor shall retain a copy of these reports during the term of the Contract.

Establish and maintain a log of all complaints, written or oral, received directly from the public or forwarded to the Contractor by the City about the parking facilities; including by way of example without limitation, complaints about employee appearance, attitude and work, parking facility cleanliness and maintenance, equipment operation and parking fees. The log shall contain the date of receipt of the complaint, nature of the complaint, action taken or the reason for inaction and the date of the correction. Submit a copy of the complaint and its resolution Parking Services no later than five (5) working days from Contractor's receipt of complaint. Forward an updated copy of the complaint log to the Parking Services Division weekly. A copy of the complaint log for each month of the Contract shall be submitted to the City with the other reports to be submitted to the City at monthly intervals.

#### **7. Auditing**

Contractor shall develop and recommend an audit program for approval by the City's parking administrator for all parking facilities. The audit program should be designed to cover all operation and fiscal elements of the parking operations both at the facilities

and in the Parking Office. The fiscal audits should include verification of the level of transient, monthly and validated revenues collected and reported from each facility.

#### 7.1 Semi-Annual Internal Audit

- A. At the midpoint of the fiscal year, Contractor shall perform a detailed analysis of the current financial status of the costs set forth in Exhibit K, including a review of projected revenues and expenses against actual revenues and expenses. The analysis shall be due to the City fifteen (15) calendar days after the end of the third quarter (which ends March 30<sup>th</sup>) and fifteen (15) calendar days after the end of the first quarter (which ends September 30<sup>th</sup>). The City may revise the costs based upon the results of this analysis. This report shall also include an inventory of all property and equipment used in connection with the parking portfolio.
- B. Contractor shall provide the City with a copy of the results of all audits, outlining any deficiencies noted, along with recommendations on how each deficiency will be remedied. Before implementing any of the proposed remedies, the Contractor shall obtain written approval of the City.

#### 7.2 Annual Independent Audit Reports

- A. The Contractor shall obtain the services of an independent firm that specializes in the auditing of parking facilities, approved by the City, to perform an operational and fiscal audit of all parking facilities on an annual basis. Before initiating the annual audit, the audit program including the specific auditor, its cost and the scope of the audit must be approved, in writing by the City. The audit should be conducted on behalf of, and for the exclusive benefit of, the City.
- B. The Contractor shall provide the City with a copy of the results of the annual audit, outlining any deficiencies noted, along with recommendations on how each deficiency should be remedied and the timeline to complete the task. Before implementing any of the proposed remedies, the Contractor shall obtain the written approval of the City.

### **8. Termination**

In addition to any other remedy available at law or in the agreement, if the agreement is terminated due to Contractor's non-performance of any obligation thereto, Contractor shall be responsible for lost revenue incurred by the City.

### 3.3.1 Accounting and Cash Control - Payment Card Industry Standards

In addition to all other provisions of this Agreement applicable to the collection and security of payment, the Contractor's credit card gateway shall maintain appropriate Payment Card Industry Data Security Standards (PCI DSS) certification as a Level 1 or higher Service Provider. The Contractor shall comply with the Visa Cardholder Information Security Program (CISP) and MasterCard Site Data Protection Program (SDP).



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## **TECHNICAL APPROACH**

### **Management Plan**

PCI clearly understands that our staff acts as ambassadors for the City of Riverside. In essence, we will likely be the first and last impression parking patrons will have during their visit to their destination. We take this responsibility very seriously and will promote an environment that is unfailingly friendly and helpful. We intend to do this by providing on-going training for all staff, including all positions, at each facility on a continual basis.

It is our belief that the foundation for excellent parking service is excellent customer service. The standard of excellence must be set at the highest levels of the organization, that standard must be meaningful and adhered to. The standard is conveyed to our team members through a program that we call "Service Plus!" We believe not only in external customer service, but internal customer service.

We also keep a Customer Service Log in which any and all incidents, their outcome and our follow up, are recorded and made available to the City Parking Administration.

PCI has always prided itself and, in turn, gratified its clients, with the professionalism and graciousness shown towards a client's tenants and guests, whether they are individual parkers or a group paid for by a company.

PCI understands the importance of upholding a brand reputation and what it takes to provide a globally recognized hospitality experience. As a result, our General Manager, Supervisors, and indeed everyone on our staff, will be responsible for assisting guests with various tasks related to their visit and for providing information about the local vicinity in our continuing effort to deliver outstanding guest service. Specifically, we will be performing the following tasks to the highest standards:

- Provide information, recommendations and services for a variety of guest inquiries, including, but not limited to, directions, hours of operation, services, arrangements, events, restaurants, hotel, retail, and medical care.
- Respond to special requests for services, inquiries and requests and resolve issues in a timely, friendly and efficient manner

Our staff will stay true to the City's and our Vision, Mission, and Values. Specifically, we look for demonstration of these Values:

- Being passionate about delivering exceptional guest experiences.
- Doing the right thing, all the time, and professionally.
- Remaining a leader in our industry and in our community.
- Proving that we are team players in everything we do.
- Remembering that we are the owners of our actions and decisions.
- Operating with a sense of urgency and discipline



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We hope to have regularly scheduled meetings, monthly at the very least; although weekly is our preference with City Staff to discuss and exchange essential operating topics and develop a unified course of action and direction. In these meetings, specific customer service issues and questions should be brought up and reviewed, as well as information concerning any damage or injury claims.

Our senior management will provide on-going support, expertise, guidance, continuity, and oversight. Our location management will provide attention to the overall operation, including customer service, efficiencies, appearance, safety, and security. In addition, our proposed on-site management structure will provide the appropriate level of focus on the technology of the parking system, our fiduciary responsibilities, and reporting requirements.

**Supervision and Management Oversight Plans**

PCI enjoys and benefits from very low employee turnover rates. We attribute this fact to our corporate culture of hiring the best candidates and providing each and every associate with the best possible opportunities for success. We currently have many employees in the Los Angeles area with well over 30 years of service at the same locations – a rare feat in our industry. This type of tenure does not occur if employees are not constantly motivated and recognized.

Since our corporate offices are located just minutes away from the City of Riverside, we will continue the practice of frequent training and development programs. We find that frequent interaction with senior corporate staff allows our location staff to feel appreciated and understand the importance of the guest service they are providing to our common guests. These visits include senior staff members of our Human Resources, Risk Management, Training and Development, and our Business Development Teams. We believe if our staff understands the guest service “big picture,” they will be more interested and enthusiastically involved in our mutual success.

The complexity of the City of Riverside’s parking operation requires an operator that will administer an aggressive and pro-active management approach to ensure that revenues are maximized and properly accounted for, while keeping customer service and efficiency foremost. Although many of the following items are articulated in detail throughout our proposal, we have briefly summarized various areas of our expertise and the policies and practices of PCI’s:

- Provide qualified, well-trained and pre-screened personnel to ensure that all phases of the parking operation are effectively and efficiently administered.
- In conjunction with City of Riverside staff, develop and implement revenue control procedures that provide the greatest return to the City of Riverside. Our revenue control experience at other airport locations and our specialized experience will bring added-value to the City of Riverside parking operation.
- Develop the already existing and effective lines of communication with each of the entities associated with the City of Riverside.
- Revenue control will be focused on measures to safeguard against waste, fraud and inefficiency. Our programs already successfully deployed at Ontario International Airport, Old Pasadena Management District, Los Angeles County Museum of Art (LACMA), the City of Beverly Hills, the Port of Los Angeles,



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and many other locations, result in accuracy and reliability in accounting and operating data. We have developed measures to secure and measure compliance with established procedures. We will evaluate the efficiency of the self-park operations on an ongoing and continual basis.

- Vehicle accountability will include, but not be limited to, a daily record of vehicle counts and tickets issued/collected with registers recording all transactions.
- Ticket accountability is addressed by frequent unannounced verification of ticket inventory. This task will be performed by the Vice President, Director of Internal Audit, and Quality Assurance Manager.

Since its inception over 40 years ago, PCI has become one of Southern California's premier operators of major public sector parking facilities. As such, PCI has developed the most effective system in the industry to ensure the integrity of cash receipts collected. Consistent with other cash intensive industries, cash security is an ongoing and continual priority requiring constant attention, and detailed review.

Although we recognize that no system is entirely foolproof, we believe that our recommended cash control policies and procedures will ensure minimal exposure to any ongoing organized theft by any employee or group of employees and will further reduce the temptation for employees to even consider occasional theft of less significant amounts. The continued utilization of our system, with its built-in checks and balances, will allow us to immediately "red flag" any potential problem areas. Additionally, rest assured, we will react quickly and with certainty to research and remedy even a suspected problem.

In spite of all of the elaborate steps implemented to improve revenue control, there may, on occasion, be certain individuals that will be unable to resist the temptation to misappropriate cash receipts. Our policy, should this occur, is and has always been, to make full disclosure to the public entities with whom we contract.

Our long history of success in obtaining a great significant number of government contracts in the Southern California area is a direct reflection of our ability to outperform our competitors by providing the most experienced and knowledgeable management and supervisory staff.



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**DELIVERABLES**

- Our plan is to deliver a first-class parking operation, immediately.
- We will provide timely reports and statements, and cater these to the City's needs and desires.
- Collected revenue will be deposited by the next business day.
- Staff will be in place, uniformed, and ready to provide service at any and all times.
- Requests will be carried out immediately.
- Calls will be answered immediately, and if a more detailed response is needed, that will occur as soon as possible, with the appropriate sense of urgency.
- The facilities will always be clean and well cared for.

**MILESTONES**

We are prepared to deliver first-class service and professionalism at all times. Any milestones should be implemented by the City and we will meet them.

**ASSUMPTIONS**

We have carefully reviewed the RFP and have visited the parking facilities. We are not basing our product and performance on any assumptions. The City of Riverside has certain expectations as to the quality and thoroughness they need and deserve. We will provide that.

**POTENTIAL RISKS**

PCI has managed, and in many cases, continues to manage a significant number of municipal Parking Operations for close to 40 years, and in that period of time, enjoyed a great working partnership with these cities, their business improvement districts, and the parking public.

We are known to be a "labor friendly" organization. Over the past 30+ years, we have never had a single strike, walkout, slowdown or any disruption to service of any kind. Our staff members are treated respectfully and are appreciated for the difficult job they do. Special needs are accommodated and management has demonstrated on numerous occasions that we truly care about our employees.

We understand and are very familiar with the parking equipment in place at the City's facilities and will not need lengthy training or extensive instruction.

We do not foresee any risks that could delay or negatively affect the project.

**RESOURCES EXPECTED FROM CITY**

We are aware that Parking affects many separate, but inter-related, City departments and that it is one of the City's most important resources and assets. For these reasons, and others, we realize that our involvement is more than just as a contractor, or third party operator, but instead as a strategic partner. We would like regular meeting with City Staff to discuss performance, learn of upcoming events and needs, and to remain focused on the same goals. We would welcome involvement at any other meetings or planning sessions and would have no hesitation at appearing before Council or the City's BIDS.



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## STAFFING PLANS

### STAFFING

Staffing for an operation such as the City of Riverside parking facilities can be considered as an evolving objective. The actual requirements vary by usage and should be constantly reviewed and monitored. PCI proposes to staff these positions at the current levels, however we will closely monitor usage data by time, day and lane or vehicle. Within the first 30 days of operation PCI will present to City staff a detailed report and analysis on the efficiency and effectiveness of the staffing levels together with our recommendations for any adjustment to staffing hours.

Following you will find a Staffing Schedule for the Parking Operations Management based on the current staffing levels. Savings can be accomplished particularly at Garage 6 by modifying the current access system and eliminating the cashier/attendant. As the City reviews new PARCS equipment other staffing levels may be affected allowing further staff reductions.

### PROPOSED STAFFING LEVELS FOR EACH FACILITY

#### PLANNED STAFFING SCHEDULE - CITY OF RIVERSIDE PARKING SERVICES

HOURLY STAFF							
LOCATION	POSITION	DAYS	SHIFT	PER DAY	PER WEEK	PER MONTH	PER YEAR
GARAGE 1	ATTENDANT 1	MON - FRI	9:00 AM - 10:30 AM	1.5 HOURS	7.5 HOURS	32.5 HOURS	390 HOURS
GARAGE 1	ATTENDANT 2	MON - FRI	10:30 AM - 7:00 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
GARAGE 1	ATTENDANT 3	THU - SAT	8:30 AM - 1:00 PM	4.5 HOURS	22.5 HOURS	97.5 HOURS	1,170 HOURS
GARAGE 2	ATTENDANT 1	MON - FRI	9:00 AM - 10:30 AM	1.5 HOURS	7.5 HOURS	32.5 HOURS	390 HOURS
GARAGE 2	ATTENDANT 2	MON - FRI	10:30 AM - 7:00 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
GARAGE 3	ATTENDANT 1	MON - FRI	6:00 AM - 10:30 AM	4.5 HOURS	22.5 HOURS	97.5 HOURS	1,170 HOURS
GARAGE 3	ATTENDANT 2	MON - FRI	10:30 AM - 7:00 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
GARAGE 3	ATTENDANT 3	THU - SAT	8:30 AM - 1:00 PM	4.5 HOURS	22.5 HOURS	97.5 HOURS	1,170 HOURS
GARAGE 6	ATTENDANT 1	MON - FRI	6:00 AM - 1:00 PM	6.5 HOURS	32.5 HOURS	140.8 HOURS	1,690 HOURS
GARAGE 6	ATTENDANT 2	MON - FRI	1:00 PM - 7:00 PM	5.5 HOURS	27.5 HOURS	119.2 HOURS	1,430 HOURS
GARAGE 7	ATTENDANT 1	MON - FRI	7:00 AM - 2:00 PM	6.5 HOURS	32.5 HOURS	140.8 HOURS	1,690 HOURS
GARAGE 7	ATTENDANT 2	MON - FRI	2:00 PM - 7:00 PM	5.0 HOURS	25.0 HOURS	108.3 HOURS	1,300 HOURS
CITY-WIDE	SUPERVISOR	MON - FRI	10:30 AM - 7:00 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
CITY-WIDE	SUPERVISOR <sup>(1)</sup>	MON - FRI	7:00 PM - 3:30 AM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
CITY-WIDE	SUPERVISOR <sup>(1)</sup>	MON - FRI	3:30 AM - 10:30 AM	6.5 HOURS	32.5 HOURS	140.8 HOURS	1,690 HOURS
CITY-WIDE	SUPERVISOR	SAT - SUN	10:30 AM - 7:00 PM	8.0 HOURS	16.0 HOURS	69.3 HOURS	832 HOURS
CITY-WIDE	SUPERVISOR <sup>(1)</sup>	SAT - SUN	7:00 PM - 3:30 AM	8.0 HOURS	16.0 HOURS	69.3 HOURS	832 HOURS
CITY-WIDE	SUPERVISOR <sup>(1)</sup>	SAT - SUN	3:30 AM - 10:30 AM	6.5 HOURS	13.0 HOURS	56.3 HOURS	676 HOURS
ON-STREET	METER TECHNICIAN 1	MON - FRI	6:00 AM - 2:30 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
ON-STREET	METER TECHNICIAN 2	MON - FRI	6:00 AM - 9:00 AM	3.0 HOURS	15.0 HOURS	65.0 HOURS	780 HOURS
CITY-WIDE	LEAD MAINTENANCE	TUE - SAT	6:00 AM - 2:30 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
CITY-WIDE	MAINTENANCE	SUN - THU	6:00 AM - 2:30 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
OFFICE	BOOKKEEPER	MON - FRI	8:00 AM - 4:30 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
<b>TOTALS</b>					<b>652.5 HOURS</b>	<b>2,827.5 HOURS</b>	<b>33,930 HOURS</b>

SALARIED STAFF							
LOCATION	POSITION	DAYS	SHIFT	PER DAY	PER WEEK	PER MONTH	PER YEAR
CITY-WIDE	GENERAL MANAGER	MON - FRI	8:30 AM - 5:00 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
CITY-WIDE	OPERATIONS MANAGER	MON - FRI	8:00 AM - 5:00 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
OFFICE	OFFICE MANAGER	MON - FRI	8:30 AM - 5:00 PM	8.0 HOURS	40.0 HOURS	173.3 HOURS	2,080 HOURS
<b>TOTALS</b>					<b>120.0 HOURS</b>	<b>520.0 HOURS</b>	<b>6,240 HOURS</b>

TOTAL PARKING SERVICES				PER WEEK	PER MONTH	PER YEAR
TOTAL HOURLY STAFF HOURS				652.5 HOURS	2,827.5 HOURS	33,930 HOURS
TOTAL SALARIED STAFF HOURS				120.0 HOURS	520.0 HOURS	6,240 HOURS
<b>TOTALS</b>				<b>772.5 HOURS</b>	<b>3,347.5 HOURS</b>	<b>40,170 HOURS</b>

<sup>(1)</sup> Option to provide 24/7 on-site supervisory coverage.





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PCI is proposing a Parking Manager and Assistant Parking Manager. The Parking Manager will be responsible for the overall operations and act as the liaison with City staff. The Assistant Parking Manager jointly with the Parking Manager will be directly responsible for the day-to-day in-field operations. In addition Parking Concepts will provide a Office Administrator to work with customer inquiries, reporting, monthly permits and customer billing.

Operations will include the five garages and the nineteen surface lots and the meter collections. Duties will include collections, auditing, staffing, accounting, customer service and maintenance. All services will be provided by PCI except major repairs to the Parking Revenue and Access Control Systems, the Security Officer Services, Landscaping and Power Sweeping and Scrubbing. The operations will be divided into four groups; Auditing and Accounting, Parking Garage Operations, Meter Collections and Maintenance.

- **Auditing and Accounting** – This task will include numerous staff and all work will be reviewed and approved by the Parking Manager. The Office Administrator will handle permits and billings for monthly parking; the Assistant General Manager will oversee the cashiering staff, process all shift reports and process the daily garage revenue, monitor and supervise the meter collection. The Parking Manager will compile all daily revenue; oversee the reporting to both the City and PCI. The staff will audit all daily receipts and provide timely reporting of all revenues and violations. The Office Administrator will also log all accidents/incidents, equipment problems and communication.
- **Parking Garage Operations** – The Assistant General Manager will oversee the garage operations and provide the supervision of all cashiers, reporting and incidents. They will be available at all times to deal with exceptions and problems that occur within the structures. They are responsible for all staffing including breaks. They are responsible for training, discipline and conformance to policies and procedures. They will enforce the safety, personal appearance and customer service standards. The cashiering staff will be very closely monitored for maximum service and efficiency.
- **Meter Collections** – This staffing consists of two meter collectors. This staff will collect all receipts for the meter and pay by space operations, audit surface lots for compliance. All inquiries about the availability of parking and/or usage of the surface lots will be handled by the Office Administrator. The meter collectors will assure that receipts are collected and received at the Parking Office in a timely fashion. They will report any maintenance issues and/or problems immediately to the Parking Manager.
- **Maintenance** – The staffing consists of two maintenance workers. They are responsible for all upkeep and cleaning of the parking garages and lots. They will perform daily trash pickup and removal, graffiti removal and scheduling of major cleanings. In addition the employees will be trained in the maintenance and repair of the revenue control equipment and responsible for all preventive cleaning, maintenance and minor repairs. An inventory of easily replaced parts will be maintained. They will log and track all equipment repairs noting out-of-service time, vendor (if Applicable) and location.



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- Sub-contracted services – The Parking Manager will work with any outside contractors used for this project. This would include Power Sweeping, Scrubbing and Power Washing of Garages, Landscaping and Security. The manager will insure timely and correct completion of all projects.

Our Human Resources Manager will have a mandated goal of providing qualified and properly trained on-call personnel. This on-call list will provide the necessary "cushion" for periods of high-demand. The staff will include personnel to fill in for sick days and vacations. Vacations will be carefully scheduled to allow the proper coverage and minimal impact on operations.

#### **PERSONNEL MANAGEMENT**

Parking Concepts is well respected and highly regarded as a great company to work for. In fact, several of our competitors would be shocked to know that many of their current employees have applied for employment with Parking Concepts.

Parking Concepts is known as a firm that treats all employees fairly and respectfully. Cashiers and attendants are just as much a part of the "team" as supervisors, facility managers, etc. In fact, we believe that the front line employees are the keys to presenting a positive pleasant image to the general public and our clients.

Even though Parking Concepts presently employs over 1,600 parking and transportation professionals in California, practically everyone has met and personally knows the principals and senior executives of the Company.

Parking Concepts maintains an open door policy for all employees and encourages open communications throughout the organization. For instance, the personal cellular and direct line telephone numbers of Parking Concepts senior managers have been distributed to all employees.

Employees are encouraged to communicate with whomever they like regarding improved customer service, employee morale, sexual harassment, safety and/or security issues, integrity or issues pertaining to cash receipts, the misuse of Company or client property, drug or alcohol problems or any personal issue that needs to be addressed.

There is a reason that Parking Concepts has a turnover rate that is among the lowest in our industry. That reason is that senior management cares about the front line employee, respects the difficult job they do and wants to give them the tools, support and assistance necessary to provide service with pride to all of our parking customers and corporate clients.

Parking Concepts believes that performance based incentive programs are an excellent way to focus attention on continual improvement. The keys to making these programs a success is in creating a variety of programs. The following are some of the programs we would propose for the City of Riverside parking and maintenance employees.

Beginning the first month of operation and each and every month thereafter an "Employee of the Month" will be selected. The selection process will include the following:

- Perfect Attendance



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- No Accidents
- No Work relate injury claim.
- No Complaints
- Compliments will be considered in the overall review as a positive.
- Any commendations from patrons, City staff or other sources will be considered.
- Daily uniform attire, always neat, clean and in uniform.
- Overall positive attitude towards co-workers and patrons.
- Daily paperwork is complete, accurate and turned in.
- Willingness to work extra hours when needed to ensure our responsibilities to the project is met.

The "Employee of the Month" award will include the review of all facility locations personnel, to include, attendants, managers and staff. The following selection committee will conduct the monthly employee selection review for award; the Parking Manager, Human Resources Manager and the Vice President.

The "Employee of the Month" will be awarded a "Certificate of Service Excellence". Additionally, \$50.00 will be awarded along with their name engraved and a picture placed on a posted plaque for the month of award. Being selected as "Employee of the Month" also provides the opportunity for the employee to be eligible for "Employee of the Year" award. The same selection committee will select the "Employee of the Year" from one of the "Employee of the Month" employees. The "Employee of the Year" will be selected at the end of each calendar year.

#### **JOB DESCRIPTIONS**

##### **District Manager (Not billed to the Location)**

The District Manager reports directly to the Vice President and will be responsible for the overall monitoring and direction of the City of Riverside parking operations and the Parking Manager. It is the District Manager's responsibility to assist the Parking Manager in all areas of the parking and meter operation, special events, personnel and customer relations. In addition, the District Manager will:

- Provide overall direction and management of all supervisory personnel engaged in the parking operation.
- Maintain open lines of communication and coordinate with City of Riverside staff in regards to special events, marketing, revenue tracking, customer complaints, space utilization, rate structure, etc.
- Assure optimum utilization of personnel and establish scheduling patterns to maximize staff efficiency and patron service.
- Prepare an annual operating budget and track the results on a monthly basis.



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- Assist the Facility Manager in the instruction and training of parking employees in their job duties, rules and regulations. Insure that all instructions to employees are clearly understood and properly carried out.
- Be responsible for analyzing parking trends and activities in order to continually develop procedures to improve service and or reduce operating expenses.
- Complete comprehensive Parking Rate Survey within thirty (30) days of commencement and at least every 6 months thereafter.
- Perform spot audits and review operating records pertaining to parking revenue, transient cash receipts, monthly and validation sales.
- Spot check the revenue control system to insure that the fee computer system is functioning properly and that all equipment is properly locked and secured.
- Personally deliver each Monthly Operating Statement to the property manager and be prepared to discuss in detail.
- Be reachable 24 hours per day, seven days per week.

**Parking Manager**

The Parking Manager reports directly to the District Manager and is responsible for service and controls established at the facility. The Parking Manager is responsible for the implementation and enforcement of all facility accounting, maintenance, personnel and customer service policies and programs.

The Parking Manager will:

- Administer office and accounting staff.
- Supervise all on-site personnel.
- Complete bank deposits daily.
- Communicate on an on-going basis with management and administrative staff.
- Submit recommendations regarding new or upgraded parking equipment and related systems, signing, graphics and optimum space utilization.
- Perform daily walk through to assure compliance with safety standards, cleanliness of the garage and operational procedures.
- Check the appearance and uniform compliance of the employees on duty on a daily basis.
- Maintain open lines of communication with all merchants and City staff.
- Assist with customer service whenever possible.
- Administer and implement new hire and employee training program(s).
- Identify exemplary employees for special recognition and or possible advancement.



