

**Bid Tabulation Packet
for
Solicitation PNC2116816P1**

**Parking Management Services for Various County
Agencies**

Bid Designation: Public



Broward County Board of County Commissioners

SP Plus Corporation

Bid Contact **Mike Lombardo**
mlombardo@spplus.com
Ph 214-748-1293
Fax 214-748-2084

Address **200 E. Randolph Street, Suite 7700**
Suite 1890
Chicago, IL 60601

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attach. Docs
PNC2116816P1--01-01	Group 1 - Parking Management Services: Government Center East GG Garage (Year 1) Facilities Maintenance Division	Supplier Product Code:	First Offer - \$38,245.9733	12 / month	\$458,951.6796 Y Y
PNC2116816P1--01-02	Group 1 - Parking Management Services: Government Center East GG Garage (Year 2) Facilities Maintenance Division	Supplier Product Code:	First Offer - \$39,320.6775	12 / month	\$471,848.13 Y
PNC2116816P1--01-03	Group 1 - Parking Management Services: Government Center East GG Garage (Year 3) Facilities Maintenance Division	Supplier Product Code:	First Offer - \$40,427.6225	12 / month	\$485,131.47 Y
PNC2116816P1--01-04	Group 1 - Parking Management Services: Government Center East 350 Garage (Year 1) Facilities Maintenance	Supplier Product Code:	First Offer - \$0.00	12 / month	\$0.00 Y

Garage (Year
3) Facilities
Mainten

PNC2116816P1--01-10	Group 1 - Parking Management	Supplier Product Code:	First Offer - \$13,147.9883	12 / month	\$157,775.8596	Y
	Services: Broward County Judicial Complex South Garage (Year 1) Facilities Maintenance Div					
PNC2116816P1--01-11	Group 1 - Parking Management	Supplier Product Code:	First Offer - \$13,519.4783	12 / month	\$162,233.7396	Y
	Services: Broward County Judicial Complex South Garage (Year 2) Facilities Maintenance Div					
PNC2116816P1--01-12	Group 1 - Parking Management	Supplier Product Code:	First Offer - \$13,902.1125	12 / month	\$166,825.35	Y
	Services: Broward County Judicial Complex South Garage (Year 3) Facilities Maintenance Di					
PNC2116816P1--01-13	Group 1 - Parking Management	Supplier Product Code:	First Offer -	12 / month		Y
	Services: Governmental Center West Garage (Year 1) Facilities Maintenance Division					
PNC2116816P1--01-14	Group 1 - Parking Management	Supplier Product Code:	First Offer -	12 / month		Y
	Services:					

Governmental
Center West
Garage (Year
2) Facilities
Maintenance
Division

PNC2116816P1--01-15	Group 1 - Parking Management Services:	Supplier Product Code:	First Offer - 12 / month	Y
	Governmental Center West Garage (Year 3) Facilities Maintenance Division			

Lot Total \$2,669,866.5288

Item #	Line Item	Notes	Unit Price	Qty/Unit	Atch. Docs
PNC2116816P1--02-01	Group 2 - Parking Management Services:	Supplier Product Code:	First Offer - \$33,068.225	12 / month	\$396,818.70 Y
	Northport Garage (Year 1) Port Everglades Department				
PNC2116816P1--02-02	Group 2 - Parking Management Services:	Supplier Product Code:	First Offer - \$0.00	12 / month	\$0.00 Y
	Northport Garage (Year 2) Port Everglades Department				
PNC2116816P1--02-03	Group 2 - Parking Management Services:	Supplier Product Code:	First Offer - \$0.00	12 / month	\$0.00 Y
	Northport Garage (Year 3) Port Everglades Department				
PNC2116816P1--02-04	Group 2 - Parking Management Services:	Supplier Product Code:	First Offer - \$44,399.7667	12 / month	\$532,797.2004 Y
	Midport Garage (Year				

1) Port
Everglades
Department

PNC2116816P1--02-05	Group 2 - Parking Management	Supplier Product Code:	First Offer - \$45,650.76	12 / month	\$547,809.12	Y
	Services: Midport Garage (Year 2) Port					
PNC2116816P1--02-06	Group 2 - Parking Management	Supplier Product Code:	First Offer - \$46,939.2825	12 / month	\$563,271.39	Y
	Services: Midport Garage (Year 3) Port					
PNC2116816P1--02-07	Group 2 - Parking Management	Supplier Product Code:	First Offer - \$15,508.9875	12 / month	\$186,107.85	Y
	Services: Terminal 18 Surface Lot (Year 1) Port					
PNC2116816P1--02-08	Group 2 - Parking Management	Supplier Product Code:	First Offer - \$15,943.8825	12 / month	\$191,326.59	Y
	Services: Terminal 18 Surface Lot (Year 2) Port					
PNC2116816P1--02-09	Group 2 - Parking Management	Supplier Product Code:	First Offer - \$16,391.8233	12 / month	\$196,701.8796	Y
	Services: Terminal 18 Surface Lot (Year 3) Port					
PNC2116816P1--02-10	Group 2 - Parking Management	Supplier Product Code:	First Offer - \$15,371.4875	12 / month	\$184,457.85	Y
	Services:					

Terminal 19
Surface Lot
(Year 1) Port
Everglades
Department

PNC2116816P1--02-11	Group 2 - Parking Management	Supplier Product Code: Services: Terminal 19 Surface Lot (Year 2) Port Everglades Department	First Offer - \$15,806.3825	12 / month	\$189,676.59	Y
PNC2116816P1--02-12	Group 2 - Parking Management	Supplier Product Code: Services: Terminal 19 Surface Lot (Year 3) Port Everglades Department	First Offer - \$16,254.3233	12 / month	\$195,051.8796	Y
PNC2116816P1--02-13	Group 2 - Parking Management	Supplier Product Code: Services: Terminal 2/4 Garage (Year 2) Port Everglades Department	First Offer - \$33,999.5217	12 / month	\$407,994.2604	Y
PNC2116816P1--02-14	Group 2 - Parking Management	Supplier Product Code: Services: Terminal 2/4 Garage (Year 3) Port Everglades Department	First Offer - \$34,958.7575	12 / month	\$419,505.09	Y

Lot Total \$4,011,518.40

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch. Docs
PNC2116816P1--03-01	Group 2A - Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 1) Port Everglades	First Offer - \$104.00	4800 / hour	\$499,200.00

Department						
PNC2116816P1--03-02	Group 2A · Parking Management Services: Shuttle Bus Services (Year 2) Port Everglades Department	Supplier Product Code: First Offer -	\$113.9583	4800 / hour	\$546,999.84	Y
PNC2116816P1--03-03	Group 2A · Parking Management Services: Shuttle Bus Services (Year 3) Port Everglades Department	Supplier Product Code: First Offer -	\$125.00	4800 / hour	\$600,000.00	Y
PNC2116816P1--03-04	Group 2A · Parking Management Services: Shuttle Bus Services (Year 1) Port Everglades Department	Supplier Product Code: First Offer -	\$118.00	100 / hour	\$11,800.00	Y
PNC2116816P1--03-05	Group 2A · Parking Management Services: Shuttle Bus Services (Year 2) Port Everglades Department	Supplier Product Code: First Offer -	\$129.00	100 / hour	\$12,900.00	Y
PNC2116816P1--03-06	Group 2A · Parking Management Services: Shuttle Bus Services (Year 3) Port Everglades Department	Supplier Product Code: First Offer -	\$142.00	100 / hour	\$14,200.00	Y
PNC2116816P1--03-07	Group 2A · Parking Management Services: Shuttle Bus Services	Supplier Product Code: First Offer -	\$118.00	40 / hour	\$4,720.00	Y

(Year 1) Port
Everglades
Department

PNC2116816P1--03-08	Group 2A · Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 2) Port Everglades Department	First Offer - \$129.00	40 / hour	\$5,160.00	Y
PNC2116816P1--03-09	Group 2A · Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 3) Port Everglades Department	First Offer - \$142.00	40 / hour	\$5,680.00	Y
PNC2116816P1--03-10	Group 2A · Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 1) Port Everglades Department	First Offer - \$108.00	400 / hour	\$43,200.00	Y
PNC2116816P1--03-11	Group 2A · Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 2) Port Everglades Department	First Offer - \$119.00	400 / hour	\$47,600.00	Y
PNC2116816P1--03-12	Group 2A · Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 3) Port Everglades Department	First Offer - \$131.00	400 / hour	\$52,400.00	Y
PNC2116816P1--03-13	Group 2A · Parking Management	Supplier Product Code: Services:	First Offer - \$122.00	800 / hour	\$97,600.00	Y

Shuttle Bus
Services
(Year 1) Port
Everglades
Department

PNC2116816P1--03-14	Group 2A · Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 2) Port Everglades Department	First Offer - \$134.00	800 / hour	\$107,200.00	Y
PNC2116816P1--03-15	Group 2A · Parking Management	Supplier Product Code: Services: Shuttle Bus Services (Year 3) Port Everglades Department	First Offer - \$147.00	800 / hour	\$117,600.00	Y

Lot Total \$2,166,259.84

Supplier Total \$8,847,644.7688

SP Plus Corporation

Item: **Group 1 - Parking Management Services:Government Center East GG Garage (Year 1) Facilities Maintenance Division**

Attachments

2. Vendor Reference Verification Forms.pdf

6. Litigation History Form.pdf

14. Living_Wage_Ordinance_Requirements_and_Affidavit_Form.pdf

Authority to Conduct Business in Florida.pdf

Escobar_Corporate Resolution.pdf

Local Preference and Tie Breaker Certification Business Tax Receipts.pdf

SP Plus Corporation-Certificate of Insurance 2019.pdf

SP+ 2018 Annual Statement Truncated.pdf

Vendor Questionnaire 11 Officers and Directors.pdf

Vendor Questionnaire 19 and 20 Defaults and Terminations.pdf

4. Office of Economic and Small Business Requirements Form.pdf

SP+ Municipal Proposal County of Broward Group 1 EVALUATION CRITERIA.pdf

SP+ Municipal Proposal County of Broward Group 2 EVALUATION CRITERIA.pdf

Group_1_-_Management_Fee_and_Operating_Expenses_Budget_Sheets_-_FMD SP Plus.xlsx

Group_2_-_Management_Fee_and_Operating_Expenses_Budget_Sheet_-_PORT SP Plus.xlsx



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[City of Miami Beach Parking Department](#)

Contact Name: [Charles Dike](#) Title: [Senior Management](#) Reference date: [07/19/2019](#)

Contact Email: charlesdike@miamibeachfl.gov Contact Phone: [305-673-7000 x26445](#)

Name of Referenced Project: [Cashiers / Attendants](#)

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Cashiers / attendant labor at municipal parking facilities.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[Miami Cruise Terminal A / RCCL](#)

Contact Name: [Michael Fettes](#)

Title: Manager

Reference date: 07/17/2019

Contact Email: mfettes@rccl.com

Contact Phone: 305-609-6813

Name of Referenced Project:

Contract No.

Date Services Provided:

to

Project Amount:

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Garage and traffic management.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Vendor's Organization:			<input checked="" type="checkbox"/>	
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Timeliness of:			<input checked="" type="checkbox"/>	
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Cooperation with:			<input checked="" type="checkbox"/>	
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Additional Comments: (provide on additional sheet if needed)

[Excellent partners. Wonderful to work with.](#)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[Downtown Parking Corporation](#)

Contact Name: [Greg Walker](#) Title: Vice President Reference date: 07/19/2019

Contact Email: gawoll9@gmail.com Contact Phone: 410-336-4692

Name of Referenced Project: [411 Caroline Lot Management](#)

Contract No.	Date Services Provided:	Project Amount:
Location 61236	01/01/1999 to 06/20/2019	\$ 100,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

RFP No. PNC2116818P1 Parking Management Services for Parks and Recreation - Various Locations

Reference for:

Organization/Firm Name providing reference:

Stiles Property Management

Contact Name: **Christine Jarro** Title: **General Manager** Reference date: **07/30/2019**

Contact Email: **Christine.Jarro@Stiles.com** Contact Phone: **786-853-8849**

Name of Referenced Project:

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Parking management

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

SP+ is a valued partner to Stiles Property Management. They really listen to the clients needs and deliver on goals and objectives. They are very upfront and honest without over promising.

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

RFP No. PNC2116818P1 Parking Management Services for Parks and Recreation - Various Locations

Reference for: **SP Plus Parking**

Organization/Firm Name providing reference:

CBRE

Contact Name: **Daisy Armenteros** Title: **Real Estate Mgr** Reference date: **7/31/19**

Contact Email: **daisy.armenteros@cbre.com** Contact Phone: **305-358-3811**

Name of Referenced Project: **777 Brickell**

Contract No.	Date Services Provided:	Project	Amount:
	2016 to Present		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Vendor's Organization:			<input checked="" type="checkbox"/>	
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Timeliness of:			<input checked="" type="checkbox"/>	
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Cooperation with:			<input checked="" type="checkbox"/>	
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Disclosure

Litigation History

General Description

SP Plus Corporation (f/k/a Standard Parking Corporation) and its affiliates (including Central Parking and USA Parking) operate over 3,400 parking facilities throughout the United States and Canada, and employ over 23,000 employees. Given the nature of the parking business and the scope of our operations, we are inevitably involved from time to time in litigation relating primarily to property damage and so-called "slip and fall" type claims and to labor and employment related claims. While it is therefore impractical to specifically itemize all of our litigation, we don't consider the litigation material to our business operations, and the litigation will not prevent **SP+** from fully performing under an agreement awarded in connection with this Request for Proposal.

Nevertheless, in the interest of disclosure, we will provide a summary of contract dispute litigation with clients and landlords over the last three (3) years, which, as stated above, is not a complete list of all litigation involving SP Plus Corporation. **SP+** is unable to provide copies of its confidential settlement agreements.

Our Litigation History forms are included on the following pages.



LITIGATION HISTORY FORM

RFP#: <u>PNC2116816P1</u>	<input type="checkbox"/> Vendor : _____
MATERIAL CASE SYNOPSIS	<input type="checkbox"/> Vendor's Parent Company: _____ <input type="checkbox"/> Vendor's Subsidiary Company: <u>Central Parking System of Pennsylvania, Inc.</u> <input type="checkbox"/> Vendor's Predecessor Organization: _____
Party	Plaintiff <input type="checkbox"/> Defendant <input checked="" type="checkbox"/>
Case Name	<u>Town Development Inc. v. Central Parking System of Pennsylvania, Inc. et. al.</u>
Case Number	<u>2: 16-cv-0 1588</u>
Date Filed	<u>October 18, 2016</u>
Name of Court or other tribunal	<u>U.S. Dist. (W.D. Pa.)</u>
Type of Case	Civil <input checked="" type="checkbox"/> Administrative/Regulatory <input type="checkbox"/> Criminal <input type="checkbox"/> Bankruptcy <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	<u>Landlord sued in a breach of contract claim related to a lessee that expired prior to Standard Parking and parent of Central Parking.</u>
Brief description of the Subject Matter and Project Involved	<u>Parking lease in Pittsburgh, Pennsylvania.</u>
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input checked="" type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Email: Phone number:

NAME OF COMPANY: SP Plus Corporation



LITIGATION HISTORY FORM

RFP#: <u>PNC2116816P1</u>	<input checked="" type="checkbox"/> Vendor : <u>SP Plus Corporation</u> <input type="checkbox"/> Vendor's Parent Company: _____ <input type="checkbox"/> Vendor's Subsidiary Company: _____ <input type="checkbox"/> Vendor's Predecessor Organization: _____
MATERIAL CASE SYNOPSIS	
Party	Plaintiff <input type="checkbox"/> Defendant <input checked="" type="checkbox"/>
Case Name	<u>Yellow Jacket Parking, LLC v. SP Plus Corporation</u>
Case Number	<u>3:15-cv-01098</u>
Date Filed	<u>October 14, 2015</u>
Name of Court or other tribunal	<u>U.S. Dist. (M.D. Tenn.)</u>
Type of Case	Civil <input checked="" type="checkbox"/> Administrative/Regulatory <input type="checkbox"/> Criminal <input type="checkbox"/> Bankruptcy <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	<u>Unlawful detainer action filed by SP Plus's landlord in the General Sessions Court for Davidson County, Tennessee, and removed to federal court.</u>
Brief description of the Subject Matter and Project Involved	<u>Parking lease in Nashville, Tennessee</u>
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: _____ Email: _____ Phone number: _____

NAME OF COMPANY: SP Plus Corporation



LITIGATION HISTORY FORM

RFP#: <u>PNC2116816P1</u>	<input type="checkbox"/> Vendor : _____
MATERIAL CASE SYNOPSIS	<input type="checkbox"/> Vendor's Parent Company: _____
	<input checked="" type="checkbox"/> Vendor's Subsidiary Company: <u>Central Parking System of Missouri, LLC</u>
	<input type="checkbox"/> Vendor's Predecessor Organization: _____
Party	Plaintiff <input type="checkbox"/> Defendant <input checked="" type="checkbox"/>
Case Name	<u>Tucker Parking Equities LLC and Tucker Parking Holdings LLC v. Central Parking System of Missouri, LLC</u>
Case Number	<u>1522-CC00536</u>
Date Filed	<u>March 9, 2015</u>
Name of Court or other tribunal	<u>Mo, Cir. Ct. St. Louis</u>
Type of Case	Civil <input checked="" type="checkbox"/> Administrative/Regulatory <input type="checkbox"/> Criminal <input type="checkbox"/> Bankruptcy <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	<u>Alleged breach of contract related to lease of a parking garage.</u>
Brief description of the Subject Matter and Project Involved	<u>Parking garage lease in St. Louis, Missouri.</u>
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Vendor's Favor <input checked="" type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Email: Phone number:

NAME OF COMPANY: SP Plus Corporation



LITIGATION HISTORY FORM

RFP#: <u>PNC2116816P1</u>	<input checked="" type="checkbox"/> Vendor : <u>SP Plus Corporation</u> <input type="checkbox"/> Vendor's Parent Company: _____ <input type="checkbox"/> Vendor's Subsidiary Company: _____ <input type="checkbox"/> Vendor's Predecessor Organization: _____
MATERIAL CASE SYNOPSIS	
Party	Plaintiff <input type="checkbox"/> Defendant <input checked="" type="checkbox"/>
Case Name	<u>French Market Corporation v. SP Plus Corporation, et. al.</u>
Case Number	<u>15-661</u>
Date Filed	<u>January 22, 2015</u>
Name of Court or other tribunal	<u>Civil District Ct. for the Parish of Orleans, State of Louisiana</u>
Type of Case	Civil <input checked="" type="checkbox"/> Administrative/Regulatory <input type="checkbox"/> Criminal <input type="checkbox"/> Bankruptcy <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	<u>Dispute over audit results.</u>
Brief description of the Subject Matter and Project Involved	<u>Parking lot management agreement in New Orleans, Louisiana.</u>
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: _____ Email: _____ Phone number: _____

NAME OF COMPANY: SP Plus Corporation



LITIGATION HISTORY FORM

RFP#: <u>PNC2116816P1</u>	<input type="checkbox"/> Vendor : _____
MATERIAL CASE SYNOPSIS	<input type="checkbox"/> Vendor's Parent Company: _____
	<input checked="" type="checkbox"/> Vendor's Subsidiary Company: <u>APCOA LaSalle Parking Company, LLC</u>
	<input type="checkbox"/> Vendor's Predecessor Organization: _____
Party	Plaintiff <input type="checkbox"/> Defendant <input checked="" type="checkbox"/>
Case Name	<u>Health Education Authority of Louisiana v. APCOA LaSalle Parking Company, LLC</u>
Case Number	
Date Filed	<u>December 2013</u>
Name of Court or other tribunal	<u>Civil District Ct. for the Parish of Orleans, State of Louisiana</u>
Type of Case	Civil <input checked="" type="checkbox"/> Administrative/Regulatory <input type="checkbox"/> Criminal <input type="checkbox"/> Bankruptcy <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	<u>HEAL sought declaratory judgment that the 1998 lease is null and void. Court ruled in favor of HEAL's motion for summary judgment. APCOA filed a suspensive appeal.</u>
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Email: Phone number:

NAME OF COMPANY: SP Plus Corporation



LITIGATION HISTORY FORM

RFP#: <u>PNC2116816P1</u>	<input checked="" type="checkbox"/> Vendor : _____ <input type="checkbox"/> Vendor's Parent Company: _____ <input type="checkbox"/> Vendor's Subsidiary Company: _____ <input type="checkbox"/> Vendor's Predecessor Organization: _____
MATERIAL CASE SYNOPSIS	
Party	Plaintiff <input checked="" type="checkbox"/> Defendant <input type="checkbox"/>
Case Name	Standard Parking vs. Thor Gallery at Beach Place LLC
Case Number	11012782
Date Filed	June 6, 2011
Name of Court or other tribunal	Florida Cir. Ct. Broward Cty.
Type of Case	Civil <input checked="" type="checkbox"/> Administrative/Regulatory <input type="checkbox"/> Criminal <input type="checkbox"/> Bankruptcy <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Standard Parking sued its landlord in a lease dispute.
Brief description of the Subject Matter and Project Involved	Parking lease in Fort Lauderdale, Florida.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input checked="" type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Email: Phone number:

NAME OF COMPANY: SP Plus Corporation

Living Wage Ordinance Requirements:

- A. The County's estimated annual value of this contract is \$100,000.00 or greater, therefore, the Living Wage Ordinance Section 26-100, is applicable.
- B. The following is a summary of requirements contained the Living Wage Ordinance. This summary is not all-inclusive of the requirements of the Ordinance. If there is any conflict between the following summary and the language in the Living Wage Ordinance, the language in the Living Wage Ordinance shall prevail. These terms may supplement the specific requirements of the Living Wage Ordinance in order to effectuate its intent.
- C. In accordance with the Living Wage Ordinance, the Vendor agrees to pay the current minimum hourly wage rates to employees covered by the Living Wage Ordinance, as adjusted.
- D. **There will be no increase in contract prices paid by the County to the Vendor due to any increase in wages required to be paid to employees covered by the Living Wage Ordinance.**
- E. The **Living Wage Ordinance Compliance Affidavit Form**, should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.
- F. Further information about Vendor's obligations under the Living Wage Ordinance, may be obtained from the Purchasing Division's website at: www.broward.org/Purchasing/Pages/LivingWageOrdinance.aspx
- G. The Vendor, under the terms of a contract awarded subject to the Living Wage Ordinance must comply with the requirements. By responding to a solicitation including the Living Wage Ordinance requirements, Vendor is hereby agreeing to comply with the provisions of the Ordinance and acknowledges awareness of the penalties for non-compliance.
- H. Living Wage Requirements: All covered employees, including those of the Vendor's subcontractors, providing services pursuant to the Vendor's contract, shall be paid wage rates in accordance with the Living Wage Ordinance, as adjusted. The Vendor and covered subcontractors, hereinafter referred to as "covered employer" may comply with this living wage provision by choosing to pay no less than the lower specified hourly wage rate when said employer also provides health benefits to its covered employees. Proof of the provision of health care benefits must be submitted to the County to qualify for the living wage rate for employees with health care benefits.
 - 1. Covered employees shall be paid not less than bi-weekly and without subsequent deduction or rebate. The covered employer shall pay living wage rates in accordance with federal and all other applicable laws such as overtime and similar wage laws.
 - 2. The covered employer must post in a prominent place at the site of the work and where paychecks are distributed, a notice (Living Wage rates poster) specifying the wages/benefits to be paid under the Living Wage Ordinance. This poster will be made available by the County. Vendors shall provide a copy of the requirements of the Living Wage Ordinance to any subcontractor submitting a bid/quote/proposal for a subcontract under this contract, prior to their submitting

a bid to the Vendor.

3. The covered employer shall provide the three-language statement to each covered employee with the employee's first paycheck and every six (6) months thereafter in the manner set forth by the Living Wage Ordinance.

I. Living Wage - Indexing: The living wage rate and the health benefits payment shall be annually indexed to inflation consistent with indexing methodology set forth in the Living Wage Ordinance. The living wage rates will be published by the County on an annual basis.

J. Sanctions for Unpaid Wages: In the event of any underpayment of required wage rates by the covered employer, civil and/or administrative penalties may be assessed to include sanctioning a covered employer by requiring the covered employer to pay wage restitution to the affected employee or subcontractor or by other means of sanctioning in accordance with the Living Wage Ordinance.

K. Payroll; Basic Records; Reporting: Each covered employer shall maintain payroll records for all covered employees and basic records relating thereto and shall preserve them for a period of three (3) years beyond the termination or expiration of this contract. The covered employer shall make the covered employees' payroll records required available for inspection, copying or transcription by authorized representatives of the County for a period of three years from the termination date of any County Service Contract, and shall permit such representative to interview employees during working hours. Failure to submit the required reports upon request or to make records available may be grounds for termination of the contract. The service contractor is responsible for the submission of the information required by the Living Wage Ordinance and for the maintenance of records and provision of access to same by all covered subcontractors.

1. The covered employer shall submit the payroll information required every six months, to the applicable using agency's Contract Administrator, including a copy of the complete payroll for one payroll period showing employer's payroll records for each covered employee working on the contract for covered services.
2. Exemption: The covered employer may request and obtain an exemption from the requirement to report and file payroll records every six months from the Director of Purchasing. Covered employers may submit an original **Application for Exemption From Living Wage Ordinance Reporting Requirements Form** to apply for an exemption from these reporting requirements, prior to award. Failure to submit timely may result in rejection of Application for Exemption.
 - i. Exemptions based on Wage History or Contractual Obligations (ex. Collective Bargaining Agreements) may be granted by the Director of Purchasing prior to contract award; however, an exemption may be canceled at any time by written notice to the covered employer.
 - ii. The reporting exemption does not apply to any new covered employees hired after the date the exemption was granted. For newly hired covered employees, the covered employer may submit an additional exemption application to the Contract Administrator prior to the renewal of contract by the County.

- L. Subcontracts: Covered employees of Vendor's subcontractors, providing covered services pursuant to the Vendor's contract, shall be paid wage rates, as adjusted, in accordance with the Living Wage Ordinance. The Vendor shall insert in any subcontracts the applicable clauses as required by the Living Wage Ordinance and also a clause requiring the subcontractors to include these clauses in all other subcontracts. The Vendor shall be responsible for compliance by any subcontractor with the Living Wage Ordinance as it applies to their subcontract.
- M. Complaints and Hearings; Termination and Debarment: If a covered employee believes that he or she is not being paid in accordance with the Living Wage Ordinance the employee may file a complaint with the Office of Intergovernmental Affairs and Professional Standards in accordance with the County's Living Wage Complaint Procedures. Complaints will be investigated, determinations issued, and hearings afforded to the effected parties in accordance with the County's Living Wage Complaint Procedure. Covered employers found to have violated the Living Wage Ordinance may suffer any or all sanctions provided for in the Living Wage Ordinance, including wage restitution, damages, termination or suspension of payment under the contract, termination of the contract, and debarment. The Living Wage Ordinance also provides employees with a private right of action in court.

LIVING WAGE ORDINANCE COMPLIANCE AFFIDAVIT FORM

The completed and signed form should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes. Vendor should scan and upload the completed, signed form(s) in BidSync.

Covered Employer: SP Plus Corporation

Address: 444 Brickell Ave., Suite 200, Miami, FL 33131

Local Contact: Chester Escobar, Vice President

E-Mail Address: cescobar@spplus.com

Address: 444 Brickell Ave., Suite 200, Miami, FL 33131

Contract Amount:

Using Agency Served:

Solicitation No. and Title: #PNC2116816P1 - Parking Management Services for Various County Agencies

By signing below I hereby certify that the covered employees listed below: (please check one)

A. Receive a minimum pay of \$ 13.27 per hour and are provided health benefits valued at \$ 1.63 + per hour.

B. Receive a minimum pay of \$ 14.90 per hour and are not provided health benefits.

Provide names of hourly employees and their job classifications providing covered services for the above referenced contract:

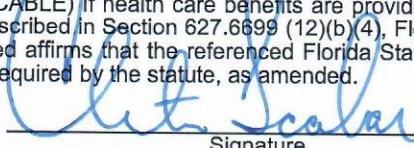
Name	Job Class	A or B	Name	Job Class	A or B
_____	_____	Select	_____	_____	Select
_____	_____	Select	_____	_____	Select
_____	_____	Select	_____	_____	Select
_____	_____	Select	_____	_____	Select

(Attach additional sheets in the format above, if needed)

I, Chester Escobar of SP Plus Corporation hereby attest that
(Print Name) (Company)

(1) I have the authority to sign this notarized compliance affidavit, (2) the following information is true, complete and correct and (3) the Vendor certifies that it shall:

- a) Pay all employees working on this contract/project, who are covered by the Living Wage Ordinance, as amended, in accordance with wage rates and provisions of the Living Wage Ordinance;
- b) Provide the applicable living wage statement regarding wage rates with the employee's first paycheck or direct deposit receipt as required by the Living Wage Ordinance, as amended; and
- c) (IF APPLICABLE) If health care benefits are provided under "A" above, the health care benefit meets the standard health benefit plan as described in Section 627.6699 (12)(b)(4), Florida Statutes, as amended. As a principle officer of the covered employer, the undersigned affirms that the referenced Florida Statute has been reviewed and the covered employer's health plan meets all the elements required by the statute, as amended.



Signature

Vice President
Title

SWORN TO AND SUBSCRIBED BEFORE ME this _____ day of _____, 20_____

STATE OF _____

COUNTY OF _____

Notary Public (Sign name of Notary Public)

My commission expires: _____ (SEAL)

Personally Known

or Produced Identification

Type of Identification Produced: _____

State of Florida

Department of State

I certify from the records of this office that SP PLUS CORPORATION is a Delaware corporation authorized to transact business in the State of Florida, qualified on February 8, 1982.

The document number of this corporation is 851793.

I further certify that said corporation has paid all fees due this office through December 31, 2018, that its most recent annual report/uniform business report was filed on April 25, 2018, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Third day of January, 2019*



Ken Detmer
Secretary of State

Tracking Number: CU6384261458

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

**CERTIFICATION
OF
CORPORATE RESOLUTION**

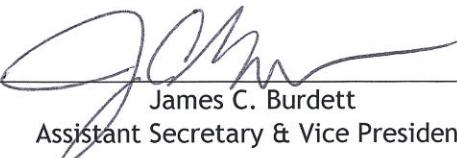
The undersigned, James C. Burdett, does hereby certify that he is a duly elected Assistant Secretary of SP Plus Corporation, a Delaware corporation (the "Corporation"); that the following resolution was duly adopted by the Board of Directors of the Corporation on April 24, 1998, by written consent in lieu of a meeting, and in accordance with the General Corporation Law of the State of Delaware and the By-Laws of said Corporation; that the following resolution is in full force and effect and has not been modified or altered, to-wit:

RESOLVED, that any one of the Chairman, Chief Executive Officer, President, any Executive Vice President, any Senior Vice President or any Vice President of the Corporation be, and each of them hereby is, authorized to execute and deliver any bid or proposal, lease agreement, management agreement, operating agreement or contract, or other instrument or document relating thereto, in the name of and on behalf of this Corporation, subject, however, to the approval by the Board of Directors of the terms of any agreement providing for the purchase of the total assets or the stock of another individual, partnership or corporation prior to execution of such agreement and any other document in connection therewith.

I, James C. Burdett, Assistant Secretary of SP Plus Corporation, having compared the foregoing resolution with the original thereof, as recorded in the minute book of said company, do certify that the same is correct and a true transcript therefrom, and of the whole of said original resolution.

I further certify that Chester Escobar is a duly elected Vice President of the Corporation.

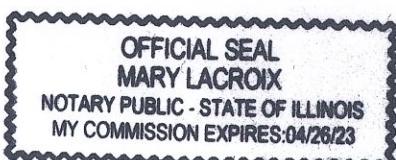
Given under my hand and seal of the company, in the city of Chicago, state of Illinois this 5th day of June 2019.



James C. Burdett
Assistant Secretary & Vice President

Corporate Seal

Subscribed and Sworn to before me
this 5TH day of JUNE 2019.



marylacroix
Notary Public
My Commission expires: 4.26.23

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2018 THROUGH SEPTEMBER 30, 2019

DBA: SP PLUS CORPORATION
Business Name:

Receipt #: 322-275098
Business Type: BOAT REPAIR/MOBILE CAR DETAIL
(SELF PARKING)

Owner Name: CHESTER ESCOBAR
Business Location: 540 SE 3 AVE
FT LAUDERDALE
Business Phone: 305-372-5151

Business Opened: 02/17/2016
State/County/Cert/Reg:
Exemption Code:

Rooms	Seats	Employees	Machines	Professionals
		6		

Number of Machines:		For Vending Business Only				
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
81.00	0.00	0.00	0.00	0.00	0.00	81.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT**WHEN VALIDATED**

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

CHESTER ESCOBAR
444 BRICKELL AVE STE 200
MIAMI, FL 33131

Receipt #52A-17-00012998
Paid 09/28/2018 81.00

2018 - 2019

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2018 THROUGH SEPTEMBER 30, 2019

DBA: SP PLUS CORPORATION
Business Name: SP PLUS CORPORATION

Receipt #: 329-271928
Business Type: ALL OTHERS (SELF PARKING SVC)

Owner Name: SP PLUS CORPORATION
Business Location: 2000 EISENHOWER BLVD
FT LAUDERDALE
Business Phone: 305-372-5151 X 106

Business Opened: 09/22/2015
State/County/Cert/Reg:
Exemption Code:

Rooms	Seats	Employees	Machines	Professionals
		1		

Tax Amount	For Vending Business Only			Vending Type:		
	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
33.00	0.00	0.00	0.00	0.00	0.00	33.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

SP PLUS CORPORATION
444 BRICKELL AVE #200
MIAMI, FL 33131

Receipt #13B-17-00000724
Paid 09/28/2018 33.00

2018 - 2019



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
01/03/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERs NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: PHONE (A/C. No. Ext): (866) 283-7122	FAX (A/C. No.): 800-363-0105
	E-MAIL ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED	INSURER A: XL Specialty Insurance Co	37885
SP Plus Corporation 200 E Randolph Street, Suite 7700 Chicago IL 60601 USA	INSURER B: Greenwich Insurance Company	22322
	INSURER C: Navigators Insurance Co	42307
	INSURER D: Commerce & Industry Ins Co	19410
	INSURER E: Great American Insurance Company of NY	22136
	INSURER F: Endurance American Insurance Company	10641

COVERAGES		CERTIFICATE NUMBER: 570074605509		REVISION NUMBER:				
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.								
Limits shown are as requested								
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR X Contractual Liability Included			RGE300120902 SIR applies per policy terms & conditions CH19EXRZ00S5PIV GLBuffer Limit \$1.25M/\$5M	01/01/2019	01/01/2020	EACH OCCURRENCE	\$3,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$2,000,000
C	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO- JECT <input checked="" type="checkbox"/> LOC OTHER:						MED EXP (Any one person)	Excluded
							PERSONAL & ADV INJURY	\$3,000,000
B	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS Hired AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			RAD943782002 AOS	01/01/2019	01/01/2020	GENERAL AGGREGATE	\$15,000,000
							PRODUCTS - COMP/OP AGG	\$3,000,000
D	X UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$25,000			28295038	01/01/2019	01/01/2020	COMBINED SINGLE LIMIT (Ea accident)	\$5,000,000
							BODILY INJURY (Per person)	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N N / A		RWD300121002 AOS RWR300121102 RETRO	01/01/2019	01/01/2020	EACH OCCURRENCE	\$10,000,000
							AGGREGATE	\$10,000,000
A	E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT							
I	Misc Liab Cvg			SAA50414480300 XSC50414490300 XS Crime	01/01/2019	01/01/2020	Occurrence	\$1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)								
RE: Location - For RFP Purposes only. Insurance charges will include all applicable premiums and costs, as well as retained exposure charges established by the Named Insured.								

CERTIFICATE HOLDER

CANCELLATION

SP Plus Corporation 200 E. Randolph Street Suite 7700 Chicago IL 60601 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.	
	AUTHORIZED REPRESENTATIVE	
<i>SP Plus Corporation</i>		

Holder Identifier : RFP

Certificate No : 570074605509





ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY Aon Risk Services Central, Inc.		NAMED INSURED SP Plus Corporation	
POLICY NUMBER See Certificate Number: 570074605509			
CARRIER See Certificate Number: 570074605509	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER G: The Continental Insurance Company	35289
INSURER H: ACE Property & Casualty Insurance Co.	20699
INSURER I: Great American Insurance Co.	16691
INSURER	

ADDITIONAL POLICIES If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
	EXCESS LIABILITY						
G				6050611461 \$15M xs \$10M	01/01/2019	01/01/2020	Aggregate \$15,000,000
H				XCQG27921103004 \$25M xs \$25M	01/01/2019	01/01/2020	Aggregate \$25,000,000
G				6075881892 \$10M po \$25M xs \$50M	01/01/2019	01/01/2020	Aggregate \$25,000,000
C				CH19RXS920221IV \$15M po \$25M xs \$50M	01/01/2019	01/01/2020	Aggregate \$25,000,000
E				EXC2275989 \$25M p/o \$50M x \$75M	01/01/2019	01/01/2020	Aggregate \$50,000,000
F				XSC30000541301 \$25M p/o \$50M x \$75M	01/01/2019	01/01/2020	Aggregate \$50,000,000
						Each Occurrence	\$50,000,000



Vendor Questionnaire – Officers and Directors

11. List name and title of each principal, owner, officer, and major shareholder:

Directors

Name	Title	Address
Karen Garrison	Chairman	100 Deerfield Dr, Easton, CT 06612
Marc Baumann	Director	200 E Randolph St, Ste 7700, Chicago, IL 60601
Gregory Reid	Director	200 E Randolph St, Ste 7700, Chicago, IL 60601
Robert Roath	Director	199 Regatta Drive, Jupiter, FL 33477
Wyman Roberts	Director	6820 LBJ Freeway, Dallas, TX 75240
Douglas Waggoner	Director	600 W Chicago Ave, Ste 725, Chicago, IL 60654

Officers

Name	Title	Address
Marc Baumann	President & CEO	200 E Randolph St, Ste 7700, Chicago, IL 60601
Robert Toy	EVP, President Commercial Ops	501 Mainstream, Ste 507, Nashville, TN 37228
Thomas Hagerman	EVP	3391 Peachtree Rd, Ste. 330, Atlanta, GA 30326
Kristopher Roy	Sr. VP, Controller	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Gerard Klaisle	EVP & CAO	200 E Randolph St, Ste. 7700, Chicago, IL 60601
John Ricchiuto	EVP	1301 E Ninth St, Ste. 1050, Cleveland, OH 44114
Robert Sacks	EVP & Secretary	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Steven Aiello	Sr. VP & CMO	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Steve Bruner	Sr. VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
James Buczek	COO	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Michael D'Agnostino	Sr. VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601



Jeff Eckerling	Sr. VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Jason Finch	Sr. VP	PO Box 280567, San Francisco, CA 94218
Nicole Hankins	Sr. VP	21 Custom House St, 6 th Floor, Boston, MA 02110
Cristina Ionescu	Sr. VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
David Jenkins	Sr. VP	3470 Wilshire, Ste. 400, Los Angeles, CA 90010
Connie Jin	Sr. VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Jason Johnston	Sr. VP	3470 Wilshire, Ste. 400, Los Angeles, CA 90010
Donald Jordan	Sr. VP	201 S. Orange Ave, Ste. 925, Orlando, FL 32801
Lee Kunkle	Sr. VP	501 Mainstream, Ste. 507, Nashville, TN 37228
David Lombardi	Sr. VP	3753 Howard Hughes Pkwy, Las Vegas, NV 89169
Greg Pearson	Sr. VP	501 Mainstream, Ste. 507, Nashville, TN 37228
Vincent Raguseo	Sr. VP	360 W 31 st St, Ste. 1100, New York, NY 10001
Robert Reiser	Sr. VP	1301 E Ninth St, Ste. 1050, Cleveland, OH 44114
Chris Sherman	Sr. VP	1225 Eye St NW, C-100, Washington, DC 20005
Ritu Vig	Sr. VP, Dep Gen Counsel	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Victor Alistar	VP	100 Pine St, Ste. 210, San Francisco, CA 94111
Robert Alva	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Edwardo Barcos	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Dan Brown	VP	1330 SE 4 th Ave, Ste. D, Ft. Lauderdale, FL 33315
James Burdett	VP, Asst. Sec.	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Chester Escobar	VP	444 Brickell Avenue, Ste. 200, Miami, FL 33131
Shevket Dardovski	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Issa Diakite	VP	360 W 31st St, Ste. 1100, New York, NY 10001
Tim Downey	VP	1111 3 rd Avenue, Ste. 2340, Seattle, WA 98101



Mark Garcia	VP	14141 Highway 290, Austin, TX 78737
Bret Harvey	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Jim Healy	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Lisa Jakstas	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Jeffery Jones	VP	1700 Pacific Ave, Ste. 1890, Dallas, TX 75201
Robert Kamper	VP	1711 Hwy 17 S, Suite 265, Surfside Beach, SC 29575
Richard Kapper	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Colleen Kozak	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Fred Kreiter	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Mike Lombardo	VP	1700 Pacific Ave, Ste. 1890, Dallas, TX 75201
Eric Loudin	VP	605 North 4100 W, Salt Lake City, UT 84116
Dirk Machemer	VP	3470 Wilshire, Ste. 400, Los Angeles, CA 90010
Shunt Madanyan	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Brett Munkel	VP	3391 Peachtree Rd, Ste. 330, Atlanta, GA 30326
Daniel Murray	VP	1301 E Ninth St, Ste. 1050, Cleveland, OH 44114
Tim Nickerson	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Andrea Oser	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
John Owens	VP	1700 Pacific Ave, Ste. 1890, Dallas, TX 75201
Jerome Pate	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Cristine Paull	VP	202 Allison Road, Oreland, Pennsylvania 19075
Paul Perusich	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Paul Pirhofer	VP	935 Gravier St, Ste. 500, New Orleans, LA 70112
Chris Ratliff	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Libby Redmon	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601



Ernesto Rennella	VP	3470 Wilshire, Ste. 400, Los Angeles, CA 90010
Aaron Rogers	VP	171 3 rd Avenue North, Nashville, TN 37201
Justin Rogers	VP	1225 Eye St NW, C-100, Washington, DC 20005
Matt Shimkus	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Jason Spoeth	VP	3391 Peachtree Rd, Ste. 330, Atlanta, GA 30326
Anthony Squeo	VP	3470 Wilshire, Ste. 400, Los Angeles, CA 90010
Christopher Tretter	VP	50 South Sixth St., Ste. 1320, Minneapolis, MN 55402
Richard Varga	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Sam Veraldi	VP	112 S. Tyron St., Ste. 1470, Charlotte, NC 28284
Charles Voase	VP	1301 E Ninth St, Ste. 1050, Cleveland, OH 44114
Roger Walters	VP	200 E Randolph St, Ste. 7700, Chicago, IL 60601
Steve Witte	VP	1301 E Ninth St, Ste. 1050, Cleveland, OH 44114

Shareholders with more than 5%

SP+ is publicly traded on the NASDAQ Exchange under the symbol SP.

