



City of Fort Pierce

**REQUEST FOR PROPOSAL
PARKING MANAGEMENT SERVICES**

ISSUED: TBD, 2023

DUE: *TBD*

SUBMIT TO: TBD
{Emailaddress.com}

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SECTION 1.0 – INTRODUCTION AND GENERAL PROVISIONS

1.01 INTRODUCTION AND BACKGROUND

The City of Fort Pierce, located in St. Lucie County, is one of the oldest communities on the east coast of Florida. Incorporated in 1901, the city is home to more than 45,000 residents and encompasses 31 square miles.

The City of Fort Pierce currently manages 2,257 parking spaces consisting of a combination of surface lots (601 spaces), a parking structure (465 spaces), and on-street parking (497 spaces). As the City of Fort Pierce is introducing paid parking to its parking program in the parking lots of their beach and waterfront access locations, it understands the importance to properly manage permits, collect revenues, and maintain revenue control hardware and software to keep the parking program efficient and effective for its residents and visitors.

1.02 REQUEST FOR PROPOSAL

The City of Fort Pierce (“City”) is seeking a service provider of “Parking Management Services” (“Operator”) to provide such services to the City of Fort Pierce Parking Program, located in the City of Fort Pierce, Florida.

The City has prepared this Request for Proposal (“RFP”) and is authorized to distribute, evaluate, award, and negotiate for “Parking Management Services” performed as a management agreement. The objective of this RFP is to solicit responses that will provide the City with information that will allow the City to determine which Operator will provide “Parking Management Services” that best support the goals of the parking program and best address the areas defined within this RFP. The City will enter into a three (3) year agreement with the Operator. The City reserves the right to negotiate with one or several Operators and reserves the right to reject all responses received.

The City will only consider responsive proposals from responsible Operators for this agreement. A responsive proposal is one that complies with all requirements. A responsible operator is a provider that demonstrably possesses the skill, ability, and integrity necessary to faithfully perform the scope of work called for in the proposal and provide a first-class operation. Each responsive proposal from a responsible operator shall be evaluated solely according to the criteria set forth in this RFP, and the content of their proposal.

1.03 PARKING MANAGEMENT AGREEMENT – BASIC TERMS

The terms and conditions of the anticipated Agreement by and between the City and Operator are set forth herein. The following highlights the basic terms of the proposed Agreement:

- a. Term: An Agreement for the term of three (3) years. During the initial term, and any term extension, either party shall have the right to terminate the agreement with sixty (60) days written notice to the other party.
- b. Scope of Work: Operator will provide all necessary materials, staff, expertise, and services to carry out the required Scope of Services outlined in the RFP.
- c. Compensation: As compensation for services rendered, City will pay the Operator a base management fee for the professional parking management services provided to manage, administer, and operate the parking program.

The Operator may also propose a performance-based incentive fee, calculated upon metrics proposed by the Operator, and negotiated and agreed upon with the City. The performance-based incentive fee shall be subject to City approval. Both the base fee and performance-based incentive fee (if allowed) will be detailed in the final negotiated Agreement.

There are no minimum requirements for the base management fee proposed by an Operator. Operator will state the annual dollar amount of the proposed base fee on **Form B** of their RFP submittal.

- d. Cost of Operations: The City will reimburse the Operator for only those direct labor costs and expenses proposed on **Form A**. Expenses will be reimbursed to the extent that these same expenses are paid or incurred in the performance of Operator's obligations under the Agreement.
- e. Capital Improvements: During the Term, certain capital improvements projects may occur that are originated and financed by the City. The Operator may be required to adjust staffing schedules and/or operating methodologies to accommodate these types of projects from time to time during the Term.
- f. Governing Law and Dispute Resolution: The contract shall be governed by the laws of the State of Florida.
- g. Indemnification: To the fullest extent permitted by law, the Contractor shall indemnify and hold harmless the City of Fort Pierce. and agents and employees of them from and against claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from performance of the work, provided that such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the Work itself), but only to the extent caused by the negligent acts or omissions of the Contractor, a subcontractor, anyone directly or indirectly employed by them or anyone for whose acts they may be liable, regardless of whether or not such claim, damage, loss or expense is caused in part by a party indemnified hereunder.