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- Respond to all customer complaints in a professional manner.
  - Keep City staff apprised of any problems or needed improvements within the facility.
  - Work with all on-site personnel to improve communications and other social interaction skills.
  - Insure compliance with uniform and employee identification programs.
  - Review on an on-going basis, staffing and parking rate schedules.
  - Be available 24 hours per day, 7 days per week.



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**Asst. Manager/Supervisor**

The Assistant Manager/Supervisor reports directly to the Parking General Manager and is responsible for smooth shift operation, conforming to the policies of the City of Riverside and Parking Concepts. All decisions are subject to approval by the Manager. They are to assist the Manager in daily operations.

- Count all receipts from cashiers and meters daily and make bank deposits after approval of the manager.
- Keep written reports on any damage/malfunctions to booths, registers, ticket machines, gate arms, pay-by-space equipment, etc.
- Monitor all operations and personnel in assigned area.
- Train and instruct personnel on company and location policies and procedures.
- Monitor meter operations and log equipment problems.
- Establish and monitor the lot checkers and meter collection schedules.
- Trouble-shoot potential problems within the facilities.
- Accompany all cashiers when moving receipts to the office.
- Resolve customer requests and disputes. Notify the Manager.
- Perform cashier audits, meter collection audits and verify change funds.
- Make suggestions to the Manager for the improvement of operations and/or service.

**Cashier/Attendant**

The cashier/attendant shall be responsible for assisting customers at all times, maintaining the cashiering station and the immediate area in a clean and orderly manner and performing cleaning of the parking facility as directed by the Parking Manager. The cashier/attendant shall:

- Be knowledgeable and familiar with downtown Riverside area and points of local interest.
- Make eye contact and pleasantly welcome each guest and/or visitor.
- Maintain a clean uniformed appearance at all times.
- Assist transient or monthly parkers whenever appropriate.
- Submit to random drug test/screen when requested.
- Participate in all customer service programs.
- Speak fluent English and be courteous at all times.
- Maintain a positive and pleasant attitude.
- Attend and participate in all company and client-sponsored training programs and seminars.
- Assure the timely preparation and execution of all reports, logs, and any other required reporting.



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- Keep management informed of any equipment malfunction, hazardous condition, and customer concerns.
- Be alert and security conscience at all times and assist security as directed.
- Possess the ability to compute tickets, determine fees and make the appropriate change. (Fee computers do break down.)
- Maintain a high degree of accuracy and attentiveness when handling cash and making change.
- Cheerfully direct and assist visitors by providing information and directions to their destination, local freeways, etc.
- Participate in all maintenance programs. Each cashier/attendant will be responsible for the working area and are expected to maintain such area in a neat and clean condition.

**Meter Collector**

The meter collector shall be responsible for assisting customers at all times, collection and audit of the metered and monthly lots per schedule established by the Parking Manager. The meter collector shall:

- Be knowledgeable and familiar with downtown Riverside area and points of local interest.
- Maintain a clean uniformed appearance at all times.
- Assist transient or monthly parkers whenever appropriate.
- Submit to random drug test/screen when requested.
- Participate in all customer service programs.
- Speak fluent English and be courteous at all times.
- Maintain a positive and pleasant attitude.
- Attend and participate in all company and client-sponsored training programs and seminars.
- Assure the timely preparation and execution of all reports, logs, and any other required reporting.
- Assure accurate and timely collection of the meter and pay-by-space revenues.
- Keep manager informed of any equipment malfunction, hazardous condition, and customer concerns.
- Be alert and security conscience at all times and assist security as directed.
- Possess the ability to analyze pay-by-space reports and perform the appropriate lot audits. Have a complete knowledge of the monthly parking permits and their appropriate usage.
- Communicate and direct patrons to the proper individuals and/or place to resolve any compliance issues.
- Maintain a high degree of accuracy and attentiveness when handling cash.



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- Cheerfully direct and assist visitors by providing information and directions to their destination, local freeways, etc.
- Participate in all maintenance programs. Inform the Parking Manager of any issues concerning cleanliness or safety

**Maintenance Worker**

The maintenance worker shall be responsible for assisting customers at all times, maintaining all equipment in a clean and orderly manner and performing cleaning of the parking facility as directed by the Parking Manager. The maintenance worker shall:

- Be knowledgeable and familiar with downtown Riverside area and points of local interest
- Maintain a clean uniformed appearance at all times.
- Participate in all customer service programs.
- Speak fluent English and be courteous at all times.
- Maintain a positive and pleasant attitude.
- Attend and participate in all company and client-sponsored training programs and seminars.
- Assure the timely performance of all assigned duties.
- Keep management informed of any equipment malfunction, hazardous condition, and customer concerns.
- Be alert and security conscience at all times and assist security as directed.
- Participate in all safety and maintenance programs. All maintenance workers must be properly trained in all areas of the safety program and be continually aware of the safety of themselves, their fellow employees and the general public.

**Office Administrator**

The Office Administrator reports directly to the Manager and is responsible for telephones and communications, monthly parking sales and daily reporting. The office clerk shall:

- Maintain all accident/incident reports, daily reports, communication logs and monthly sales reports.
- Promptly answer all telephone calls in a professional and courteous manner.
- Expedite all inquiries regarding monthly parking passes, available parking, directions and general inquiries about the downtown parking facilities. Redirect calls as necessary to the proper individuals or departments.
- Process all monthly parking permits including the issuance and collection of said permits.
- Record all messages and follow-up to assure that the proper party receives the information.





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- Resolve customer requests and disputes. If unable to resolve promptly notify the Manager.
- Assist where necessary or directed to assure a well organized and efficient office.
- Maintain all payroll time sheets and employee files.
- Assure that all accidents/incidents are reported to both the City and PCI in an accurate and timely fashion.
- Make suggestions to the Manager for the improvement of operations and/or service.

**TRAINING PROGRAM**

The City's parking services requires the "hands-on" management approach that can be best provided by PCI. We fully understand our role as the parking management company hired for your City. First and foremost, we will continually strive to ensure that we are providing the highest level of service to the community and parkers that these facilities serve. Secondly, that the employees working these facilities are fully trained and committed to see the success through. And at last will be our ability to ensure that the income earned at these facilities is tracked, monitored and analyzed for maximum profitability. In our opinion, although the above-mentioned goals are unique within themselves, we feel that they are a critical part of and necessary to the overall success of the operations. In other words, the success of the operations will depend on the relationships of one goal to another.

Our approach is somewhat unorthodox in that we rarely advertise in newspapers for "parking lot cashiers and attendants." If classified advertising is used, we generally head the advertisement to read "Customer Service Representatives and Associates," or, more typically, "Guest Services Ambassadors." Using the term parking lot cashiers and attendants does not attract the caliber of applicant we are seeking. In regard to cashiers and attendants, our preference is to hire individuals with no parking experience. We have found that our training and quality assurance programs are more successful if our "new hires" start fresh, not having arrived bringing bad habits with them.

Most of our candidates come from clients and current employee referrals. We have numerous families with multiple family members working for us. PCI Company Policy prohibits one family member from reporting directly to another family member.

We target non-parking industries in our search for job applicants. Hotels and hospitality related companies such as caterers, event planners, etc., are good sources for young energetic, customer service-oriented candidates.

For some of our seasonal impacted contracts (beach parking for instance), we have had good success generating quality applicants from college employment assistance departments. We also have several school teachers that work for us on a regular intermittent basis during their semester break(s).

Our District Managers and executive staff spend a great amount of time "in the field," we believe probably more than any other company. All of us are on the alert for sharp individuals that may consider a job change. We will routinely hand a business card to an individual that has demonstrated the desired attitude, character, appearance and energy to be a good customer service-oriented employee.



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Many of our present staff have been recruited in this manner. Waiters, waitresses, hotel clerks, bank tellers, retail sales clerks, have all been brought into the PCI family in this manner.

Meeting recruitment needs is always a challenge, but we have the corporate resources, depth of staff and the experience and expertise to meet the recruiting requirements for this contract.

Our startup and transition team will draw upon our Senior and Executive staff, our Quality Assurance department, our Human Resources department and even our Risk Management and Internal Audit departments to achieve the recruiting (and other) needs of this contract.

PCI has extensive experience at transitioning major and robust contracts in a professional manner, without any disruption in service.

We have high standards of the hiring and training of employees. In today's labor market hiring low wage employees who meet our standards is a difficult task. We have devoted substantial resources and implemented innovative programs to assure a pool of qualified applicants. We have not lowered our standards. All individuals would be subject to our stringent interview and screening process. All employees working for PCI follow company policies as outlined in our Employee Handbook. Our manual details PCI's philosophy, expectations, rules and regulations. We stand behind our manual and expect all employees to follow the behavior and beliefs within it.

There is a reason that PCI has a turnover rate that is among the lowest in our industry. The reason is that senior management cares about the front-line employees, respects the difficult job they do and wants to give them the tools, support and assistance necessary to provide service with pride to all of our parking customers and clients. Additionally, we believe that there are several other essential contributing factors. They are:

- An aggressive and comprehensive screening process. The service industry is not for everyone. Individuals not suited for employment in this industry should not be hired in the first place. We attempt to eliminate these individuals through aggressive screening.
- Career advancement opportunities. Most of PCI's management and supervisory staff (over 70%) have been developed internally.
- On-going training and development programs are available for all employees.
- Competitive wages and benefits.
- Employee recognition, awards and bonuses contribute to PCI's "A job well done" appreciation programs.
- Education financial assistance programs.
- Flexible work schedules.



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- Active involvement by all senior management in the day-to-day operation of our facilities. Most employees of PCI personally know the President and senior staff members. The senior executives at PCI are not "strangers" to our field personnel.

You can also rest assured that PCI has high standards for hiring and training of employees. In today's labor market, hiring employees who meet our standards is a difficult task. We have devoted substantial resources and implemented innovative programs to assure a pool of qualified applicants. We have not lowered our standards. All individuals are subject to our stringent interview and screening process that includes the following:

- Written job application including detailed work history, residential and educational background.
- Confirmation of work history and personal references. (We do check references.)
- A seven year background check based on Social Security number.
- Personal profile, drug screen and integrity profile testing.
- Testing for communication skills, aptitude and attitude.
- Verification of legal residency and right to work.

When a new employee is hired, he or she will be issued a written set of work rules, which outlines PCI's policies and procedures. There will be no misunderstanding as to exactly what is required of each employee. In addition to work rules, each new hire will be issued a written job description consistent with the position for which he or she was hired.

Parking Concepts is recognized as a "labor friendly" organization. The bulk of our public sector contracts are operated under a Collective Bargaining Agreement (CBA) with California Teamsters Local 911.

We demand that all personnel function at the highest standards, not minimum standards. Because we are consistent and fair in the treatment of all personnel and apply the rules and regulations on an even-handed basis, even the Unions consistently side with management when we terminate an employee on the first infraction involving:

- Theft, regardless of amount
- Ticket manipulation
- Falsification of any report
- Intentional damage to client or company property
- Alcohol or drug use while on duty



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- Fighting
- Insubordination

The key difference that sets PCI apart from our competitors is the direction and support provided to our managers. PCI senior management are continuously involved with each location. Not just at "contract time" or when an RFP has been issued, but consistently and routinely throughout the duration of the contact.

Overall, PCI is well respected and highly regarded as a great company to work for. In fact, several of our competitors would be shocked to know that many of their current employees have applied for employment with PCI.

PCI is known as a firm that treats all employees fairly and respectfully. Cashiers, valets and attendants are just as much a part of the "team" as supervisors, General Managers, etc. In fact, we believe that the front line employees are the key to presenting a positive image to the general public and our clients. Even though PCI presently employs over 1,600 parking and transportation professionals in California, practically everyone has met and personally knows the principals and senior executives of the companies.

PCI maintains an open door policy for all employees and encourages open communications throughout the organization. For instance, direct line telephone numbers of PCI senior managers have been distributed to all employees. Employees are also encouraged to communicate with whomever they like regarding improved customer service, employee morale, sexual harassment, safety and/or security issues, integrity or issues pertaining to cash receipts, the misuse of Company or client property, drug or alcohol problems or any personal issue that needs to be addressed. PCI clearly understands that our staff acts as the ambassadors for our clients. In essence, we will likely be the first and last impression parking patrons will have during their visit to their destination. We take this responsibility very seriously and will promote an environment that is unfailingly friendly and helpful. We intend to do this by providing on-going training for all staff at each facility on a quarterly basis.

PCI has an extensive library of handouts, books and tapes to train our staff. In addition, we focus on key areas during each of our training sessions whether it is dealing with angry/upset customers, learning the geographical area to give directions, or simply the benefits of knowing the type of customer's they may encounter. We have discovered that routine and fun training sessions such as ours dramatically improve and increase morale for both the valets and attendants who go through our program, as well as the customers who encounter our customer service trained staff member.

We understand the importance of providing a formal orientation to new hires and providing continual training and reinforcement to our seasoned staff. Our hiring process consists of more than the parking industry standards of "Can you operate a register?" or the always popular "Can you start this Friday?"

There are inherent operating difficulties with these most cursory of orientation and training programs. Fostering a sense of allegiance is definitely hampered. More important, opportunities to impart wisdom, experience, and a unified preferred approach are lost. A sound new hire orientation should leave new



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employees with the belief that they are part of a team, and that their responsibilities and duties are designed to support that cooperative effort. New employees also will likely be exposed to gratuitous behavior from some customers, yet with appropriate training, be able to come away prepared for the inevitable confrontation with an understanding as to how best to react.

All organizations, whether they are an enormous government system or a small family-run parking enterprise, have a mission and a core set of values and goals. Some organizations emphasize customer service over all else; for others, a quality product is the driving force. Others care foremost about profitability. And still others incorporate all three into their credo.

Since most employees (with the obvious exception of family members in a family business) are not born into an organization but, rather, come from another organizational background, it can be a complicated transition process to adjust from one set of values to another. Employees with no work background -- and many parking attendants and cashiers fall into this category -- also need an introduction to the organizational culture. A solid orientation process is effective in delivering the organization's belief system to new employees immediately as they begin their employment. Explaining the company philosophy sets the tone for the employees' future contacts with customers and with others in the organization.

PCI has a strong commitment to its new employees and demonstrates this by a vigorous new hire orientation program that set its expectations squarely in front of these employees before they ever see a customer.

Our orientation program focuses on positive customer service, etiquette, proper appearance, acceptable work habits, revenue integrity, attendance policies, housekeeping and safety. Our successful orientation program involves the upper echelons of management in material presentation as it demonstrates to new employees that they're part of our team and that our team wants them. At the conclusion of orientation and training, new employees understand just what is and what is not expected of them.

On the flip side, parking patrons experience a lot of disappointing contacts:

- "What's your car look like? Are you sure you parked here?"
- "Do you have another set of keys?"
- "You know, your car's really fast" or "Your car's got a really great sound system."
- "I don't make the rules; I just work here. Call my manager if you got a problem."
- "Next time, don't park here."
- "Six dollars!" No "please"; no "thank you." No "have a good day"; no "drive safely." Just an outstretched hand from a cashier booth without a smile or even eye contact.

Each of us has encountered at least one of the above. They're definitely poor reflections on the particular parking operation that has employed the individual. A thorough and comprehensive new hire orientation and training program helps to counter these.



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### OUR ORIENTATION PROGRAM

Our annual corporate Human Resources budget contains money allocated specifically for orientation, and an orientation program is incorporated into the new hire checklist. When we established and implemented our program, consideration was given to our company philosophy, training and procedures. We plan for the orientation to take a minimum of two full days.

The first day is devoted to immersion in the values of the organization. Special attention to the basic guiding principle is an important start. This key tenet is reinforced throughout the session to ensure that it is instilled in the new employees and that they do not dismiss it as an artificial or contrived catch phrase.

Senior management, including ownership, if possible, has active roles in the initial phases of the training. They introduce themselves and explain their positions within the company and how the new hires' positions relate to their own responsibilities. This helps the new hires to recognize their own importance in the organization and establishes a relationship between new hires and the executive level. It means a lot to brand-new employees to go home after their first day and boast to family that the company president met and welcomed them. And often, senior management inspires new employees when it is learned that a company executive began his or her career in the very same position as the new hire. (And as this is the case with PCI, it is capitalized on and utilized as an implied incentive.)

Additionally, the first days of orientation contains thorough explanations and examples of the following:

- Behavior, both expected and unacceptable;
- Dress code;
- How to greet, address and thank customers;
- How to appropriately answer the phones;
- Proper responses to a variety of inquiries;
- How the parking rates are structured;
- How to handle an angry, belligerent or intoxicated customer;
- How to handle damage claims or requests for refunds;
- Attendance and on-time policy;
- Job performance standards;
- Emergencies;
- Safety;
- Regular and exception transaction handling;
- Cash handling procedures;
- Filling out paperwork.



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The second day consists of a full day of one-on-one hands-on training by a supervisor or senior employee. The new employee shadows the instructor for the beginning portion of the shift and then takes over for the remainder of the shift with the instructor observing closely. At the end of the shift, a critique is conducted and the new employee is made aware of any deficiencies. At this time, the new employee should be ready for work on his or her own; or if needed, additional training may be required.

An employee handbook is made available to each new hire. After orientation is complete, new employees sign a form indicating their receipt of the handbook, their completion of the orientation and training, and their understanding and acceptance of what is expected of them. This form, along with the formal evaluation of the new hire's performance during training by the supervisor or senior employee, is retained in the employee's personnel jacket.

We follow up with mandatory quarterly meetings and an intensive program of site visits on a very frequent basis. Additionally we take complaints from patrons, property management, and the parking staff very seriously and investigate, counsel, and advise. Similarly, positive feedback or compliments are passed on to our employees and their managers.

We foster a sense of team work and that we are "family," to blatantly borrow from that old 70's song. The following are directly from our training programs and corporate philosophy.

*PCI has defined our mission to be focused and customer oriented as well as to be the safest and most reliable supplier of high quality parking services. We understand that our greatest resources in fulfilling this mission are our employees. We believe that we must work through the first-line employees; our supervisors and managers, support staff, and maintenance staff, to provide the quality of service, safety, and professionalism that our customers expect. Our Manager selection process is designed to identify employees who understand our mission and are committed to fulfilling its aims. Our success is based on choosing candidates that meet stringent qualifications relative to the service they are providing. In addition, we place high emphasis on the interview process and how a candidate conducts themselves in this environment.*

Once employed by this organization, we have a specific action plan to ensure our Managers have the right tools to assist them in effectively carrying out their job responsibilities. In order to achieve these goals, we must equip our first and second-level managers with leadership skills that they can use every day. Therefore, we have undertaken a training process to help these managers develop the skills they need. Every supervisory employee receives "Interaction Management" training. This training develops the skills they need to coach, develop and lead others.

Managers receive training in such areas as:

- The foundation of leadership skills
- Reinforcing effective performance
- Coaching for success
- Improving work habits



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- Resolving conflict
- Improving employee performance
- Using effective follow-up
- Maintaining improved performance
- Using effective corrective action

**JOB DESCRIPTION**

When an applicant arrives at Parking Concepts to fill out an application for employment, they are given a job description that describes in detail all of the aspects of the job that the applicant will be expected to perform if they are selected for the position.

**APPLICATION REVIEW**

The review of the application includes statements by the applicant regarding their previous employment history, their previous driving record history, any history of vehicle accidents, and any history of workplace injuries.

**MOTOR VEHICLE RECORD CHECK**

Each applicant is required to submit a current H-6 printout from the Department of Motor Vehicles, which details the applicants' driving record for the past ten years. Only original, current H-6 reports are accepted. Any applicant who is unable to provide this is not given further consideration.

**INTERVIEW**

All of the staff who are responsible for interviewing are trained in specific questions to ask that, among other things, will identify an individual's initial skills and more importantly their attitude towards customers – both external and internal, peers and the service they were provide.

**REFERENCE CHECKS**

The applicants must identify on the application form their three most recent employers. In addition, they must sign an authorization form, which gives permission to their former employer to comment upon their performance as an employee. The employment references that each applicant identifies are contacted and questioned about the work performance of the applicant. All of the responses gained through these references are documented in order to provide organization and structure to the process.

**CRIMINAL BACKGROUND CHECK**

Each Parking Concepts employee providing service for THE BLOC will be required to successfully pass the following background checks before hiring; these qualifications must also be maintained throughout employment.

- ♦ Must have five years of driving experience (for valet attendants). May have one break or interruption in holding a valid license of no more than 90 days during the five-year period immediately preceding the submittal of an employment application. The break or interruption





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cannot be the result of a state having suspended or revoked the license and the candidate must still be able to demonstrate that they have a minimum of five years driving experience.

- ◆ No felony convictions.
- ◆ No more than two at-fault or preventable accidents in the last three years (for valet attendants).
- ◆ No more than two convictions of moving violations in the last three years (for valet attendants).
- ◆ When combined, no more than two incidents (preventable accidents or moving violations) during the last three years (for valet attendants).
- ◆ No record of DUI or DWI within the past 15 years (for valet attendants).
- ◆ Not subject to outstanding warrants for arrest.

#### **PHYSICAL AND DRUG TEST**

All Parking Concepts employees must pass a physical examination and a drug screen prior to being accepted as an employee. The company's drug screening program is conducted by US Healthworks and Parking Concepts also does a previous employer D&A history check going back three years.

#### **SELECTION CRITERIA**

Once the employee completes the seven steps, the following criteria are reviewed and must be met before employment is offered:

- ◆ A minimum three year U.S. residence.
- ◆ Minimum 25 years of age.
- ◆ Possession of all required licenses.
- ◆ Proven ability in the area of customer service.
- ◆ Be able to speak, write and understand English and possess the capability to perform simple mathematic functions.
- ◆ Provide proof of U.S. citizenship or legal alien status, must have lived in the U.S. for three years.
- ◆ No negative feedback on ex-employment references.
- ◆ Demonstrate compassion and sensitivity for customer service and assistance.

In addition, if it is discovered through a Motor Vehicle Record Check that an existing employee has an infraction and has not notified us it could lead to termination. If the employee has notified us, the infraction could result in re-training or termination depending on the contract and the infraction.

#### **TRAINING**

Training, at Parking Concepts, is a comprehensive program that encompasses new valet training, orientation to the safety policy of the company, and regular, ongoing in-service training for all existing employees. The training program at Parking Concepts is anywhere from 16 to 40 hours depending on the system and requirements.



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As we discussed earlier, much of our training is devoted to customer service. We firmly believe that service is the true backbone of our industry and that parking is more closely related to the hospitality industry than most other firms believe. We focus on service and constantly reinforce this with our staff and management.

Parking Concepts' on-going training program will ensure a gracious operating environment and address unsatisfactory performance, provide refresher training and service awareness for all employees, and provide additional training if an operation changes or a staff member moves into a new position.

#### **EMPLOYEE TRAINING PROGRAMS**

When a new employee is hired, he or she will be issued a written set of work rules, which outlines Parking Concepts' policies and procedures. There will be no misunderstanding as to exactly what is required of each employee. In addition to work rules, each "new hire" will be issued a written job description consistent with the position for which he or she was hired.

All new employees will be issued complete uniforms prior to their first work assignment.

Our training program for new field employees will be approximately 24 hours of classroom training plus working with an experienced employee and "take home" materials for review prior to the first day work. New employees will have every exceptional or unusual transaction and all required reports reviewed at the end of each shift. All errors will be reviewed with the new attendant prior to each subsequent work assignment. This procedure will continue until the error or "exceptional transaction" ratio is reduced to an acceptable level.

Our employee training is geared towards much more than just how to compute and or collect money for the parking charges. We stress the importance of putting forth a pleasant, helpful, "How-can-I-be-of-service-to-you?" attitude. Employee attitude, appearance and demeanor are an ongoing priority. A copy of the outline for our initial training and orientation is included in Section F.

In general, most of our employees come to us through referrals by either current Parking Concepts' employees or they are directed to us by our clients. We rarely advertise in local newspapers but we do solicit applicants from local schools and colleges. We also contact neighborhood churches and veteran organizations. We attempt to hire local residents whenever possible.

Because Parking Concepts is known to be a conscientious employer that treats its employees with dignity and respect, we have little difficulty attracting a large number of top quality individuals.

We attribute our industry leading low turnover rate to our aggressive screening process, opportunities for advancement, our recognition and awards programs, and ongoing employee training.

Parking Concepts also provides for an on-going program of training on various subjects throughout the employee's tenure. They would include the following:

- Sexual Harassment and Discrimination Training
- Workplace and Employee Safety
- Public Relations and Customer Service



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- Maintenance and Cleanliness
- Revenue Safekeeping and Integrity
- Employee Advancement
- Technology for Today

#### EXTENDED TRAINING

The Project Manager, Asst. Project Manager, and most Supervisors will attend a minimum of two training seminars per year. Typically these are all-day sessions presented by consultants or individuals specializing in areas such as revenue control, customer service, time management, safety, security, employment practices and communication skills.