Name	Address	% Ownership*
BlackRock Institutional Trust	400 Howard Street, San Francisco, CA 94105	6.77%
The Vanguard Group, Inc.	P.O. Box 1110, Valley Forge, PA 19482	6.14%
Wellington Mgmt Co LLP	280 Congress Street, Boston, MA 02210	6.07%
ArrowMark Colorado Holdings LLC	100 Fillmore St. #325, Denver, CO 80206	5.65%
Dimensional Fund Advisors LP	6300 Bee Cave Road, Bld. 1, Austin, TX 78746	5.23%

*as of 3/01/2019

For additional information, please refer to our public filings with the Securities and Exchange Commission, which are found at www.sec.gov. As a publicly traded company, the ownership of our common stock fluctuates on a daily basis.

While SP Plus Corporation cannot certify corporate entity information for third-party shareholders, upon information and belief, BlackRock Institutional Trust Company, N.A. is a private investment management company. Additional information on this shareholder can be accessed at www.blackrock.com.

While SP Plus Corporation cannot certify corporate entity information for third-party shareholders, upon information and belief, The Vanguard Group, Inc. is an investment management company. Additional information on this shareholder can be accessed at www.vanguard.com.



While SP Plus Corporation cannot certify corporate entity information for third-party shareholders, upon information and belief, Wellington Management Co. LLP is a private limited liability partnership. Additional information on this shareholder can be accessed at www.wellington.com.

While SP Plus Corporation cannot certify corporate entity information for third-party shareholders, upon information and belief, ArrowMark Colorado Holdings, LLC is an asset management firm. Additional information on this shareholder can be accessed at www.arrowmarkpartners.com.

While SP Plus Corporation cannot certify corporate entity information for third-party shareholders, upon information and belief, Dimensional Fund Advisors, L.P. is a private investment manager. Additional information on this shareholder can be accessed at www.dimENSIONAL.com.



Vendor Questionnaire – Contract Terminations

19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.

See *Terminations for Breach / Contract Default Claims* response below.

20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.

Terminations for Breach/Contract Default Claims

In the ordinary course of its business, **SP+** does not maintain a repository that it can query to identify allegations of contract defaults or the reasons for the termination of a particular parking location. **SP+** acknowledges that it has negotiated early terminations of management contracts, has had management contracts terminated upon sale of the underlying property, and has had management contracts terminated for convenience by clients prior to their expiration dates, which is a right that is common in the parking management industry. Nonetheless, **SP+**'s retention rate is very high given the nature of the parking business and the high volume of facilities operated by **SP+**.

While there have been some default allegations within three (3) years, they have typically been resolved to the satisfaction of both parties or, in rare instances, resulted in a negotiated early termination of the contract. Some disputed allegations of default have even resulted in litigation, which is disclosed in three (3) years. Within the last three (3) years, there has not been a court judgment finding that **SP+** breached any contract under which it operates any parking location.

Supplier Response Form

Office of Economic and Small Business Requirements: CBE Goal Participation

- A. In accordance with the Broward County Business Opportunity Act of 2012, Section 1-81, Code of Ordinances, as amended (the "Business Opportunity Act"), the County Business Enterprise (CBE) Program is applicable to this contract. All Vendors responding to this solicitation are required to utilize CBE firms to perform the assigned participation goal for this contract.
- B. The CBE participation goal will be established based on the expected expenditure amount for the proposed scope of services for the project. The Office of Economic and Small Business Development (OESBD) will not include alternate items, optional services or allowances when establishing the CBE participation goal. If the County subsequently chooses to award any alternate items, optional services or allowances as determined by OESBD and the Contract Administrator to be related to the scope of services, OESBD may apply the established CBE participation goal. In such an instance, the County will issue a written notice to the successful Vendor that the CBE participation goal will also apply to the alternate items, optional services or allowances. Vendor shall submit all required forms pertaining to its compliance with the CBE participation goal, as applicable. Failure by Vendor to submit the required forms may result in the rejection of Vendor's solicitation submittal prior to the award or failure to comply with the contract requirements may have an impact on the vendor performance evaluation post award, as applicable.
- C. CBE Program Requirements: Compliance with CBE participation goal requirements is a matter of responsibility; Vendor should submit all required forms and information with its solicitation submittal. If the required forms and information are not provided with the Vendor's solicitation submittal, then Vendor must supply the required forms and information no later than three (3) business days after request by OESBD. Vendor may be deemed non-responsible for failure to fully comply with CBE Program Requirements within these stated timeframes.
 1. Vendor should include in its solicitation submittal a **Letter Of Intent Between Bidder/Offeror and County Business Enterprise (CBE) Subcontractor/Supplier** for each CBE firm the Vendor intends to use to achieve the assigned CBE participation goal. The form is available at the following link: <http://www.broward.org/EconDev/Documents/CBELetterOfIntent.pdf>
 2. If Vendor is unable to attain the CBE participation goal, Vendor should include in its solicitation submittal an **Application for Evaluation of Good Faith Efforts** and all of the required supporting information. The form is available at the following link: <http://www.broward.org/EconDev/WhatWeDo/Documents/GoodFaithEffortEval.pdf>
- D. OESBD maintains an online directory of CBE firms. The online directory is available for use by Vendors at <https://webapps4.broward.org/smallbusiness/sbdirectory.aspx>.
- E. For detailed information regarding the CBE Program contact the OESBD at (954) 357-6400 or visit the website at: <http://www.broward.org/EconDev/SmallBusiness/>
- F. If awarded the contract, Vendor agrees to and shall comply with all applicable requirements of the Business Opportunity Act and the CBE Program in the award and administration of the contract.
 1. No party to this contract may discriminate on the basis of race, color, sex, religion, national origin, disability, age, marital status, political affiliation, sexual orientation, pregnancy, or gender identity and expression in the performance of this contract.
 2. All entities that seek to conduct business with the County, including Vendor or any Prime Contractors, Subcontractors, and Bidders, shall conduct such business activities in a fair and reasonable manner, free from fraud, coercion, collusion, intimidation, or bad faith. Failure to do so may result in the cancellation of this solicitation, cessation of contract negotiations, revocation of CBE certification, and suspension or debarment from future contracts.
 3. If Vendor fails to meet or make Good Faith Efforts (as defined in the Business Opportunity Act) to meet the CBE participation commitment (the "Commitment"), then Vendor shall pay the County liquidated damages in an amount equal to fifty percent (50%) of the actual dollar amount by which Vendor failed to achieve the Commitment, up to a maximum amount of ten percent (10%) of the total contract amount, excluding costs and

reimbursable expenses. An example of this calculation is stated in Section 1-81.7, Broward County Code of Ordinances.

4. Vendor shall comply with all applicable requirements of the Business Opportunity Act in the award of this contract. Failure by Vendor to carry out any of these requirements shall constitute a material breach of the contract, which shall permit the County to terminate this contract or to exercise any other remedy provided under this contract, the Broward County Code of Ordinances, the Broward County Administrative Code, or other applicable laws, with all such remedies being cumulative.
5. Vendor shall pay its CBE subcontractors and suppliers, within fifteen (15) days following receipt of payment from the County, for all completed subcontracted work and supplies. If Vendor withholds an amount from CBE subcontractors or suppliers as retainage, such retainage shall be released and paid within fifteen (15) days following receipt of payment of retained amounts from the County.
6. Vendor understands that the County will monitor Vendor's compliance with the CBE Program requirements. Vendor must provide OESBD with a Monthly Utilization Report (MUR) to confirm its compliance with the Commitment agreed to in the contract; timely submission of the MUR every month throughout the term of the contract, including amendment and extension terms, is a condition precedent to the County's payment of Vendor under the contract.

Please enter your password below and click Save to update your response.

Please be aware that typing in your password acts as your electronic signature, which is just as legal and binding as an original signature. (See [Electronic Signatures in Global and National Commerce Act](#) for more information.)

To take exception:

- 1) Click Take Exception.
- 2) Create a Word document detailing your exceptions.
- 3) Upload exceptions as an attachment to your offer on BidSync's system.

By completing this form, your bid has not yet been submitted. Please click on the place offer button to finish filling out your bid.

Username **mlombardo@spplus.com**

Password *

Save

Take Exception

Close

* Required fields



LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

Solicitation No.: PNC 2116816P1

Project Title: Parking Management Services for Various County Agencies

Bidder/Offeror Name: SP Plus Corp.

Address: 444 Brickell Ave #200 City: Miami State: FL Zip: 33131

Authorized Representative: Chester Escobar Phone: (305)218-9032

CBE Firm/Supplier Name: Ann's Janitorial Services Inc

Address: 11846 SW 8th St City: Pembroke Pines State: FL Zip: 33025

Authorized Representative: Norma Ann Kendall Phone: 954-593-0707

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

Work to be performed by CBE Firm

Description	NAICS ¹	CBE Contract Amount ²	CBE Percentage of Total Project Value
Janitorial Services - Fort Lauderdale		\$218,100	12 %
Broward		\$215,964	25 %
			%

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Firm/Supplier Authorized Representative

Signature: Norma Ann Kendall Title: President Date: July 24, 2019

Bidder/Offeror Authorized Representative

Signature: Chester Escobar Title: Vice President Date: 8-7-19

¹ Visit Census.gov and select NAICS to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

² To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.

Rev.: June 2018

Compliance Form No. 004



LETTER OF INTENT
BETWEEN BIDDER/OFFEROR AND
COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

Solicitation No.: PNC2116816P1

Project Title: Parking Management Services for Various County Agencies

Bidder/Offeror Name: SP Plus Corporation

Address: 444 Brickell Ave, Suite 200 **City:** Miami **State:** FL **Zip:** 33131

Authorized Representative: Chester Escobar **Phone:** (305) 218 9032

CBE Firm/Supplier Name: S. Davis & Associates, P.A.

Address: 2521 Hollywood Boulevard **City:** Hollywood **State:** FL **Zip:** 33020

Authorized Representative: Shaun Davis **Phone:** (954) 927-5900

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

Work to be performed by CBE Firm

Description	NAICS ¹	CBE Contract Amount ²	CBE Percentage of Total Project Value
<u>Accounting Services - Staffing</u>		<u>\$225,225</u>	<u>13</u> %
<u>Auditing Services</u>		<u>\$ 7,500</u>	<u>1</u> %

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Firm/Supplier Authorized Representative

Signature: Title: Managing Partner Date: 07/26/2019

Bidder/Offeror Authorized Representative

Signature: Title: Vice President Date: 8/7/19

¹ Visit [Census.gov](https://www.census.gov) and select [NAICS](#) to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

² To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.

Rev.: June 2018

Compliance Form No. 004



JACKSONVILLE
TRANSPORTATION
AUTHORITY

Florida Unified Certification Program

Disadvantaged Business Enterprise (DBE) Certificate of Eligibility

S. DAVIS & ASSOCIATES PA

MEETS THE REQUIREMENTS OF 49 CFR, PART 26

APPROVED NAICS CODES:

488119, 541211, 541213, 541214, 541219, 541519, 541611, 541612, 541613, 541618,
541690, 561110, 561311, 561320, 611710, 722515



Samuel (Sammy) Febres

*Samuel (Sammy) Febres
DBE & Small Business Development Manager
Florida Department of Transportation*



ANNIVERSARY DATE – Annually on May 18

The Florida Department of Transportation (Department) has certified, S. DAVIS & ASSOCIATES PA under the Florida's Unified Certification Program (UCP) as a Disadvantaged Business Enterprise (DBE), in accordance with Title 49 Part 26, Code of Federal Regulations (CFR).

DBE Certification does not expire. It is contingent upon the firm maintaining eligibility annually through this office. We will notify Owners of their responsibilities in advance of the anniversary date.

We have listed the firm in the Florida's DBE Certification Directory, found at the following link: <https://fdotxwp02.dot.state.fl.us/EqualOpportunityOfficeBusinessDirectory>

Prime contractors and consultants must verify the firm's DBE certification status, and identify eligible work area(s) through the Directory. The Department makes available DBE Support Service Providers, offering managerial and technical assistance at no cost.

Contact us at (850) 414-4747 or via email DBECert.Help@dot.state.fl.us with your questions or concerns. Thank you.

Samuel (Sammy) Febres
DBE & Small Business Development Manager
Equal Opportunity Office



SHAUN M. DAVIS, CPA

Quality Review Partner

Professional Experience

Shaun is the Managing Partner of S. Davis & Associates, P.A. and has over thirty-five years of public accounting experience, including serving in his former position as Audit Manager with Ernst & Young. Shaun has pertinent experience in audit and special services engagements, including but not limited to, consulting, internal control management, operational efficiency, and cost analysis.

Selected Current and Former Governmental Clients

- Broward County, including Constitutional Officers component units and Broward County Aviation Department
- Broward County Housing Finance Authority
- Palm Beach Aviation
- Miami-Dade County Water & Sewer
- Miami-Dade County Public Schools
- School Board of Broward County
- Palm Beach School District
- South Florida Regional City of Lauderhill
- City of Lauderhill Police and Firefighters Retirement System
- City of Hollywood
- City of Hollywood Community Redevelopment Agencies
- City of North Miami
- City of West Palm Beach
- City of Riviera Beach Community Redevelopment Agency
- City of South Bay
- City of West Park
- City of Dania Beach
- City of Weston
- South Florida Water Management District
- Solid Waste Authority of Palm Beach County
- Florida Atlantic Research & Development Authority
- Planning Council
- Florida A&M Foundation (Florida A&M University DSO)

Professional and Civic Affiliations

- Past Chairperson and Two-Term Member, State of Florida Board of Accountancy
- Member, South Florida Government Finance Officers and City Clerks Association
- Member, American Institute of Certified Public Accountants (AICPA)
- Member, Florida Institute of Certified Public Accountants (FICPA)
- Board Member and Immediate Past Board Chair, Urban League of Broward County
- Trustee, Florida Atlantic University
- Board of Governors, Florida State University School of Business
- Member, Broward Workshop

Education and Licenses

Graduate of Florida State University with a Bachelor of Science degree in Accounting
CPA licensed to practice in Florida and New York

+ integrity + technology + innovation + initiative + knowledge + creativity



Solicitation # PNC2116816P1 Parking Management Services for Various County Agencies

Group 1 Evaluation Criteria Broward County Florida

Submitted to:

**Board of County Commissioners
Purchasing Division**



August 7, 2019



INNOVATION IN OPERATION®

www.spplus.com



Solicitation # PNC2116816P1

Proposal for Management Services For Various County Agencies

Group 1 Broward County Florida

Submitted to:



Broward County Board of County Commissioners
Purchasing Division
115 S. Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

Submitted by:



Mr. Chester Escobar
Vice President, Municipal Services
444 Brickell Ave., Suite 200
Miami, FL 33131

Email: cescobar@spplus.com
Phone: (305) 372-5151 ext. 106

August 7, 2019



1

TABLE OF CONTENTS

A. TABLE OF CONTENTS

Tab	Section	
A. TABLE OF CONTENTS.....		1
B. TRANSMITTAL LETTER.....		2
C. EVALUATION CRITERIA		5
1. Ability of Personnel.....		6
1. a. Organization Chart		18
1. b. Qualifications of Subcontractors.....		19
2. Project Approach.....		20
a. Project Approach and Subcontractors		20
b. Revenue Collection Procedures		26
c. Customer Service Plan and Employee Training		38
3. Past Relevant Performance		64
a. Vendor's Experience.....		68
b. References Facilities		49
4. Location.....		50



B

TRANSMITTAL LETTER



August 6, 2019

SP Plus Corporation
444 Brickell Avenue
Suite 200
Miami, FL 33131

p. (305) 372-5151
f. (305) 374-8271
www.spplus.com

Re: Broward County Parking Facilities - Bid #PNC2116816P1 - Parking Management Services for Various County Agencies

Broward County Board of County Commissioners:

Thank you for giving **SP+ Municipal Services** the opportunity to continue our partnership with Broward County Parking Facilities. We appreciate the opportunity and we are confident that **SP+** will continue to make an excellent provider of parking services and partner with Broward County as we have demonstrated over the last five years of our partnership.

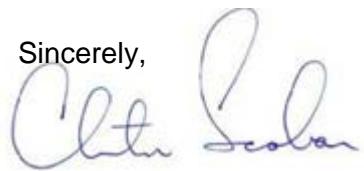
At **SP+**, we take pride in our investment in the latest technology, training of our employees and providing world class customer service. Our team and their experience of facilities operations is unmatched by any of our competitors. The high standard of customer service, employee training, integrity, and focus on increasing revenues, makes **SP+** the best candidate for continuing our partnership to manage the facilities. One example of our recent successes would be at the Broward Governmental Garage, which increased in revenue from \$994,000 in 2017, to \$1,056,086 in 2018, an increase of over \$62,000. Another example, the Courthouse Garage went from \$417,000 in 2017 to \$501,490 in 2018, demonstrating over \$84,890 in increased revenue. We are confident that the trend of increased revenue will continue for the next years to come. Later in our proposal we discuss the integration of parking aggregators to continue the upward revenue trends.

Our team and their experience of over 15 years in the Broward operations is unmatched by any of our competitors. This should be of utmost importance when comparing us to any of the other vendors. Continuity will assure that our revenue performance and exceptional customer continues without the uncertainty of a long learning curve. Our track record during the last five years is impeccable. We are proposing our entire team to return during the next contract period. We recommend the use of our remote monitoring services which would decrease our personnel needs.

Growing our market share throughout South Florida, while increasing our client's bottom line, is made possible only through the hard work and determination of our local team who work diligently to keep our clients satisfied. I lead the local management team as the Vice President for **SP+** for South Florida and Puerto Rico, with over 23 years of wide-ranging experience in the parking industry, managing properties from Class A office buildings, hotels, municipalities, large hospital complexes, two port operations and more. I work closely with Soren Swensen who is the Senior Manager in charge of your account, and together with our current team, who we are proposing to return during the next contract period, will continue to work hand in hand to make this a successful and profitable operation.

Thank you for the opportunity to submit a proposal. We will be in contact with you to **discuss** the details of our proposal in further detail.

Sincerely,

A handwritten signature in blue ink that appears to read "Chester Escobar".

Chester Escobar
Vice President, South Florida & Puerto Rico
SP Plus Corporation

A handwritten signature in blue ink that appears to read "AG".