1.04 SCOPE OF SERVICES

The focus of this RFP is to obtain competitive proposals to manage, administer, and operate the Facilities, pursuant to the work detailed in Section 4.0.

1.05 TIME AND PLACE OF PROPOSAL SUBMITTAL

Deliver one (1) electronic version via email or prior to **TBD on the TBD 2023** to:
TBD

Proposal must be submitted with all submission requirements set forth in the RFP.

The following schedule is included as a guide for implementation of the RFP process. The dates and times stated are approximate in nature and therefore are subject to change at the City's discretion.

a. RFP Document Issued to Prospective Bidders	TBD
b. Mandatory Pre-Proposal Meeting	TBD
c. Proposals Due	TBD
d. Oral Presentation by Short-listed Operators	TBD
e. Operator selection and contract Negotiations	TBD
f. Approval by City Commission	TBD
g. Commencement Date	TBD

1.06 PRE-PROPOSAL CONFERENCE

A mandatory pre-proposal meeting will be held at TBD AM (EST) on TBD, 2023. The following items pertain to the conference criteria:

1. Qualified Offerors wishing to attend the pre-proposal meeting should communicate their intentions, via e-mail, by **TBD pm (EST) TBD, 2023**, to TBD. Please provide contact information for those attendees.
2. Attendees may also e-mail advance questions, which may be addressed during the pre-proposal meeting.
3. The purpose of the conference is to discuss RFP requirements as defined herein, also to familiarize each Operator with the parking program.
4. Questions that arise during the conference shall be submitted in writing by **TBD PM (EST) on TBD, 2023** to: TBD Email address.
5. Changes to the requirements of the RFP that may result over time, as well as answers to all questions submitted will be made by Addendum.
6. Operators should not rely upon oral declarations made by the City during the conference.

1.07 AGREEMENT TERMS

The City intends to execute an Agreement for Parking Management Services with a term of three (3) years. It is anticipated the contract will commence on **TBD, 2023**.

SECTION 2.0 – SUBMITTAL REQUIREMENTS

Responses shall be submitted digitally via .pdf or word document. All submittals will become the property of the City and no materials will be returned. Please limit submittals to the format and forms provided in this RFP, excluding boilerplate material as much as possible.

A complete proposal as specified herein should be submitted in the number of copies stated in *Section 2.02*. Documents with original signatures should be clearly labeled as such; failure to comply may be cause for rejection of the submission. The City reserves the right to accept or reject any submittal or parts thereof.

2.01 PROPOSAL AND QUALIFICATIONS

The City seeks a qualified firm that has the experience, staff, and financial resources to perform the full range of parking services in a first-class manner described in this RFP. Preference will be given to operators that demonstrate they have experience operating a parking management business, with the size and volume commensurate with the City of Fort Pierce parking program. Operators are required to submit a proposal answering all questions and requests for information included on the **Forms** provided including, but not limited to the following:

2.01.1 COVER LETTER

The cover letter will contain a commitment to provide the services described herein, as well as the name and signature of the Operator's representative authorized to negotiate an Agreement with the City.

2.01.2 TABLE OF EXCEPTIONS

Operator must state whether their proposal does or does not fully comply with the requirements as defined in this solicitation and will provide a detailed list of exceptions to the Scope of Services, sample insurance coverages or other RFP requirements including all exhibits, forms, appendices, and addenda. The exception list will be in table form and identify the page, section number, provision and the specific exception, non-conformance and/or substitute language proposed. Failure to identify specific items of non-compliance will result in the Operator assuming compliance.