Hourly employees are also provided with classroom training, re-training or counseling to improve skills and/or correct deficiencies. This training is provided to all employees including janitorial and maintenance personnel.

#### CUSTOMER SERVICE

It is our belief that the foundation for excellent parking service is excellent customer service. The standard of excellence must be set at the highest levels of the organization, that standard must be meaningful and adhered to. The standard is conveyed to our team members through a program that we call "Service Plus!" We believe not only in external customer service, but internal customer service.

PCI (PCI) was founded in 1974 with the mission to continually provide quality parking services that are progressive and innovative to enhance our clients' image and financial goals. PCI has never altered this mission and continues to deliver a service that is unparalleled in commitment, value and customer satisfaction.

When PCI was founded, we recognized that we were in a very competitive business. Some companies were building national empires. Others were diversifying into uncharted areas.

Early on, we decided to focus on what is still the most important consideration in the parking business. And that extraordinary word is SERVICE! The PCI management team is involved in all aspects of every parking facility we oversee. Each team member is motivated to achieve exceptional results.

We are extremely proud of our reputation and are unequalled in providing the highest level of service, in a professional and cost efficient manner. Our dedication to service is best illustrated in how our staff at your properties is regarded by your patrons and tenants and by your own staff.

An example of our successful transition planning and implementation, as well as our commitment to customer service, was documented in the following article, just published in *PARKING* magazine last month.



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## SUB-CONSULTANTS

Parking Concepts will use the services of outside sub-consultants to perform certain duties associated with the fulfillment of the scope of services. These items would include Security Service, Landscaping (except minor), Power Sweeping, Steam Cleaning and major parking equipment repairs. All necessary services will be competitively bid and have established completion deadlines. We will make every effort to use local business firms and DBE contractors.

All firms will be required to provide Certificates of Insurance meeting the City of Riverside requirements and naming the City and PCI as additional insured. We pride ourselves in our diligence with the use of sub-contractors and do not charge and markup or administrative fees. What we pay is what you pay!

### Staffing Schedule

#### Staffing Plans for Normal and Peak Days

Parking Concepts has been operating high volume parking facilities for over 40 years, we understand how to efficiently staff for changes in the demand that occurs at public parking facilities. Our public sector experience includes managing parking operations at all different sizes and types of customer demand.

Our initial staffing plans will be based on information provided in the RFP document and our observations of the current operating activities. Also, due to the current development process, some adjustments may be necessary to address changes in normal parking demand. Our public sector experience will allow us to closely monitor activity levels at all City parking facilities and make staffing adjustments very quickly and effectively.

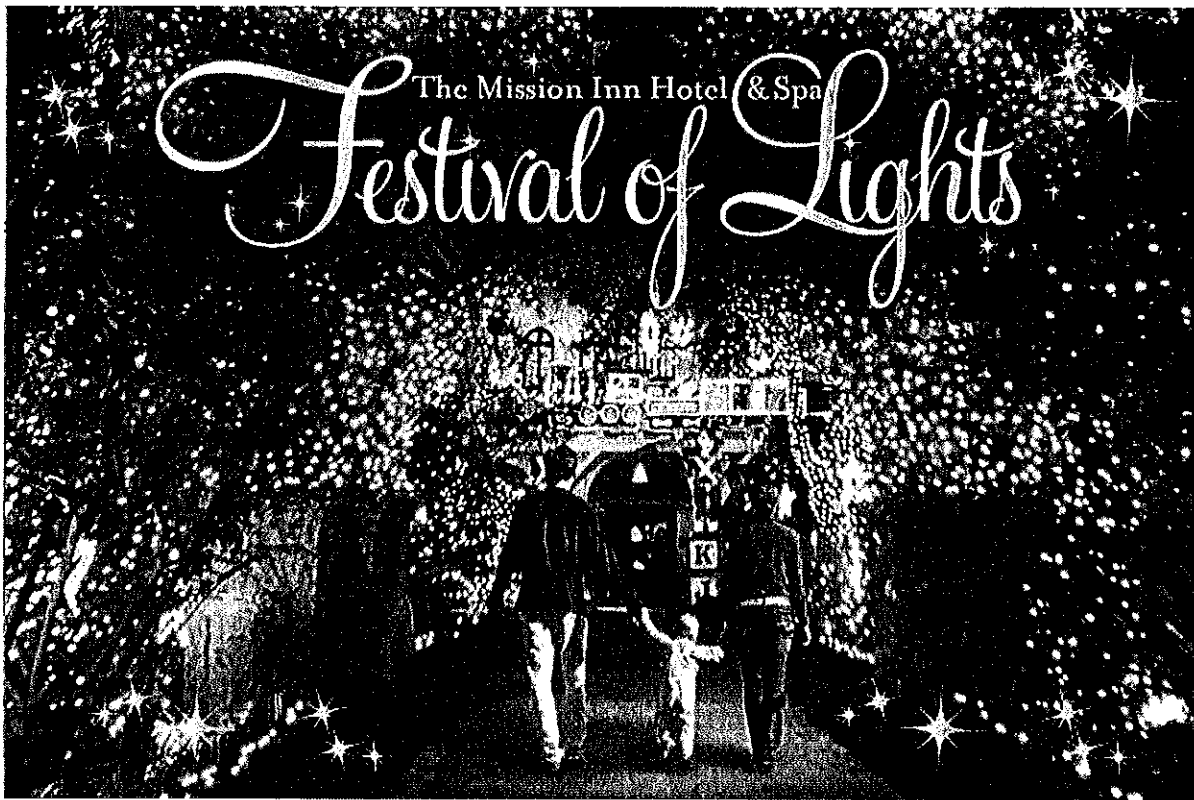
Planning and implementing back-up staffing requirements will be accomplished using historical trends, normal seasonal changes in demand, and other factors affecting demand and staffing requirements. Our goal will be to provide the best possible guest service at the most efficient staffing levels. This will ensure that meets meeting both financial and guest service goals.

One of the tools we will be using to assist our management team in developing and implementing the most efficient scheduling process is an on-line software package - "When to Work". This program is a very effective tool for both management staff and field employees. Schedules can be updated very quickly and the changes can be sent to the affected employees by either e-mail or text messaging. Employees can go on-line and check their schedules, request time off, and even check vacation and sick day accrual amounts.

We are providing schedules for the initial transition period, and note that these are subject to change based on any changes in the operation, technology enhancements, and in customer demand patterns.



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#### SPECIAL EVENTS

We have tremendous experience in and a great enthusiasm for handling special events. Peter Martil, our District Manager, got his start in the parking world by planning for and executing parking for such prestigious events as the academy Awards. Richard Raskin, our Director of Special Projects, was formerly in charge of managing the Golden Globe Awards at the Beverly Hilton, as well as hundreds of other events each year. Both of them have handled the Los Angeles County Museum of Art's Gala 60<sup>th</sup> Anniversary several months ago, as well as hundreds of events at the Wallis Annenberg Center for Performing Arts in Beverly Hills.

A partial list of the special events we have managed in the past two years follows:

- Rose Parade Parking – City of Pasadena – self-park
- Holiday Boat Parade Parking – Marina del Rey – self park
- Tall Ships Festival-World Cruise Center/Port of Los Angeles - self park
- Art & Film GALA-Los Angeles County Museum of Art (Annually) - red carpet valet
- 50th Anniversary-Los Angeles County Museum GALA - red carpet valet
- Latham & Watkins-Los Angeles County Museum of Art (Rain Room) - red carpet valet
- Bloomberg- Los Angeles County Museum of Art (Rain Room) - red carpet valet
- 4th of July Celebration "Grand Park" - self park



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- New Years Eve Celebration "Grand Park" - self park
- DIOR & I- Los Angeles County Museum of Art - red carpet valet
- Teamsters Rally-World Cruise Center/Port of Los Angeles - red carpet valet
- CITI Group- Los Angeles County Museum of Art - red carpet valet
- City National Bank- Los Angeles County Museum of Art - red carpet valet

Wallis Annenberg Center for Performing Arts Red Carpet Events

- Gilbert Foundation - red carpet valet
- 60th Anniversary Ferarri - red carpet valet
- Debbie Allen GALA - red carpet valet
- Los Angeles County Arts Commission - red carpet valet
- BASTA Los Angeles-Awards - red carpet valet
- Special Olympics Awards Dinner - red carpet valet
- Farrah Fawcett Foundation Dinner (annually) - red carpet valet
- Kanye West Dinner - red carpet valet
- Mayors Installation-City of Beverly Hills-Wallis Annenberg Theater - red carpet valet
- United Way of Greater Los Angeles (Annually) - red carpet valet
- Ralph Lauren - red carpet valet
- Lionel Richie/Music Cares - red carpet valet





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## CUSTOMER SERVICE PLAN

### Performance Standards

What we, and, most importantly, our clients, believe sets us apart from our competition is our commitment to quality and customer service. Just as you can always recognize an MGM film from its growling lion in the opening, you can recognize our parking facilities by their clean and appealing appearance and our staff by their enthusiasm and sincere graciousness. It is our belief that the foundation for excellent parking service is excellent customer service. The standard of excellence must be set at the highest levels of the organization, that standard must be meaningful and adhered to. The standard is conveyed to our team members through a program that we call "Service Plus!" We believe not only in external customer service, but internal customer service.

We are extremely proud of our reputation and are unequaled in providing the highest level of service, in a professional and cost efficient manner. Our dedication to service is best illustrated in how our staff at your properties is regarded by your patrons and tenants and by your own staff.

Our customer service philosophy will emphasize that this is the responsibility of each employee, and will include the following:

- Professional Attitude – Wear specified uniforms that are clean and maintained. Be well groomed and ready to work at designated times and positions. Be calm, energetic, pleasant and polite. Smile, make eye contact, and be committed to excellence.
- Superior Customer Service – Go out of your way to meet customer needs, providing personalized service when appropriate. Work as an effective team member with an enthusiastic attitude. Be able to take direction with minimal supervision.
- Effective Communication – Speak clearly and in a friendly tone of voice. Ask questions to clarify customer's understanding, and assist any special needs passengers. Seek bilingual assistance when necessary. Be an active listener and demonstrate attentiveness and sincerity.
- Problem Solving – Handle and resolve difficult situations promptly. Be discrete, apologize to the customer or driver, and suggest solutions. Remain calm and notify a supervisor when necessary to keep a situation from escalating. Be a pro-active problem solver and anticipate potential issues.

When most customers visit the City, the Cashiers and Supervisors may be the "first impression" for the customer experience that will be remembered.

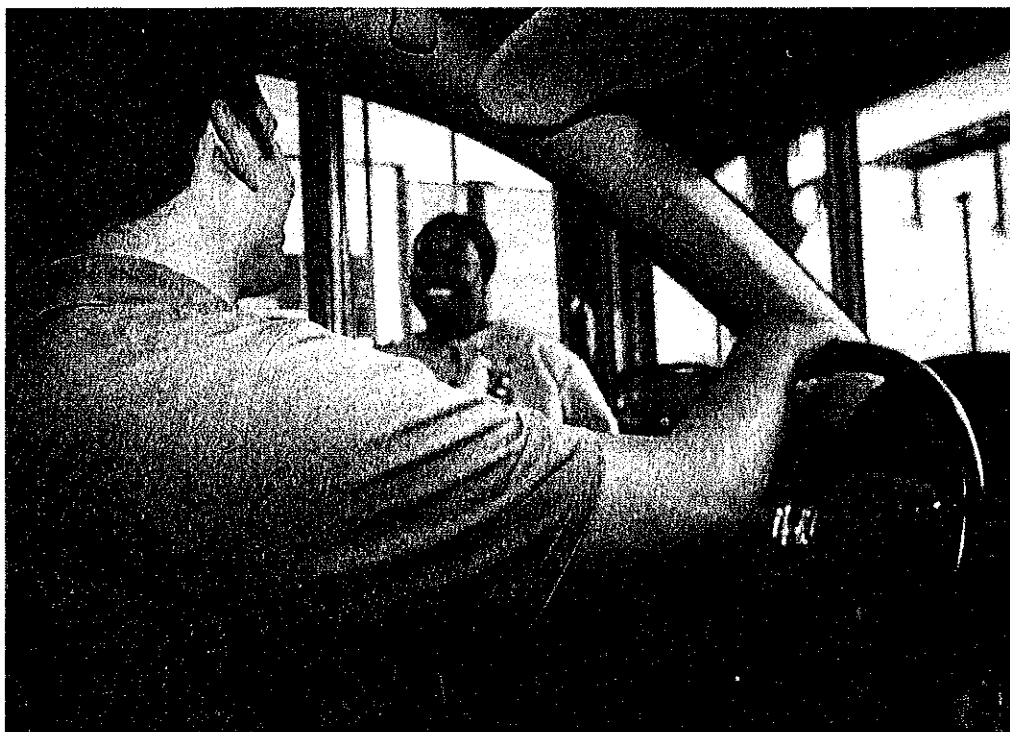
An example of our successful transition planning and implementation, as well as our commitment to customer service, was documented in the following article, published in *PARKING* magazine two years ago.



# Parking

FEBRUARY 2014

The magazine of Parking Management and Operations  
A publication of the National Parking Association



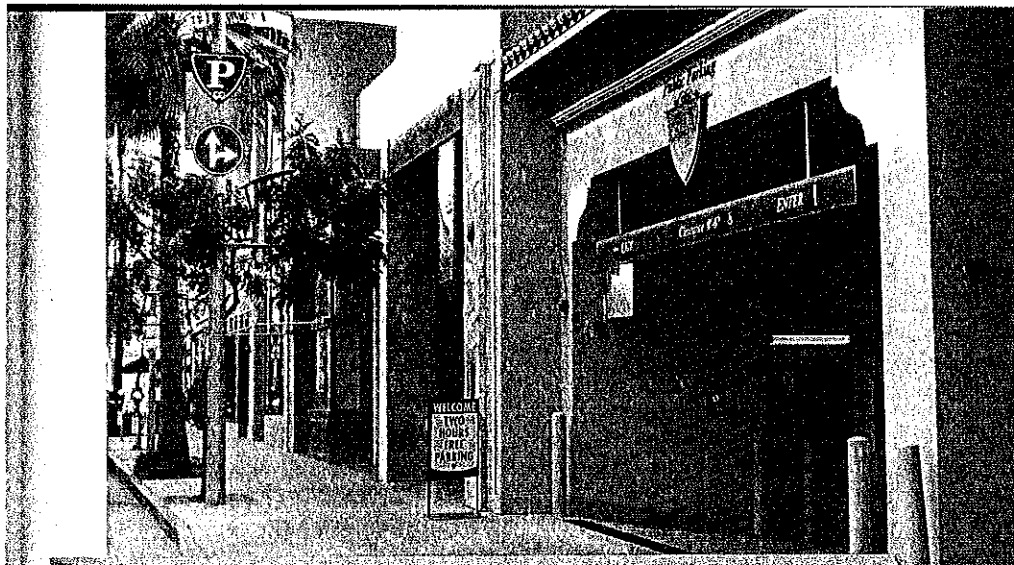
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Parking in Beverly Hills





# VIP Parking

*Public-sector expertise and top-notch customer service helped Parking Concepts Inc. win a contract with the city of Beverly Hills.*

Around the country, tough economic times are squeezing city budgets. But as cities and municipalities seek to cut costs by outsourcing more services to private companies, tough times can be boom times for parking operators who contract with the public sector.

## Opportunity Knocked for Change

For Parking Concepts Inc. (PCI), which has offices in California and Dallas, Texas, opportunity arose when they learned that the city of

Beverly Hills, Calif., was seeking a replacement for its existing parking contractor.

PCI won the contract and today manages off-street parking at four of the city's 14 parking facilities, monitors the monthly parking program city-wide and provides valet service at several stations throughout Beverly Hills and for special events at the recently opened Wallis Annenberg Center for the Performing Arts.

PCI obtained the five-year contract through a

competitive process by responding to an RFP from the city. "One of the main reasons (our proposal was) successful is that the city was looking for something that's hard to quantify: an operator that can provide the best customer service," says Richard Raskin, director of Internal Audit and Financial Analysis at PCI.

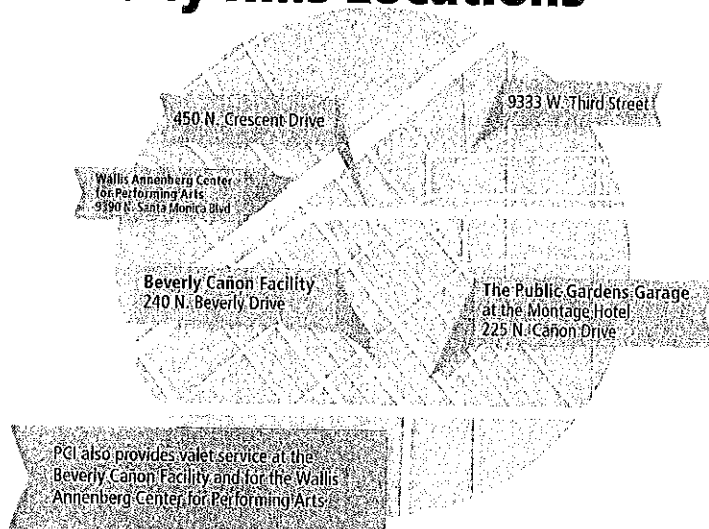
"We focused on that and provided a range of managers with extensive backgrounds in hospitality—four of them had spent years running hotels or departments within hotels."

## Plan Ahead to Handle Unexpected Hurdles

PCI's extensive experience in the public sector was also a major factor in helping it win the business. "We have a range of public sector accounts throughout California, including contracts with the cities of Los Angeles and Norwalk, Old Town Pasadena, Orange County and San Francisco," says Robert Hindle, vice president of PCI.

That experience was helpful not only in landing the Beverly Hills contract, but also in dealing with the challenges of taking over from a prior operator. "You can never be too prepared prior to contract commencement," Hindle

## Beverly Hills Locations



says. "There are always surprises, but by being diligent and proactive, we were prepared for a smooth transition."

### Procedures Create Positive Results

PCI took over the contract in August 2013, and just a few months later, transient revenues had already increased—a fact Hindle

credits to well-defined procedures and training processes that leave little to employee discretion.

In addition to the bottom-line results, PCI is just as proud of the positive feedback the company has received from city officials and customers. "A unique challenge in regard to Beverly Hills is that

the clientele expects the highest level of service," Hindle explains. "With lots of VIPs, politicians and entertainment industry people, it's not your typical municipal operation." Adds Raskin, "We're proud that what we're doing has made a difference and that people are noticing it."

### PCI Brings Expertise to the City

The positive feedback highlights what both Hindle and Raskin believe is another reason the trend toward privatizing parking operations is growing. "Parking operators have expertise that a municipal parking operator may not," Raskin explains.

"An operator typically runs hundreds of locations in different areas and is exposed to more ideas and more new technology than a municipality would be." As a result, it can be more creative and responsive in dealing with problems and updating facilities.

PCI, for example, works with the city of Beverly Hills to source vendors to modernize equipment, gates, meters, payment systems and other technology. The firm was recently given carte blanche to bring in a new software program to handle much of the city's monthly billing.

Because the city still operates some of its own facilities and has its own parking employees, cooperating closely with that team has been key for PCI. "The city has a parking department staff of six, and we interact with all of them daily in a variety of ways," says Raskin.

### Municipal Operations Require Different Standards

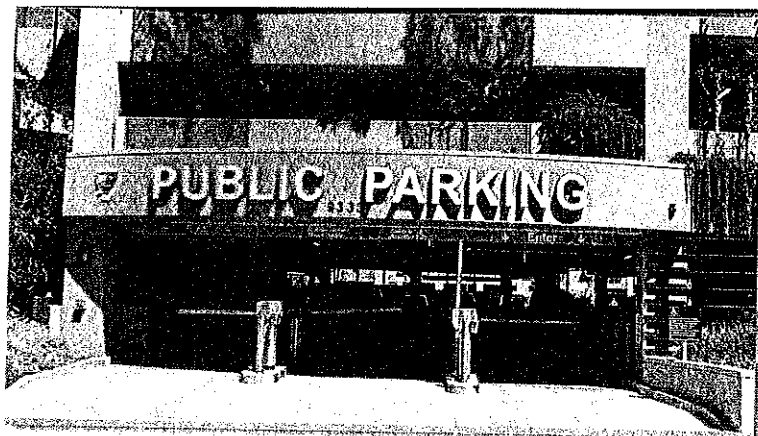
Those considering public-sector contracting should know that working with a city or municipality has requirements that



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PARKING CONCEPTS INC.



*"For parking operators who are up to the challenge, contracting with cities and municipalities provides unique rewards."*



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not all parking operators can handle.

"Companies looking to break into public sector contracting have to recognize that it's quite different than commercial operations," says Hindle.

"There is a higher standard for recordkeeping and fiduciary responsibility; you're dealing with

public funds. You must maintain a credible audit trail on everything you do; many (cities) require outside audit certification. A lot of small companies aren't set up to comply with that."

And, Hindle notes, working with the public sector requires a tolerance for bureaucracy.

For those parking operators who are up to the challenge, however, contracting with cities and municipalities provides unique rewards. "It can be very high-profile, exposing you to a lot of potential clients," Hindle says. "Regionally, (leaders of) municipalities know each other, and if you're reputable and do a good job, the word will get out." ■

## HOW WELL DID YOU SLEEP LAST NIGHT?



LINK PERFORMANCE TO BEST PRACTICE

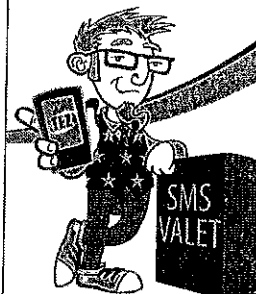
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Other companies' customer service standards are often summarized and delivered by telling new hires to call a supervisor if a customer has a problem.

**PCI CUSTOMER SERVICE PROGRAM**

- To build awareness of the importance of excellent "guest" service - to the parking public, to the organization and to the guest services provider (our employees).
- To refine skills and confidence to meet and, whenever possible, exceed the guests personal and practical needs for parking services.
- To create understanding that excellent service requires through preparation, effective customer interaction, and timely follow-through activities
- To build skills that provides consistent and balanced everyday service excellence.
- To build skills to better deal with difficult, unexpected, or challenging situations.
- To demonstrate the critical importance of the teamwork to meet or exceed customer needs.
- To encourage the initiation of (and follow-through on) ideas to reach and sustain excellence in customer service.
- In all program content, to develop skills and commitment, and to transfer both to the job.

These six customer service secrets are essential:

1. MAKE EYE CONTACT
2. HAVE A SINCERE SMILE
3. OFFER A FRIENDLY GREETING
4. CONDUCT A PLEASANT TRANSACTION
5. THANK THE CUSTOMER
6. WISH THEM WELL AND INVITE THEM BACK

**Our Ten Commandments of Customer Service**

1. **Know who is boss.** You are in business to service customer needs, and you can only do that if you know what it is your customers want. When you truly listen to your customers, they let you know what they want and how you can provide good service. Never forget that the customer pays our salaries and makes our jobs possible.
2. **Be a good listener.** Take the time to identify customer needs by asking questions and concentrating on what the customer is really saying. Listen to their words, tone of voice, body language, and most importantly, how they feel. Beware of making assumptions - thinking you intuitively know what the customer wants. Do you know what three things are most important to your customer?



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Effective listening and undivided attention are particularly important in the parking areas and the pedestrian pathways where there is a great danger of preoccupation - look around to see to whom else we could be attending to.

3. **Identify and anticipate needs.** Customers don't want to go to parking facilities or visit an office building. They want good feelings and friendly attitudes. Most parker needs are emotional rather than logical. The more you know your parkers, the better you become at anticipating their needs. Communicate regularly so that you are aware of problems or upcoming needs.

4. **Make parkers feel important and appreciated.** Treat them as individuals. Always use their name, if you can, and find ways to compliment them, but be sincere. People value sincerity. It creates good feeling and trust. Think about ways to generate good feelings about parking with you. Customers are very sensitive and know whether or not you really care about them. Thank them every time you get a chance.

Always be sure that your body language conveys sincerity. Your words and actions should be congruent.

5. **Help our customers understand our systems.** PCI may have the world's best systems for getting things done, but if customers don't understand them, they can get confused, impatient and angry. Take time to explain how our systems work and how they simplify transactions.

6. **Appreciate the power of "Yes".** Always look for ways to help your parkers. When they have a request (as long as it is reasonable) tell them that you can do it. Figure out how afterwards. Look for ways to make parking with you easy. Always do what you say you are going to do.

7. **Know how to apologize.** When something goes wrong, apologize. It's easy and customers like it. The customer may not always be right, but the customer must always win, or feel like they have. Deal with problems immediately and let customers know what you have done. Make it simple for customers to complain. Value their complaints. As much as we dislike it, it gives us an opportunity to improve. Even if customers are having a bad day, go out of your way to make them feel comfortable.