Ashley Gonzalez
Regional Dir. Business Development
SP Plus Corporation



Certification of Corporate Resolution

CERTIFICATION OF CORPORATE RESOLUTION

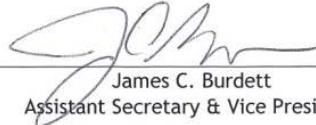
The undersigned, James C. Burdett, does hereby certify that he is a duly elected Assistant Secretary of SP Plus Corporation, a Delaware corporation (the "Corporation"); that the following resolution was duly adopted by the Board of Directors of the Corporation on April 24, 1998, by written consent in lieu of a meeting, and in accordance with the General Corporation Law of the State of Delaware and the By-Laws of said Corporation; that the following resolution is in full force and effect and has not been modified or altered, to-wit:

RESOLVED, that any one of the Chairman, Chief Executive Officer, President, any Executive Vice President, any Senior Vice President or any Vice President of the Corporation be, and each of them hereby is, authorized to execute and deliver any bid or proposal, lease agreement, management agreement, operating agreement or contract, or other instrument or document relating thereto, in the name of and on behalf of this Corporation, subject, however, to the approval by the Board of Directors of the terms of any agreement providing for the purchase of the total assets or the stock of another individual, partnership or corporation prior to execution of such agreement and any other document in connection therewith.

I, James C. Burdett, Assistant Secretary of SP Plus Corporation, having compared the foregoing resolution with the original thereof, as recorded in the minute book of said company, do certify that the same is correct and a true transcript therefrom, and of the whole of said original resolution.

I further certify that Chester Escobar is a duly elected Vice President of the Corporation.

Given under my hand and seal of the company, in the city of Chicago, state of Illinois this 18th day of March 2019.



James C. Burdett
Assistant Secretary & Vice President

Corporate Seal

Subscribed and Sworn to before me
this 18th day of MARCH 2019.

MARY LACROIX
Notary Public
My Commission expires: 4-26-19





PARKING.COM FORT LAUDERDALE

THE APPS CITIES SUPPORT MONTHLY ACCOUNTS

FORT LAUDERDALE PARKING

Find parking now. Avoid the search later.

[DAILY](#) [MONTHLY](#)

Enter an Address or Venue to find parking

[ENTRANCE TIME](#) [EXIT TIME](#)

Aug 5 09:00AM Aug 5 12:00PM

[SEARCH FOR PARKING](#)

EXPLORE FORT LAUDERDALE THROUGH...

EVALUATION CRITERIA





1

Ability of Personnel

1. Ability of Personnel

- a. Describe the qualifications and relevant experience of the Project Manager and all key staff that are intended to be assigned to this project. Include resumes for the Project Manager and all key staff described, including any subconsultants' key staff to be assigned to this project. Identify key staff's previous experience in managing and operating on-street and off-street municipal parking operations, including size of operations.
- b. Provide any licenses, certifications, designations and affiliations of the Project Manager and all key staff. Key staff possessing Certified Administrator of Public Parking (CAPP) and affiliation with International Parking and Mobility Institute (IPMI) and National Parking Association (NPA) are desirable.

SP+ Municipal Services is confident that no other parking management firm can match the management support that **SP+** provides to its employees in the field. Our philosophy of providing the highest level of customer service and operations is achieved with our management team structure and our award winning training and development programs. The management team will consist of the following individuals:

Local Management

Chester Escobar – Vice President, South Florida & Puerto Rico

Chester Escobar is currently the Vice President of **SP+** for South Florida and Puerto Rico. He oversees all operations and leads all market development efforts in these regions. His career in the parking industry spans over 25 years in both the municipal and private sectors. In the municipal sector he's held the positions of Chief Operations Officer and Assistant Parking Director for two of the largest cities in South Florida. His experience in operating large municipal and private operations provides him a unique vantage point to successfully integrate business efficiencies in any parking and transportation environment.



- ⊕ 25+ years of Parking Management Experience
- ⊕ B.A. in Business from Florida International University
- ⊕ Served on the Florida Parking Association Board from 2008 to 2018 in the capacity of Treasurer, President, and Immediate Past President.

Ashley Gonzalez – Regional Director, Business Development

Ashley Gonzalez is our Regional Director of Business Development for over a year at **SP+**. Prior to the parking industry, she has had a successful career in sales in office equipment and then in the industrial uniform industry for 8+ years. Her passion for people and learning has always helped drive success with her team at **SP+**. Her role is to build relationships and help drive growth to her region.



- ⊕ 8+ years of sales experience
- ⊕ BOMA MIAMI Toby Award Committee Board Member and Judge

Soren Swensen – Project Manager

Soren Swensen is currently a Senior Manager for SP Plus Corporation. He has enjoyed more than five years with the company. Soren has helped manage parking operations at both the Intercontinental Hotel and Hyatt Regency in Miami. From there, Soren took over parking operation in Fort Lauderdale, where he managed Broward County governmental garages, 450 and 350 East Las Olas, and Beach Place. Currently, Soren is a senior manager for Greater Fort Lauderdale and Miami Beach. He manages a portfolio of 20 different properties including Las Olas Centre, Broward County, Port Everglades, Key West Airport, a variety of service lots, along with others.



Soren was born in New York, went to St Thomas Aquinas High School in Fort Lauderdale, and obtained a B.A. in Psychology and Sociology at Florida International University. Over time, Soren has worked in many fields. He started out as a project manager for Native Technologies that was subcontracted out by Fish and Wildlife. This job entailed the restoration of the Everglades. Shortly after, Soren worked as a Supervisor for a general contracting company called Franklin Contractors. From there, Soren ran for State Senator in 2012 for district 29. With these skills acquired over time, he then joined the team at **SP+**.

- ✚ 5+ years of Parking Management Experience with **SP+**
- ✚ 2015 **SP+** South Florida Facility Manager of the Year

Freddy Vassor – Facility Manager

Freddy Vassor, Facility Manager, has 17 years of experience in parking industry and 5 years in public assistance program as an Economic Self-Sufficiency Specialist for the Department of Children and Families. In the private sector first, as Assistant Manager for USA Parking to presently Facilities Manager for SPPLUS Corporation. Controlling four major facilities for Broward County Government, having a professional attitude and ability to be flexible, possessing exceptional leadership, communication and organizational skills. Experienced in management, customer services, budgeting, accounting, auditing, revenue analysis and federal benefits eligibility. Knowledgeable about various parking equipment such as: Amano Cincinnati, American Parking Equipment, Federal ADP, and Zeag.

- ✚ 5+ years of Parking Management Experience with **SP+**

Jocelyn Aeus – Assistant Facility Manager

Jocelyn, Assistant Facility Manager, is an experienced management and customer service professional who participates in programs to improve client and customer satisfaction. Jocelyn engage in the development of property level financial and operational goals. She assists in the management of day-to-day activities of the assigned locations including: ensuring appropriate customer interaction, supervising the completion of all evening closing reports, processing bank deposits, scheduling staff, supervising frontline staff (e.g. cashiers, valet attendants, maintenance porters, etc.), preparing month-end reports, auditing daily cashier shift reports, monitoring and checking of time cards, hiring and training of frontline staff, reviewing of damage claims, disbursing petty cash and preparation of the annual budget. Jocelyn courteously assists customers by answering any questions they may have. Assist in the maintenance and repair of parking equipment and any general maintenance tasks as directed by the Facility Manager.

- ✚ 3+ years of Parking Management Experience with **SP+**

Rose Santil - Supervisor for the Governmental Garage

Rose is a highly enthusiastic, customer service, cashier, multi-tasking, highly organized of administrative tasks, maintenance documentations, and detail-oriented, experienced with financial, track records of accomplishment. Daily deposit, cash, checks, daily composite, answering phone calls. Demonstrated excellent service skills, obtain information based on customer needs. Established rapport with people from diverse backgrounds.

- ⊕ 15+ years of Parking Management Experience with **SP+**

Patricia Alessi - Supervisor for East Judicial Garage

Patricia Alessi, Supervisor for East Judicial Garage, is responsible for programs to improve client and customer satisfaction, assisting in the management of day-to-day activities of the assigned locations, assisting with management duties as assigned, courteously assisting customers, assist in the maintenance and repair of parking equipment and any general maintenance tasks as directed by the Facility Manager.

- ⊕ 8+ years of Parking Industry Experience

Carlos Bentacour - Supervisor for South Judicial Garage

Carlos Bentacour, Supervisor for the South Judicial Garage, is responsible for controlling traffic flow at the South and East Garages, customer service, responding to any incidents as well as redirecting customers that are looking for the Court House area. He is also responsible for enforcing any parking violations, conducting car counts and maintaining clean curb appeal inside the garages.

- ⊕ 8+ years of Parking Industry Experience

Senior Management

Marc Baumann - President and Chief Executive Officer

Marc Baumann became president in March 2014 and chief executive officer in January 2015. He previously had served as chief operating officer from March 2014 until January 2015, as president of urban operations from October 2012 until March 2014, and as executive vice president, chief financial officer and treasurer from October 2000 until March 2014. Prior to joining the Company in October 2000, Marc was chief financial officer for Warburtons Ltd. in Bolton, England.



- ⊕ 17+ years of Parking Management Experience
- ⊕ B.S. Degree from Northwestern University
- ⊕ M.B.A. Degree from the Kellogg School of Management at Northwestern University
- ⊕ Certified Public Accountant

Robert Toy - President of Commercial Operations

Rob Toy has held many operating roles with the Company and currently serves as President of Commercial Operations. Rob began his career with the Company in 1999 as executive vice president of USA Parking System, Inc., a wholly-owned subsidiary. Previously, Rob was chief operating officer for Denison Parking and national operations director for Republic Parking.

- ⊕ 36+ years of Parking Management Experience
- ⊕ Member of the National Parking Association
- ⊕ Member of the International Parking Association

**James F. Buczek - Chief Operations Officer, Commercial Operations**

Jim is responsible for **SP+**'s Commercial Operations in the U.S. and Canada. Based in our Chicago Office, Jim has overall responsibility for over 3,100 facilities in his group including direct responsibility for the Chicago market. Jim originally joined the company in 1989 as an Accounting manager, overseeing the company's revenue reporting, auditing and accounts receivable groups.

Prior to joining **SP+** Jim was with Pathway Financial, where he served as Manager of Commercial Lending and Financial Analyst. He received both a Bachelor's and Master's Degree from DePaul University in Chicago, with concentrations in Marketing and Finance. While attending DePaul, Jim managed parking operations for the Chicago White Sox.



- ⊕ 29+ years of Parking Management Experience
- ⊕ Bachelor's Degree and Master's Degree from DePaul University
- ⊕ Serves as a trustee for the Parking Industry Labor Management Committee
- ⊕ Board Member for the Illinois Hotel and Lodging Association, Chicago Loop Alliance and Chicago Police Memorial Fund.

Thomas L. Hagerman - Executive Vice President of Southeast Operations

Tom Hagerman currently serves as our EVP of Southeast Operations and is responsible for Business Development and Operations in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Ohio, Western Pennsylvania, Puerto Rico, South Carolina and Texas. Tom has been in the parking industry for twenty five years and joined **SP+** in 1997. He has served in the roles of Senior Vice President, Chief Operations Officer, and Chief Marketing Officer.

- ⊕ 26+ years of Parking Management Experience
- ⊕ Bachelor's Degree from Ohio State University
- ⊕ Active member of the International Parking Institute
- ⊕ Active member of the Building and Owners Management Association (BOMA)
- ⊕ Serves as a member of the Board of Directors of the Ronald McDonald House Charities of Central Ohio

Resume of Soren Swensen

Project Manager

sswensen@spplus.com
(954) 235-7816

EMPLOYMENT OBJECTIVE

To utilize my abilities in Management, Organizational, Interpersonal Communication, and Mechanical skill sets in a field that requires these competitive traits.

EDUCATION

Widener University - Chester, PA A.A in Business/Administration - May 2009

Florida International University - Miami, FL B.A in Sociology/Psychology - May 2012

McFatter Technical Institute - Davie, FL Fire I, Fire II, and E.M.T - August 2014

EXPERIENCE

SP PLUS Corporation

Senior Manager for SP Plus Corporation October 2014- Present

- In 2014, I managed effectively and efficiently Intercontinental Hotel and Hyatt Regency in parking operations. Parking operations for these locations include staffing, payroll, budgeting, maintenance, security, and claims. This also includes a plethora of day to day operations that are essential for being the most efficient.
- In 2015, I became a facility manager for multiple properties in Broward County.
- Currently a Senior Manager overseeing Las Olas Centre (350/450 E. Las Olas Blvd), Key West, Port Everglades, Multiple parking garages for Broward County, and Miami Beach Parking Operations. This entails staffing, payroll, budgeting, and operations.

Florida Government

Candidate for State Senate (District 29) March 2012 - November 2012

- Refined skill sets in public speaking and public relations, while gaining insight on the workings of the state constitution and government of Florida.
- Ran for State Senate as Candidate, as well as Treasurer for the state senate race – District 29

Franklin Contractors - Fort Lauderdale, FL
Project Manager March 2009- April 2010

- Participated in the largest store merger in United States History (Wachovia to Wells Fargo) which entailed the management of professional contractors and their respective subcontractors in the modification and refurbishment of various banks in the southeast corridor of Florida.
- Supervised and worked extensively with ...carpentry, demolition, electrical, mill, plumbing and steel work, as well as various floorings and their respective underlayment.
- Maintained daily reports ...regarding material consumption, progress, payroll, and safety
- Was tasked in completing subject projects through the various trades in the most economical and efficient manner possible.

Native Technology - Deerfield, FL
Supervisor January 2007- February 2009

- Received numerous contracts from the State - Fish & Wildlife, with the objective to preserve native life via documented conservational and practical methods.
- Was responsible for a crew of workers in the conservation of the Everglades, including, but not limited to the Management, Payroll, and Safety of subject employees.
- Rid exotic plants through mechanical and chemical methods.
- Responsible for operating Argos, Buggies, A.T.V.'s, and airboats.
- Was trained in land surveying, along with G.P.S. navigational methods and practices regarding large open land areas.
- Responsible for overseeing projects, forecasting end dates through observational and technical practices.

SKILLS

- Management of personnel - regardless of task to be addressed
- Public Speaking - Spoke numerous times at functions, fundraisers, and organizations while running for office.
- Budgeting Skills- Acquired through SP Plus whether it was operating expenses or creating future budgets.
- Surveying skills - Acquired through Franklin Contractors
- Accounting skills - Treasurer for campaign, regarding race for state senator
- Strategically task oriented, great team player, hard worker, focused on objective at hand

TEAMWORK

- Associate for Friends of Madagascar September 2006
- High School Football & State Champions (STA) August 2004 - February 2008
- High School Lacrosse February 2006 - March 2008
- High School Track and Field December 2005 - May 2007
- College Football August 2008 - January 2009
- Jack and Jill Club August 2004 - Present

Fredy Vassor

2447 Lincoln ST Apt 3 Hollywood FL 33020

Qualifications for Management, Accounting and Finance

PROFESSIONAL PROFILE

A business manager with 17 years of experience in parking industry and 5 years in public assistance program as an Economic Self-Sufficiency Specialist for the Department of Children and Families. In the private sector first, as Assistant Manager for USA Parking to presently Facilities Manager for SPPLUS Corporation. Controlling four major facilities for Broward County Government, having a professional attitude and ability to be flexible, possessing exceptional leadership, communication and organizational skills. Experienced in management, customer services, budgeting, accounting, auditing, revenue analysis and federal benefits eligibility. Knowledgeable about various parking equipment such as: Amano Cincinnati, American Parking Equipment, Federal ADP, and Zeag.

PROFESSIONAL SYNOPSIS

- . Performed management and supervision of employees, maintained responsibility for reporting, revenue control, customer and client satisfactions.
- . Insuring that SPPLUS 'rules and regulations are followed and that operations are in line with the company and contractual guidelines.
- . Notify Senior Manager and client about changes in market conditions, special events, make recommendation for price changes to Asst manager to increase revenue and insure business efficiency.
- . Reporting claim, policy violations, and safety Hazard.
- . At the department of Children and families, I was responsible for determining client eligibility for federal benefits, including Food Stamps, Medicaid, and Cash assistance.

PROFESSIONAL EXPERIENCE

Facilities Manager SPPLUS Corporation (BCGC location)	2018 - present
Assistant Manager SPPLUS Corporation (BCGC location)	2014 - 2018
Economic Self-sufficiency Specialist (DCF)	2001 – 2006

ACADEMIC QUALIFICATIONS

Attended NOVA SOUTHEASTERN UNIVERSITY Master of Accounting Program	
Bachelor of Business Administration (Florida International University)	1996 – 2000
Certification in Business Administration (Haiti State University)	1989 - 1993

Set-up oxygen concentrators and tanks

Provide patient care

Jocelyn Adeus

1020 NW 155th LN Apt 302, FL 33169 • (305) 7762125 • adeus001d@gmail.com

Highly experienced Customer Service professional, organized, detail-oriented, and a conscientious self-starter. Able to strategize and prioritize effectively to accomplish multiple tasks and stay calm under pressure. Creative, resourceful and flexible, able to adapt to changing priorities and maintain a positive attitude and strong work ethic while working in a fast-paced environment, with minimum supervision, while maintaining emphasis on the highest quality of consumer service. Excellent listening skills, oral and written communications. Comfortable in interacting with all levels of the organization and public.

PROFILE

- **Multi-lingual;** with excellent written and verbal communication skills in English, French and Creole
- **Responsible and dependable;** with a strong work ethic
- **Handles situations logically and calmly**
- **Adaptable and effective problem-solver;** adept at finding effective solutions and efficiently assessing, issues and/or problems through critical thinking and excellent analytical skills
- **Solid customer service experience;** with the ability to relate well to people of all ages, cultural backgrounds, and socioeconomic levels
- **Solid computer and technology skills;** including proficiency in all essential Microsoft Office software

SKILLS

<ul style="list-style-type: none">• Complex Problem Solving• Judgment and Decision Making• Multi-Tasking• Time Management• Critical Thinking	<ul style="list-style-type: none">• Adaptability and ability to work under pressure• Ability to Plan, Organize and Prioritize Work
---	---

EDUCATION

FNU

Associate Degree in Respiratory Therapy 2009-2011

Miami Dade College

Associate Degree in Pharmacy 2006-2009

Certifications:

CRT: Florida State Certified Respiratory Therapist

CPR/AED: BLS & ACLS certifications

HIV/OSHA certifications

Prevention of Medical errors

Medical Experience:

Baptist Hospital, Miami, FL

El South Hospital Miami, FL

Hialeah Hospital, Hialeah, FL

Key Contribution:

Administered Medication via small volume nebulizers and in line with mechanical ventilator

Provide emergency care and performed arterial blood gas

Monitored -patients' response to therapy by patient assessment

Set-up and operated mechanical ventilators, aerosol generators as well non-invasive devices ordered by the physicians

Work Experience: 2011-2014

Set-up suction devices, nebulizer treatment, CPAP-BIPAP

Rose- Laure Saintil

6981 NW 24Th Street Sunrise Fl,33313

Cell (954) 610-4434

Email Myprincesse01@yahoo.com

Objective

To participate as a team member, dynamic work environment, focused on promoting business growth by providing superior value and service.

Professional Summary

Highly enthusiastic, customer service, cashier, multi-tasking, highly organized of administrative tasks, maintenance documentations, and detail-oriented, experienced with financial, track records of accomplishment. Daily deposit, cash, checks, daily composite, answering phone calls. Demonstrated excellent service skills, obtain information based on customer needs. Established rapport with people from diverse backgrounds.

Skill Highlights

Large cash/ checks deposits expert, Strong organizational skills

Energetic work attitude, Opening/ closing procedures

Work Experience

May 2004 Standard Parking Plus to present

Supervisor

Education and Training

Broward College (2016-2019)

Associate degree To Bachelor degree

Fort Lauderdale Florida

Azure College

Boca Raton Florida, Associate degree in nursing (2013)

Everest University

Certified Medical Billing and Coding Specialist

Fort Lauderdale, Florida

PATRICIA ALESSI

6229 Southwest 22nd Court, Miramar, FL 33023

Ph: 9546995605

patty20006@aol.com

Professional Summary

Accomplished and energetic location Supervisor with a solid history of achievement in Customer Service. Motivated leader with strong organizational and prioritization abilities. Areas of expertise include Accounting knowledge, Active Learning and Computers (mainly Microsoft power point, Word, and excel).