2.02 FINANCIAL PROPOSAL

Operator will state their proposed operating expense budget for year-one of operation. All forms submitted will designate the Operator by name on each individual form. Proposals submitted to the City will contain one (1) digital copy submitted to TBD Email address on TBD Date/Time.

Proposals will include the following unless otherwise stated:

1. Cover Letter signed by Operator with Contact Representative information;
2. Table of Exceptions;
3. Form A – Proposed Operating Budget (Excel file);
4. Form B – Management & Other Fees (Excel file);
5. Form C – Proposed Staffing Schedule (Excel file);

6. Form D – Proposed Start-up Budget (Excel file);
7. Form E – Qualifications;
8. Form F – Operations and Maintenance Plans.

SECTION 3.0 – SELECTION CRITERIA

{City Procurement to insert weighted evaluation criteria, if applicable}

All submittals will be evaluated by the selection committee members using the following criteria:

1. **Quality and Service Assurance:** The Operator needs to provide high levels of quality and customer satisfaction by increasing and improving efficiencies. At the same time, the Operator needs to meet the City's contracting requirements. The Operator should also be able to demonstrate quality performance and high customer satisfaction service levels for past accounts.
2. **Best Value:** Proposal with the most cost-effective base management fee structure to provide the parking services outlined in this RFP. Ability to provide future recommendations on continuous cost and process improvements for the City and its clients to increase total value of services rendered.
3. **RFP Compliance:** Comprehensiveness of the proposed services regarding the requirements outlined in the RFP including, but not limited to the proposed operating and maintenance plan, expense budget, and layout of the proposal.
4. **Firm Qualifications:** The Operator is to have been in business at least five (5) years. The Operator needs to provide three (3) business customers as references whose properties are maintained similarly to the qualifications, including size, contained within this RFP. Talent, size, and reliability of staff as well as access to equipment and additional resources will also be considered.
5. **Management Reporting/Invoicing Capabilities:** The Operator will ensure efficient administration of information by providing timely and useful performance and reporting information as well as electronic invoicing as per the City's specific requirements.

The City reserves the right to reject any proposal or parts thereof, as deemed necessary for any reason. The City reserves the right to make an award or choose not to award to an Operator, or award to a sole responsible Operator whose offer best conforms to the requirements of this solicitation and is most advantageous to the City.

Operators in the competitive range and in contention for negotiations or contract award may be required to make an oral presentation. Failure to report for an oral presentation will be cause for dismissal from consideration. After determining Operators within the competitive range, the City may conduct negotiations with those Operators to discuss deficiencies in their proposal, and to ensure the Operator fully understands all requirements and has or can obtain the required equipment, personnel, materials, insurance, and/or services.

The City retains the right to request additional information including revised pricing or a best and final offer from any Operator to determine the veracity of the information in their proposal. Proposals found to be based on inaccurate or misrepresented information will be dismissed from consideration.

3.01 PROPOSAL CONDITIONS

The City will not be responsible for any costs incurred in the preparation and submittal of proposals. All proposals and materials submitted will become property of the City and will not be returned. The City reserves the right to reject any or all proposal(s) in whole or in part, to negotiate with the Operator(s), and award an Agreement to the Operator whose proposal is most advantageous to City.

Operator understands and agrees with the following: 1) nothing contained in this RFP or in any communication related thereto constitutes a representation or promise by the City to hire or execute an Agreement; and, 2) any potential opportunity concerning the parking services referenced in the RFP will be and is subject to and conditioned upon City's decision, in its sole discretion and without obligation to do so, whether to terminate any existing parking management agreement(s), the actual termination thereof and the full execution of the City's parking services agreement and the City's receipt of Operators requires deliverables thereunder.

All information and materials contained in the RFP, or furnished by or on behalf of the City, are provided without representation or warranty as to the accuracy, completeness or otherwise of such information, and are provided to potential Operators without any recourse whatsoever. Each Operator is responsible for independently verifying information to its own satisfaction.