8. **Give more than expected.** Since the future of PCI lies in keeping customers happy, think of ways to elevate yourself above the competition. Consider the following:

- What can you give customers that they cannot get elsewhere?
- What can you give customers that is totally unexpected?

9. **Get regular feedback.** Encourage and welcome suggestions about how you could improve. There are several ways in which you can find out what customers think and feel about your services.

- Listen carefully to what they say.
- Provide a method that invites constructive criticism, comments and suggestions.

10. **Treat your team mates well.** Your PCI co-workers are your internal customers and need a regular dose of appreciation. Thank them and find ways to let them know how important they are. Treat your co-workers with respect and chances are they will have a higher regard for customers. Appreciation stems from the top. Treating customers and co-workers well is equally important.



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### **Customer Service Training**

To address service better, we must have a clear understanding of what customer service is and most importantly, what is expected from us.

Apart from performing our duties well, a high level of courteousness is also expected from us. Efficient performance and courteousness goes side-by-side.

The following are some tips on how we can improve customer service;

- ❖ The customer is never an interruption to your work. The customer is your real reason for being in business. Chores can wait!
- ❖ Remember, you are the company. In the customer's eyes, you are as important as the President of PCI.
- ❖ Welcome every customer with a smile and a warm greeting, such as Good morning, Good afternoon, Good evening & Welcome to the City of Riverside's Parking Facility, how may I assist you?
- ❖ Make eye contact and maintain eye contact every time you talk to the customer.
- ❖ Use words like Please, Certainly, My Pleasure and Sir/Madam.
- ❖ Give customers a warm farewell by saying, have a nice day, have a good day, and good night.
- ❖ When cashiering, project your voice clearly and repeat the charge (if any).
- ❖ Say the amount collected against the charge. (e.g., "Seven dollars out of twenty").
- ❖ Thank the customer.
- ❖ Never say, "I don't know". If you don't know the answer to a customer question, say "that's a good question. Let me see if I can find out the answer". Summon a Supervisor.
- ❖ State things in a positive way. Choose positive words when speaking to a customer. It takes practice, but it is a valuable habit that will help you become an effective communicator. Also, it will help diffuse any tension. Please, NO negative comments!
- ❖ Remember, the customer pays your wages. Our business is pleasing customers. Our business is SERVICE! Every dollar you earn comes from the customer's pocket. Treat them like the boss.

### **The Basic Customer Service Standards**

1. A warm and sincere greeting.
2. Anticipation and fulfillment of each customer's needs.
3. Fond farewell. Give a warm good-bye.

A clean parking facility is a reflection of how much we care. Whenever possible, take time out to pick-up papers, ticket and pieces of trash. We keep the signs, ticket machines and booth clean. All of these things together are part of our image. Our company goal is to support, reward and recognize our employees' efforts in delivering the highest standards of customer service.

PCI has always prided itself and, in turn, gratified its clients, with the professionalism and graciousness shown towards a client's tenants and guests, whether they are individual parkers or a group paid for by a company.



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PCI understands the importance of upholding a brand reputation and what it takes to provide a globally recognized hospitality experience. As a result, our General Manager, and indeed everyone on our staff, will be responsible for assisting guests with various tasks related to their visit and for providing information about the local vicinity in our continuing effort to deliver outstanding guest service. Specifically, we will be performing the following tasks to the highest standards:

- Provide information, recommendations and services for a variety of guest inquiries, including, but not limited to, directions, hours of operation, services, arrangements, events, restaurants, hotel, retail, and medical care.
- Respond to special requests for services, inquiries and requests and resolve issues in a timely, friendly and efficient manner

Our staff will stay true to the City's and our Vision, Mission, and Values. Specifically, we look for demonstration of these Values:

- Being passionate about delivering exceptional guest experiences.
- Doing the right thing, all the time, and professionally.
- Remaining a leader in our industry and in our community.
- Proving that we are team players in everything we do.
- Remembering that we are the owners of our actions and decisions.
- Operating with a sense of urgency and discipline



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## HANDLING OF CUSTOMER COMPLAINTS

Superior customer service is the bread and butter of our business. And when something goes wrong, we make every effort to repair the problem.

PCI recognizes that most people will not take the time to register a complaint; instead, and unfortunately this just doesn't allow us an opportunity to learn about and correct the problem, they stop patronizing the services. We also recognize that those who do voice their complaints are, more often than not, sincere and accurate about the shortfall in service expectations that they experienced and that we need to take them seriously if we intend to continue to claim and stake our reputation on that we provide the best service.

We understand the impact of our performance as it relates to the overall perception of the City's parking facilities. We hope to be contracted to provide services that ensure an excellent first and last impression, for each and every customer. Reviewing customer feedback on the web not only helps to identify service shortfalls, but also significantly improves our ability to remain proactive with regard to improving service levels. We have excellent ratings on websites such as Yelp, Google, and Yahoo. We encourage all of our team members to remain cognizant of their impact on customers' overall experiences and how each customer experience contributes to our reputation and that of our valued client, in this case, the City.

PCI has a policy of responding to all complaints in a prompt, polite and professional manner. Regardless of how complaints are presented to us, be they rude or polite, we will listen to the customer and give a polite and professional response. If the complaint is being made in person, the most senior person on-site will handle the matter. If the Parking Manager is not on-site, the customer's name and telephone number will be taken and that person will be contacted by management staff the same day, if practical. Written complaints are always responded to in writing, and within 48 hours. We will of course copy City Management Staff with all incoming correspondence and our response. We view all complaints as an opportunity for us to demonstrate to the public that PCI really does care if their customers are not happy or feel they were treated unfairly or unprofessionally. We make a sincere effort to take a complaining customer and convert him or her to a PCI supporter.

Quite often, when a complaining patron is listened to and given a polite explanation as to why certain procedures are in place or why a situation is handled in the way it must be handled, they understand and accept the policy or procedure as having merit in the way it must be handled. Also, the complaining party is sometimes correct and action needs to be taken on our part to correct a practice or procedure.

Regardless of how a complaint is presented, the customer is thanked for taking the time to contact us and they are encouraged to contact us again if problems continue to arise. It should also be noted that "irate customers" and/or customer complaints are subjects that are specifically addressed in our employee training and orientation programs. This training includes watching videos that offer specific techniques and suggestions on how to deal with difficult or unhappy customers. There is also follow-up training, newsletters and customized handouts distributed to our employees addressing the very important aspect of customer complaints. We track customers' complaints and incidents and document our follow up.





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We immediately make a concerted effort to smooth over and turn around the customer's experience. This is best accomplished by listening, empathizing and promising the customer that action will be taken and that we will follow up with the customer. We generally, at this point, offer to refund the customer's parking charges and invite them back at no charge. Often, senior management will call back the customer directly and express how seriously we take our commitment to superior customer service.

If appropriate, we then approach the staff member to determine the staff member's take on the episode. After a thorough investigation, we decide if the circumstances require discipline (which depending on the conditions, may be anywhere from a reprimand up to discharge). In any event, the staff member is made aware of the customer's complaint and the acceptable behavior is reinforced.

We are so service oriented that we even politely and professionally respond to complaints about our competitors' operations. On several occasions, parking patrons have contacted us, in error, about operations that we have no connection with and we have listened and promised to pass on their criticism to the appropriate party and have. We believe that customer service is everything. Richard Raskin, our Director of Internal Audit, authored the following article about customer service, and its importance in the parking world, (a link is provided below) in October 2003 that was published in *Parking Today*.

<http://www.parkingtoday.com/article/details.php?id=225>

The article details what Richard believed 18 years ago and what we still believe today

We also keep a Customer Service Log in which any and all incidents, their outcome and our follow up, are recorded and made available to the City Parking Administration.

PCI has always prided itself and, in turn, gratified its clients, with the professionalism and graciousness shown towards a client's tenants and guests, whether they are individual parkers or a group paid for by a company.

### **Mystery Shoppers**

We also employ "Ticket Shops." This simple but effective audit entails a "mystery shopper" visiting the site as a regular customer. Upon exiting, the transient or valet ticket is presented to the cashier by the shopper for payment. Occasionally, excess validation stamps, which have been specifically and covertly identified, are presented to the cashier for the purpose of an integrity test. Most often though, the shopper presents the ticket for payment like a routine customer. All information such as ticket number, time, amount paid, etc., are recorded. At the end of the shift, the specific ticket is retrieved and reviewed for the correct charge, etc.

"Ticket shopping" is routinely performed at all locations.

### **Customer Surveys**

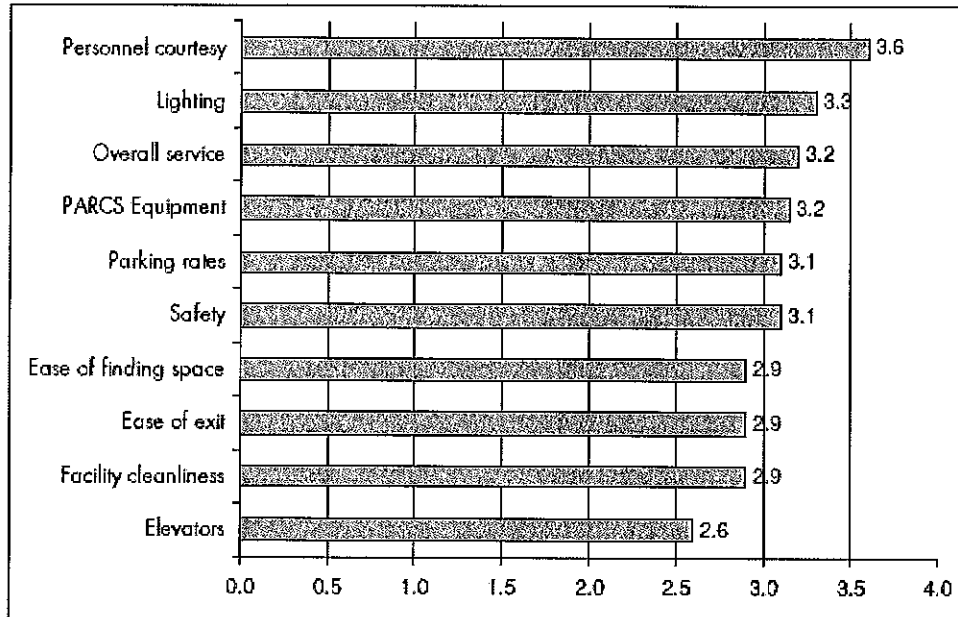
PCI welcomes and encourages Customer Surveys as one of the best forms of measure in determining the public's perception of the parking brand the City is desirous of providing.



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While we operated the City of Santa Monica's parking garages in 2008, a customer wide survey was distributed, by an independent consultant retained by the City. There were 10 separate categories that respondents were asked to rate from 0 to 4, 4 being the best. The compiled results are below:



	Ease of finding space	PARCS Equipment	Lighting	Elevators	Facility Cleanliness	Safety	Ease of Exit	Personnel Courtesy	Parking Rates	Overall Service
% Excellent	28.6%	38.1%	39.7%	18.1%	26.2%	28.8%	29.1%	67.7%	36.7%	35.4%
% Good	43.3%	46.3%	48.7%	34.9%	48.0%	56.3%	42.7%	24.8%	38.9%	52.2%
% Fair	17.7%	8.3%	8.5%	33.5%	19.2%	11.8%	15.9%	5.2%	19.0%	8.8%
% Poor	10.4%	7.3%	3.1%	13.5%	6.6%	3.1%	12.3%	1.3%	5.9%	3.5%
Avg. (1 - 4)	2.9	3.2	3.3	2.6	2.9	3.1	2.9	3.6	3.1	3.2
Percentile	72.5	78.8	81.3	64.4	73.5	77.7	72.1	89.7	76.4	79.9

The service levels of the staff that PCI provided, and trained, were ranked the best, and the highest of all of the components surveyed. We will implement annual surveys to continue the practice of understanding where we need to improve.



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## **OPERATIONAL PLAN**

The City of Riverside parking facilities require the "hands-on" management approach that can best be provided by PCI. PCI fully understands our role as the parking management company contracted by the City of Riverside. Paramount will be our ability to ensure that the revenue earned at these facilities is tracked, monitored and analyzed for maximum profitability. Secondly, that we are providing the highest level of service to the community these facilities serve at a justifiable price. And finally, that the employees working these facilities are fully trained and committed to see the success through. In our opinion, although the above-mentioned goals are unique within themselves, we feel that they are a critical part of and necessary to the overall success of the operation. In other words, the success of the operation will depend on the relationships of one goal to another.

PCI comes to the City of Riverside with great enthusiasm, acknowledging that these operations have great service and revenue potential and may have lacked the necessary attention to elevate the performance to the desired levels. Such changes require the operations to be properly managed by a proven, well experienced staff that can see the success through. In addition, these operations also require creative ideas and hands-on management to generate additional revenue. Understanding the needs and concerns of the parking patron, the City of Riverside and the employees working with them, we feel confident that our hands-on method of parking management will exceed all expectations.

The Company shall maintain a suitable management plan that will provide a detailed method of approach to managing the City's designated parking facilities including, but not limited to, Company's standard operating procedures, organizational chart, staffing plan, staff uniforms, method of managing employee and customer complaints, staff disciplinary measures, service plan and ongoing staff training opportunities.

## **MANAGEMENT PLAN - METERED PARKING**

Meter collection is expected to be scheduled at least two times a week per meter. This can be adjusted upon actual volume per meter or per zone. PCI will verify, count and sort all the coins collected from the meters. All counted coins will be bagged in federal sized bags and securely sealed. PCI will submit to the City a detailed collection report based on the meters collected within the downtown area. PCI will deliver all bagged coins to a bank designated by the City according to a schedule established by mutual agreement between the City and PCI. PCI will reconcile and audit collection at least once a week and provide the City with a copy of the reconciliation/audit report. This reconciliation/audit report will document collections separate and apart from any collections from PCI's management of the other City Parking Facilities.

## **REVENUE**

PCI shall maximize revenues by minimizing operating costs. This will be achieved with sound revenue control policies that comply with any and all state, federal and local laws, regulations and safety requirements concerning the management and operations of the parking facilities. The City reserves the right to audit PCI's financial activities at any time.



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## REPORTING REQUIREMENTS

PCI shall provide monthly parking management reports that should include but are not limited to the following information:

### Metered Parking

1. Total dollars collected in the current month from each metered zone
2. Combined total of all dollars collected in the current month
3. Total dollars budgeted for collection in the current month from each metered zone
4. Combined total of all dollars budgeted for collection in the current month
5. Total dollars collected year-to-date from each metered zone
6. Combined total of all dollars collected year-to-date
7. Total dollars budgeted for collection year-to-date from each metered zone
8. Combined total of all dollars budgeted for collection year-to-date
9. Brief explanation of any variances between dollars collected and dollars budgeted for collection
10. 13-month history of total dollars collected from each metered zone each month
11. Itemized list of all operating expenses
12. Total dollars paid for each item in the current month for each metered zone
13. Combined total of all dollars paid in the current month for each metered zone
14. Total dollars budgeted to be paid for each item in the current month for each metered zone
15. Combined total dollars budgeted to be paid for each item in the current month for each metered zone
16. Total dollars paid for each item year-to-date for each metered zone
17. Combined total of all dollars paid year-to-date for each metered zone
18. Total dollars budgeted to be paid for each item year-to-date for each metered zone
19. Combined total dollars budgeted to be paid for each item year-to-date for each metered zone
20. Brief explanation of any variances between dollars paid and dollars budgeted to be paid
21. 13-month history of total dollars paid for each metered zone each month
22. Total number of stalls for each metered zone broken down into street segments
23. Total available minutes for each metered zone broken down into street segments
24. Average available minutes per stall for each metered zone broken down into street segments
25. Average available hours per stall for each metered zone broken down into street segments
26. Total minutes purchased in the current month for each metered zone broken down into street segments
27. Average stall occupancy for each metered zone broken down into street segments



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On-street revenue is a composite of the following factors:

1. Number of meters;
2. Hours of operation;
3. Days of operation;
4. Rates;
5. Meter up-time;
6. Occupancy;
7. Percentage of vehicles required to pay;
8. Percentage of vehicles in compliance.

All of the components listed above are inter-related and play a part in determining revenue. The City of Riverside has little control over occupancy, but attention to meter up-time; limiting vehicle exemptions and consistent enforcement contributes to increased revenue.

The table below is a model we have created and employ to determine on-street revenue. We've provided a sample that is not intended to be representative of the City of Riverside's operation.

Meters	Hours of Operation	Days of Operation	Blended Rate <sup>(1)</sup>	Meter Up Time <sup>(2)</sup>	Occupancy	% Paying Vehicles	% Non-Violation Vehicles	Annual Revenue
950	10	6	\$.87/hr	94%	92%	97%	87%	\$1,881,900

<sup>(1)</sup> Blended rate is determined by multiplying the various rates by the quantity of meters with those rates, adding up the total, and then dividing that by the total number of meters. [Example: 400 meters at \$.50 per hour; 400 meters at \$1.00 per hour; and 150 meters at \$1.50 per hour =  $((400 \times .50) + (400 \times 1.00) + (150 \times 1.50)) / 950 = (200 + 400 + 225) / 950 = .868$  or a blended rate of \$.87 per hour.]

<sup>(2)</sup> Meter up time is the percentage of fully functional, operational meters at any given time. Non-operational meters are those out of service for repairs, those not working but not yet identified as needing repair, and those meters taken of service for street closures or other needs.

PCI (PCI) has in excess of twelve years each in working with Digital Payment Technologies and the IPS Group's products and their software. We are familiar and well-versed in their capabilities and have welcomed the improvements in revenue control, customer ease and reporting that these two firms have provided the industry.

- The Digital Payment Technologies' Enterprise Management System provides real-time data on the status of the lots and pay stations. This status covers everything from revenue and security monitoring, to individual equipment's power levels and environmental conditions.



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- The IPS Meter Management System allows management of an entire parking meter network, offering financial, technical, and administrative reporting features and remote meter configuration.

We have had experience in preparing and reviewing analytical reports detailing revenue per meter, per zone, and occupancy per meter, per zone. PCI will prepare a monthly reconciliation/audit report including any separate collections.

The City of Riverside Parking division maintains, collects and enforces 1,169 on- and off-street single head meters and multi-space pay stations. These pay stations include electronic parking meters and pay-by-space machines. Altogether, the City has an inventory of 2,049 spaces that are served by meters and pay-by-space machines.

The City's parking contractor is responsible for the maintenance, monitoring, and collection of the City's parking meters. The revenue generated by these parking meters goes to the City.

The Company shall maintain a suitable management plan that will provide a detailed method of approach to managing the City's designated parking facilities including, but not limited to, Company's standard operating procedures, organizational chart, staffing plan, staff uniforms, method of managing employee and customer complaints, staff disciplinary measures, service plan and ongoing staff training opportunities.

#### STAFFING

PCI plans on labeling, and training, our entire parking staff, meter collection staffers included, as "Ambassadors<sup>2</sup>." This sea change will allow the parking public to recognize that our staff serves the public. We will immerse the staff in customer service programs and train each and every member to know the area and be able to provide assistance and directions when asked.

The meter collections crew consists of one supervisor and one ambassador. Other ambassadors will supplement this group. The collection staff will have a formal training process. They will be provided "classroom" and on-the-job training.

#### REVENUE CONTROL

The collection staff collect, process, and deposit the revenues generated by the meters and pay stations. The parking meter collections are done with a sealed canister system. The collection process is designed as a touchless system, whereby the collectors do not have access to the cash. The top of the sealed canister interlocks with a sealed cart vault. The cash is transferred from the parking meter canister to the

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<sup>2</sup> **GUEST SERVICES AMBASSADORS:** We want to introduce the idea, our concept, of Ambassadors to the Parking Operation. We wish to take this a step farther and actually refer to all of our positions, despite their individual and specific tasks and roles, as Guest Services Ambassadors. Throughout this response, we will continue to refer to our staff members by their appointed positions so as to avoid confusion in this proposal, but in practice, the entire staff will understand their chief role at the City is to serve as service ambassadors.



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carted vault without ever touching hands. The carted vault is padlocked to keep it sealed. Only the supervisor has access to the padlock keys during the processing procedure.

The collectors work Monday through Friday. The collected revenue is processed each day at the end of the shift. If the weather does not permit collection, the staff performs other tasks within the Parking Division.

After the collections are made, the staff returns the sealed (locked) canisters to the counting room. The supervisor opens the safe located in the counting room and pulls the canister keys and partial coin bags left over from the previous day. The canisters from the collections are then opened and counted by the staff, using the coin sorter. Full bags of coins are weighed on a scale, tagged, recorded and sealed. The full bags are then readied for pickup by the armored car service. After the coin counting is complete, the staff prepares a bank deposit slip and places the deposit slip with the full bag of coins. Any partial coin bags are recorded as "partial" and secured in the safe to be counted with the next day's deposit.

A copy of the completed manifests, deposit slips, and paperwork is provided to the Parking Division administration for accounting purposes. The Parking Division representative, in turn, transmits all collection and deposit information to the City's Banking Department.

#### **CAPITAL IMPROVEMENT PLAN**

PCI will develop a phased capital improvement plan for continued maintenance of revenue control device equipment or any other equipment that may be purchased. Our plan should include financing for all necessary equipment.

#### **POTENTIAL SERVICE IMPROVEMENTS**

PCI shall create and maintain records of any and all complaints/suggestions rendered by the public or PCI's Employees. PCI will provide a "Comment Box" in each parking structure and surface lot and actively consider implementation of reasonable suggestions offered by the public or its employees regarding potential improvements to the delivery of parking management and operations services. Copies of any and all such comments shall be provided to the City on a weekly basis.

#### **OFF-STREET GARAGES AND LOTS**

Off-street revenue is a composite of the following Components:

1. Number of spaces;
2. Hours of operation;
3. Days of operation;
4. Rates;
5. Occupancy;
6. Average stay;



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7. Number of Turns;
8. Percentage of vehicles required to pay;
9. Number of monthly parkers;
10. Monthly Rate.

All of the components listed above are inter-related and play a part in determining revenue. The City of Riverside has little control over occupancy, but limiting vehicle exemptions contributes to increased revenue.

The table that follows below is a model we have created and employ to determine off-street revenue. We've provided a sample that is not intended to be representative of the City of Riverside's operation.

Spaces	Days of Operation	Rates	Visitor Occupancy	Average Stay	Turns	% Paying Vehicles	Number of Monthly Parkers	Monthly Rate	Annual Revenue
1,260	5	\$1.00/hour	76%	1h 26m	3.5z	98%	376	\$45	\$1,484,000

PCI (PCI) has in excess of forty years in working with Federal APD products and their software. We are familiar and well-versed in their capabilities and have welcomed the improvements in revenue control, customer ease and reporting that this firm has, in the past, provided the industry. We do acknowledge that the City is looking to replace older equipment at garages 1, 2 and 3. There are numerous suppliers that offer a wide variety of equipment and software capabilities and all should be carefully considered.

We have had experience in preparing and reviewing analytical reports detailing revenue per cashier and/or pay station, per shift, per facility per day and month. In addition PCI is proposing the use of the IntegraPark software program to enhance the reporting capabilities and insure proper tracking and control of the monthly parking by permit, decal and keycard. PCI will prepare a monthly reconciliation/audit report including any separate collections.

The City's parking contractor is responsible for the maintenance, monitoring, and collection of the City's parking equipment. The revenue generated by the cashiers and pay stations goes to the City.

#### STAFFING

As stated before, PCI plans on labeling our entire parking staff, cashiers and maintenance workers included, as "Ambassadors." This change will allow the parking public to recognize that our staff serves the public. We will immerse the staff in customer service programs and train each and every member to know the area and be able to provide assistance and directions when asked.

The off-street crew consists of one manager, one supervisor, one office administrator and eleven ambassadors. All ambassadors will be cross-trained to provide maximum flexibility in job performance.





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The off-street staff will have a formal training process. They will be provided "classroom" and on-the-job training.

**REVENUE COLLECTION**

Cashiered collection is completed for each cashier at each garage daily. PCI will verify, count and sort all cash and checks by cashier by shift. Receipts are picked up by the manager or supervisor from each facility at the close of each shift and deliver to the parking office. The cashier shift report is then reconciled and compiled into a master daily report for each facility. The pay-by space collections from the surface lots will be collected and brought to the office with the same reporting procedure. PCI will submit to the City a detailed report based on the all revenue collected on the surface lots and garages. All monthly income will be reported and deposited to the proper location on the day received. The IntegraPark accounting will track billings, collections and accounts receivable. PCI will deliver all receipts to a bank designated by the City according to a schedule established by mutual agreement between the City and PCI. PCI will reconcile and audit collection at least once a week and provide the City with a copy of the reconciliation/audit report. This reconciliation/audit report will document collections separate and apart from any collections from PCI's management of the other City Parking Facilities.