Skills

- Mathematics
- Active Learning
- Accounting basics
- Customer Service
- Time Management
- Computers (Microsoft Word, power point, and excel)

Experience

Customer Service/ Location Supervisor Mar 2014 - Current

SP+ - Fort Lauderdale, FL

- Providing friendly customer service by assisting customers with questions, directions, as well as information.
- Verifying Daily revenue reports, managing staff for location, making sure location is in order.

Customer Service Nov 2011 - Mar 2014

USA Parking - Fort Lauderdale, FL

- Providing Friendly customer service, by answer customer questions, assisting customers at the pay stations, entrances, and exit gates.
- Validating properly stamped tickets, as well as assisting customers with unreadable tickets.

Front end Cashier Aug 2011 - Nov 2011

Western Beef Supermarket Pembroke Road - Hollywood, FL

- Providing fast, friendly customer Service, while keeping a clean, stocked work station.

Front end Cashier Feb 2009 - Mar 2011

Winn-Dixie Taft - Hollywood, FL

- Providing fast, and friendly customer service, making sure work station is clean and in order.

Education

High School Diploma Jun 2008

Miramar High School - Miramar, FL

High school diploma sub-school division; School of business basic Accounting education.

Carlos Bentancur
8130 Sunrise Lake Blvd Apt# 101
Sunrise, FL 33322
(754)207-9974
Carlosbetancur0945@gmail.com

Objective

To obtain a responsible and challenging position with a successful
Business in which I can utilize my background
To demonstrate my ability to work well with others both as employee /manager
And to accept responsibilities and carry out duties.

Qualifications

Bi-lingual - English / Spanish.
Multi-task, hard worker, organized and outgoing
Ability to responsively interact with clientele and staff understand and
define their specific needs.
Able to work in a fast-paced, changing environment while maintaining calm
and level headed demeanor.
7 years in Customer service

Employment USA,Standard Parking/ Parking Attendant -312-521-8397 or 954-357-6420 -10/19/11
Current employed. Ex-Supervisor's Geoff Caccurak, Soren S , Mike Gene
Current Manager Fredy Vassor

Duties: Responsible in controlling traffic flow at Employee South Garage
& East Garage, customer service, responds to any incidents as well
Redirect customers that are looking for specific offices in the Court
House area. Enforce any parking violation, conduct car counts thru
Out the day and maintain clean curve appeal inside the garages

Employment **Universal Flash Photo Studio 6/10/2003 to 04/25/2011**
Owner Octavio Lopez

Duties: Sales person threw out 23 State and 400 Cities

Education

University of Antioquia Colombia
Graduated in 1971 as a Teacher of Science Education

Nova University
Graduated in 2015 in Global Business Community In Stock Marketing

Reference

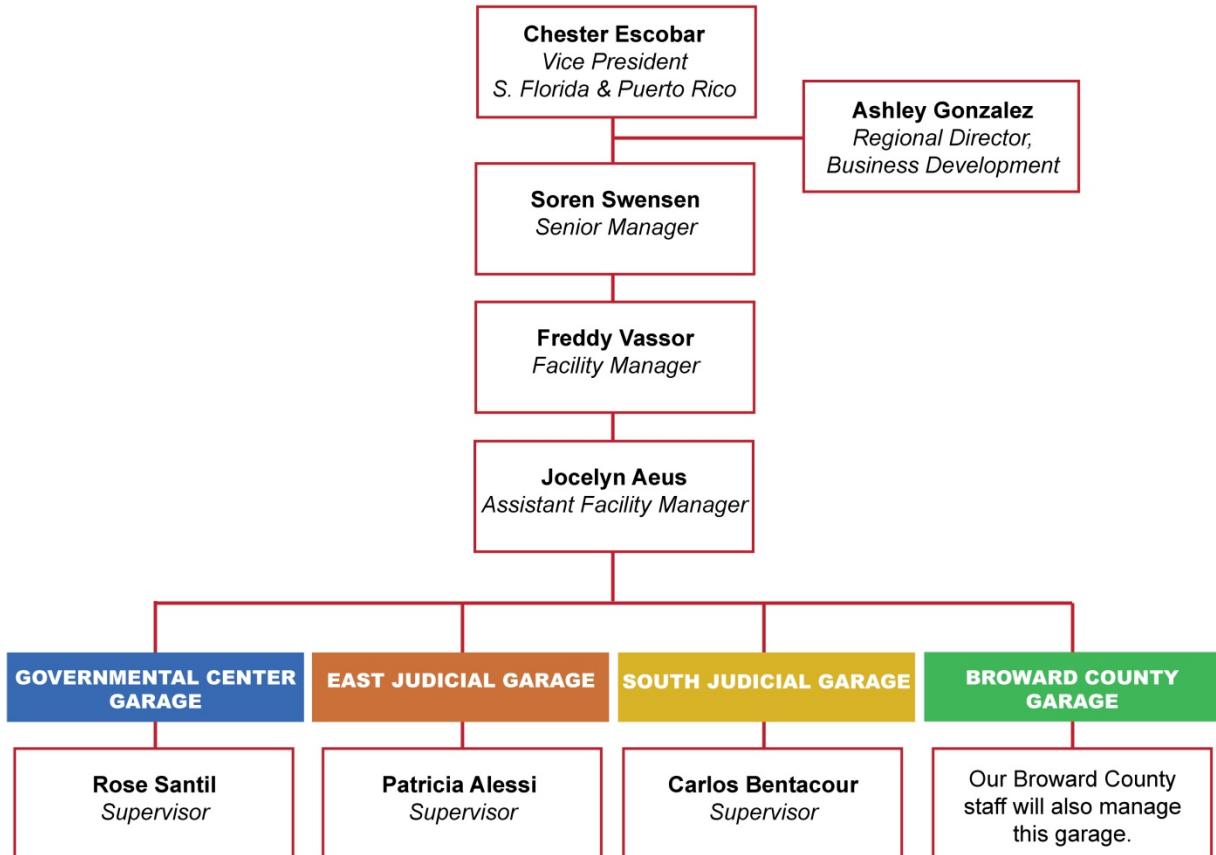
Geoff Caccurak (954)790-3246
Building Manager (Ft.Lauderdale)
Broward County

Soren S. (954) 235-7816

Mike Jean (786) 452-5115

Fredy Vassor (954)699-1155

1. a. Organization Chart



1. b. Qualifications of Subcontractors

Describe the qualifications and relevant experience of all subcontractors that will be used to provide services. Also describe your history of working with the subcontractor.

Ann's Janitorial

Qualifications

Ann Janitorial Service has helped provide the best janitorial services for Broward County over the past 2 years. Ann's Janitorial provides Class A Services to Fort Lauderdale airport as well.

Ann's trained employees provide porter services, traffic control services, and customer service.



ANN'S JANITORIAL SERVICES, INC.

Commercial and Residential

Ann's currently services the Broward County's East Garage, Governmental Garage, South Garage, Northport Garage, Midport Garage, and all other surface lots. Ann's Janitorial has been in business with Broward County for over 5 years and continue to be a factor in the custodial services.

Years of Experience Working with Ann's Janitorial

SP+ Municipal Services has 2 years of experience working with Ann's Janitorial.

S. Davis & Associates, P.A.

Qualifications

SDA is a full-service firm providing all of your auditing, tax, accounting and consulting needs.



The audit approach at S. Davis & Associates, P.A. is based on close, honest communication with our clients. We understand the need to help clients feel at ease with auditing so as to more expertly manage their business.

SDA performs high quality and efficient audits for both the public and private sectors. We start by working with you to ensure we have a thorough understanding of your current business operation and all accounting issues. Our highly trained staff will evaluate your internal control structure and accounting system in order to determine the nature and extent to which our audit procedures should be applied.

Years of Experience Working with S. Davis & Associates, P.A.

SP+ Municipal Services has 5 years of experience working with S. Davis & Associates.



2

Project Approach

2. Project Approach

a. Project Approach and Subcontractors

Describe the prime Vendor's approach to the project. Include how the prime Vendor will use subcontractors in the project.

Our focus at all Broward County Facilities is to consistently provide world class service to all visitors. We ask our staff to go above and beyond to help county employees and visitors. We make sure our staff is trained to the best of their ability to provide service that is unparalleled. We want visitors to feel satisfaction and leave with a good experience after interacting with our staff. Our focus is to provide the best possible customer service, protect Broward County assets, monitor and report, and keep traffic flow in an orderly manner. We want to also make sure the payment process is as effortless as possible for customers exiting the facility.

Managing the Parking Experience

In a fully automated parking environment our operations deal with exception transactions. Therefore, our interactions with our clients are limited only to when a visitor enters and exits the facility or when they have issues paying for their parking fees. The majority of our interaction is through properly placed signage, intercoms systems, and effective payment methods. Our current system effectively processes thousands of transactions daily with very few issues.

Our supervisors and managers spend their time reviewing and testing our system to make certain our clients receive the correct information and are provided with a seamless process from beginning to end. Below is an example of an unsolicited email received by the County's property manager.

Email sent directly to Geoff Cacurak from the County:

"Hi Geoff, many thanks for above and beyond service at GC Parking Garage from Jocelyn (SP+ assistant manager). On Monday night, my vehicle needed to be towed and he offered to push to an accessible area for the tow. Such kindness—really unexpected and outstanding. He asked his coworker to help, who also said yes. Although this assistance was ultimately not required, I deeply appreciate the courtesy at such a stressful time. Kudos to you on a great staff!"

-Della Attisani, Broward County Employee

Staffing Plan

Staffing plan will include a full time Facility Manager, assistant facility manager, supervisors, and attendants. Staff operates Monday-Sunday at various times. Our facility manager and assistant facility manager hours vary from week to week. We like to staff both employees during regular business hours but also during night operations. Depending on events, their schedule will vary. Our Senior Manager will work with the financials, new technology, claims, and other miscellaneous inquiries. Our supervisor and cashiers will be the backbone of the operation.

They will be our feet on the ground, providing the best possible customer service, answering questions, and addressing any other issues. They will also be responsible for maintaining car counts, processing validations and processing unreadable tickets. These individuals will monitor each location and report any issues to their superiors.

Remote Monitoring System

SP+ foresees a great use in Remote Management Services at Broward County facilities. We see this system to be most effective at South Employee Garage and the West Garage. With this system in place, **SP+** can drastically cut payroll expenses for Broward County, while still maintaining the best possible service. The Governmental Garage is also possible with this system after hours.

There is a small capital investment to upgrade the intercom system that is not included in our projected budget, but would like to discuss further since the return of Investment is very viable. Also keep in mind that our remote monitoring services allow for full remote functionality including the PUSHING of rates to the parking equipment. Meaning that if a visitor lost their ticket, we can send the equipment the lost ticket rate. Equally as important, if a monthly parking customer has an issue with their transponder we can look their history or account status from our remote location. This provides a remote solution that safeguards your revenues.

Remote Parking Management Overview

RMS is the leader in Centralized Parking Management. Remote Management Services, which fully integrates with most major parking equipment systems, is currently used at garages in all regions of the country—ranging from healthcare facilities and office buildings to retail and entertainment venues.



It is one of today's most powerful tools to control and manage an operation's daily, monthly, and validation revenue streams. Locations that converted to **Remote Management Services** experienced revenue increases of up to 30%, by eliminating cashiers and centralizing onsite financial reporting and management. Clients have daily access to business activity data, and Remote Management Services' round-the-clock coverage improves service and extends operating hours, which can generate more revenue.

Please view the brief videos below, which provide excellent information on how our Remote Management Command Center functions and how it supports a higher level of customer service at the facilities it serves.

 REMOTE MANAGEMENT SERVICES Level 1: Intercom Monitoring View this video at https://vimeo.com/230632886	 REMOTE MANAGEMENT SERVICES Level 2: Intercom Monitoring & PARCS Access View this video at https://vimeo.com/230632748	 REMOTE MANAGEMENT SERVICES Level 3: Intercom, PARCS & Administrative View this video at https://vimeo.com/230466851
---	---	--

Remote Management Services at Work

Technology that's Transforming the Parking Business

Remote Management Services adds an array of IP cameras and T1-connected voice to all customer interaction points, including entrance and exit lanes, pay-on-foot stations, pedestrian access points, and elevators. The parking garage is connected and integrated with Remote Management Services' Command Center in Austin, Texas, where all car movements and transactions are monitored by its analytic tools.



Command Center Customer Service Specialists are available to handle individual customer needs. Calls appear on Command Center monitors, while an integrated video system allows specialists to interact directly with customers and immediately resolve a service issue through the access and revenue control system, or by dispatching a local Customer Service Ambassador.

Maximizing Your Automation Investment

While there are significant benefits to be gained from automating parking facilities, in many cases, the original return on investment objectives have not been met and/or the investment has not been fully leveraged.

Remote Management Services solutions are designed to deliver on the three critical components of an automation investment:

+ *Cost Reductions*

RMS solutions allow our clients to maximize the cost savings from their automation investments. RMS' tiered solutions provide clients the opportunity to choose the level of remote management that best fits their operations and needs.

Utilized today across diverse parking venues, RMS solutions allow **SP+** clients to maximize their labor and cost reductions while improving service levels and revenue capture.

+ *Revenue Enhancement*

Maximizing revenue is an important step in improving the bottom line. While automation has been proven to be a significant factor for achieving this objective, Remote Management Services solutions allow clients to maximize revenue opportunities. From online monitoring of facilities to robust solutions that allow full-time, off-site management of parking operations, RMS solutions are designed to ensure that revenue loss is minimized through accurate revenue and exception management.

+ *Service Level Improvements*

Improved customer service and increased customer satisfaction are important objectives for any business to maintain or enhance its brand. Automation and quality of service are often in conflict with each other, which is a significant reason why automation levels do

not achieve their original return expectations. RMS solutions connect customers to best-in-class customer service support 24/7, and a local staff which is available for on-site support to ensure the highest quality service level for your customers.

Command Center (HUB)



Using Command Center professionals, RMS allows for the management of all exception transactions. Specialists provide aggregated exception counts along with a detailed exception issues log for more accurate tracking and reporting of exception transactions. By integrating with the POS system, RMS allows processing of lost and unreadable tickets to ensure maximum revenue capture.

In addition, centralized monitoring and reporting of all exception transactions ensures accurate tracking that can be used to develop action plans to reduce or eliminate lost revenue.

Additional Recommendations

Parking Aggregators

We would like to implement the use of parking aggregators such as Parkmobile, Parkwhiz, and Spothero to capture online revenue. **SP+** has full integration agreements with all major parking aggregators and payment platforms. Our marketing plan will target the local venues in the area and offer the County's garages as parking options.

Our analytics section below explains how we can integrate with ZEAG and offer real time data obtained directly from the equipment to offer the end user an actionable dashboard.

SP+ INSIGHT Analytics

What is SP+ INSIGHT Analytics?

Starting in 2016, **SP+** began investing resources to design and rollout a state-of-the-art Data Analytics Program that would provide a seamless platform that aggregates multiple data points, provides key performance indicators and analysis to complete the picture on how a location is performing.

Project Status

- ⊕ Full Client Access is now available for Revenue Reporting Dashboards and Data and Remote Management Services Dashboards and Data
- ⊕ For Occupancy and Transactional Data, Integration is complete for several PARCS providers today
- ⊕ Most other major PARCS providers should be integrated before the end of 2018
- ⊕ **SP+** operations teams already leverage the tool to help manage and increase revenues for over 600 locations throughout North America, with the number growing every day



Connecting multiple data sources into one seamless interface, **SP+ INSIGHT Analytics** provides operations and clients access to information to make informed decisions that can enable improved performance and efficiencies.

Internal Data Sources

SP+ provides a number of dashboards with drill down capabilities that provide analysis on:

- Transient Activity
- Ticket Activity
- Parking Utilization
- Monthly Parking
- Prepaid Activity
- Customer Activity
- Validation Activity
- Revenue Trending
- Payroll Spend
- Remote Management Calls

3rd Party Data Sources

SP+ can provide additional dashboards by leveraging integration to PARCS equipment:

- PARCS Equipment
- Meters
- Online Marketing Firms
- Weather
- Event Systems
- On Demand Payment
- Credit Card Processors
- Citation Equipment
- Video Car Counting



How it Works & Why it Matters

We consume data from operations and our technology partners, analyze the data and generate information to enhance the decision-making process. By leveraging the data available, we are able to make more informed decisions to improve revenues, reduce costs and improve overall efficiencies. We bring the data together, identify key patterns and share the information on one seamless platform.

- ⊕ Provides quick access to revenue and ticket trends, revenue types, payment information and more allowing for better operational decisions and analysis.
- ⊕ With PARCS equipment or third-party data sources, **SP+ INSIGHT Analytics** can transform operational decisions by understanding parker movement, parker duration, pricing segmentation, revenue per space and space utilization to name a few.
- ⊕ Leveraging the transaction data enables you to make better decisions on rate mix, staffing cycles or enforcement route planning. It provides another set of warning indicators enabling corrective actions to take place sooner.

Please view the brief video on the right, which provides excellent information on the SP+ INSIGHT Analytics Features and how this program drives revenue optimization at our clients' facilities.



b. Revenue Collection Procedures

Describe your revenue collection procedures, auditing procedures, and Payment Card Industry Data Security Standards.

SP+'s cash and revenue control and auditing procedures accurately identify actual daily transactions and sales while also protecting and safeguarding parking revenues. These procedures (which can vary slightly for any given location depending upon the facility's specific equipment and bookkeeper staffing) are summarized in the following paragraphs.



Revenue Collection

Cash Bank

A cash bank is issued to each cashier at the start of the shift. The cashier initials the bank inspection log, indicating receipt of the cash bank. At various times during the shift, the cashier deposits all cash in excess of \$200 into a drop safe. The cashier places the excess cash in an envelope, notates on the envelope the amount of cash enclosed, seals and initials the envelope, and drops the envelope into the drop safe located in the cashier booth. At the end of the shift, the total revenue collected is recorded on the cashier report form along with an attached fee register computer tape identifying sales activity during the shift.

Bank Deposits

The manager on duty collects all of the transient cash each day by retrieving the cashiers' drop envelopes from the safes in the cashier booths. The manager then deposits those funds in the operating bank account. The deposit is usually made the same day, but in any case, no later than the next business day. For audit purposes, the bank sends a copy of the deposit receipt to the bookkeeper.

Cashier Reports

Each cashier prepares a daily report for each shift and each day of the week. This report contains the following information: beginning and ending ticket numbers; total tickets collected in each rate category (with dollar extensions reflecting the total dollars represented by those tickets); all non-cash tickets; lane number; revenue collection date; cashier's name; shift revenue (as reported by the cashier); deposit amount (as counted and recorded by the cashier); and over/short amounts.

Bookkeeping

The cashier reports and parking tickets are reviewed by bookkeeping for accuracy. The bookkeeper verifies that the amount of the currency dropped matches the amount on the cashier report and the deposit acknowledgement received from the bank. The bookkeeper also verifies that the opening numbers on all meters match the closing numbers from the previous shift and that the number of metered entrances matches the amount of cash collected. The shift totals from the cash register (fee computer) should match the sales recap total in the sales report, and the total number of transactions on the register tape should equal the total number

of transactions on the cashier report. The fee computers used by the cashiers record all sales, voids, and no-charge transactions. Shift totals are summarized by category and dollar/credit card sales. The bookkeeper prepares a daily sales report using the data from the fee computers, entrance/exit meter readings, and the cashier shift reports.

The daily sales report is a reconciliation of the total tickets issued versus daily exits. The physical inventory, taken later in the evening, is used to reconcile the entrances to paid exits (all void and no-charge tickets are accounted for during this reconciliation process). Also, a reconciliation of total revenue by lane as compared with cash dropped is shown, with a summary of taxable units, parking tax, and net parking revenue for the day.

An ingress/egress report measures vehicle activity by comparing tickets issued and corrected with various meters at the entrance and exit lanes.

Some non-standard transactions are anticipated, such as parking by approved personnel while on specific business for the facility. These no-charge transactions are identified and verified from a pre-approved authorization list and verified as valid by the bookkeeper during the daily ticket audit and review. Should the bookkeeper be unable to identify or verify a certain ticket, the bookkeeper must procure an acceptable explanation from supervisory personnel before that day's audit review can be completed.

If unexplained discrepancies of any kind are discovered, the bookkeeper notifies the Facility Manager and the Regional Comptroller. They investigate the issue and take necessary corrective actions (including employee disciplinary action, if warranted).

Expenses: Accounts Payable

The payment and review procedures listed below result in our constant monitoring of cumulative, actual year-to-date expenses, allowing us to anticipate potential expense variances from the operating budget at the earliest practicable time.