SECTION 4.0 – SCOPE OF SERVICES

This section provides a summary of the essential requirements of the RFP that will be further detailed in an Agreement negotiated by and between the City and the Operator. During the hours of operation, Operator will manage and administer a public parking operation. Services to be provided in connection therewith will include the following without limitation:

- Management and operation of the parking program, including supervision of the parking and circulation of vehicles within the facilities, administration, and monitoring of all access and revenue control technologies.
- Collection of and accounting for all cash and other type payments from any source derived for use of the parking facilities, including sums payable with respect to daily, monthly, validated and/or discounted parking fees.
- Operation of a centralized parking management office and responding to calls from patrons needing assistance. Operator must be comfortable working with and be able to interface with the permit management and access and revenue control solutions (TBD).
- Operation and routine maintenance of the facilities, and the access and revenue control equipment installed at the facilities.
- Employment of such parking personnel needed for the effective management and operation of the facilities to accommodate paid public parking, and to include real time facilitation of solutions for customer service issues.
- Maintenance of accounting records for all income and expenses related to the management and operation of the parking program, and
- Periodic consultation with the City on matters related to the management and operation of the parking program.

4.01 PARKING PROGRAM

As the City is in the process of procuring revenue control devices and mobile solutions, initial estimates of 15± multi-space parking meters will be deployed.

In addition to the beach and waterfront paid parking pilot program, the City may expand the program to include on-street parking and off-street parking lots in the downtown area. The ability to expand the program must be addressed in any proposal.

4.02 ADDITIONS AND DELETIONS

The City maintains the right during the Term of the Agreement to modify the facilities on a temporary or permanent basis for any reason including, but not limited to the following:

- a. To repair one or more of the facilities;
- b. To increase the available supply of spaces by redesign, restripe or otherwise;
- c. To decrease the available supply of spaces for any purpose; or
- d. To convert all or part of the facilities to another use.

The Operator will accommodate these changes in its operation of the parking program. Operator will also update their general Operations Plan to accommodate any permanent changes. The revised Operations Plan will be subject to City approval.

4.03 MAINTENANCE REQUIREMENTS

Operator will maintain the facilities in clean and safe condition. Maintenance requirements will include daily policing and cleanup of common public areas, garbage and trash removal, periodic maintenance of PARCS equipment and signage. Maintenance services will be subject to City review, inspection, and verification of all activities and reporting requirements at any time without notice.

4.04 USE OF PARKING FACILITIES

Operator will manage, maintain, and administer the parking program facilities as paid public parking in accordance with the guidelines set forth by the City. Operator will not use the facilities for purposes other than those required under the Agreement. The City reserves the right to itself and others for supplementary and complimentary uses, including other revenue generating activities, at its sole discretion, except as otherwise stated in the Agreement.

4.05 HOURS OF OPERATION

Operator will be responsible for the facilities during the hours of operation which will be sunrise to sunset, seven (7) days per week; and will be subject to change at the City's discretion and final approval. Operator is responsible for meeting the requested on-site staffing levels included in *Section 4.07*.

4.06 PARKING RATES

The fees charged for parking will be determined and regulated solely by the City, with recommendations from the Operator. Operator will provide a market survey of public parking rates bi-annually to the City for review throughout the Term of the Agreement. The market rate survey will include any recommended

rate changes prescribed by the Operator, which shall be subject to City approval prior to implementation.

Operator will collect parking fees in accordance with the approved fee structure and will install signage and provide notice to customers of fees and any changes that may occur to the fee structure from time to time. The collection of fees not in conformance with the approved fee structure will constitute a breach of contract that may result in termination of the Agreement.

4.07 STAFFING

Operator will propose a Staffing Plan to provide for first-class operations and an exceptional customer experience. Staffing Plan shall include recommendations for manager, assistant manager, maintenance personnel, accounting hours, and special event staffing including cashiers and flaggers for directing traffic as applicable.