PCI proposes the following to improve the operations at the City of Riverside Parking Facilities. They are based on the fundamentals of performance, profits, and customer service and employee morale:

- A. Dedicated "Local" Management
- B. Stringent Revenue Monitoring and Control
- C. Operational Expense Control
- D. Cleaning and Maintenance
- E. Employee Hiring and Training
- F. Continuous Customer Training Program
- G. Utilization Reporting (Accounting and Software)
- H. Monitoring Parking Volume and Maximizing Revenue
- I. Revenue Control Equipment
- J. Transition Planning
- K. Risk Management & Safety
- L. Quality Control Plan
- A. Dedicated "Local" Management

The success of operating the City of Riverside parking facilities requires the full attention and supervision of a quality project management team. PCI will put in place a dedicated, proven district manager, Jim Mecham, and Parking Manager, Dean Shimasaki, to cover all aspects of the parking operation.



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PCI is headquartered locally in Irvine. We obviously have a strong presence throughout Orange County and the surrounding area and will provide the necessary local and corporate support to manage and operate your parking facilities. We can provide accessibility and resources that no other firm can match.

As for additional staffing or use of our resources, we are the largest parking employer in Orange County and perhaps Riverside County. We have a mature and highly skilled operations management staff. We can provide superior access to senior management, just minutes away. We are financially strong and possess the skills and resources for your operations.

**B. Stringent Revenue Monitoring and Control**

For over 40 years, since the company was founded, PCI has had a highly successful history of increasing revenues for our clients because of our cash handling and control procedures. Needless to say, PCI takes cash handling and auditing very seriously. As your management company hired to oversee your money, PCI will be extremely diligent in executing, analyzing and auditing the collection of revenues from the revenue generating facilities.

We believe our success is attributed to several cash handling components/procedures. Besides strong audit and cash handling procedures, we are very well versed in the various collection control equipment in the market today and have a keen understanding of where loopholes can be detected. We understand what typically causes variance of funds compared to reporting and have means of ensuring that no loss occurs.

Overall, from the moment a ticket is issued to the time of the management report, we have strong check and balance procedures to ensure all revenues are collected and most importantly, deposited.

**C. Operational Expense Control**

PCI maintains a series of checks and balances to insure efficient cost control and oversight. Even though we are one of California's largest regional operators, we are not too large to maintain very tight operating expense controls.

All invoices for services, materials or supplies require three levels of approval prior to payment being made. The process is as follows:

1. Each invoice must be approved (in writing) by either the District or Facility Manager. PCI will not pay from a statement, only an individual activity-specific invoice. Also, we do not maintain open purchase orders for any supplier.
2. Subsequent to approval by the Facility Manager, the invoice then must be approved by the Vice President of Operations.
3. Subsequent to approval by the Vice President of Operations, a check for payment is prepared (but not signed) for signature and final approval.



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4. The unsigned check and the individual invoice are presented to either the Vice President of Administration or the President for final approval and check signature. All checks are hand-signed. We do not use mechanically signed "signature stamped" checks.
5. The Monthly Statement of Operations is delivered with clean, legible copies of every invoice, covering every charge, for the accounting period.

As you know, payroll is another area over which PCI maintains the absolute highest levels of tracking and control. Bio-metric time recorders are used in all locations to assure accurate and consistent time recording. All pay increases require the approval of the client and the Vice President of Operations.

Our Monthly Statement of Operations is supplemented with a Payroll Register that details all payroll activity for the accounting period. For every employee receiving compensation (both hourly and salaried) that is charged to your account, the following information will be supplied:

- a) Employee name, job title.
- b) Rate of Pay.
- c) Hours worked at straight time and overtime (if any).
- d) Total dollar amount paid.

In regards to overall cost control, we prepare, in advance, a detailed line item budget for every facility that we operate. These budgets are prepared in conjunction with City management and are meaningful objectives for the upcoming year.

The performance of each location is tracked and compared to the operating budget each month. Variance reports are prepared by the District Manager. These variance reports are reviewed by the Vice President.

Cost control is something that PCI takes very seriously. Staffing schedules are reviewed every pay period with an eye towards cost containment and optimum service, security and maintenance levels. All subcontracting jobs (such as power sweeping, equipment, etc.) are "bid". We do not mark up or profit in any way from contractor provided operating supplies or services. What we pay, is what you pay! Unfortunately, this policy is not consistent throughout our industry.

**D. CLEANING AND MAINTENANCE PROGRAMS**

PCI has a reputation for maintaining its parking facilities at the highest standards. We take pride in the positive impression our facilities make on our (your) guests. A personal visit to any of our facilities will clearly demonstrate that regular maintenance is being performed and that daily housekeeping is a top priority.

We intend to work closely with our staff and your maintenance supervisor to develop a written maintenance program designed specifically for the facility that is comprehensive and in compliance with agreed upon standards. Specific tasks will be assigned to the appropriate personnel with dates for completion. An independent inspection program will also be implemented to assure compliance with maintenance objectives.



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We have found that both regular and preventive maintenance programs contribute significantly to our overall objective of providing parking and related services in a professional cost effective and safe manner. A comprehensive maintenance program must include preventive maintenance on all revenue control and mechanical equipment.

PCI takes maintenance responsibilities very seriously. Our programs have been proven successful in part, by our low liability insurance rates, which we attribute to good maintenance programs and their diligent administration. Our preventive maintenance and facility "housekeeping" programs contribute greatly to PCI' ability to consistently exceed our customer's expectations.

#### **SERVICE STANDARDS**

Service standards are divided into three (3) categories, each paramount to customer satisfaction and usage.

- Appearance of the facility
- Facility operations and staff
- Dependability of the existing equipment

#### **APPEARANCE OF THE FACILITY**

Our goal is to maintain the facility "like new". The Parking Manager will conduct a weekly inspection noting any problems. This inspection will address:

- Lighting
- Facility cleanliness
- Wheel stops
- Striping
- Directional arrows
- All signage (damage and cleanliness)
- Fencing
- All control equipment (operation, cleanliness and damage)
- Restrooms
- Office
- Parking booths
- Landscaping
- Graffiti

The Parking Manager shall walk through each facility every day to inspect for cleanliness and proper maintenance. Daily housekeeping responsibilities shall include the immediate cleanup of oil or fluids from



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the surface lot. Each cashier station shall be cleaned daily. Also, all employees will be expected to pick up trash or debris whenever or wherever it is observed.

**E. Employee Hiring and Training**

PCI has high standards of the hiring and training of employees. In today's labor market hiring low wage employees who meet our standards is a difficult task. We have devoted substantial resources and implemented innovative programs to assure a pool of qualified applicants. We have not lowered our standards. All individuals would be subject to our stringent interview and screening process. All employees working for PCI follow company policies as outlined in our Employee Handbook. Our manual details PCI's philosophy, expectations, rules and regulations. We stand behind our manual and expect all employees to follow the behavior and beliefs within it.

**1. Scheduling**

PCI, in accordance with the staffing needs of each manned facility, will set schedules in a cost effective and sufficient manner. As always, PCI will monitor staffing versus demand and propose schedules accordingly.

**2. Recruitment and Retention Plan**

PCI's turnover rate is among the lowest in the parking industry. We believe that there are several contributing factors. They are:

- a. An aggressive and comprehensive screening process. The service industry is not for everyone. Individuals not suited for employment in this industry should not be hired in the first place. We attempt to eliminate these individuals through aggressive screening.
- b. Career advancement opportunities. Most of PCI's management and supervisory staff (over 70%) have been developed internally.
- c. On-going training and development programs are available for all employees.
- d. Competitive wages and benefits.
- e. Employee recognition, awards and bonuses contribute to PCI's "A job well done" appreciation programs.
- f. Education financial assistance programs.
- g. Flexible work schedules.
- h. Active involvement by all senior management in the day-to-day operation of our facilities. Most employees of PCI personally know the President and senior staff members. The senior executives at PCI are not "strangers" to our field personnel.

The key difference that sets PCI apart from its competitors is the direction and support provided to our managers. PCI senior management is continuously involved with each location. Not just at "contract time" or when an RFP has been issued, but consistently and routinely throughout the duration of the contact.



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Overall, PCI is well respected and highly regarded as a great company to work for. In fact, several of our competitors would be shocked to know that many of their current employees have applied for employment with PCI.

PCI is known as a firm that treats all employees fairly and respectfully. Cashiers and attendants are just as much a part of the "team" as supervisors, facility managers, etc. In fact, we believe that the front line employees are the key to presenting a positive image to the general public and our clients. Even though PCI presently employs over 1,600 parking and transportation professionals in California, practically everyone has met and personally knows the principals and senior executives of the Company.

PCI maintains an open door policy for all employees and encourages open communications throughout the organization. For instance, direct line telephone numbers of PCI senior managers have been distributed to all employees. Employees are also encouraged to communicate with whomever they like regarding improved customer service, employee morale, sexual harassment, safety and/or security issues, integrity or issues pertaining to cash receipts, the misuse of Company or client property, drug or alcohol problems or any personal issue that needs to be addressed.

There is a reason that PCI has a turnover rate that is among the lowest in our industry. The reason is that senior management cares about the front line employees, respects the difficult job they do and wants to give them the tools, support and assistance necessary to provide service with pride to all of our parking customers and clients.

All of our executives are mature, energetic and seasoned parking professionals. You can rest assured that PCI can provide creative but realistic solutions to any parking problem.

Besides having one of the lowest turnover rates in the industry, PCI also hires many part-time, on-call personnel who have gone through our training program and are qualified to go into any operation should a "no show" or sick call arise. Also, we often schedule in staggered shifts where our operations typically do not experience a drop in service as there is always someone scheduled soon after another.

You can rest assured that PCI has high standards for hiring and training of employees. In today's labor market, hiring employees who meet our standards is a difficult task. We have devoted substantial resources and implemented innovative programs to assure a pool of qualified applicants. We have not lowered our standards. All individuals are subject to our stringent interview and screening process that includes the following:

- Written job application including detailed work history, residential and educational background.
- Confirmation of work history and personal references. (We do check references.)
- A seven-year background check based on Social Security number.
- Personal profile, drug screen and integrity profile testing.
- Testing for communication skills, aptitude and attitude.
- Verification of legal residency and right to work.



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When a new employee is hired, he or she will be issued a written set of work rules, which outlines PCI's policies and procedures. There will be no misunderstanding as to exactly what is required of each employee. In addition to work rules, each new hire will be issued a written job description consistent with the position for which he or she was hired.

#### Disciplinary Procedures

All employees are issued an Employee Handbook containing company information and work rules. The work rules are significantly detailed so that each employee clearly understands exactly what is expected of him or her.

Each work rule violation shall have a progressive disciplinary procedure that would typically entail:

- Verbal Warning
- Written Warning
- Suspension
- Termination

Certain violations would require immediate suspension, with possible termination, pending investigation. If the investigation confirms violation of Company Policy in these areas, termination would result:

- Drug use or possession
- Use of alcohol during working hours
- Theft or misappropriation of funds
- Fighting
- Gross insubordination
- Intentional destruction or defacing company or client property
- Sexual Harassment

#### Employee Benefits

PCI provides the following principal benefits for our employees.

##### Salaried (Managers) -

Medical Insurance for employee only, with Blue Cross HMO. Employees may purchase family coverage through payroll deduction.

Six paid holidays including, New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving and Christmas.

Vacation – Two week years 1-3, Three weeks after year 3.

Sick Leave – Six days per year.

##### Hourly (Line staff) -

Medical Insurance for employee only, with Blue Cross HMO. Eligible after 90-days of full-time employment. Employees may purchase family coverage through payroll deduction.



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Six paid holidays including, New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving and Christmas.

Vacation – One week years 1-3, Two weeks years 4-10, Three weeks after year 10.

F. Continuous Customer Training Program

PCI clearly understands that our staff acts as the ambassadors for the City of Riverside and the downtown business community, as well as PCI. In essence, we will be the first and last impression your tenants and visitors will have during their visit to their destination. We take this responsibility very seriously and will promote an environment that is unfailingly friendly and helpful. We intend to do this by providing continuous training for the staff working at the City of Riverside.

PCI has an extensive library of handouts, books and tapes to train our staff. In addition, we focus on key areas during each of our training sessions whether it is dealing with angry/upset customers, learning the geographical area to give directions, or simply the benefits of knowing the type of customer attendants may come across. We have discovered that routine and fun training sessions such as ours dramatically improve and increase morale for both the attendants who go through our program as well as the customers who encounter our customer service trained staff member.

It is our belief that the foundation for excellent parking service is excellent customer service. The standard of excellence must be set at the highest levels of the organization, that standard must be meaningful and adhered to. The standard is conveyed to our team members through a program that we call "Service Plus!". We believe not only in external customer service, but internal customer service.

PCI (PCI) was founded in 1974 with the mission to continually provide quality parking services that are progressive and innovative to enhance our clients' image and financial goals. PCI has never altered this mission and continues to deliver a service that is unparalleled in commitment, value and customer satisfaction.

When PCI was founded, we recognized that we were in a very competitive business. Some companies were building national empires. Others were diversifying into uncharted areas.

Early on, we decided to focus on what is still the most important consideration in the parking business. And that extraordinary word is service. The PCI management team is involved in all aspects of every parking facility we oversee. Each team member is motivated to achieve exceptional results.

We are extremely proud of our reputation and are unequalled in providing the highest level of service, in a professional and cost efficient manner.

The above is part of our home page on our web-site ([www.parkingconcepts.com](http://www.parkingconcepts.com)). But our commitment to customer service goes far beyond an internet message.

We understand the importance of providing a formal orientation to new hires and providing continual training and reinforcement to our seasoned staff. Our hiring process consists of more than the parking industry standards of "Can you drive a stick?" or the always popular "Can you start this Friday?"





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Other companies' customer service standards are often summarized and delivered by telling new hires to call a supervisor if a customer has a problem.

There are inherent operating difficulties with these most cursory of orientation and training programs. Fostering a sense of allegiance is definitely hampered. More important, opportunities to impart wisdom, experience, and a unified preferred approach are lost. A sound new hire orientation should leave new employees with the belief that they are part of a team, and that their responsibilities and duties are designed to support that cooperative effort. New employees also will likely be exposed to gratuitous behavior from some customers, yet with appropriate training, be able to come away prepared for the inevitable confrontation with an understanding as to how best to react.

All organizations, whether they are an enormous government system or a small family-run parking enterprise, have a mission and a core set of values and goals. Some organizations emphasize customer service over all else; for others, a quality product is the driving force. Others care foremost about profitability. And still others incorporate all three into their credo.

Since most employees (with the obvious exception of family members in a family business) are not born into an organization but, rather, come from another organizational background, it can be a complicated transition process to adjust from one set of values to another. Employees with no work background -- and many parking attendants and cashiers fall into this category -- also need an introduction to the organizational culture. A solid orientation process is effective in delivering the organization's belief system to new employees immediately as they begin their employment. Explaining the company philosophy sets the tone for the employees' future contacts with customers and with others in the organization.

PCI has a strong commitment to its new employees and demonstrates this by a vigorous new hire orientation program that set its expectations squarely in front of these employees before they ever see a customer.

1. "I just wanted to park for a short while, not buy the place."
2. "Hey, now, shouldn't that fee include a car wash?"
3. "My car isn't even worth that much."
4. "I just spent \$450 inside and now I have to pay another \$5? You're out of your mind!"

There's not a parking employee who hasn't heard one of these wiseacre customer cracks or belligerent comments. And they're not always presented in a humorous fashion, either. It takes a particularly thick skin for a minimum (or slightly above minimum) wage employee to shrug off one of these and not take its harshness personally.

How does a parking employee handle these? A good start is to tell employees before they ever staff a cashier station that these insults and unpleasant remarks are coming. Presenting them in a comfortable setting followed by a careful explanation that the employee should not take these personally nor get discouraged will go a long way. It's reassuring for employees to discover that others have experienced the same negative comments and that it's almost a rite of passage to be slighted in the same way.



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In addition to preparing employees for the worst, our orientation program should focus on positive customer service, etiquette, proper appearance, acceptable work habits, revenue integrity, attendance policies, housekeeping and safety. Our successful orientation program involves the upper echelons of management in material presentation as it demonstrates to new employees that they're part of our team and that our team wants them. At the conclusion of orientation and training, new employees understand just what is and what is not expected of them.

A thorough and comprehensive new hire orientation and training program helps to counter negative impressions that we may make.

**Our Orientation Program:**

Our annual budget contains money allocated specifically for orientation, and an orientation program is incorporated into the new hire checklist. When we established and implemented our program, consideration was given to our company philosophy, training and procedures. We plan for the orientation to take a minimum of two full days.

The first day is devoted to immersion in the values of the organization. Special attention to the basic guiding principle is an important start. This key tenet should be reinforced throughout the session to ensure that it is instilled in the new employees and that they do not dismiss it as an artificial or contrived catch phrase.

Senior management, including ownership, if possible, has active roles in the initial phases of the training. They introduce themselves and explain their positions within the company and how the new hires' positions relate to their own responsibilities. This helps the new hires to recognize their own importance in the organization and establishes a relationship between new hires and the executive level. It means a lot to brand-new employees to go home after their first day and boast to family that the company president met and welcomed them. And often, senior management inspires new employees when it is learned that a company executive began his or her career in the very same position as the new hire. (And as this is the case with PCI, it is capitalized on and utilized as an implied incentive.)

Additionally, the first day of orientation contains thorough explanations and examples of the following:

- Behavior, both expected and unacceptable;
- Dress code;
- How to greet, address and thank customers;
- How to appropriately answer the phones;
- Proper responses to a variety of inquiries;
- How the parking rates are structured;
- How to handle an angry, belligerent or intoxicated customer;
- How to handle damage claims or requests for refunds;
- Attendance and on-time policy;
- Job performance standards;
- Emergencies;
- Safety;



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- Regular and exception transaction handling;
- Cash handling procedures;
- Filling out paperwork.

The second day consists of a full day of one-on-one hands-on training by a supervisor or senior employee. The new employee shadows the instructor for the beginning portion of the shift and then takes over for the remainder of the shift with the instructor observing closely. At the end of the shift, a critique is conducted and the new employee is made aware of any deficiencies. At this time, the new employee should be ready for work on his or her own; or if needed, additional training may be required.

An employee handbook is made available to each new hire. After orientation is complete, new employees sign a form indicating their receipt of the handbook, their completion of the orientation and training, and their understanding and acceptance of what is expected of them. This form, along with the formal evaluation of the new hire's performance during training by the supervisor or senior employee, is retained in the employee's personnel jacket.

We follow up with mandatory quarterly meetings and an intensive program of site visits on a very frequent basis. Additionally we take complaints from patrons, property management, and the parking staff very seriously and investigate, counsel, and advise. Similarly, positive feedback or compliments are passed on to our employees and their managers.

We foster a sense of team work and that we are "family," to blatantly borrow from that old 70's song.

#### PCI CUSTOMER SERVICE PROGRAM

- To build awareness of the importance of excellent "guest" service - to the parking public, to the organization and to the guest services provider (our employees).
- To refine skills and confidence to meet and, whenever possible, exceed the guests personal and practical needs for parking services.
- To create understanding that excellent service requires through preparation, effective customer interaction, and timely follow-through activities
- To build skills that provides consistent and balanced everyday service excellence.
- To build skills to better deal with difficult, unexpected, or challenging situations.
- To demonstrate the critical importance of the teamwork to meet or exceed customer needs.
- To encourage the initiation of (and follow-through on) ideas to reach and sustain excellence in customer service.
- In all program content, to develop skills and commitment, and to transfer both to the job.

#### G. Revenue and Utilization Reporting

In the review of your garage facilities, we noted that your garage is equipped with early stage automated revenue control equipment therefore providing only basic information and limited audit capabilities. In addition, the monthly parking program is basically handled through spreadsheets. This makes it



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paramount that the parking operator provides software and auditing system that will assure all fees are properly billed and charged. PCI proposes to provide a combination of two software products developed by Integrapark© specifically for the parking industry.

PARIS (Parker Accounts Receivable System). A partial list of the features follows:

- Automatic pro-rations for new and terminating parkers
- Shut-off list for unpaid parkers
- Inventory and history of access cards
- Card Audit report based on input from your access system
- Manages a Waiting List
- Prints or emails professional monthly invoices and manual invoices that are easy for the customer to read and understand
- Prints a consolidated invoice for a customer with parkers in multiple locations
- Prints card numbers and parker names, sorted by category on the invoice
- Prints audit and suspicious transaction reports
- Exports to general ledger systems
- Keeps complete account history online
- Ability to bill monthly parkers according to contract terms ties to a tenant relationship, and the ability to schedule changes in billing rates
- Tracks tenant lease allocations and expiration dates
- Real-time integration with leading Revenue Control Systems
- Maintains a list of reserved spaces and the parkers who should occupy them
- Allows the tracking of Validations receivables and collection, separate from the activity related to monthly parking

GENEVA – Geneva is an enterprise-wide revenue management system, built specifically for the parking industry. It will track operations and post results into the general ledger and gives management instant insight into operational details, frees operations management from tedious report production, and ensures accuracy, consistency, and ready availability of historical data.

#### REVENUE AND DATA

A few of the reports that Geneva automatically produces include:

- Ticket Summary
- Revenue Summary



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- Receipts Summary
- Cashier Report Composite
- Statistical Tracking

For graphical presentations, a few of Geneva's reports include:

- Ticket Count Breakdown
- Tickets Issues vs. Unaccounted
- Occupancy by Day
- Tickets by Day of the Week
- Revenue Breakdown
- Receipts Breakdown
- Average Ticket Value by Day

For budgeting the system enables you to analyze tickets values by the day of the week for a prior period, then project those values onto a future month. The system also makes it easy to construct "what-if" analyses by re-pricing tickets with different rate structures.

#### **BANK DEPOSITS**

Geneva separates revenue entry from bank deposit entry. Bank deposit information may include drop bag numbers and check details for handling of over/short situations and returned checks.

PCI uses MAS 200 for our corporate accounting. The above software is capable of exporting directly to our accounting system. The monthly statements provided to you can be tailored to your specific needs with a combination of reports directly for the on-site software and monthly reports from our accounting system.

#### **H. Monitoring Parking Volume and Maximizing Revenue**

PCI will continuously monitor the capacity levels. PCI does not believe in preventing any vehicle from entering a parking facility. Unlike our competitors, you will rarely see "Full" signs at any of our operations. Working with the City Management, we will maintain communication explaining the volume of cars parked and occupancy levels thereby allowing us to make recommendations to add additional cars as demand grows. Should the demand for parking fall below the desired level, PCI will propose alternate scheduling or hours of operation, staffing or rates to meet the needs of the parking community. PCI also actively pursues all potential opportunities to enhance revenue.

#### **I. Revenue Control Equipment**

As previously mentioned, PCI is very well versed in almost every type of automated revenue control equipment in the market today. PCI has extensive knowledge and understanding of all revenue control equipment currently in the marketplace. In particular we have many operations using your Federal APD, Digital Pioneer and IPS systems and have worked with manufacturers and service providers at numerous



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locations. Our firm has extensive knowledge of the technology impact on today's parking environment including payment and PARCS innovation.

**J. Transition Planning**

Thorough planning and precise accountability are the keys to a successful transition plan. PCI prides itself in its ability to plan and implement projects. We have a long history of smooth and efficient transition and openings, often on very short notice. Being a local firm, we can call on the talents of the whole firm, from the President on down. Our goal is to make the transitions or opening as "seamless" as possible. We will provide a Transition Plan showing the tasks required, the individuals responsible, and the timelines for completion.

PCI is well aware that the potential transition of managing firms be as "seamless" as possible. We are committed to accomplish this goal. We have budgeted ample wages and benefits to assure employees that meet or exceed our hiring standards. In short, we will make every effort to assure the current qualified employees are retained.

We have budgeted for our Management Team to be actively involved in the project, upon a notice to proceed. This allows the additional planning and management time necessary to assure the project has that "seamless" transition. As we have previously mentioned, PCI has Irvine corporate offices within an easy drive of your project, therefore allowing easy access and input from senior management.

PCI will have weekly meetings with the project staff to assure you are fully informed of our progress and can provide input and direction to our management team.

**K. Risk Management & Safety**

In today's business environment, perhaps the most frightening cost is insurance and the litigation and claims settlement associated with business liability. For a firm in a service business the cost of insurance, both Workers Compensation and Liability can render you non-competitive or even drive you out of business. Controlling these costs is therefore extremely important. The best methods to control these costs are to provide a safe workplace with well-trained employees that enjoy their work. We understand and appreciate that training and employee incentives together with senior management involvement create a "win-win" for everyone. This includes PCI, City of Riverside management, and most important our employees.

In addition to our safety orientation, PCI conducts quarterly safety meetings. These meetings bring together all of PCI's senior and mid-level management and include all Facility Managers. These meetings are held on a Saturday morning with breakfast and are concluded by noon. The approximately 100 attendees are inform of new laws and statues, new programs and are treated to training sessions conducted by PCI staff or outside consultants. Awards are given to facilities and facility managers for outstanding efforts in safety training and tracking.