⊕ *Initial Approval—Facility Manager*

The Facility Manager is required to review and approve each and every invoice prior to payment. In doing so, the facility manager verifies that the service has been rendered or that the goods have been received, and that the expenditure is within the approved operating budget. Approved invoices are then forwarded to the Bookkeeper, who prepares the checks and forwards them to the Senior Manager for further review.

⊕ *Second Approval—Senior Manager*

Upon receipt, the Senior Manager reviews the approved invoices and the checks. If the Senior Manager has any questions or concerns relative to any invoice, the Facility Manager will be contacted for further explanation and/or discussion before the Senior Manager signs off on payment.

⊕ *Final Approval—Corporate Officer*

The checks themselves actually are signed by a corporate officer. This procedure not only provides yet another additional measure of protection and review, but also serves an important function in providing the officer with ongoing information regarding the parking facility's financial performance.

Reconciliation of Facility Revenue Data to Financial Statement Data

Each day's parking activity goes through a series of checks and balances designed to ensure the integrity of the revenue collection process. The key to **SP+’s** system is the controlling, recording, and balancing of tickets, revenue, and vehicle counts as recorded by revenue control equipment.

No longer is this limited to manual processes, at least not at facilities operated by **SP+**. Through advances in revenue control technology, **SP+** utilizes online software to monitor and control revenue reporting, facility counts, card access account data, and license plate inventories.

Using **SP+’s** advanced systems and procedures provides local management with the tools necessary to perform this check and balance process faster and more accurately than ever before. These systems, procedures, and **SP+’s** required documentation provide our corporate-based audit department with the information necessary to perform detailed audits of the entire process both on location and remotely.

SP+ uses a series of cross-referenced procedures and reports that detail all revenue and tie revenue transactions back to individual tickets. With strong ticket control procedures in place, revenue control becomes an issue of first applying and collecting the proper rate and second, balancing cash received and deposited to the transaction record generated from register tapes. Specific procedures and checkpoints for each major type of revenue generation and collection activity are outlined below.

+ ***Daily Shift Reports***

Cashiers collect time-coded, sequentially numbered tickets from customers. Fee computers gather data from the tickets, determine the proper fees, and record both on register journal tapes. Each cashier's shift report summarizes revenue of all transient transactions and ensures that revenue collected ties to cashier tapes.

+ ***Daily Master Reports***

Clerical support and/or local management ties revenue collected to cashier tapes for each cashier shift. These reports balance tickets and car counts in order to summarize and balance a full day's activity.

+ ***Daily Revenue Summary Reports***

In order to reconcile cash deposits to the day's activities, clerical support and/or local management document all types of revenue-generating activities, including credit card charges and payments on accounts. Full-day tickets and car count activity is recorded and reconciled on these reports as well. This allows for daily reviews by management and audit checks of all elements of the revenue control process (e.g. tickets, revenue, vehicle counts, and overnight inventory) on a single report.

+ ***Cash Management Practices***

Along with proper accounting procedures and controls, a critical element of revenue control is establishing and maintaining sound cash management practices. Such practices minimize the risks of theft or fraud. **SP+’s** cash management policies and procedures reduce the handling of cash and speed the transfer of funds from collection point, to a local site control, and then to secure central banks.

SP+'s revenue control, accounting, and cash management practices minimize the risk of fraud at all levels, provide a complete audit trail, and enable maximum control. With **SP+'s** revenue control system, top line revenue can be tracked from corporate reports to clients and all the way back to individual transactions at the location.

T-Recs®

Our Daily Bank Deposit Reconciliation program, using the automated *T-Recs*® software¹, provides assurances against theft and embezzlement, and eliminates the need to wait for monthly bank statements to reconcile bank deposit and location deposit data. The system uncovers bank errors and detects missing deposits, shortages, overages, and late deposits within 2-5 days rather than the 30 to 45 day cycle attributable to conventional manual deposit reconciliation methods. This increase in efficiency reduces back office costs and in turn, allows us to pass savings on to our clients.

The technology works by automatically matching revenue and bank deposits. Discrepancies are detected by our software and sent to a treasury analyst charged with resolving the issues. Accounts are reconciled within the first business week of each month for the previous month's business.

Financial Data

With all of **SP+'s** technological reconciliation programs in place, our clients can count on the integrity of our revenue collection process. In addition, our clients can easily access and download all of the detailed financial data through Client View®, our fully secured Internet-based system.

Credit Card Reconciliation

The reconciliation function verifies that funds for all authorized Visa, MasterCard, American Express, Discover, and Diners Club transactions are received in the designated bank account at the end of the settlement process. This function also streamlines the credit card payment process by eliminating the need to use a separate credit card system for processing this payment type. The posting process is automated, resulting in enhanced organizational efficiency, fewer bills to send, and a reduced need for back-end collection efforts.

¹ T-Recs® is a registered trademark of Chesapeake System Solutions, Inc.

Audit Procedures

SP+ watches over client revenues and facilities more carefully than any other parking operator. Ensuring the integrity and objectivity of parking facility operations is critical to evaluating and improving the financial performance of client properties. **SP+** accomplishes these objectives through multiple levels and types of audits, ranging from self-audits, regional office audits, internal audits, and unannounced facility audits.

Self-Audit

SP+ requires all staffed locations to be self-audited once per year by field managers. A formal Survey of Operations Report is completed by the Facility Manager and retained for reference at each facility. A subsequent formal internal audit by our Internal Audit Department includes a review of this survey for completeness and consistency with current operations.

Regional Office Audits

There are many business transactions conducted at our regional offices involving accounts payable, accounts receivable, and payroll that have a direct impact on facility operations. Audits of these offices are also stored in a database to ensure that all aspects of a facility's operation are being monitored for compliance with company policies and procedures.

Internal Auditing Programs

Unlike many parking management companies, **SP+** maintains an independent Internal Audit Department that reports directly to the company's Chief Financial Officer and the company's Audit Committee. This direct and independent reporting line ensures the integrity and objectivity of facility audits by eliminating potential conflicts of interest inherent in audits conducted within the operations departments themselves. All required internal audits are administered under the supervision of the Director of Internal Audit.

Internal Audit Department staff members—including Certified Public Accountants and facility management experts—conduct audits that are performed either on a scheduled (but unannounced) basis or at the specific request of senior management. These audits cover a broad spectrum of operations including revenue controls, payroll procedures, accounts receivable, cash security, public and employee safety, customer service, and facility appearance.

The department oversees identification and testing of the company's entity-level controls including the Code of Ethics and other high-level controls that ensure the integrity of **SP+'s** business processes and financial statements.

The Internal Audit Department is also responsible for the company's internal controls certification process required by the Sarbanes-Oxley Act. This work includes the documentation of all business processes, control design analysis, key control identification, and ongoing testing of controls for operating effectiveness.

Managing audit processes puts the department in touch with every aspect of the business and helps us to assure our clients that their parking facilities are properly managed. Our auditors are familiar with industry parking technology and its impact on revenue collection. The conversion of manual cashier systems to pay-on-foot, pay-at-exit, and pay-at-entry equipment, as well as the associated increase in credit, debit and smart card use, must be carefully monitored to reflect the complex mix of payment options.

Each facility audit, which produces recommendations to improve operations where necessary, is retained in a database for further analysis. The database provides an objective evaluation of manager performance and assists senior management in identifying areas that need improvement and additional training resources.

Audits are not considered final until all recommendations have been implemented successfully. Moreover, a significant portion of the compensation payable to **SP+'s** management team is based on the audit scores achieved at their facilities.

Unannounced Facility Audits

Our Internal Audit Department staff conducts regular internal audits of our facilities. They may be performed either on a scheduled (but unannounced) basis or at the specific request of senior management. These audits cover a broad spectrum of operations including revenue controls, accounts payable, payroll procedures, accounts receivable, cash security, public and employee safety, customer service, and facility appearance.

For larger, new projects, “start-up” audits are performed within the first month of operation. The results of unannounced field audits are shared as a matter of policy with the property owners.

After visiting the site and preparing its specific audit report, complete with ratings and recommendations, our Internal Audit Department staff reviews the report with our regional and senior managers, who must formally respond to the reports and agree upon firm implementation dates for any recommendations the audit report may contain.

Our audit team later will verify implementation of all such recommendations. Final reports are submitted to senior management and placed in the company's audit database. This independent and thorough internal auditing process helps us to assure our clients of optimal facility performance and maximized parking revenues.

Contract Compliance

SP+'s auditing group has a specialized contract compliance component that ensures that all facility accounting is properly plugged into our financial reporting system. Compliance personnel also monitor the client reporting accountants to ensure that the monthly client statements are accurate and reconciled with the company's general ledger system.

Compliance Audit Management System (CAMS)

SP+'s Compliance Audit Management System (CAMS) is our comprehensive platform that replaces our former audit and assessment functions such as Operational Audits, Revenue Audits, Operations Excellence Review, Control Self-Assessment and Transportation Control Self-Assessment. CAMS provides a standardized approach for each type of audit / assessment, improves the process through an efficient workflow, tracks the progress of audit remediation and offers improved reporting for all stakeholders.


Compliance Audit Management System

The Compliance Audit Management System moves our formerly unrelated audits to a trackable web-based system that allows our management staff to make sure audits are performed in a timely manner and easily review the results, as well as notifies our local operations staff when audits need to be performed in an easy to use, web-based platform.

CAMS Features

- ⊕ Reduce time taking audits with anytime web enabled access
- ⊕ Track action plans with ease
- ⊕ Superior reporting capabilities to analyze trends
- ⊕ Ability to modify reports
- ⊕ Automated mail alerts to manage accountability
- ⊕ One system for all company audits

Alerts

CAMS audit programs have smart alerts to help manage audit and action plan reports from scheduling, editing, critical question risks, in-progress status, and completion. Alert notifications are sent via email to assigned employee and management personnel.

Audit Listing								
Audit Date	Audit Description	Audit Number	Score	Location #	Location City/State	Location Name	Status	Completion Date
3/27/2015	Self Park Revenue Audit	50331-IMP10		50331	RICHMOND, VA	LADIFFERENCE LOT	Completed	3/27/2015
3/27/2015	Self Park Revenue Audit	50335-IMP12		50335	RICHMOND, VA	REYNOLDS LOT	Completed	3/27/2015
3/18/2015	Self Park Revenue Audit	50250-IMP6		50250	BALTIMORE, MD	MT. VERNON LOT	Completed	3/18/2015
3/18/2015	Self Park Revenue Audit	50274-IMP9		50274	BALTIMORE, MD	FREDERICK STREET GARAGE	Completed	3/18/2015
2/23/2015	Self Park Revenue Audit	51444-IMP5		51444	PHILADELPHIA, PA	CENTRAL AIRPARK	Completed	2/23/2015
2/10/2015	Self Park Revenue Audit	50289-IMP3		50289	ALEXANDRIA, VA	(T) 115 S. UNION	Completed	2/10/2015
2/4/2015	Self Park Revenue Audit	50385-IMP2		50385	WASHINGTON, DC	1101 4TH ST., SW	Completed	2/4/2015
2/2/2015	Self Park Revenue Audit	51449-IMP4		51449	PHILADELPHIA, PA	1616 SANSOM ST	Completed	2/2/2015
1/29/2015	Self Park Revenue Audit	50381-IMP1		50381	WASHINGTON, DC	501 3RD STREET	Completed	1/29/2015
1/21/2015	Self Park Revenue Audit	50391-IMP1		50391	WASHINGTON, DC	1800 MASSACHUSETTS AVENUE	Completed	1/21/2015
1/20/2015	Self Park Revenue Audit	50292-IMP20		50292	ALEXANDRIA, VA	TAVERN SQUARE	Completed	1/20/2015

PCI Compliance

As part of an effort to ensure the security of customer credit card information throughout our organization, **SP+**'s internal audit department has created specific policies and procedures related to Payment Card Industry (PCI) compliance. Those policies and procedures are included as part of our internal audit program and our auditors along with our regional management staff check for PCI compliance at every location. The policies and procedures are as follows:



Credit card information is regulated by the Payment Card Industry (PCI) Data Security Standard (DSS). This PCI DSS is a set of data security requirements that applies to all employees, merchants, vendors, service providers, contractors and business partners who store, process or transmit sensitive cardholder data as well as to all system components included in, or connected to, the cardholder data environment.

SP+ has adopted a comprehensive policy to ensure company-wide compliance with all 12 requirements of the PCI DSS. Because the corporate network environment may be different than the field locations and regional office environments as it relates to storing, processing and/or transmitting cardholder data, the Company has developed a specific policy to address compliance requirements at our field locations and regional offices to ensure compliance across our organization.

Compliance Assurance

SP+'s Chief Information Security Officer (CISO) in our Chicago Support Office is responsible for our PCI program. The CISO keeps constant contact with our credit card processing vendors, our banks, federal regulators as well as credit card companies themselves to ensure that our information and systems are up to date with the most recent PCI requirements and procedures.

Assistance in understanding and/or implementing these PCI DSS requirements is available to our clients from our CISO. **SP+** has helped literally hundreds of our clients procure PCI compliant hardware and PARCS systems, implement PCI compliant processes and procedures, and ensure that the locations stay PCI compliant. These clients range in facility size from small parking lots to large, multi-facility international airports with 20,000+ parking spaces.

Vulnerability Scans

SP+ uses a third party, Trustwave, to perform vulnerability scans on our systems. These scans are performed monthly.

Sensitive Cardholder Data

Sensitive cardholder data is data whose unauthorized disclosure may be used in fraudulent transactions. Such data includes: cardholder's name, PAN (primary account number), expiration date, full magnetic stripe data, card validation code (CVC2/CVV2), Service Code and PIN Verification Value.

Cardholder Data Access

Access to sensitive cardholder data must be restricted to authorized personnel on a need-to-know basis. Personnel who are authorized to access such data must each be assigned a unique identification user name and password before being allowed to do so.

Storage of Sensitive Cardholder Data

Cardholder information storage should be kept to a minimum. Limit storage amount and retention time to the minimum that is required for business, legal, and/or regulatory purposes.

⊕ *Electronic Data*

The PAN must be sanitized or rendered unreadable anywhere it is stored, e.g., by means of truncation or encryption, including portable media, backups, logs and data received from or stored by wireless networks. See also the “Credit Card Processing Hardware and Software” section below.

⊕ *Data on Paper Media*

For locations that create and retain a credit card paper receipt for each transaction, cardholder data must be rendered unusable by printing no more than the customer name and the last 4 digits of the credit card number on the paper documents that are retained.

Credit Card Processing Hardware & Software

All hardware and software (e.g., revenue control equipment, access control equipment, credit card swipe machines, online payment applications) by which credit cards are processed must be PCI and PABP (Payment Application Best Practices as developed by VISA) compliant. The hardware and/or software must NOT:

- ⊕ Store authentication data subsequent to authorization (even if encrypted), including on backup media**
- ⊕ Store data (including backups and logs) in an unsanitized or readable format**
- ⊕ Store the full contents of any track from the magnetic stripe (on the back of a card, in a chip, etc.)**
- ⊕ Display more than the last 4 digits of the account number when displaying cardholder data**
- ⊕ Store the card-validation code (three-digit or four-digit value printed on the front or back of a payment card (e.g., CVV2 and CVC2 data)**
- ⊕ Store the PIN Verification Value (PVV) or the encrypted PIN block**
- ⊕ Transmit sensitive cardholder data over public networks without using approved versions of encryption technology**

Transmission & Distribution of Cardholder Data

All transmission and distribution of sensitive cardholder data must use a secure method to avoid unauthorized access. Never send cardholder or other sensitive information via e-mail, Instant Messenger or any other insecure method (e.g., FTP, http). If an employee is uncertain about the security of a transmission or distribution methodology, he/she should contact the Company's Information Technology Department for clarification.

Wireless technology poses a greater risk for security breaches and therefore requires additional controls. Accordingly, wireless technology may not be used for the transmission of sensitive cardholder data without advance written approval from the Chief Information Security Officer (CISO).

Physical Security

Electronic Data

An inventory must be maintained of all systems containing sensitive cardholder data. Senior Managers are responsible for providing current information to the designated person in the Chicago Support Office who will maintain the master inventory log.

All hardware and other electronic media containing sensitive cardholder data or used in the transmission of cardholder data must be physically secured (e.g., locked when unattended by authorized personnel) and transported securely (if mobile). Furthermore, it should be located in physically secure locations (preferably off-site for backups) or have appropriate physical security built into/around the system (e.g., pay-on-foot machine with keyed locking mechanism, fee computers in locked booths or offices, etc.).

Data on Paper Media

Paper media should not contain sensitive cardholder data. However, in the unusual event that the credit card equipment system is malfunctioning and "knuckle-buster" machines are temporarily used to process credit card transactions, these receipts must be stored in physically secure locations, e.g., locked rooms, locked file cabinets, etc. for 90 days with limited access to authorized individuals only. After 90 days, the knuckle buster receipts must be shredded.

A secure location is defined to require, at a minimum, that it not be accessible to the public, particularly if authorized personnel are not always available to monitor security.

Firewall Protection

Install and maintain a firewall configuration to protect cardholder data. All systems must be protected from unauthorized access from the Internet, whether entering the system as e-commerce, employees' Internet-based access through desktop browsers or employees' email access.

Secure Networks

Implement and maintain a secure network. All networks or changes to networks that store, process and/or transmit cardholder data must be reviewed and approved by the Chief

Information Security Officer at our Chicago Support Office. Networks include all hardware, software and communication lines.

Use & Regular Update of Anti-virus Software or Programs

It is required that anti-virus software be used. Anti-Virus software and operating system upgrades must be completed on a regular basis.

Disposal or Re-Use of Hardware, Electronic & Paper Media

Electronic Data

All sensitive cardholder data on hardware and electronic media must be unusable and/or inaccessible prior to disposal or re-use. When portable electronic media (CDs, PC Hard Drives, USB Thumb Drives, Backup Tapes, etc) is discarded, recycled or transferred to another user, it should either be overwritten multiple times or destroyed, eliminating all possibility that any sensitive cardholder data contents could be read.

Data on Paper Media

All sensitive cardholder data on paper media must be shredded prior to disposal.

Recurring Credit Card Transactions

Monthly parkers who pay by credit card must use the Monthly Parker System. For locations that have recurring credit card charges for other types of transactions, the customer must present the physical credit card to the manager or cashier for processing each transaction. The facility may not retain customer credit card data on paper, in an electronic spreadsheet or in any other media for future charges.

Monthly Parker Applications

For existing monthly parker applications that contain sensitive cardholder data, the manager must remove the cardholder data from the application so that it is unreadable. For all future monthly parker applications, the cardholder data should be captured on a separate document that must be disposed of by shredding immediately after the cardholder data has been input into the credit card terminal or Monthly Parker System.

Service Providers

Any service provider that handles credit card transactions and/or data on behalf of **SP+** must demonstrate in writing that it is PCI and PABP compliant.

New Location Evaluation

Prior to taking over a new location that accepts credit card payments, the credit card equipment must be evaluated for compliance with PCI DSS. A complete list of the revenue control systems (including manufacturer, model #, software version, etc.) must be identified in the new location LMS Form. The Contract Compliance Group (CCG) will evaluate whether the revenue control systems are PCI DSS compliant. Whenever possible, any non-compliant systems must be made compliant prior to starting operations. If operations must begin prior to reaching

compliance, the Senior Manager must have a written action plan to reach compliance within 30 days of commencing operations, approved by the CCG.

Location Termination

When a location is terminated, no customer credit card information can be provided to the client or new operator of the facility.

Employee Training

SP+'s Training Department has developed a comprehensive data security training program "Information Security Awareness". This online training program satisfies PCI DSS employee awareness training to educate all employees on data security best practices for effectively safeguarding and protecting customers' payment card information. The goal is to create informed employees who can make better data protection decisions, are aware of their responsibilities and can operate in a manner which will ensure adherence to our company's security and compliance policies. Topics covered in this course:

- ⊕ What is the purpose of Information Security?
- ⊕ What is the purpose of Information Security Awareness (ISA)?
- ⊕ How does this apply to me?
- ⊕ Management of Information Security Awareness Program (ISAP)
- ⊕ What is PCI DSS?
- ⊕ What is Cardholder Data (CHD)?
- ⊕ Physical Access Security
- ⊕ Network Access Security
- ⊕ Password Management
- ⊕ Information Handling
- ⊕ Acceptable Use of Assets
- ⊕ Electronic Messaging
- ⊕ Reporting Information Security Events

Successful completion of this course and assessment is mandatory. Employees must complete this program within the first 90 days of employment with **SP+** and once annually thereafter. All locations processing credit card transactions will be audited to ensure all applicable employees have completed the training and successfully passed the assessment test. Senior/Resident Managers are accountable for ensuring that all employees required to complete the training have done so according to the timelines described above.

c. Customer Service Plan and Employee Training

Describe Vendor's customer service plan, cost saving initiatives and the potential integration of an Online Parking Reservation System. including employee training, procedures for refunds, citations, etc. Also describe/provide your Standard Operating Procedures for Self- Parking, Employee Parking and Valet Parking, and your Employee Motivation and Training Program.