Operator will provide a company organizational chart and resume for the Manager proposed to handle the day-to-day operation of the parking program. The Manager will maintain the responsibility for oversight of the parking program and will act as the single point of contact between the City, its representative, and the Operator. Operator will provide the City with contact information for a minimum of one other local contact that will be available for emergency and operational needs.

All employees will be trained in parking operations as well as in customer service. Uniforms including both warm and cold weather apparel will be provided for all employees with name badges clearly stating the company name and the staff person's name. No non-uniform apparel shall appear outside of the employee's uniform including ball caps, wool caps, or hoodies. Operator and its staff will conduct themselves in a helpful courteous manner toward the City, its agent, and its customers.

The City reserves the right to require the Operator to remove any personnel, which in the City's opinion, does not provide a level of service consistent with the quality of service anticipated by the City. The City reserves the right to require the Operator to provide additional personnel or to modify its operating procedures if, in the sole discretion of the City, the Operator's management of the parking program creates congestion, interferes with traffic circulation, or causes material inconvenience for daily and/or monthly customers of the parking program.

Operator and its sub-contractors will comply with all the City's security standards and requirements for employees including the completion of pre-employment and periodic standard background checks and drug screenings on each employee of the parking program.

Operator's obligations will not include the rendition of service, supervision, or furnishing of personnel regarding the personal safety or security of any person(s) within or about the parking program. The City acknowledges that the Operator has no knowledge or expertise as a guard or security service, employs no personnel for that purpose and Operator's employees do not guard or protect customers against the intentional acts of third parties. The City shall determine, in its sole discretion, the extent to which precautionary warnings and security devices or services may be required to protect persons in and/or about the parking program.

4.08 REPORTING

Operator will provide for accounting purposes within ten (10) days after the end of each accounting month, a detailed written statement of the total revenue collected, management fee earned, and operating expenses incurred during the preceding month.

Operator will also provide daily and monthly reports including maintenance, customer service, incident, accident, occupancy, and other types of reports that may be required by the City. Operator will submit a detailed list of monthly accounts receivable, along with any other management reports reasonably deemed necessary by the City in accordance with the Agreement.

4.09 CUSTOMER COMPLAINTS

Operator will implement a method for handling customer complaints and reporting the nature and reasonable disposition to the City. Contact information regarding the Operator and directions for handling customer complaints and questions will be posted in clear view within the parking program offices.

4.10 COST OF OPERATIONS

The City will reimburse Operator for only direct labor costs and expenses to the extent that such expenses are paid or incurred by Operator in the performance of its services provided for the parking program, as proposed on **Form A**, which shall be included as an exhibit in the final negotiated Agreement.

Such operating expenses will include without limitation, the aggregate of salaries and wages, payroll taxes, workers' compensation insurance, health, welfare and pension, retirement benefits and other funds that Operator is required to pay in accordance with governmental regulations, or Operator's employee benefits program, for the personnel exclusively engaged in the direct management and operation of the parking program, insurances, supplies, signs, general maintenance, business license and related fees and all other necessary and reasonable direct costs related to the services provided.

Notwithstanding the above, Operator will invoice the City for salaries at the overtime premium rate only when the City has specifically authorized overtime premium services. If an open position is temporarily filled by the Operator with a fully trained employee not regularly assigned to the parking program and the employee's prior work schedule requires payment at an overtime premium rate, Operator will compensate the employee at the appropriate rate of pay but invoice the City at the employee's regular straight-time rate of pay.