PCI has a formal process for the inspection and tracking of our facilities which is outlined under Cleaning and Maintenance. A clean, well maintained facility is beneficial to all parties involved, minimizing risk and



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providing a safe and comfortable environment for property management, employees, tenants and visitors.

As you can see, procedures to ensure service and safety are a constantly moving target. PCI will not only work diligently to develop the initial procedures, but stay involved in the constant review and updating of these procedures. We are committed to provide the finest Parking Service available.

We have thoroughly reviewed the RFP, and attended the mandatory pre-bid conference, and are aware and fully understand that the City is looking to secure the services of a professional Parking Contractor to manage and operate its off-street public parking facilities, consisting of 5 structures, 19 lots, and almost 250 meters, and comprising just under 4,000-parking spaces..

PCI, much like the City of Riverside, considers public parking a valuable, limited resource and a service to residents, merchants, visitors and the workforce. Our goal is to utilize this resource and to operate and manage the City's parking facilities according to the highest standards of customer service.

We will:

- Manage and coordinate all work in the City's parking structures and lots;
- Implement and maintain effective communication with the users of the facilities, including visitors, merchants whose customers and employees use the facilities, stakeholders, and City staff;
- Be both an integral and a strategic partner with the City in delivering world class parking services to the public;
- Be ready and prepared should the City add any other location;
- Account separately for revenues, costs, and staffing by location and zone;
- Operate all parking facilities 365-days per year;
- Staff our office 24-hours a day, 7-days a week, 365-days per year;
- Make the City glad that it chose PCI to be its parking operator.

#### Uniforms

Samples of uniforms are presented here.





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**MANAGEMENT APPROACH**

**CASH HANDLING AND AUDITING**

**Cash Handling and Revenue Control Procedures**

Cashiering procedures are fairly well defined by the type of equipment that is presently in place. We have extensive hands-on experience with Amano Parking Access and Revenue Control System (PARCS). We operate numerous locations with all of the various Amano systems including POF fully automated facilities.

At a minimum, every day the following procedures will be performed:

- A. At the end of each business day, each attended facility will be inventoried by taking a physical car count of all vehicles in the lot or structure. The total number of vehicles is to be recorded on the daily master report. Concurrent with the lot inventory, verification will be made that the perimeter and all equipment are secure. Closing ticket/transaction numbers will be recorded for each ticket dispenser and POF machine.
- B. Commencing the next business day, the "opening ticket/transaction number" for each lane, or P-O-F Station, is to be recorded on the Daily Master Report by the Manager or supervisor and this number must be the same as the previous business day's "closing ticket number". Any variation in the numerical sequence of tickets must be recorded in the incident log and investigated by the General Manager.
- C. Each cashier will operate with a \$100.00 change fund and to the extent practical, the cashier will be required to deposit all cash in excess of his or her \$100.00 change fund in a lock box canister (or drop safe). Change funds will be issued each day, to each cashier, when he or she reports to work.
- D. Every vehicle entering the facility will be issued a ticket. The only exception will be bona fide monthly parkers (if any) with active access cards. Every cashier/attendant that handles money will be required to complete a shift report illustrating and itemizing all revenue activity. Where more than one cashier is handling money at the same time there will be shift reports for each individual and these shift reports will be combined by management personnel to form the "Daily Master Report". A Daily Master Report will be completed everyday for every location including non-staffed automated lots.
- E. For Pay-on-Foot Equipment (POF) we utilize a two-staff crew to collect from each POF machine, each morning. We open each POF and collect the automatically generated report. Then, the vaults are swapped out – the bill dispenser vaults and the collection vault. These are brought back to the office, where they are opened and counted behind locked doors and then placed in the safe until deposit.

Attached to the "Daily Master Report" will be all shift reports totaling and equaling the summarized activity as referenced on the "Daily Master Report". All detail tapes and computerized reports that are





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generated from the fee computers and/or automated fee collection devices will also be attached to the Daily Master Report.

The "Daily Master Report" will at a minimum reflect, on a summarized basis, the following:

- A. Beginning and ending ticket numbers, by lane.
- B. Total tickets issued.
- C. Total tickets collected.
- D. Total unaccounted for tickets (there should be none).
- E. Explanation for "unaccounted for" tickets (if any).
- F. Total tickets collected with extensions.
- G. All validation or N/C tickets broken down by category.
- H. Cash over/ (short).
- I. Number of transient vehicles in garage or lot at the end of each day.
- J. Any unusual activity or incident will be noted on the report.

In addition, the report will reflect the date, name of person preparing the report, and name of all cashiers handling cash on that particular day.

A Daily Master Report will be prepared for each lot or garage for every day of the week. Even if the lot or garage is closed or no revenue is generated, a Daily Master Report will be completed stating "NO REVENUE". On a daily basis, this information is reviewed, checked and verified and then the information is input into our computer database to produce our Daily Sales Journal and our Monthly Statement of Operations.

This information is also used to produce various reports for audit and operating analysis. We have developed systems that enable us to quickly spot potential problem areas. We pay very close attention to the various "numbers" being generated at each location we operate.

To maximize control and minimize the risk of loss, we will be utilizing a combination of security and deposit techniques. All cash receipt activity will be recorded and reconciled by supervisory / clerical personnel. The revenue, after processing, will be bank deposited each business day. When cash activity is extremely heavy, multiple deposits may be made. A "third party" will verify that the accumulated deposit slips that are attached to each Daily Master Report equals the total cash activity as referenced and illustrated on the cashier's shift report(s).

Our system for cash handling separates the person collecting the revenue (cashier), from the person counting the money (office personnel), from the person reviewing and completing the Daily Master Report (Parking Manager). Significant collusion would be required to circumvent our cash handling procedures.



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All revenue generating activity will be separately accounted for. Transient, validation, monthly, film crew, special event, etc. will all be accounted for separately so that each category can be reconciled and broken down in detail.

An "exceptional transaction" is defined as any abnormal transaction or procedure. All exceptional transactions will be recorded and maintained on a per incident basis with the Daily Master Report. The following items are a brief representation of exceptional transactions that would be recorded:

- Customer refuses to pay.
- Mutilated ticket.
- Lost ticket (pays maximum).
- Transient customer claims they did not receive ticket from dispenser when entering.
- Any system "override" procedure such as manually opening the barrier gate to allow transient cars to exit.
- Improper or insufficient validation/ customer refuses to pay.
- Monthly parker with invalid or expired access card allowed to exit without paying.





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### **Performance Measurements / Reporting**

We trend everything: revenue by day, by facility, by shift, by lane, by attendant. We also trend parking occupancy, customer complaints, exceptions, and every other type of important metric, in the same fashion. We develop performance benchmarks in this manner and are able to establish measurements, and can report to the City performance history, our performance goals, and future trends.

We quickly ascertain present activity levels, analyze them and project where we can be and what it will take to get there. We then meet with the City, present our findings and lay out our recommendations for improving any area that should show gains. Once we have established new goals, we bring our staff into the process and explain what is necessary on their part.

We continue analyzing and reporting the activity statistics and the result is always favorable for our client, the parking public, and our staff.

### **Various Levels of Audit**

Parking is primarily a cash and credit card-based industry that earns nationally about \$35B a year. Our clients base a portion or, in some cases, all of their budgets on the expected revenue from parking. Variances to their budgets not only affect their profitability but, if reduced, could result in cutbacks, including job loss.

We have a fiduciary responsibility to ensure that our clients' revenue is safe, accounted for, and intact.

There is a financial component to almost every activity in parking, from the revenue collected at a cashier booth to the income derived from selling monthly parking permits to the wages paid to the employees.

An audit either provides documentation that the parking operation is functioning as it should, or uncovers weaknesses in the operation - employees, patrons, systems, programs, etc. Overall, it is simply a good business practice.

We employ a thorough and comprehensive series of internal auditing that encompass and drill down to the very essence of revenue integrity. Our Director of Internal Audit, Richard Raskin, is a nationally recognized expert in audit and was invited to provide a seminar on auditing at the California Public Parking Association's annual convention this past November.

Our internal audit department will perform on-site audits on both an announced and unannounced basis. The primary focus of these audits will be the integrity of cash receipts, the man-hour schedule, maintenance, time cards and other areas of contract compliance.

These audits are quick "spot check" types of review designed to be performed at any time by any of Parking Concepts management staff. Although these audits are easily performed and designed to be brief in nature, they are very effective in surfacing problem (or potential problem) areas.

A payroll audit is performed randomly on an unannounced basis. The purpose is to distribute payroll checks while requiring formal identification. This audit is performed unannounced, two times per year by home office audit staff.



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We employ several independent, but interrelated, levels of audits:

**Primary:** This is the first review of daily activity. An on-site audit clerk or supervisor checks the cashiers' shift reports. The purpose of the primary audit is to confirm that the cashiers are conducting all of their activities in accordance with established revenue control procedures and operating policy.

**Booth Audit:** Booth audits are performed in all of the cashier booths for a single and complete operational day and help measure and benchmark the actual activity factors present at each facility.

**Secondary:** Secondary audits review cashier activities and also the activities of supervisors and the facility manager. These audits review trends, deposit activity, staffing, and expenses.

**Full Scale:** Full Scale audits are usually conducted by internal audit personnel, or often by an independent CPA firm or parking auditing/consulting firm. They assess the parking operation's revenue integrity; include an extensive review of the records to determine if the proper revenue controls are in place and if staff is following the established procedures. They also include a thorough review of the operating expenses to determine if they were incurred at the facility, were allowable under terms of an agreement, and were within industry standards.

Our Internal Audit staff will review and monitor daily master reports, staffing schedules, revenue trends, and other pertinent reports associated with the City's Parking Facilities.

The Operator typically provides primary and secondary auditing. Primary auditing is the first review of daily activity. In each facility, an on-site supervisor or manager checks the cashiers' shift reports. The purpose of the primary audit is to confirm that the cashiers are conducting all of their activities in accordance with established revenue control procedures and operating policy.

Secondary audits review cashier activities and also the activities of supervisors and the General Manager. These audits review trends, deposit activity, staffing, and expenses.

There is another, highly recommended audit step that should be regularly performed at the non-automated City's facilities. A booth audit should be performed in all of the cashier booths for a single and complete operational day. This will help measure and benchmark the actual activity factors present at each facility.

The Booth Audit is conducted by:

- Selecting a typical weekday, usually a Tuesday or Thursday, to determine entire day's activity.
- Placing a monitor (observer) with log (see sample below), in each booth.



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Figure 1: Sample Booth Audit Log

Date:	11/20/2014	Facility:	Lot 357	Shift:	1	Lane:	2	Monitor:	J. Calment	Cashier:	S. Knauss
No.	Time	Ticket #	Amount	Payment Type	Remarks						
1	8:22 am	65498	N/C	N/A	Signed by W. Tweed						
2	8:24 am	65483	\$6.00	Cash							
3	8:34 am	65488	\$6.00	Credit Card							
4	8:35 am	65491	\$4.00	Cash	Angry customer						

- Monitor will record time of transaction, ticket #, amount charged, type of payment (refer to log that follows).
- All exit activity – exit time, ticket number, and fee (amount & type) collected – is recorded on logs by the monitors.

Figure 2: Sample Completed Booth Audit Log

Date:	11/20/2014	Facility:	Lot 357	Shift:	2	Lane:	2	Monitor:	L. Hannah	Cashier:	E. Krutchins
No.	Time	Ticket #	Amount	Payment Type	Remarks						
1	8:22 am	65498	N/C	N/A	Signed by W. Tweed						
2	8:24 am	65483	\$6.00	Cash							
3	8:34 am	65488	\$6.00	Credit Card							
4	8:35 am	65491	\$4.00	Cash	Angry customer						
219	7:56 pm	65597	\$2.00	Cash	Paid with \$100 bill						
220	7:59 pm	65504	\$24.00	Credit Card							
221	8:00 pm	65567	\$24.00	Credit Card							

- This information is compiled and then compared against the previous six weeks' activity for the same day of the week.



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Figure 3: Sample Comparison of Booth Audit Summary to Previous Weeks' Activity

Trend	Avg. Before	Booth Audit	Variance	Prior Best
Daily tickets	1,120	1,204	+ 84	1,168
Tickets - 1 <sup>st</sup> Shift	448	462	+ 14	464
Tickets - 2 <sup>nd</sup> Shift	672	742	+ 70	693
Revenue	\$9,520.00	\$11,138.00	+ 17%	\$10,323.00
Revenue per Ticket	\$8.50	\$9.25	+ 8.8%	\$8.67
Avg. Cash Ticket	\$6.00	\$6.60	+ 10%	\$6.15
Length of Stay	2 hrs, 15 min.	2 hrs, 31 min.	+ 11.9%	2 hrs, 21 min.
Uncollected Tickets	95 (8.5%)	42 (3%)	- 53	71
Signature Tickets	35	6	- 29	29
Promise to Pay	11	0	- 11	9
Accessible Tickets	36	4	- 32	28
No Charge Tickets	112	23	- 89	99
Deliveries	26	11	- 15	19

- The activity for the following weeks should also be compared against booth audit and previous weeks' results.



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*Figure 4: Sample Comparison of Booth Audit Summary to Future Weeks' Activity*

<b>Trend</b>	<b>Booth Audit</b>	<b>Week One</b>	<b>Week Two</b>	<b>Week Three</b>
Daily tickets	<b>1,204</b>	1,198	1,216	1,211
Tickets - 1 <sup>st</sup> Shift	<b>462</b>	458	466	470
Tickets - 2 <sup>nd</sup> Shift	<b>742</b>	740	740	741
Revenue	<b>\$11,138.00</b>	\$11,010.00	\$11,192.00	\$11,160.00
Revenue per Ticket	<b>\$9.25</b>	\$9.19	\$9.20	\$9.22
Avg. Cash Ticket	<b>\$6.60</b>	\$6.57	\$6.58	\$6.59
Length of Stay	<b>2 hrs, 31 min.</b>	2 hrs, 30 min.	2 hrs, 30 min.	2 hrs, 31 min.
Uncollected Tickets	<b>42 (3%)</b>	39 (3%)	40 (3%)	37 (3%)
Signature Tickets	<b>6</b>	5	7	4
Promise to Pay	<b>0</b>	0	1	0
Accessible Tickets	<b>4</b>	6	5	5
No Charge Tickets	<b>23</b>	21	24	20
Deliveries	<b>11</b>	13	10	12

- Trend for revenue per ticket, cash per cash ticket, tickets per lane/shift, average length of stay, uncollected tickets, all exception types.

Other trends to review and compare:

- % Cash (Tickets and Revenue)
- % Credit Card (Tickets and Revenue)
- Average Credit Card amount
- % Validated (Daily Commuters)
- Average Validated amount
- % Commuter Discount (Monthly Passes)
- Average cash – 1st & 2nd Shift
- Number of "Cleared (Voided) Tickets" (%)
- Tickets processed last hour
- Average cash last hour
- Other exception transactions (%)

We employ the following methods and levels of audit:

- A. Parking Tickets
  - Reconcile to Cashier Reports
  - By quantity
  - By increment
  - Perform a Ticket Time Check Analysis
  - Manual
  - Man-readable



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- Machine-readable
  - Perform an Analysis of Void Tickets
  - Perform an Uncollected Ticket Analysis
- B. Cashier Reports
- Check Extensions
    - Reconcile to Fee Computer Tapes
    - By transactions
    - By dollar amount
  - Reconcile to Daily Report
    - By ticket quantity
    - By dollar amount
- C. Daily Cash Reports
- Check Extensions
  - Reconcile to Deposit Slips
  - Perform a Cash Composite Analysis
  - Reconcile to Monthly Statement
- D. Monthly Access Cards
- Reconcile Active Card List
  - Reconcile Payments to Daily Reports
  - Reconcile Payments to Invoice Register
- E. Key Card Reconciliation
- F. Validation Books
- Reconcile Sales Log to Daily Report
  - Inventory on Hand
    - Missing books
  - Continuous sequence
- G. Miscellaneous Income
- Types
    - Rubber stamp validations
    - Film Shoots
    - Metered validation
    - Key card deposits
    - Storage
    - Car Wash/Detail Service
    - Special Event
  - Reconcile to Daily Report
- H. Facilities Without Equipment
- Unannounced Inventory
    - Unidentified vehicles
    - Old ticket on hot car





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- New ticket on cold car
    - Ticket used more than once
    - Tickets clocked out prematurely
    - Duplicate hang tags
  - Follow-up Audit
- I. Other Audit Types
- Booth Audit
    - Description
    - Comparison
  - Lot Shopping
  - Cashier Cash Out
  - Petty Cash/Change Fund
  - Keys
    - How Many
    - To Whom Issued
  - Access Cards
    - How Many
    - To Whom Issued
  - Parking Lease Transmittals
- J. Payroll
- Recalculate Time Card Calculations
  - Reconcile Time Cards to Payroll Register
  - Reconcile Payroll Register to Monthly Statement
  - Reconcile Time Cards to Staffing Schedule
- K. Other Expenses
- Test for "Reasonableness"
  - Reconcile to Monthly Statement
- L. Other Areas to Audit
- Transaction/Exit Counts
  - Remote/Manual Gate Raise
  - Access to PARCS
  - Tow Transactions
  - Cash Security Audits
  - Customer Complaints & Refunds
- M. Key Indicators
- Unlocked Equipment Panels
  - Open Cash Drawers
  - Tickets in Trash
  - Gates Left in Up Position or Raised Before Transaction is Concluded
  - Hand-written Receipts
  - Cashiers with Access to Keys
  - Anti-Passback Turned Off



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- Cashier Controlled Reversible Lanes
- Pre-cashiering
- Calculators in Booth
- "Ticket Counting"
- Hot Buttons Wired to Raise Gate
- Tickets Used out of Sequence
- Purses or Back-packs in Counting Rooms
- No "Overs/Shorts"
- Parking Employees' Parking Location
- Open Safes
- Unsecured Access Cards
- Parking Employees with Super-access Keycards
- "Cleared" Tickets
- Employees not Taking Vacations
- Employees not Depositing their Paychecks
- Metal Folding Chairs

**FULL ON-SITE AUDIT PROCEDURES**

- A. Review audit file for previous audit reports.
- B. List all past deficiencies noted and review them when field audit is performed.
- C. On day of audit (unannounced) be on site by 6:30 a.m. for the purpose of observing startup procedures.
- D. From Personnel and Payroll records, prepare a list of all employees including management
  - 1. List hire date, wage rate, and any other information that may be pertinent.
  - 2. Verify that all wage rates are in compliance with our records
  - 3. Check personnel files for completeness of 1-9 Form and DMV and background check.
  - 4. Comment, by employee, on their appearance with respect to uniform, neatness, Photo I.D., etc.
  - 5. If possible, comment, by employee, on their attitude towards their job and the general public.
  - 6. Ask each employee to produce some sort of personal photo identification other than Photo ID. tag.
- E. Check time cards and payroll records charting overtime hours paid/worked by employee, by day, for two pay periods prior to audit.
- F. Check time cards and payroll records to insure that we are in compliance with all contract, state and federal wage and hour laws.
  - 1. By employee, check time cards to pay sheets.
  - 2. Are all time cards clocked in and out?
  - 3. Are all time cards signed by both employee and Manager? If not, why not?



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- G. Obtain staffing schedule from Manager and incorporate into audit write up.
  - 1. Is staffing schedule sufficient?
  - 2. Is staffing schedule excessive?
  - 3. There should be no scheduled overtime.
- H. Verify change funds issued to cashiers.
  - 1. Reconcile petty cash fund.
  - 2. What records of cash audits performed by Manager are available?
  - 3. List dates of last three cash reconciliation audits performed by Parking or General Manager.
- I. Validations
  - 1. Reconstruct all validation book sales for the most recent complete calendar month.
  - 2. Confirm that beginning monthly and ending monthly serial numbers match the previous months ending and subsequent months beginning numbers.
  - 3. Based on books issued, or by reports of chaser (follow-up) tickets issued, by rate category, compute dollar value and compare to Monthly Statement of Operation for subject month. With the exception of documented account(s) receivable, there should be no variance.
- J. Liability
  - 1. Are liability limitation signs properly posted at each entrance?
  - 2. Other than liability limitation signs, what other signs are posted? Where? Are all signs in good condition? If not, submit list for repair/ replacement.
  - 3. Verify that Parking Concepts telephone number is visibly posted.
  - 4. Inspect the entire lot or garage for pot holes, broken wheel stops, defective lighting, water seepage, grease or oil spots, insect or rodent infestation, bent posts or poles, unsecured perimeter, etc., and report any significant findings in writing to the General Manager and the Director of Operations and incorporate into the audit write up.
- K. Transactions - a sample of 100 tickets per cashier is audited in order to determine the number of calculation errors.
- L. Uncollected Ticket Analysis - This analysis is the most important aspect of the Daily Parking Audit. If cashiers are not collecting and reporting the appropriate number of tickets issued, this can be a major source of lost revenues due to customer and/or employee theft. It is important that cashiers collect all or most of the tickets issued each day to daily parkers. The industry standard for uncollected tickets is less than 1% for parking facilities that operate 24 hours per day. The goal for a parking facility closed evenings and weekends is to have less than 2% in uncollected tickets. A valet parking facility should have no uncollected tickets.



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When there are a significant number of uncollected tickets, it is also important to know when these tickets were issued. For instance, if 90% of the uncollected tickets were issued between 7:30 a.m. and 9:00 a.m., it is quite possible that monthly parkers are responsible. The anti-passback system may not be functioning, allowing the monthly parker to pull tickets to enter the facility and use their key cards to exit. If tickets are being lost throughout the day, it could indicate cashier manipulation. Also, if a parking facility closes in the evenings and most uncollected tickets were from late in the day, it could mean that a significant number of parkers are leaving after the cashier closes. In this case, extending the cashier hours could capture significantly more daily parking revenues.

Parking tickets are arranged in numerical order to determine the percent of uncollected tickets and the entry time of the uncollected tickets.

- M. Lost Ticket Analysis - When a customer loses their ticket, they are required to complete a lost ticket form that is turned into the cashier in lieu of the actual ticket. Auditors check to see if forms are properly completed and also how many forms were turned in during the test day. If no forms were turned in, it is highly likely that cashiers are not following procedures and are allowing some patrons to exit without completing forms. On the other hand, if lost ticket forms equal more than 1% of the total tickets collected, a cashier may be using lost ticket forms for manipulation purposes since most lost ticket forms should include revenue. (Most facilities require that daily maximums be charged for all lost tickets.)
- N. Reconciliation of Cashier Reports to Register Tapes – All transactions are to be processed through registers at facilities where there are cash registers or fee computers. At the end of each shift cashiers generate closeout tapes that summarize total cash collected, as well as total number of transactions.
- O. Reconciliation of Cashier Reports to Daily Cash Report – Daily Cash Reports (DCR) are prepared by parking managers, assistant managers or office clerks, who recap daily and monthly parking, as well as validation book sales. The various Cashier Reports are combined to obtain a summary (DCR) of daily parking information.
- P. Cash Composite Analysis – The DCR referred to above lists all income collected on that day. Included in daily income are transient revenues, income collected from validation sales, monthly parking sales, key card deposits, and other miscellaneous income. The deposit slips must equal total revenues collected per the DCR, adjusted (+/-) for revenue "overs and shorts." A common source of fraud occurs when cash is taken from daily income and replaced with a check for monthly parking or validations, since daily income is paid in the form of cash and checks not exceeding the daily maximum.

Deposit slips are reconciled to DCR's for the entire month in order to ensure that they were validated by the bank, equaled the amounts listed on the DCR's, and included enough cash and small checks to support the amounts reported under daily income.

A cash composite test is performed for the month to determine if a sufficient amount of cash was deposited to equal transient income.



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- Q. Monthly parkers are issued key cards for use in facilities with automated access control equipment, allowing access to the entrance and exit barrier gates without the assistance of a cashier. In most systems, monthly parker key card numbers, lane numbers accessed, and entrance or exit times are recorded on a system controller that is generally located in the parking office. Key cards may be activated and deactivated through the system controller.

Parking facilities without automated access control require the use of hang tags, which are hung from rear view mirrors. Each hang tag is pre printed with a serial number and the month for which the tag is valid. New hang tags are issued when monthly parkers pay for their monthly parking.

The source documents for monthly parking controls are the active key cards and the hang tag inventories. It is important that the number of active key cards or issued hang tags be equal to the number of paid and authorized free monthly parkers for that month. It is necessary for the parking office to retain a hard copy of the print out of active key cards generated by the card access system each month for audit purposes. In the case of hang tags, it is necessary to reconcile hang tag sales logs to the hang tag inventory at the end of each month.

Monthly parking records for the month are audited. The auditor's paperwork associated with any significant findings is provided in the back of the report.