The SP+ Marketing Commitment—Driving Traffic & Revenue

SP+ has made significant investments in resources to support marketing efforts on behalf of its clients. In addition to advanced system platforms and marketing capabilities, **SP+** has assembled an internal marketing team whose members have significant experience in direct-to-consumer marketing. **SP+** digital marketing team members have gained their knowledge working for major corporations across multiple industries. In addition, **SP+** has contracted with external support agencies to ensure access to the latest technology and capabilities.

The combined efforts of **SP+ Marketing Services** and **SP+ Field Operations** will provide Broward County with a strong direct-to-consumer front end marketing engine, coupled with superior at facility operations that will maximize performance and revenue.

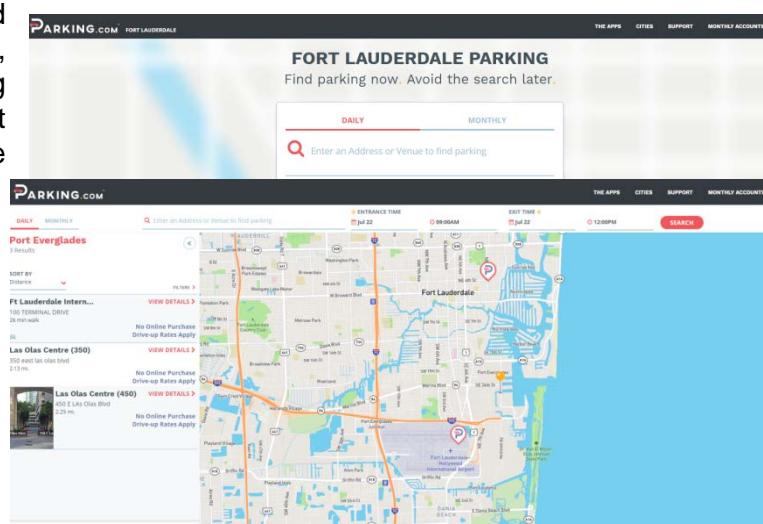
Parking.com



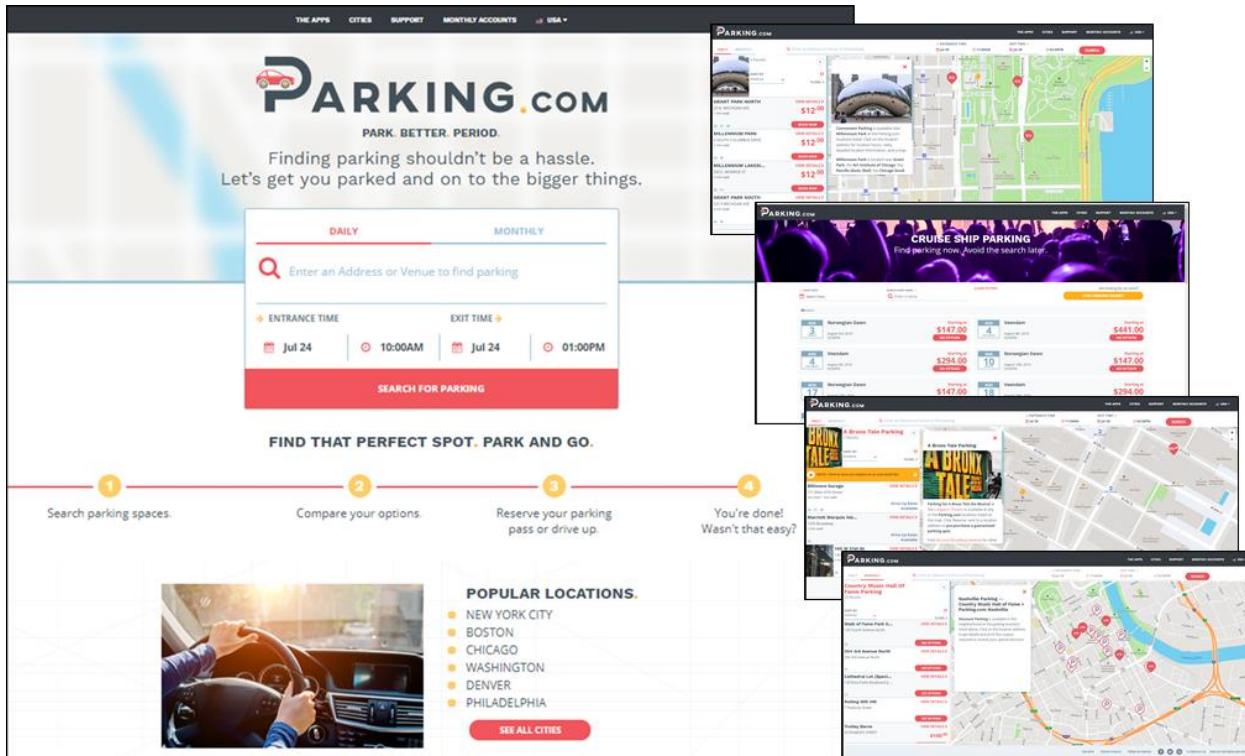
SP+ owns and operates the most memorable and customer friendly consumer parking website, Parking.com. Broward County's Various County Agencies will be prominently listed on Parking.com, allowing the facility to be presented to consumers conducting parking searches for nearby destinations.

Website placements will provide increased exposure for the facility and will be supported by **SP+’s** promotional activities. The promotional activities provide increased consumer impressions and include search engine optimization, pay-per-click advertising, local listings, social media, email marketing and third party applications. In addition, local partnerships and linking programs will be used to supplement these activities to further increase exposure.

Broward County will have a dedicated location page on Parking.com that communicates all the necessary location information including address, hours of operation, rates, payment options, and directions. In addition, the Broward County locations will be included in site search results, and



listed as a parking option on the appropriate destination pages for nearby attraction, hotels, events, entertainment, sporting venues and more. Location specific promotions supported with unique offers and discounts can also be used to drive incremental traffic and revenue.



Parking.com Landing Page & Example Pages

Parking.com Apps & Responsive Mobile Website

Through the Parking.com mobile app's unique user interface, and the improved user experience through our mobile websites with responsive design, **SP+** provides the access necessary for today's mobile society.

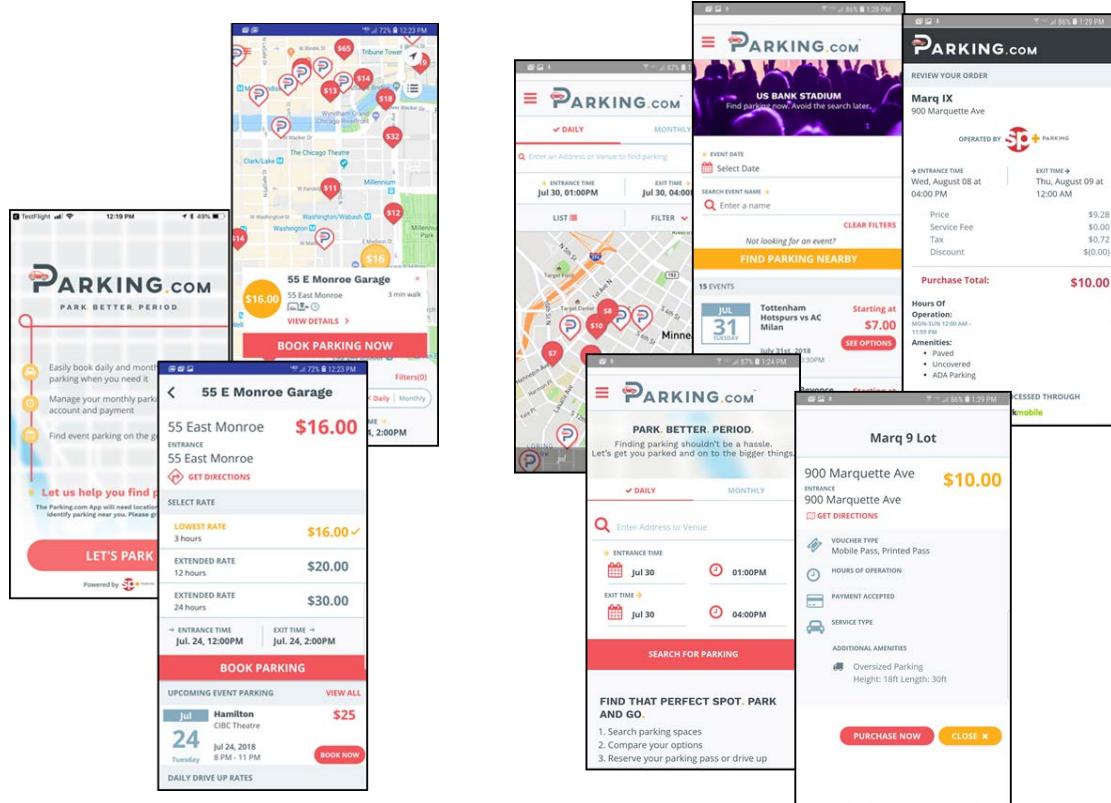
With a major portion of consumers accessing information and conducting ecommerce through their mobile devices, it is now a requirement that companies provide an exceptional mobile experience.

With GPS-based location identification, take-me-there turn-by-turn directions, address search, and "Where I Parked" reminders, the mobile app and responsive design website will allow for high quality real-time access to the Broward County locations.

In addition, in-app access to online sales capabilities provides for real-time pre-purchase of parking for consumers on the go.

A unique feature also available to **SP+** customers is the ability to access their monthly parking account directly through the mobile app. Through the app, monthly parkers can view their statement, pay their bill, and update their monthly parking account.

Broward County will be added to the Parking.com mobile platforms, placing it front and center with the on-the-go mobile consumer.

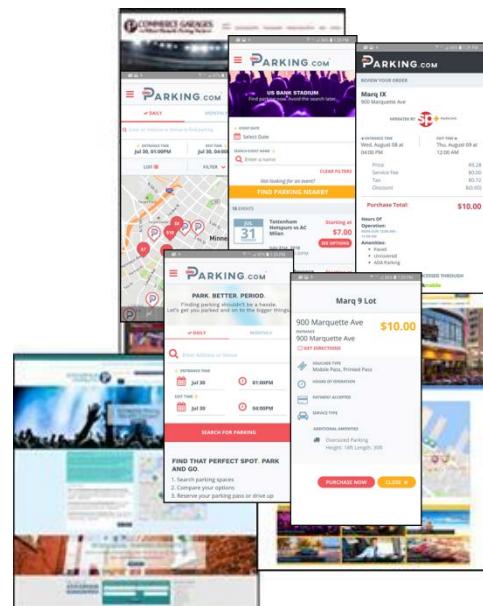


Parking.com App Sample Screens

Custom Client Parking Guides

For those clients who desire to have a website presence for their parking operations beyond Parking.com, **SP+ Marketing Services** can develop a standalone custom parking guide. These custom built guides are developed exclusively with the client's needs in mind, and provide a strong online brand presence for the parking facility. Through a combination of well-developed location information, feature-rich functionality, destination focused content, and an exceptional user experience, **SP+ Marketing Services** will provide the client with a website that delivers traffic and revenue to the facility.

Custom parking guides have been implemented across multiple industry segments including Municipal, Airports, Mix Use, Offices, Retail and Residential. Parking guides can be designed with a unique look or can incorporate the specific design elements of the client's website.



SP+ will work with Broward County to determine if a custom parking guide is an appropriate option.

Digital Marketing

Understanding that current behavior has resulted in a significant shift to consumers searching for information online, **SP+** has implemented a number of digital marketing programs designed to attract leads and generate sales for its clients. Currently, **SP+** manages digital marketing programs in support of client locations on Parking.com, as well as standalone campaigns designed exclusively to support individual client locations.

Search Engine Optimization (SEO)

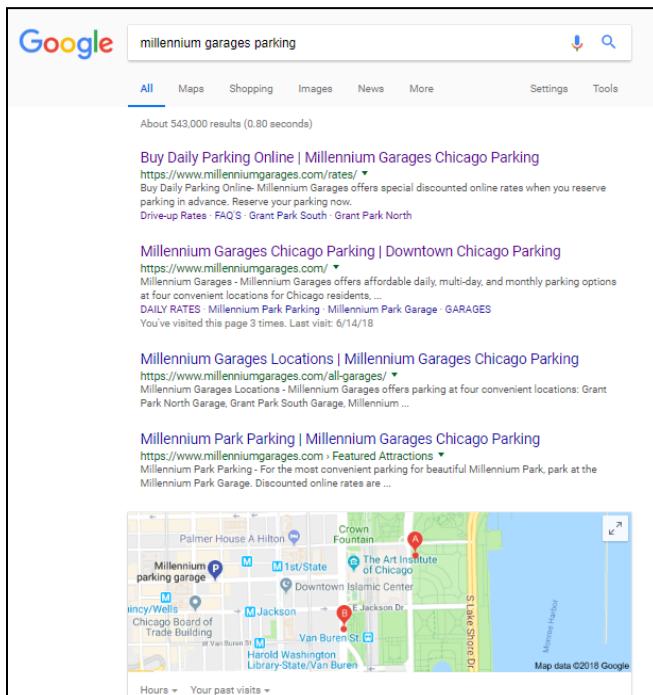
Using trained internal resources, external agency expertise and the latest in SEO software, our marketing team will use proven tactics to improve quality scores and deliver high organic search rankings for the Broward County locations. Through the development of well-defined website tagging, rich website content developed through keyword search analysis, and partner linking strategies, **SP+ Marketing Services** will ensure increased visibility through organic search results.

Local Listings

Local listings play an important role in delivering drive-up traffic to a parking facility. Working with its agency partners **SP+ Marketing Services** will handle the setup and ongoing management of Broward County parking listings.

The **SP+ Marketing Services** team will publish a listing for the Broward County locations, correct all listing content and ensure the data is accurately maintained in Google My Business, maps, over 70 directories and search engines including Google, Apple Maps, Yahoo, and Bing.

Paid Search Marketing



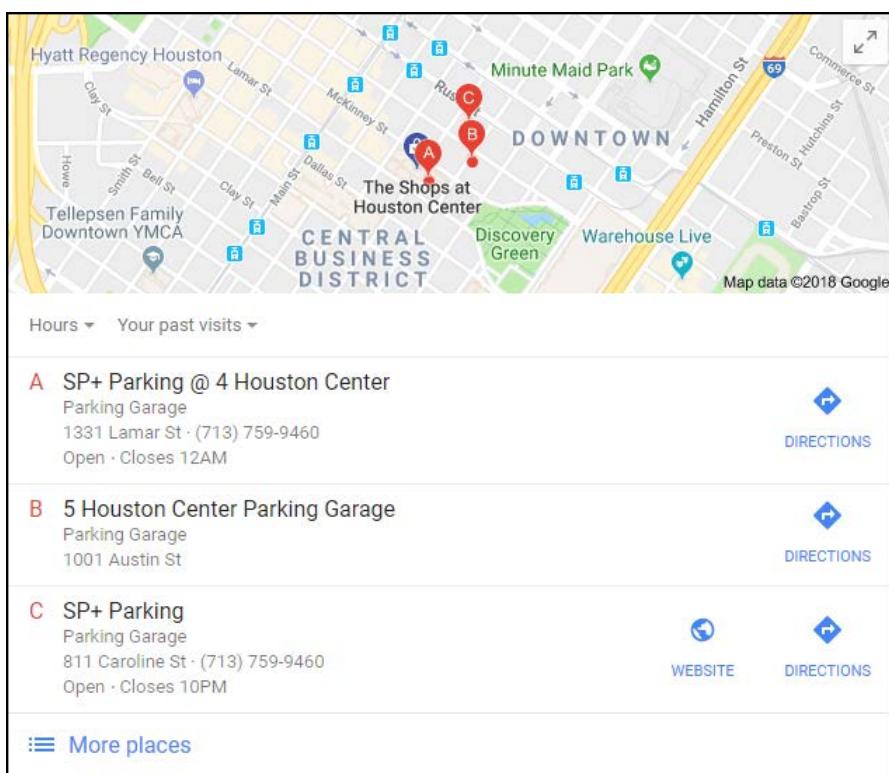
The screenshot shows a Google search results page for the query "millennium garages parking". The results include links to the Millennium Garages website, information about daily parking rates, and a map of Millennium Garages locations in Chicago. The map shows the locations of Millennium Garages garages in relation to various landmarks like Palmer House A Hilton, The Art Institute of Chicago, and the Chicago Board of Trade Building.

The combination of paid search marketing, SEO, and local listings has proven to be a powerful approach for increased visibility and traffic generation. **SP+** has developed an integrated strategy that leverages these capabilities.

With the support of an external agency, **SP+ Marketing Services** professionals will develop pay per click campaigns that increase search traffic to its parking platforms. The campaigns focus on destinations and activities that drive parking behavior and support the specific needs of client facilities.

To support these efforts, extensive keyword analysis coupled with competitive assessments will assist the team in developing high performing campaigns.

Local attractions and popular destinations will also be assessed to determine their value in driving parkers to your facility. Popular destinations and events include 2nd Street, Revolution



The screenshot shows a Google search results page for the query "SP+ parking". The results include a map of the Houston area with three marked locations: A (SP+ Parking @ 4 Houston Center), B (5 Houston Center Parking Garage), and C (SP+ Parking). Each location has a callout with its name, address, and phone number, along with "DIRECTIONS" and "WEBSITE" buttons.

Live, Jazz Festival, Las Olas Blvd, St Patrick's day, New Years, and other events will be integrated into the campaigns and the appropriate attraction pages will be added to Parking.com, as well as the 151 SW 2nd Street (GG) customer parking guide if one is developed.

Social Media

Understanding the growing need to participate in social media, **SP+** has developed national and city targeted campaigns, as well as market segment programs to effectively leverage this important channel. Through the development and implementation of Facebook and Twitter campaigns, our marketing and local field operations teams have gained significant experience for supporting these efforts.

In addition, **SP+ Marketing Services** has implemented Facebook ads and social media engagement campaigns that have generated Facebook likes and followers on Twitter. Through effective use of social media tactics, **SP+** has also developed sales strategies that have proven effective in this unique consumer channel.

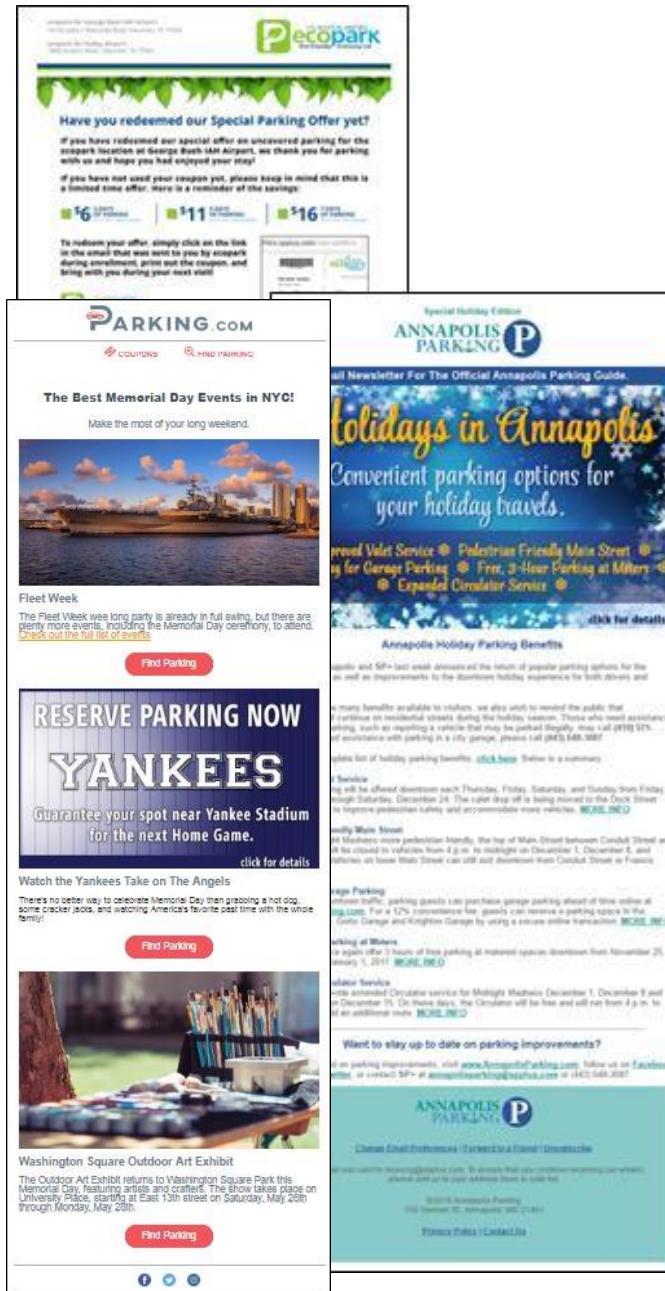
SP+ will work with the County to identify the appropriate social media applications that best support business objectives and social strategies, and will collaborate with the County marketing team to develop integrated activities consistent with your overall strategy.