Operating expenses will not include payments to affiliates of the Operator exceeding an amount that would have been paid to a third-party for similar services, nor will operating expenses include Operator's general overhead expense or any of the following:

- a. Administrative related costs and/or expenses incurred in the operation of the parking program or other outside operations, as they are incurred in the general management of the affairs of the parking program or Operator's other operations, including the monitoring of the operation and management of the parking program;
- b. The costs of any office used by Operator, including any rental payments, office equipment, supplies, telephone service, or home office;
- c. Maintenance of the general books and records of the Operator;
- d. Office supplies and equipment that are not used exclusively for the parking program;
- e. Telephone, computer, data processing fees (excluding payroll processing fees), administrative mark-ups to payroll tax or other line-item budget categories and/or travel expenses related to the management of the parking program (except the direct cost of telephone service for the parking program); and

- f. The cost of compensation for any personnel above the level of the Manager working at the parking program in any capacity, other than as a full or part-time employee with direct responsibility for the parking program;
- g. The cost or expense of legal representation;
- h. The cost of any penalties and fines paid by or on behalf of the Operator or its employees; and
- i. Any costs more than commercially reasonable or customary amounts.

Operator must complete and include all Forms included in the enclosed Excel File, in the format provided, with their submittal.

4.11 MARKETING

Operator will be responsible for maintaining and providing all marketing material used to market the services and/or amenities provided by the parking program. Marketing materials will include but will not be limited to information provided by Operator for use on the City's, or Operator's website, information disseminated regarding parking fees or fee increases made during the term of the Agreement, parking rules and regulations developed and/or amenities offered by the Operator. All marketing material, policies and procedures shall be subject to prior approval by the City.

4.12 SIGNAGE

Operator will clean and maintain all signs throughout the parking program, including parking rate signs, directional and other outdoor signage related to parking functions. Operator may be required to provide additional signage from time to time using the City's signage standards, at the City's expense and subject to City's approval, prior to installation. All work performed at the direction of the City shall be reimbursed for the direct expenses incurred.

SECTION 5.0 – OTHER TERMS

5.01 MANAGEMENT AGREEMENT - FEE STRUCTURE

Under the Agreement, the City will pay to the Operator compensation based upon the base management fee and incentive fee structure proposed for the parking program and included on **Form B** submitted with the Operator's proposal.

5.02 INSURANCE

Concurrent with the execution of an Agreement, Operator shall procure and maintain during the term, and any extensions or renewals thereof, at its own expense, the following minimum policies of insurance, which shall: 1) be issued by insurance companies authorized to do business in the State of Florida, and having a rating from A.M. Best of "A+" or better, unless the City, in writing and in its sole discretion, accepts otherwise; 2) be primary and non-contributory over any other valid and collectable insurance; 3)

waive rights of subrogation against the City; and, 4) contain deductibles or self-insured retentions acceptable to the City. Operator will be solely responsible for paying any amount designated as a deductible or self-insured retention.

Insurance shall be provided in the following minimum limits.

- Commercial General Liability:
 - \$1,000,000 per occurrence
 - \$2,000,000 aggregate
- Commercial Umbrella Liability:
 - \$5,000,000 aggregate, personal injury/each occurrence
- Workers' Compensation:
 - Maintained at minimum requirement of Florida Law.

5.03 DESIGNATED REPRESENTATIVE

The designated representative listed below will manage the Agreement on behalf of the City and act as the primary point of contact with the Operator's designated project representative:

TBD
Title
City of Fort Pierce
100 N. U.S. 1
Fort Pierce, FL 34950

FORMS A THROUGH G

- Form A – Proposed Operating Budget (Excel file)
- Form B – Management & Other Fees (Excel file)
- Form C – Proposed Staffing Schedule (Excel file)
- Form D – Proposed Start-Up Budget (Excel file)
- Form E – Qualifications
- Form F – Operations and Maintenance Plans

FORM A - PROPOSED OPERATING BUDGET

Form A must be submitted using the Excel format provided with the RFP.

FORM B – MANAGEMENT & OTHER FEES

Form B must be submitted using the Excel format provided with the RFP.

In submitting an offer of proposed compensation for the right to operate the parking program as defined in the RFP, Operator acknowledges they have received and read the RFP and all addenda hereto and is acquainted with all matters therein referred to and agrees to all terms and conditions thereof.