- R. Reconciliation of Paid Invoices to DCR's – All monthly parkers should be invoiced prior to the first of each month. Paid invoices are recorded on DCR's for the day of receipt and copies of invoices are attached to the DCR. Payments are then included in that day's deposit.
- S. Reconciliation of Free and Paid Monthly Parkers to the Active Key Cards - In addition to paid monthly parkers, most facilities have key cards that are assigned to parkers who receive parking at no charge. Examples of free monthly parkers are: tenants who receive free parking based on their lease, building employees, and parking employees. Parking managers are required to keep an updated list of all persons who have active, free key cards. In accordance to the SOP, an invoice should be generated for each active key card. Prior to invoicing for the next month, all key cards for which payments have not been received (unless a building tenant has made arrangements to pay in the arrears) are to be deactivated from the system by the parking manager, who generally has the ability to activate and deactivate cards. A list of active key cards in the system is then printed and saved for audit purposes.

The Monthly Parking worksheet, used for this reconciliation, includes the following information: current paid parkers (as per the paid invoices), free parkers (as per the invoices), accounts receivable (as per the location manager), and pre-paid parkers (as per the location manager).

- T. Audit of Active Card List – The active card list from the test month is spot checked against actual usage for the test day. This ensures that the active card list provided is a complete list. Cards with activity that are not on the active card list should belong to new parkers. This procedure is completed in order to ensure the manager did not remove active key cards from the system prior to printing out the list. The print out of actual usage is spot checked against the active card list.



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U. Accounts Receivable Audit – For the purpose of this section, an account receivable is defined as a monthly parker who has not paid their monthly parking as of the last day of the month. At the end of the month, the clerk, assistant manager, or manager completes a list of accounts receivables. Auditors review the lists to ensure that it agrees with the cards accounted for in section 2 and to verify that cards from unpaid accounts have been deactivated, unless prior written approval is on file allowing for late payment.

The monthly parking accounts receivable is audited.

V. Written Report

1. Prepare a detailed written report addressing each item as referenced in this outline. If any specific item is an uncorrected carry-over from a previous audit report, this should be so noted with date of previous audit report referenced.
2. If the integrity of cash receipts is suspected or is compromised, immediately report observation to the Vice President. Also, expedite written report immediately.

Our Internal Audit staff will review and monitor daily master reports, staffing schedules, revenue trends, and other pertinent reports associated with the City of Riverside's Parking Facilities.

We hope to have regularly scheduled meetings, monthly at the very least; although initially weekly is our preference, with City Staff to discuss and exchange essential operating topics and develop a unified course of action and direction. In these meetings, specific customer service issues and questions should be brought up and reviewed, as well as information concerning any damage or injury claims and/or customer complaints.





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**Examples of Quality Control with Current and Former Clients**

We establish revenue benchmarks very early on in an operation and take every needed step to both protect revenue and to ensure its proper safeguarding.

The table, below, represents the revenue collected, by month, for one of our public sector clients, whose operation we took over in August 2013. There was a significant and instant increase.

The area in gray details the revenue collected by our predecessor; the area in blue provides the revenue we have collected and turned over to our client; the green row at the bottom of the table is the percentage increase each month when comparing our results to those of the former parking operator. We are collecting over an additional \$300,000 per annum, without benefit of a rate increase or increased parker activity.

Month	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Avg	
Revenue	\$51,344	\$51,202	\$54,846	\$56,741	\$67,500	\$60,191	\$60,631	\$66,707	\$63,957	\$71,811	\$69,036	\$71,249	\$62,101	
% Change Prev Month		-0.3%	7.1%	3.5%	19.0%	-10.8%	0.7%	10.0%	-4.1%	12.3%	-3.9%	3.2%		
Month	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14					Avg
Revenue	\$83,371	\$76,591	\$79,343	\$69,080	\$84,473	\$90,874	\$94,719	\$118,916	\$93,561					\$87,881
% Change Prev Month	17%	-8.1%	3.6%	-12.9%	22.3%	7.6%	4.2%	25.5%	-21.3%					
% Change Prev Year	62%	50%	46%	22%	26%	31%	55%	18%	45%					42%

This is because we instituted, immediately upon management contract commencement, points of reference or standards in daily revenue and we trended activity, by facility, by day of the week, by shift, by cashier, so that we could quickly respond to any unfavorable and unwelcome changes.



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**FACILITY APPEARANCE**

Parking Concepts has a reputation for maintaining its parking facilities at the highest standards. We take pride in the positive impression our facilities make on our (your) patrons, tenants and guests. A personal visit to any of our parking facilities will clearly demonstrate that regular maintenance is being performed and that daily housekeeping is a top priority item. We have found that both regular and preventive maintenance programs contribute significantly to our overall objective of providing parking and related services in a professional and cost effective manner. Our maintenance program(s) and maintenance-related policies and procedures have been proven effective as evidenced by our low liability insurance rates. The low premium is a direct result of a low loss/incident rate, which is reflective of a sound comprehensive maintenance (and security) program. Our ongoing regular, preventive, and housekeeping maintenance programs contribute greatly to Parking Concepts' ability to consistently exceed our customers' expectations.

We intend to work closely with our staff and City Staff to develop a written maintenance program designed specifically for each facility that is comprehensive and in compliance with agreed upon standards. Specific tasks will be assigned to the appropriate personnel with dates for completion. An independent inspection program will also be implemented to assure compliance with maintenance objectives.

We have found that both regular and preventive maintenance programs contribute significantly to our overall objective of providing parking and related services in a professional cost effective manner. A comprehensive maintenance program must include preventive maintenance on all revenue control and mechanical equipment.

**SWEEPING**

All entrance and exit lanes, lobby areas and booths swept daily by maintenance staff.

**TRASH**

All trash cans are emptied daily by maintenance staff.

**RESTROOMS**

Trash cans emptied and floors mopped daily. Fixtures, sinks, mirrors and toilets cleaned, supplies replaced daily as needed by maintenance staff.

**ELEVATORS**

Floors mopped, trash removed, doors and tracts cleaned daily by maintenance staff.

**LANDSCAPING**

Trash removed daily and supervisors informed of problems as needed by maintenance staff.





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**STAIRS**

Trash removed, handrails cleaned, animal or human waste cleaned and sanitized daily by maintenance staff.

**PARKING FLOORS**

Excess oil cleaned and treated monthly by maintenance staff, or sooner if necessary.

**PAINTING**

Painting areas directed by managers as needed, touch up paint applied to signs, walls and curbs as necessary by maintenance staff.

**LOBBY**

Trash removed, walls cleaned daily by maintenance staff.

**GRAFFITI**

Monitored daily and removed immediately.

**SERVICE STANDARDS**

Service standards are divided into three (3) categories, each paramount to customer satisfaction and usage.

- Appearance of the facility
- Facility operations and staff
- Dependability of the existing equipment

**APPEARANCE OF THE FACILITY**

Our goal is to maintain the facility "like new". The General Manager will conduct a weekly inspection noting any problems. This inspection will address:

- Lighting
- Facility cleanliness
- Wheel stops
- Striping
- Directional arrows
- All signage (damage and cleanliness)
- Fencing, or perimeter walls
- All control equipment (operation, cleanliness and damage)
- Restrooms



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- Office
- Parking booths
- Landscaping
- Graffiti

Parking Concepts consistently develops very high standards for our operations. Our firm has been very successful in operating high profile, service-demanding facilities such as the Ellis-O'Farrell Garage in San Francisco, the John Wayne Airport and Lakeshore Towers in Orange County, and Los Angeles County Museum of Art in Los Angeles, and the City of Beverly Hills.

The Parking Manager will walk through each facility every day to inspect for cleanliness and proper maintenance. Daily housekeeping responsibilities shall include the immediate cleanup of oil or fluids from the surface lot. Each cashier station shall be cleaned daily. Also, all employees will be expected to pick up trash or debris whenever or wherever it is observed.

#### **ON STREET EXPERIENCE**

PCI has been collecting Los Angeles County meter revenue for nine years as of this writing. Upon our assuming the contract, collected meter revenue has increased over 40%.

#### **SECURITY AND EMERGENCY PROCEDURES**

Security is a high priority item at all of the City's Parking Facilities. We will develop location specific programs and objectives for each of the locations. These programs specifically address:

- ✓ Employee Safety
- ✓ Customer Safety
- ✓ Emergency Procedures for Robbery, Power Failure, Fire, Flood, Earthquake, Elevator, Malfunction, Toxic Fumes, Etc.
- ✓ Protection of Customer/Client/Company Property

Specific training is presented to all personnel. Our training and awareness programs are provided on an ongoing and continual basis. In addition to printed material that is regularly distributed to employees containing updates, reminders and suggestions regarding security matters, we also conduct classroom training sessions at least two times per year for all managers and supervisors.

During these sessions, we stress the importance of the "prevention" of crime and property damage, as opposed to "apprehension". We can prevent problems by following established procedures, keeping a high profile and level of awareness at all times, acknowledging and making eye contact with as many patrons as possible and generally being proactive in our work assignment. This would apply to all levels of personnel including supervisors, cashiers, attendants and maintenance personnel.

#### ***IN THE EVENT OF AN EMERGENCY***

Use common sense and precautions whenever possible to prevent and avoid emergencies from taking place. The best prevention against danger is to be observant and to stay alert! Be aware of anyone who



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does not belong on the property and notify the supervisors immediately! Never leave a booth without locking it. Keep all money out of sight to prevent robbery. If you see or are involved in something taking place, write notes in order to give a good account of what happened and by whom. Stay as calm as possible in any emergency to secure safe reactions.

#### *BOMB THREATS*

If anyone or anything leads you to believe that a bomb has been placed on the property, call 911 immediately. The police will give further instruction. If the police instructions are to leave then set the gate into the open position and leave. If you feel that you can do so quickly then lock the booth as well. Once you have left the area, find the nearest phone and notify the supervisor.

#### *POLICE EMERGENCIES*

In the event of a robbery or physical threat, remember that cash can be replaced and LIFE CANNOT. Do not attempt to resist or interfere, surrender all cash at first demand. Remain calm and be observant so that a description can later be made. Notify the police department and the supervisor as quickly as possible.

#### *FIRES*

When discovering fire or smoke, call 911 or fire department and the supervisor. If fire catches onto clothing, STOP DROP and ROLL to smother the flames. If there is a possible fire on the other side of a door or entry way do not open it. Feel the door with the palm of your hand before you ever open a door in the case of nearby fire. If hot, do not open it. If cool, open slowly with Caution! Use extinguishers on small fires that are found within garage, affixed to pillars. Pull the ring from the nozzle and aim low, at the base of fire. Squeeze handle to release the agent, using a "sweeping" or side to side motion. Fire may reignite, be prepared to use extinguisher a second time. Use the fire hose on a medium fire. Remove entire hose from rack (water will not flow otherwise). Open valve, remove nozzle from bracket and hold firmly. Turn valve off when the fire has been extinguished or evacuate area if fire becomes uncontrollable. In case of a large fire, close any doors to confine fire and evacuate building. If trapped, close any doors. Place cloth under and around the door frame to prevent smoke from entering. If necessary, use clothing. Call 911 and do not hang up until the operator has identified your location. Signal from windows; do not break windows unless needed. (This may draw smoke inside and additional oxygen could spread fire rapidly.)

#### *EARTHQUAKES*

During an earthquake, take cover under a desk or table. Protect your neck, head and eyes. If you must stand in a doorway, be aware that it could slam shut. Always avoid windows, glass, file cabinets and unsecured items. Move away from parked cars and areas vulnerable to falling debris and electrical wires. If inside of an elevator, drop to the floor. Elevators will stop and then proceed to the next floor, EXIT there. If inside a car, remain in the car until safe to exit. After initial shaking, the supervisor will assume command. Remember that it is safer to remain inside than to rush outside.

#### *HAZARDOUS MATERIAL SPILL*

Stop work, evacuate and call 911 immediately and then your supervisor.



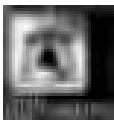
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*POWER FAILURE*

Limited emergency and battery operated ceiling lights activate after a power outage. Remain calm and at the assigned work area. Contact the supervisor to report power outage and obtain information. All employees should unplug the electrical equipment, computers and turn off lights. (When the power returns, electrical equipment may be damaged by a power surge.) If a building evacuation is necessary, follow supervisor's instructions and use emergency stairwells.



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**ADDITIONAL DATA**

**TECHNOLOGY ENHANCEMENTS**

PCI understands that the City of Riverside is seeking new technology and innovative ideas leveraging technology to improve the parking program efficiencies and reduce operating expenses. The City garages are operating with obsolete gated parking equipment, from a manufacturer has been out of business for many years. PCI has put together a technology plan that addresses this major issue and would future proof the City of Riverside parking program and make your parking program a model for which other cities will follow.

PCI's Technology Enhancement Plan for the City of Riverside focuses on the following areas:

1. *Create a "smart city" parking program that reduces technology and operating costs for the long term, and prepares for the arrival of autonomous vehicles*
2. *Create a unified and seamless technology solution that simplifies and improves the customer experience and improves operating efficiencies*
3. *PCI will provide the initial investment for the Technology Enhancement Plan to allow for fast implementation and allowing the City to focus its financial resources in other areas*

**SMART City Approach**

PCI advises our municipal clients to approach all technology decisions with a "smart city" approach. What this means in practice is asking a few key questions to each potential technology provider:

1. *Does your solution easily share and integrate data?*
2. *Is your hardware of a modular design?*
3. *When was your software solution developed, and what is your approach to system updates and upgrades?*

The parking industry tends to be a bit behind other major industries in the development, adoption and deployment of innovative technology. The trends are clearly moving towards a "hardware-lite" world. Cities and landlords are less interested in purchasing expensive gated parking solutions, and are more interested in the use of mobile and app-based solutions to collect revenues and control their parking assets. For cities this is also true for on-street parking. The manufacturers of single space and multi-space parking meters are already seeing a decline in orders for their hardware, and are projecting a five to seven-year window before new orders drastically reduce. PCI advises our clients to look past hardware as they make their technology decisions today and in the future.

PCI proposes deploying IBM's powerful data aggregation and analytics solution to integrate all technology related to parking and transportation, providing centralized data visualized in useful and productive dashboards/reports.



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### Integrated Technology (IBM)

PCI is proposing that the City of Riverside utilize the IBM data analytics and reporting platform to aggregate data from all of the technology deployed in the parking garages, lots and on-street parking program. As the City of Riverside works towards its evolution for the 21<sup>st</sup> century, its ability to capture and analyze data from parking program, both off-street and on-street, will be key to establishing and measuring key metrics of its goals for the City. PCI has a working partnership with IBM to leverage its powerful data analytics and reporting solutions to provide real-time, flexible and helpful data reporting to our municipal clients.



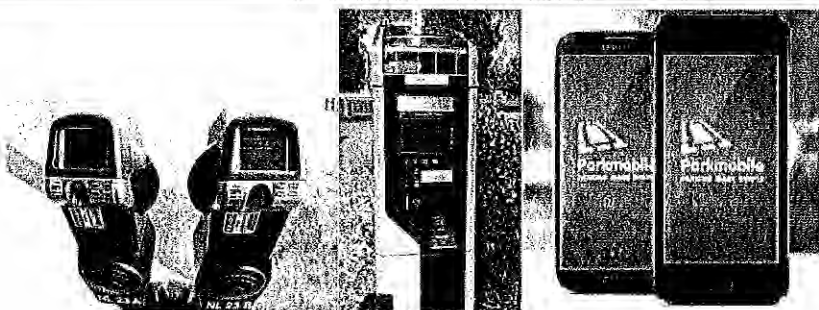
**Current State** – Like most cities, the Riverside parking and transportation programs have a number of technologies deployed to collect revenue and monitor activity. The challenge is that most, or all, of the technologies operate completely independent of each other. For example, if you want to know how much parking revenue was collected today from the entire Riverside parking program you would have to go to each the following systems and pull individual reports:

- PARCS (Federal APD)
- Monthly Billing Software
- Parkmobile (mobile payments)
- IPS (multi-space meters)
- IPS (single space meters)
- BALLPARC (event payments)
- Parking Enforcement System.





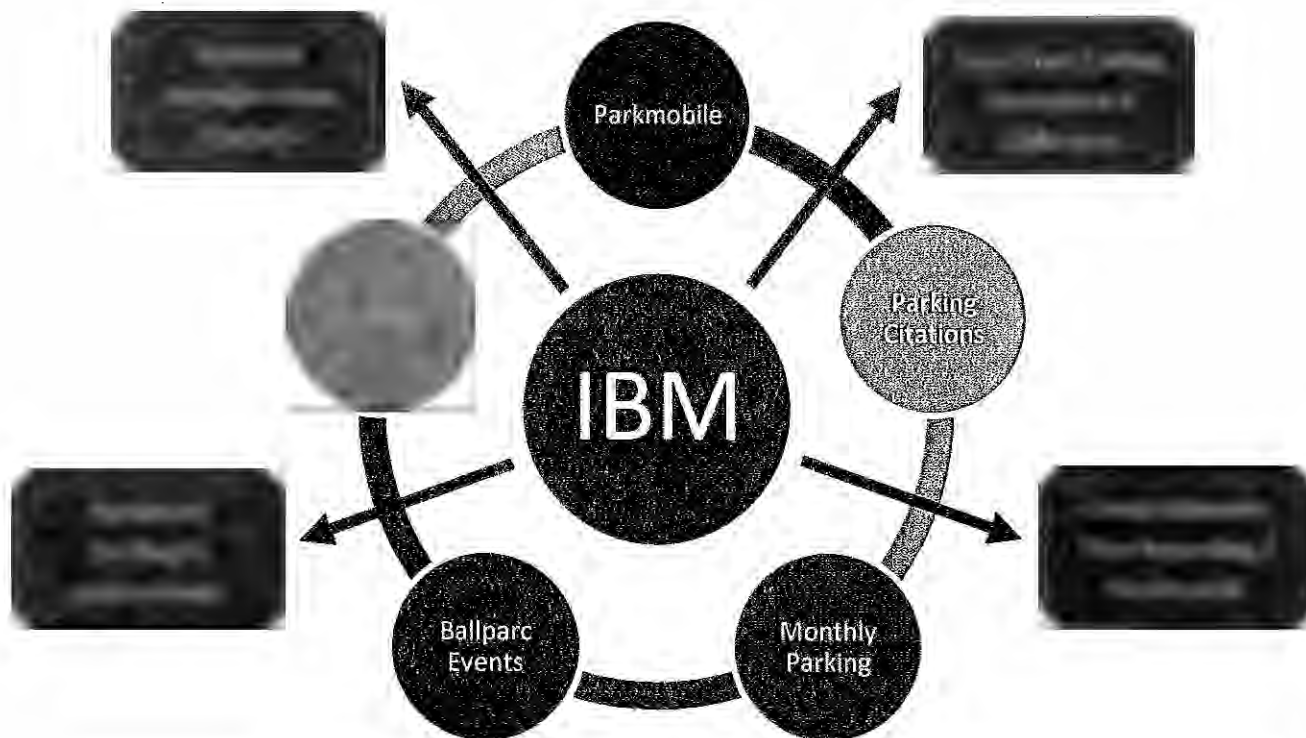
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»B BALLPARC  
EVENT

That is a minimum of seven reports that must be generated, totaled and verified just for you to calculate your total parking revenue for a day. Now do that again each time you want to know how many cars parked in each garage/street, etc. That is a lot of unproductive work to answer a few simple operational questions each day. It is not uncommon for large municipal parking programs to have three or more employees solely dedicated to pulling revenue reports, totalling them, verifying them, and then re-entering the same data into one or more accounting systems. Spending hundreds of thousands of dollars a year on this process is wasteful, and unnecessary.

**Future State –** PCI will provide the City of Riverside a “smart parking” solution; providing a powerful dashboard solution for City leadership, as well as real-time parking availability to the citizens and visitors of Riverside. IBM delivers a custom web-based platform developed for PCI customers. IBM integrates all the relevant parking technology and transportation data into one user-friendly database. Real time parking revenue, occupancy and transaction data will be available to empower our management teams and greatly simplify the revenue reporting and reconciliation process. No other company can offer your City the value that PCI and IBM will deliver.





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### Frictionless parking

Gated garages, like the City of Riverside's garages, have been the center piece of parking management for over thirty years. The gates were necessary to facilitate customer payments and to control access to the garage. New technology and different operating modes are now taking their place in the industry, and quickly replacing expensive gated systems out of



operations across the country. As a point of information, the typical gated traffic lane equipment configuration costs roughly \$35,000-\$55,000. The cost of maintaining each lane of equipment runs roughly 15% of the purchase price annually. A typical four lane garage will cost roughly \$410,000 over a seven-year periods, which is typically the useful life of the equipment. Each seven years, or so, you can plan on replacing a gated system and starting over. For the City of Riverside's five parking garages, gated technology will cost the City over \$2,000,000 every seven years, or broken down annually without interest added, a spend of \$300,000 per year.

In addition to the high cost of a gated system, you have other negatives to deal with:

- Claims from gates striking cars or pedestrians
- Broken gate arms allow customers to drive out without making payment
- PCI liability as a result of accepting credit card payments (in person)
- Power outages leave most systems with gates locked down creating safety issue
- The cost and time of managing a monthly card access program
- Non-responsive equipment vendors

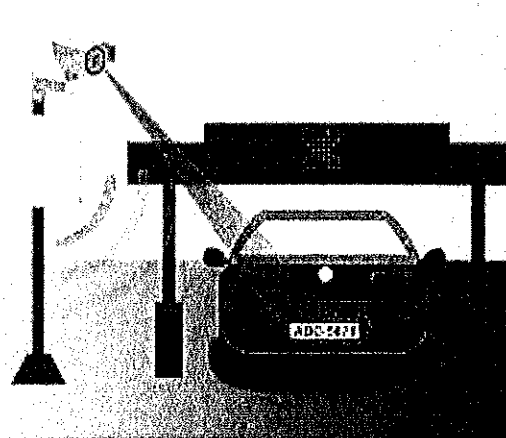
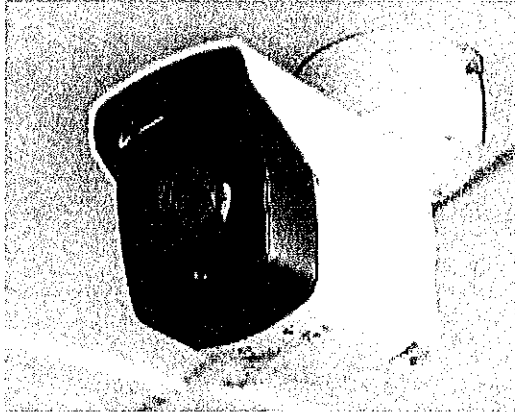




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LPR Controlled Lanes of Traffic



License plate recognition (LPR) technology has been used for decades to control lanes of traffic, and its adoption into parking lots and garages has exponentially grown over the past five years. Toll roads have been collecting billions in revenue using LPR based systems across the globe for many years. LPR is the logical substitute for traditional gated parking equipment. It has a significantly lower purchase cost, extremely low maintenance cost and it allows us to capture valuable data that the gated technology does not. LPR in the garages integrated with mobile payment, smart parking meter payments, and enforcement technology will provide create a frictionless environment that is highly efficient at collecting parking revenues and controlling access. The customer experience of a gateless garage will also dramatically improve. Without gates traffic will free flow in and out of the facility without backups during peak traffic periods, or when a gate issue occurs. The City of Riverside on-street and off-street parking assets could be managed under one unified system delivering operation efficiencies and greater customer convenience. How a customer would park and pay would be the same in the garages as it is on the parking lots and in an on-street parking space.

**Unified Payment & Enforcement Solution**

PCI proposes to use the existing proven parking payment solutions of Parkmobile® and IPS multi-space meters, supplemented with the addition of new touchless payment options. Parkmobile is the current provider of mobile payments for on-street parking for the City of Riverside, and their offering can easily be expanded to the City parking garages.



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PCI also recommends deploying Text2Park, a TEZ Technology® solution, that allows customers to pay for their parking via text. Text2Park is a proven app-less solution that does not require customers to download another app on their phone, which is a major friction point for mobile payment adoption. Offering your customers two mobile payment options will dramatically increase your contactless mobile payments, reducing the need for hardware in your parking program and also offering a higher level of customer safety as we come out of the pandemic.



PCI realizes that the use of mobile payment technology will still meet some resistance from a section of the parking customer base. To address this issue, and offer an in person payment solution for customers, we propose installing additional IPS multi-space parking meters in the City garages. The IPS meters would be located at the major pedestrian ingress-egress points of each garage. PCI projects the need of only 2 or 3 IPS meters in each parking garage.