FORM C – PROPOSED STAFFING SCHEDULE

Form C must be submitted using the Excel format provided with the RFP.

FORM D – PROPOSED START-UP BUDGET

Form D must be submitted using the Excel format provided with the RFP.

FORM E – QUALIFICATIONS

BACKGROUND, REFERENCE, FINANCIAL AND EXPERIENCE INFORMATION

1. Operator: Name, address, phone number, fax number, website address.
2. Contact Representative: Name, title, address, phone, fax, e-mail address.
3. Form of Business: (e.g., corporation, partnership, sole proprietor, etc.) and Federal Tax ID #.
4. Provide an overview of your firm including brief company history, length of time in business, size, and organizational structure.
5. Has the firm or any of the firms' principals ever filed for bankruptcy?
6. Provide name, address, and contact person and phone number of one reference from your firms' primary banking institution. Include copies of financial statements for the past two (2) fiscal years marked as "Confidential".

7. List other services the firm can provide, including any industry certifications, awards, and association memberships.
8. List all legal actions over the past three-years in which your firm has been: 1) a debtor in bankruptcy; 2) a defendant in a lawsuit for deficient performance; 3) a defendant in a criminal action; 4) a respondent in an administrative action for deficient performance.
9. Provide the name, address, and contact person and phone number for three (3) references for suppliers, business associates with knowledge of the Operators work within the last five years. By providing this information Operator agrees the references listed can be contacted for reference by the City.
10. Demonstrate that the firm has at least five (5) years' experience providing the services required in the RFP (e.g., providing parking management services for a parking program of commensurate size, volume, and complexity).
11. Provide name and resume for the Manager who will oversee the operation of the parking program and be the single point of contact with the City's representative. Provide a brief description of the manager's current responsibilities.
12. Provide the name, address, contact person, phone number and e-mail addresses of three (3) clients for which your firm is currently providing similar type services. By providing this information Operator agrees the references listed can be contacted for reference by the City.

A copy of Form E must be included in your submittal document.

FORM F – OPERATIONS AND MAINTENANCE PLANS

Instructions: This form contains information on the proposed overview and general Operations and Maintenance plans that will be implemented if awarded an Agreement to manage the parking program. Responses should generally conform to this format. Answer each question in your submittal in the order presented on this form, a copy of which should be submitted with your proposal.

OPERATIONS & MAINTENANCE PLANS

1. Describe the standards for hiring employees and discuss personnel employment requirements including background checks, proof of citizenship, drug testing policies, and performance standards. Policies will include standards for employee courtesy, appearance, identification and providing information to customers.
2. Describe your training process(s) for both new and existing employees including your firm's approach to resolving unanticipated or unique problems that may be encountered by staff and the training they receive to handle issues as they occur.
3. Summarize the benefits package offered to employees including paid holidays and vacation.
4. Describe the duties of each employee category proposed for the parking program, including the duties and functions of the Manager proposed to oversee the operation of the parking program.
5. Discuss the daily staffing levels needed to implement the proposed operating methodology including special event requirements.
6. Describe the proposed maintenance plan for the parking program.
7. Describe the proposed start-up plan for assuming control of the parking program in the initial 30-days following a contract award. Plan should demonstrate minimal obstacles for efficient

transition.

8. Describe any proposed equipment required at start-up to ensure the implementation of a successful parking operation. Include a probable cost estimate to procure said start-up equipment. The actual cost of all approved start-up equipment will be fully reimbursed under the Agreement.
9. Describe your firm's approach to quality assurance or include a copy of the firm's quality assurance/control plan. Provide a sample list of performance and customer satisfaction measures and the last three months of performance results.
10. Provide examples demonstrating how your firm has tracked customer satisfaction for other customer(s) and takes appropriate action based on results. Include copies of proposed customer satisfaction survey(s). Include your firm's approach to problem solving and issue resolution.

A copy of Form F must be included in your submittal document.