Enforcement of the parking garages in PCI's proposed gateless environment would work the same way it does on the parking lots and on-street. The difference is the garage enforcement would be far more efficient. The installation of LPR cameras at each parking garage entrance and exit would allow for real time identification of all vehicles parked at any given time. Through IBM's centralized reporting solution real time alerts would be available anytime a vehicle has parked in a City garage without a monthly permit or making a daily payment through mobile pay or an IPS meter. Real time alerts can be sent to parking enforcement officers notifying the of violators at a specific parking garage. And perhaps in the future when laws and ordinances are changed, this solution would allow for the auto generation of citations that could be automatically mailed to violators.

#### Real Time Parking Occupancy Data

Another great result of deploying the IBM solution would be the ability to monitor real time parking occupancy in all of the City garages, lots and on-street. By integrating the data from all of the payment and enforcement solutions into IBM we are able to determine the actual utilization of all of the City's parking assets. Real time parking occupancy data provides value for a parking program in multiple ways:

- **Auditing & Revenue Integrity** – By knowing exactly how many vehicles parked and how long they were parked allows for the City to truly know how much revenue your parking program should be generating, compared to how much was actually captured. This knowledge will allow for operational and policy adjustments that will effectively improve your overall parking revenue.
- **Wayfinding** – The parking industry belief is that 30% of the cars driving in our downtowns at any given time are searching for an open parking space. By leveraging real time parking space availability we can help direct customers to open parking spaces, shorting their driving time which improves their experience and reduces pollution in our cities.

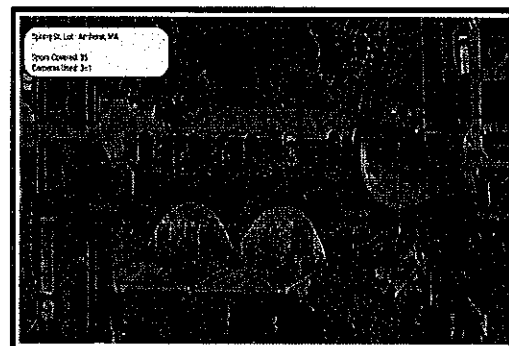
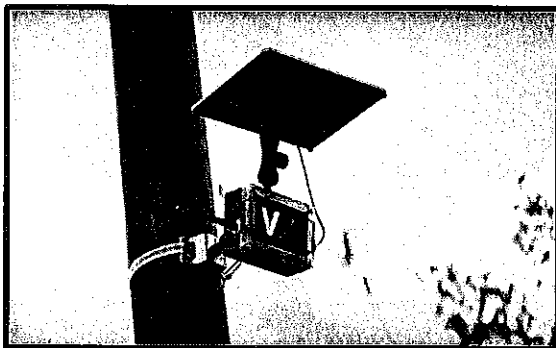
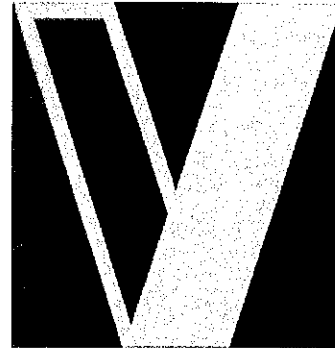


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- **Parking study** – Cities across the United States spend tens of thousands of dollars on parking studies each year. Parking consultants charge anywhere from \$50,000 to \$250,000 to conduct a study, based upon short term observation, that tells the city how many cars are parking in their spaces. The IBM solution provides you with a real time, accurate, parking study whenever you want it. IBM's dashboard reporting tools will display your current and historical parking utilization whenever you need it.

PCI also recommends the computer vision solution of VADE Park to monitor the City's parking lot spaces. VADE offers a wireless solar powered camera solution that monitors space by space occupancy of your parking lots, and can also be used on-street. The data from VADE would further enhance the accuracy and efficiency of the City's parking program. Using computer vision, VADE can determine which parking spaces are open and which are full at any given time. VADE also is able to measure how long a vehicle was parked in a particular parking space, and how many times each parking space turned over in a given time period.





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### Customer Call Center

PCI recommends the deployment of a call center service to enhance the customer service levels in the City of Riverside garages, support automated payment options and reduce the on-site labor expenses. We will provide the services of our 24/7 Customer Call Center to support the entire City of Riverside parking program. The Call Center will assist customers at the City garages and lots. A unique call center phone number will be posted through the parking garages and lots, as well as on the parking website. The call center will supplement the in-garage CSR staffing and work together to quickly resolve any customer experience issues.



As remote communication technology has improved, and connectivity has become more reliable the parking industry has begun shifting to remote "off-site" call centers to assist customers in automated parking garages and lots. Video and audio feeds allow one person at a central call center to assist customers at multiple locations. The remote access capabilities of all newer revenue control systems also allow attendants at the call center to assist with payment transactions. The primary purpose of the call center is to provide immediate customer assistance in parking facilities.



We believe that a dedicated call center for the parking operation is a perfect fit to raise the level of customer service, improve revenue capture and to enhance the security of the parking program.

### PCI Technology Funding

PCI is offering to fund the expense of implementing our proposed technology solution. We estimate the upfront cost of the proposed technology to be between \$325,000 to \$400,000, depending upon the actual cost of electrical and ground work. PCI will provide the start-up funding and amortize the cost, plus a nominal carrying fee, over the term of the contract. At the end of the contract, the City would own the hardware systems. The annual cost of operating the technology, including software licenses, maintenance and support, would be less than \$150,000 per year. This expense is less than half of the annual cost of procuring and maintaining a new gated solution for the City parking garages. When you consider the advantages in operational cost savings, improved reporting, and improved customer experience, the new technology will more than pay for itself over time.



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**TRANSITION PLAN, BENCHMARKS AND TIMELINE FOR CITY OF RIVERSIDE**

Schedule of Events	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Responsible Party
Proposal Submission: 4/06/2021	✓							Vice President, Financial Analyst
Contract Award: (Est.) 6/15/2021			✓					City of Riverside
Startup Date: (Est.) 7/01/2021				✓				City, PCI

**Contract / Legal**

Sign Contract Documents			✓					Vice President
Bind Insurance			✓					Risk Management
Submit Insurance Certificates, Performance and Fidelity Bonds			✓					Risk Management
Obtain Business Licenses			✓					District Manager
Obtain Police Permits			✓					District Manager

Order Location-Specific Tickets, as necessary			✓					District Manager
Order Scrip/Decals/Validations as necessary			✓					District Manager
Transfer Telephones/Supersedures			✓					District Manager
Purchase Office Supplies (on-site)			✓					District Manager, Facility Manager



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Schedule of Events	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Responsible Party
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**Purchasing (cont'd)**

Purchase Miscellaneous Office Equipment (if needed)			✓					Vice President
Order Maintenance Equipment			✓					District Manager
Delivery of Maintenance Equipment			✓					District Manager, Facility Manager

**Operations**

Review Work Areas			✓	✓	✓			District Manager, Facility Manager
Post All Employee Notices, etc.				✓				Human Resources
Post Business License/Police Permits				✓				District Manager
Designate Training Area(s)			✓	✓	✓			District Manager, Human Resources, Facility Manager
Transition Meeting with the City Staff			✓	✓	✓	✓		District Manager, Facility Manager
Progress Meeting with PCI Staff			✓	✓	✓	✓		District Manager, Facility Manager
Establish Complete List of Monthly Parker Accounts			✓	✓	✓	✓		District Manager, Facility Manager
Establish Location-Specific Written Procedures for Parking Operation			✓	✓	✓	✓		District Manager, Facility Manager
Establish Performance Goals			✓	✓	✓	✓		Vice President, District Manager



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Schedule of Events	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Responsible Party
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**Operations (cont'd)**

Setup Personnel Records			✓	✓	✓	✓	✓	Human Resources, Facility Manager
Establish Reporting Procedures/Requirements			✓	✓	✓	✓	✓	Controller, District Manager
Establish Final Schedules/Shifts			✓	✓	✓	✓	✓	District Manager, Facility Manager
Establish Training Records			✓	✓	✓	✓	✓	District Manager, Facility Manager
Setup Maintenance Records/Logs			✓	✓	✓	✓	✓	Facility Manager
Operations Meetings with the City Staff			✓	✓	✓	✓	✓	District Manager, Facility Manager

**MIS Functions**

Review Computer Systems			✓	✓	✓	✓		MIS, Facility Manager
Set up Payroll Procedures			✓	✓	✓	✓		Payroll, Human Resources, Facility Manager
Develop List of Operating Forms			✓	✓	✓	✓		Facility Manager
Print all Forms			✓	✓	✓	✓		District Manager
Conduct Training (as necessary)			✓	✓	✓	✓	✓	MIS, District Manager
Establish Monthly Billing Procedures (if any)			✓	✓	✓	✓		MIS, Controller, District Manager
Establish Reporting Procedures			✓	✓	✓	✓		MIS, Controller, Director Operations, District Manager



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**Accounting**

Establish Location-Specific Budgets			✓	✓	✓	✓	✓	VP, Controller, District Manager
Input Budget into Accounting			✓	✓	✓	✓		Controller, HQ
Establish Petty Cash and Operational Fund			✓	✓				Controller, Vice President
Establish Banking Procedures			✓	✓	✓	✓		Controller, District Manager
Review Reporting Requirements			✓	✓	✓	✓	✓	Controller, Vice President, District Manager

**Maintenance**

Develop Cleaning Schedule by Location			✓	✓	✓	✓	✓	District Manager, Facility Manager
Assign Duties to Personnel			✓	✓	✓	✓	✓	Facility Manager
Develop Inspection Schedule			✓	✓	✓	✓	✓	District Manager
Review Maintenance Records			✓	✓	✓	✓	✓	District Manager
PM Training Classes			✓	✓	✓	✓	✓	District Manager

**Recruitment and Hiring**

Complete Wage/Benefit Schedule			✓	✓	✓	✓		HR, District Manager
Interview Existing Staff			✓	✓				HR, District Manager
Recruit New Employees, as needed				✓	✓	✓	✓	HR, District Manager
Criminal Background/Reference Checks				✓	✓	✓	✓	HR





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Schedule of Events	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Responsible Party
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**Recruitment and Hiring (cont'd)**

Interview New Applicants			✓	✓	✓	✓	✓	District Manager, Facility Manager
Reference Checks New Employees			✓	✓	✓	✓	✓	HR, District Manager
Submit List of Employees for Criminal Background Check			✓	✓	✓	✓	✓	HR

**Training**

Orientation			✓	✓	✓	✓	✓	HR, Facility Manager
Classroom Training			✓	✓	✓	✓	✓	HR, District Manager, Facility Manager
On-the-Job Training/Field Training				✓	✓	✓	✓	District Manager, Facility Manager

**“Responsible Party” Legend:**

President	Gill Barnett
Vice President	Dave Mueller
Vice President	Bob Hindle
Controller	Rob Erickson
Director	Rafael Abanilla
District Manager	Jim Mecham
General Manager	Rachel Solis
Financial Analyst	Richard Raskin
MIS Director	Lorna Constantino
Human Resources Specialist	Stephanie Christus

**EXHIBIT "B"**  
**COMPENSATION**



## MEMORANDUM

DATE: August 4, 2021  
TO: Ben Hatheway/City of Riverside *via email*  
FROM: Richard Raskin  
CC: Bob Hindle  
SUBJECT: Revised Exhibit K - Proposed Costs for Parking Concepts' Proposal

Mr. Hatheway

The following is a revised Exhibit K from our proposed annual costs. The added cost for cybersecurity insurance has been added to Item 3.

RFP No. 2083

### Exhibit K - Revised Proposed Annual Fees

A Estimated Wages, Administration, Customer Service, and Miscellaneous Items				
Item No.	Title	Year 1	Year 2	Year 3
1	Supervisory Salaries, Overhead and Benefits	\$235,784	\$243,777	\$252,102
2	Hourly Wages, Overhead and Benefits	\$643,995	\$668,221	\$693,664
3	Technology Support and Repair	\$25,000	\$25,750	\$26,523
4	Customer Service and Support	\$28,000	\$28,840	\$29,705
5	Administrative Costs	\$85,250	\$87,808	\$90,442
6	Uniforms and Miscellaneous Expenses	\$42,000	\$43,260	\$44,557
7	<b>A Items - Subtotal</b>	<b>\$1,060,029</b>	<b>\$1,097,656</b>	<b>\$1,136,993</b>

B Estimated Annual Operating Costs				
Item No.	Title	Year 1	Year 2	Year 3
8	Facility Maintenance	\$40,000	\$41,200	\$42,436
9	Tickets and Receipts	\$14,000	\$14,420	\$14,853
10	Special Events Staffing Needs	\$16,800	\$16,480	\$16,974
11	Signage and Line Striping Costs	\$4,000	\$4,120	\$4,244
12	Hourly Wages, Benefits (Additional Services)	\$34,885	\$35,932	\$37,010
13	Professional Security Services	\$25,000	\$25,750	\$26,553
14	<b>B Items - Subtotal</b>	<b>\$134,685</b>	<b>\$137,902</b>	<b>\$142,070</b>

Management Fee				
Item No.	Title	Year 1	Year 2	Year 3
15	Management Fee	\$42,000	\$43,260	\$44,557

Total Costs				
Item No.	Title	Year 1	Year 2	Year 3
16	A Items - Subtotal of all items in Section A	\$1,060,029	\$1,097,656	\$1,136,993
17	B Items - Subtotal of all items in Section B	\$134,685	\$137,902	\$142,070
18	Management Fee	\$42,000	\$43,260	\$44,557
19	<b>Grand Total Per Year</b>	<b>\$1,236,714</b>	<b>\$1,278,818</b>	<b>\$1,323,620</b>

Please contact me with any questions, or needs for clarification.

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The above Section A items include the cost of the following:

- Payroll Expense and all labor related costs
- Payroll Taxes & related overhead
- Workers Compensation Expense
- Group Insurance (Medical, Dental, & Vision Plans)
- Retirement / 401(k) Plan
- Uniforms
- Supplies & Postage
- All Necessary Licenses & Permits
- Liability Insurance
- Telephone Charges
- Accounting Charges
- Payroll Processing Fees
- Employee Development Expense
- Mystery Shops (Minimum of 12 per year)
- Annual Operational Audit
- Service Charges
- Call Center, Web Marketing, Site Maintenance & Search Engine Optimization

The Above Section B Items include the cost of the following:

- Equipment Service Calls
- Parking Tickets (Spitter machine / ticket dispenser / exit verifiers)
- Paper Receipt Rolls (Paystations, Meters and Handhelds)
- Sweeping & Power-washing Charges
- Signs & Line Striping
- Equipment Related Material and Supplies
- Waste Removal Expense
- Client Vehicle Maintenance Expenses (meter revenue collection vehicle, maintenance vehicles, etc.)
- Light Bulbs and Ballast Replacement
- Elevator Expenses
- Special Event – Staffing and Security Services

The Management Fee shall be increased annually on each anniversary date of the agreement by three percent (3%). In the event of any additions or deletions to the parking facilities listed in Exhibit E, the Management Fee will be adjusted accordingly based on the increase or decrease in space count and/or labor hours.

**EXHIBIT “C”**

**KEY PERSONNEL**



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**SENIOR MANAGEMENT TEAM**

**GILL BARNETT**, the President of PCI, in addition to over 60 years in the parking, has been the face of Southern California professional parking for five decades, having started Ampco Parking (now known as ABM Parking Services) in the 1960's and a decade later, Parking Concepts. Needless to say, Gill is a bona fide expert when it comes to the subject of "parking and transportation operations".



Gill Barnett, also the founder and owner of Parking Concepts, Inc. (PCI) has been actively involved in the parking and transportation industry for over fifty years. He began his career as a parking attendant at the age of 17 and worked his way up to management by the age of 22. Noting the lack of quality customer care from the beginning of his career, Gill envisioned a company devoted to excellent customer service.

In 1957, while studying business and engineering at El Camino College, Gill began his parking management career at Los Angeles International Airport as part of the management team that inaugurated LAX's new central terminal complex, and he soon launched a parking division for a major publicly held corporation. Within six years, Gill was instrumental in the development of 240 parking facilities, spanning twelve states. The company that Gill launched: Ampco System Parking (now known as ABM Parking Services).

In 1974 Gill, tired of constant air travel and being away from his family, left and founded PCI. His goal was simple: To establish a successful local parking management firm based on state-of-the-art technology and energetic management. The focus: customer satisfaction. His goal was achieved early and PCI has gone on to be highly respected for its quality customer service and major innovations in the parking industry. Today, Gill continues to utilize his hands-on style of management as he did in 1974. This tradition has continued to grow by means of excellence in senior management and staff that supports the "get-it-done, do-it-now" approach to facility management.

As a past President of the Parking Association of California, Vice President of the National Parking Association Executive Board of Directors and an active member of numerous trade, charitable and civic organizations, it is clear that Gill will always have a desire to serve. His personal involvement is reflective in the quality service each client of PCI receives. On the following pages, please find included a profile from the parking profession's *Parking Today* publication, dated October 2000, on Gill Barnett in which he discusses Parking Concepts, the company's philosophy, and his views on customer service, as well as an executive profile from the April 2014 edition of *Parking* magazine. Please note that in the intervening sixteen years from the first publication, many of the statistics, such as numbers of locations and employees, have changed dramatically. Gill has not, however.



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**DAVID MUELLER**, Vice President, has overseen the LA/Ontario International Airport for the past eight years and currently also directs operations at John Wayne Airport. He has also been responsible for Phoenix Sky Harbor International Airport, Portland International Airport, Tucson International Airport, Fresno Yosemite International Airport, and the Palm Springs International Airport. He is also responsible for our world-class valet parking operation at DFW International Airport, one of the world's largest airport valet operations. In addition to Dave's parking management experience, he has over 20 years of transportation management experience.



**ROBERT HINDLE**, Vice President, has extensive parking experience dating back to 1964 when his parking career commenced at Los Angeles International Airport while attending high school. It could certainly be said that Bob is a parking specialist. He worked for APCOA (now known as SP+) for 19 years, and in 1983 accepted a position with AMPCO Parking (now known as ABM Parking Services). As a parking executive, Bob has personally been involved with the operation and management of the following cities and counties: Los Angeles, Santa Ana, Glendale, Pasadena, Santa Monica, Los Angeles County, and Orange County.



Bob, along with specializing in the operation and management of large multi-faceted public sector contracts, has been personally responsible for the leasing, managing, and administering of every type of parking facility, including high-rise office buildings, hotels, hospitals, universities, marinas, shuttle bus and off-airport shuttle operations, restaurants, upscale valet parking operations, sports stadiums and special event parking. Bob is presently chairman of the Los Angeles Parking Association and is also a member of both the National Parking Association Board of Directors and the California Public Parking Association.

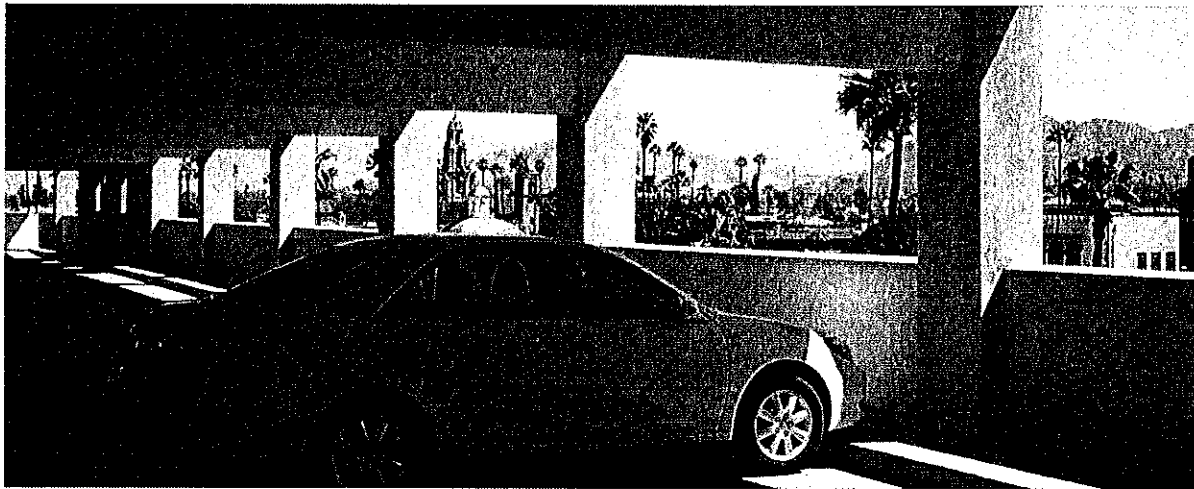
**RAFAEL ABANILLA**, Municipal Operations Director, joined Parking Concepts Inc. as a Director in December of 2020. Having started in the industry in 2001, Rafael spent nineteen years working with two of the largest national parking firms. Prior to joining PCI, he served as Director of a Municipal Division with over a hundred accounts across North America. Rafael also served as the Regional Manager of Operations in several California markets and managed nearly every facet of parking operations. In his current role, Rafael leads the firm's technological enhancements and initiatives, quality control standards, and special projects.



Rafael is a Certified Parking Professional (National Parking Association) and a Certified Administrator of Public Parking (International Parking & Mobility Institute). He was named one of the "40 under 40 - Class of 2020" by the National Parking Association. Rafael is also a member of the National Federation of Filipino American Associations (NaFFAA) and volunteers with The SurfRider Foundation.



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**JIM MECHAM** is District Manager for Riverside and Orange County, and joined PCI in 1991 when he was hired from AMPCO to be the General Manager for PCI's very challenging County of Los Angeles, Department of Beaches and Harbors public sector contract. This contract consisted of 10,800 parking spaces, 33 parking lots covering over 60 miles coastline, plus Marina del Rey. This contract required a year-round staff of about 65 employees and up to 100 during the peak summer season. Jim did an outstanding job in managing and administering this contract. Our client, to this day, still gives Jim credit for doing an excellent job. In 1994, Jim was promoted to the position of District Manager for our newly developing Orange County District. Jim was instrumental in opening several new parking facilities for PCI. In 1999, PCI was awarded the Parking Management Services Contract for the Civic Center (again, from a major national company), and like the Manchester Complex contract, revenues increased, expenses were reduced and the facilities we brought up to the highest maintenance standards. Under Jim's leadership, we are still operating these prestigious parking facilities. Jim is actively involved in every facet of the County of Orange, Multi-Facility Parking Complexes. He is intimately familiar with each facility and their unique operating dynamics.



Jim spearheaded, coordinated and managed the selection and upgrade of the Parking Access and Revenue Control System (PARCS) from the old Amano/McGann system to new state-of-the-art Skidata PARCS. In addition to overseeing the installation and startup on a location-by-location basis, Jim managed the training of our employees and introduction of the new system to our patrons and monthly parkers. With few exceptions, this major transition was handled with minimal disruption to service.

As in the case of all of our management staff, Jim can be reached on a moment's notice, 24 hours per day, and 7 days per week.





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## PERSONNEL ASSIGNED TO THIS CONTRACT

In addition to the above, our staff will consist of long-term, reliable employees with proven records of integrity and service.

### GENERAL MANAGER CANDIDATE RACHEL SOLIS BIOGRAPHY AND RESUME:

**RACHEL SOLIS**, Inland Empire Airports General Manager, is the best and brightest. Rachel has been involved in airport parking management for over 20 years and brings extensive experience in parking, marketing, revenue control, contract compliance, and administration. Rachel has managed airport parking operations at Houston Intercontinental, Austin-Bergstrom International, Sacramento International, and Ontario International. She is an ideal candidate to assist with the process to design and implement PARCS upgrades at the City. Rachel Solis has been a leader in the airport parking and transportation industry for the past twenty years. Her knowledge and past experience in self-parking, valet service, shuttle operations, customer service, human resources and quality control makes her an excellent choice for this project. No other operator could boast of having a team member more qualified to contribute directly to the operation of the City of Riverside parking facilities.



Rachel has had extensive experience with Federal APD, Amano, Zeag and Scheidt and Bachmann PARCS.

The City of Riverside has long been an important and desirous goal for PCI. To that end we have made the commitment to bring Rachel – truly one of the best managers in the industry – from Ontario Airport to apply her talents, skills, and knowledge to direct the parking operation at the City of Riverside. Rachel's resume follows.

### EXECUTIVE SUMMARY

An experienced, driven, and accomplished Management and Operations Professional and Leader, with a wealth of experience while working for leading, high-profile companies and organizations. Possesses extensive parking and transportation industry experience, and ensures that all bottom-line expectations are met.

### SUMMARY OF QUALIFICATIONS

- Strong background in many areas including management, operations, profit and loss, team building and leading, project management, budget administration, human resources, payroll administration, fleet management, inventory management, contract administration, labor relations, quality assurance, and customer relations.
- Hard-working and driven, while highly-experienced in all aspects of operational management, has overseen large-scale operations, and is proven in seeing organizations to their peak productivity and potential.
- Experienced in managing major projects, supervising diverse teams, and in seeing projects to successful completion, on-time, within budget, and meeting the highest in organizational expectations.