Email Marketing

While social media marketing channels have generated significant attention as a cost-effective way to reach consumers, email marketing continues to be the consumer channel of choice for receiving offers.

SP+ Marketing Services has developed sophisticated email marketing support capabilities to drive consumer education and behavior.

Through consumer self-selection and effective targeting, **SP+** has developed email marketing programs that drive results for its clients. Messaging can be delivered through aggregated Parking.com emails or can be customized to meet the individual needs of a client.



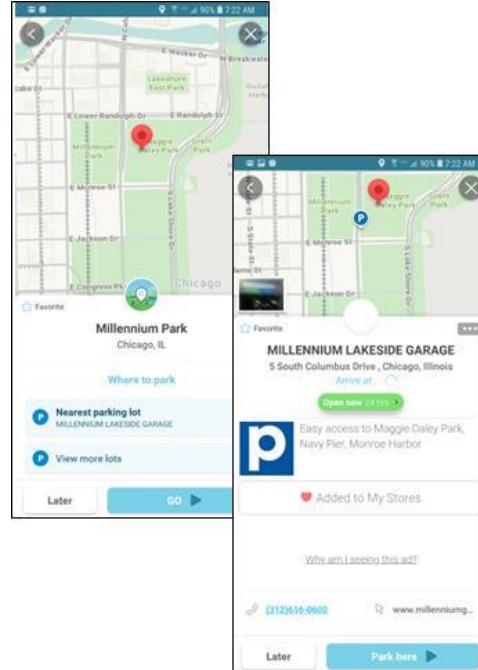
SP+ Marketing Services will work with the County to develop an email marketing strategy designed to engage consumers and drive desired results.

Third Party Applications

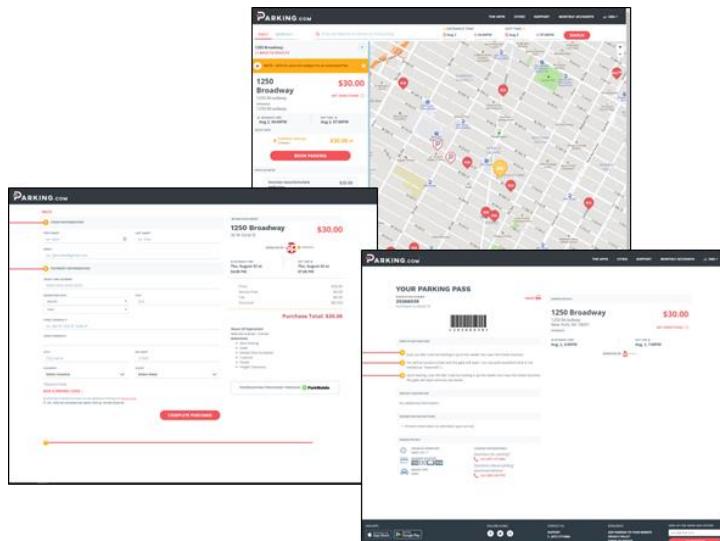
With the penetration of smartphones and their value in supporting navigation capabilities, use of navigation apps on mobile devices has increased significantly. An analysis of these users has identified that the applications can be a significant source of drive up traffic to a parking facility.

Waze is a popular social-based navigation app widely used across most major cities. **SP+ Marketing Services**, in collaboration with Waze, has identified effective strategies for using listings, pin placement and offers available in the app to drive consumer behavior. The County will be assessed for placement on the Waze platform in support of incremental revenue generation.

See examples of Waze being used to find parking on the right.



Online Sales

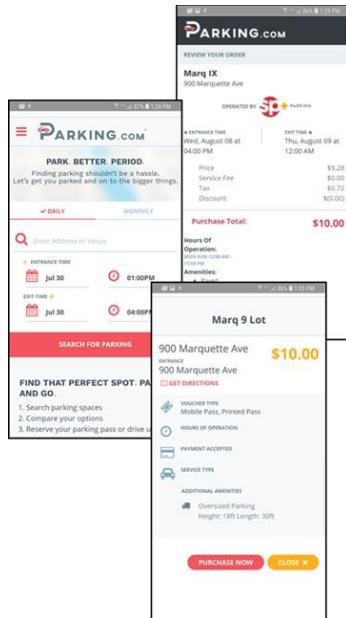


well as on the go via their mobile phone or tablet.

For added convenience, consumers can pre-purchase their parking while en route. For mobile users, parking passes are delivered to their devices and can be scanned directly from them with the appropriate equipment at the location.

For many parkers, knowing a spot is waiting for them when they reach their final destination is a comforting thought. Whether attending an important business meeting, the theater, a museum, or trying to make a dinner reservation, pre-purchasing a space can be an advantage.

SP+ can provide Broward County parkers with pre-purchase options for both daily and event parking. Online sales capabilities are available on the mobile app and websites, allowing users to conveniently pre-purchasing parking from their home or office, as



In addition to event and daily sales, **SP+** can also provide online sales to support monthly parking. Through a user friendly experience, **SP+** will present the monthly parking options available at the County parking facilities and allow the customer to seamlessly purchase their parking online.

In addition to online sales through the Parking.com platform, **SP+** will analyze and develop expanded distribution channel strategies specifically designed to assist client locations in maximizing traffic and revenue.

SP+ will assess and implement an integrated distribution channel approach that takes advantage of a diverse mix of internal and external channel options. After careful analysis and assessment of the local market, area competition, and channel options available, **SP+** will identify the channel mix that will be most effective in supporting marketing and sales of parking for the County locations.

Recommended channels may include:

- ⊕ Parking.com
- ⊕ Custom client parking guide
- ⊕ Third Party Parking Websites such as SpotHero, ParkWhiz and Parkmobile
- ⊕ Client websites

Linking Programs

Website links play an important role in driving website traffic. In addition to the direct traffic generated through partner linking programs, they increase Google quality scores and result in improved organic search rankings. **SP+** Marketing Services has developed aggressive linking strategies, as well as local merchant programs that give businesses access to downloadable parking widgets for placement on their websites.

These programs have resulted in links between Parking.com and a network of partner websites delivering increased site visibility and improved organic search results. In addition, similar linking strategies and tactics will be used to support a custom parking guide if implemented.

The local **SP+** Operations Team can work with building tenants and local area business to develop linking programs that will directly support the County.

Please see the following page for examples of linking programs used in the past.

Add Parking Info to Your Website in Three Easy Steps!

Parking.com is happy to offer this FREE service to web-enabled businesses, organizations and groups. Simply follow these three steps to create a web banner which you can post on your website and direct your customers to an interactive map showing your location and the surrounding Parking.com garages. Convenient parking will encourage customers to visit your location!

Create Your Parking.com Button

STEP 1: Enter Your Company Name

11 Characters Left

STEP 2: Enter an address to search and select a location

To link to a specific page on our site, or for other custom linking solutions, contact our marketing team at marketing@spplus.com

STEP 3: Customize Design

Button Size

300 pixels x 150 pixels

Only show parking locations within

Default

Get My Code

Preview Your Button



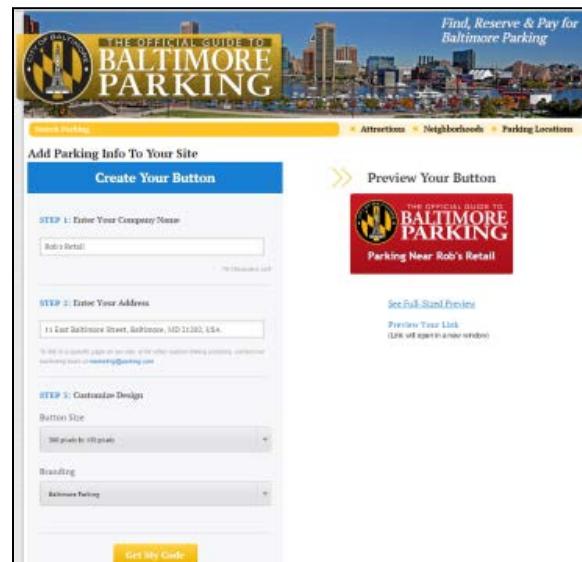
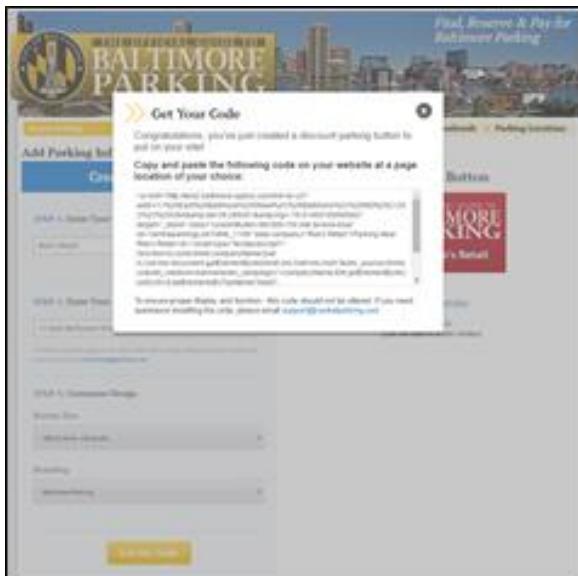
Parking For Joe's Seafood Shack

[See Full-Sized Preview](#)

Preview Your Link
(Capital One Arena)

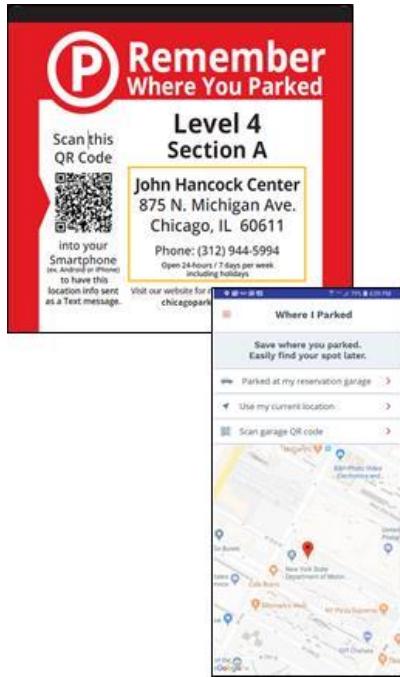
(Link will open in a new window)

Parking.com Button Creator



Baltimore Parking Example

Enhanced User Experiences through Technology Integration



The expanded feature functionality available through smartphones has enabled the delivery of enhanced consumer experiences. **SP+** has implemented value-add consumer programs that leverage these capabilities to provide an improved experience.

Using the “Where I Parked” feature in the Pakring.com app or a QR codes posted at the County locations, **SP+** can provide parking reminders in strategic locations to ensure customer remember where they parked and can easily find their way back to the facility.

The Text-N-Go feature provides parkers with text-ahead car retrieval capabilities that can be introduced at the County locations, allowing parkers to text ahead to the garages so their car is ready when they arrive.



Creative Services

In addition to digital marketing programs, **SP+ Marketing Services** can also support the visual appearance and parking promotion at the Broward County parking locations.

Leveraging its in-house creative services team, **SP+** will not only improve the signage that supports promotion of parking at the County locations, it also can help to improve the overall appearance of the parking facility with redesign sign packages and enhanced creative design components. Packages can be themed and designed to provide a custom look for the facility providing a unique user experience at the Broward County locations.

In addition working directly with the client, **SP+** will also provide support for printed promotional collateral that can be distributed at the location.

SP+’s creative services team working in collaboration with **SP+** Field Operations and the County management team can develop effective signage and printed materials that deliver traffic and revenue.

Examples include garage posters, promotional fliers, take one displays, and garage murals. In addition, advanced capabilities such as text links and QR codes can be integrated into the materials, allowing for expanded up-to-date content promotion.

Please see the following page for some examples of our creative services.



Logistical Support

Using its multiplatform capabilities, **SP+** can provide logistical support to clients for both parking and traffic flow in and around a facility or across a city. Using online information that informs visitors of the best places to park for the various destinations, mobile device platforms that offer real-time access to turn-by-turn directions and custom routing capabilities that can be integrated into the online sales process, **SP+** can provide logistical support as part of its marketing and promotion solutions. These activities not only provide logistical support within the city, they also improve the overall parker experience.

Customer Service Initiatives

Amenities & Other Services

SP+ offers a comprehensive package of amenity and customer service programs that provide an array of benefits to its parkers and building management. These programs not only make the parking experience more enjoyable, but also convey a sense of the facility owner's sensitivity to and appreciation of the needs of its parking customers. In doing so, the programs serve to enhance the value of the parking properties while creating a customer-friendly parking experience.



Premier Amenity Programs

Our customer amenity programs send a clear message to the parking public that your facility goes the extra mile when it comes to customer conveniences.

SPokesSM Bicycle Use Program

Monthly parking customers at participating parking facilities can use a custom-designed beach cruiser bike free of charge. Customers can check out these bikes for exercise, sightseeing or other personal enjoyment, or even for errands that otherwise would require automobile use. The bikes come equipped with baskets, lights, locks, and safety helmets. We provide all necessary informational and supporting materials. In addition, we store the bikes at the parking facility.

CarCare Maintenance Services

Under an agreement with us, a car care company will pick up a customer's car from one of our locations, contact the customer with an estimate, service the car during normal working hours and return it to the facility before the end of the business day. All the customer needs to do is notify the parking facility manager, who contacts the nearby participating service shop. No advance reservations are required, and the car care company provides this service at no cost to the parking facility.

Courtesy Umbrellas

Courtesy umbrellas, embossed with either **SP+** or the property's logo (depending on the client's preference), can be loaned to customers on rainy days.

Amenity Bay

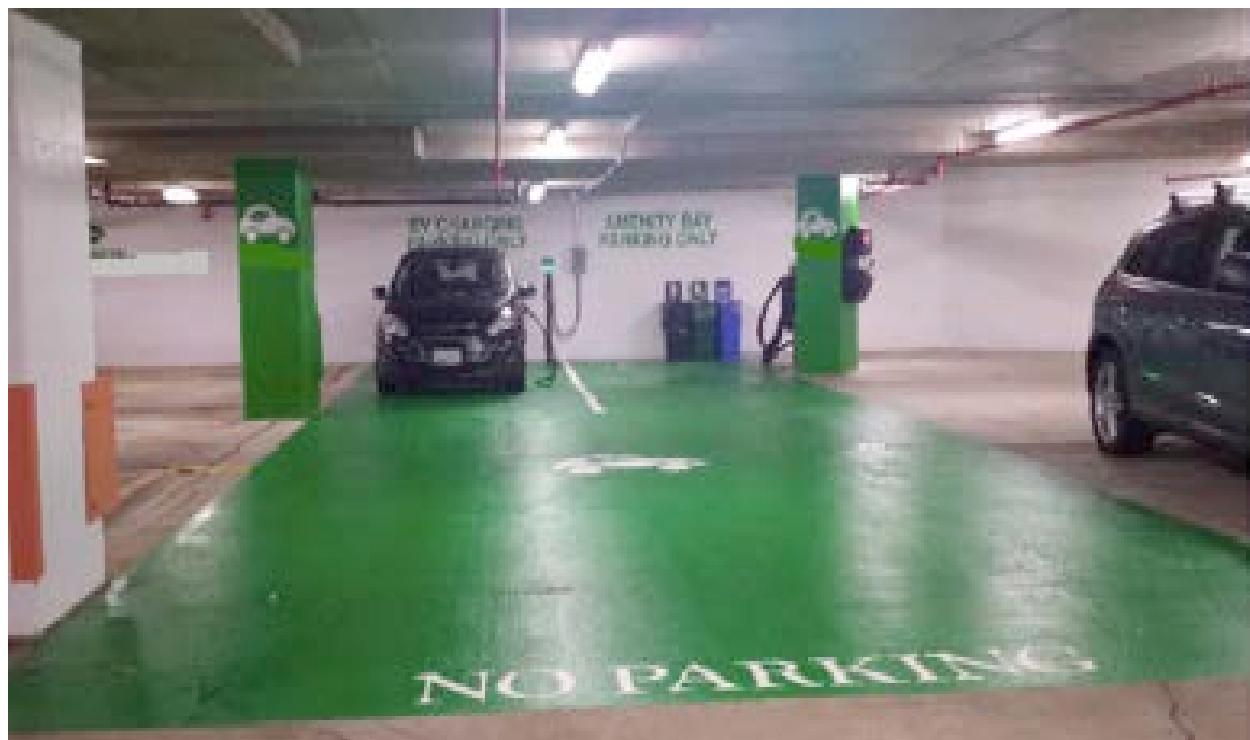
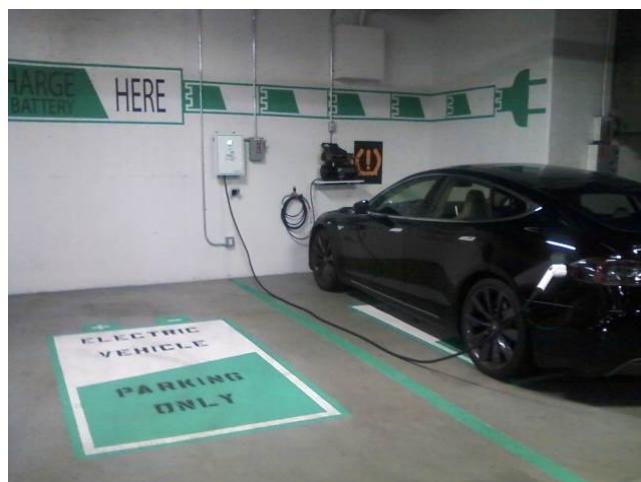
SP+ proposes adding an Amenity Bay in the garage as a tenant amenity, a value added service that has become popular at many of our flagship locations. Each Amenity Bay would include an option to bundle the space(s) with an EV charging station, as illustrated in our picture below. The Amenity Bay itself includes a commercial vacuum, windshield washing squeegee and fluid, heavy duty jumper cables, and a portable air pump with tire pressure gauge. The convenience of having such products in house allows tenants the assurance that all basic car needs are no further than a few steps away.

Car Wash Service & Detailing Service

A car wash service can be used as a marketing tool by offering, on a limited basis, a free car wash for new monthly parkers. Specific programs can be designed for individuals interested in weekly or monthly car washes, thus increasing car wash revenue.

Preferred Parking for Hybrid Vehicles and Scooters

We assess the viability of offering preferred parking spaces as a means of rewarding and incentivizing the use of hybrid vehicles and scooters.



Driver Assistance Services

Several free amenity services can be provided by our employees to help parking facility customers. These include:

- ⊕ Locating lost cars
- ⊕ Jump-starting dead batteries
- ⊕ Inflating flat tires
- ⊕ Changing tires
- ⊕ Escorting patrons to vehicles
- ⊕ Assisted or self-service cleaning of windshields and headlights
- ⊕ Replenishment of windshield wiper fluid
- ⊕ Creating customized local maps



Customer Appreciation Days

As a “thank-you” to customers for their patronage, our facilities roll out customer appreciation days periodically throughout the year. Most typically, customer appreciation days involve the distribution of the following items at least once a quarter:

- ⊕ Beverages such as coffee, hot chocolate, or bottled water
- ⊕ Candy
- ⊕ Newspapers
- ⊕ Travel mugs, umbrellas, and other promotional items

Centralized Contact Center

Through our centralized Contact Center, we bring a national customer service expertise to local markets to enhance consistency and performance. A team of trained Contact Center professionals offers easy availability to meet customer needs. Whether via e-mail, phone, or other communication channels, our customer support team is readily accessible by parking customers. Centralized databases provide the team with customer-related information on a city-by-city basis to ensure that customers receive a quick response and the highest level of service.

Quality Amenities Promote Customer Loyalty

Most of these programs are available at little or no cost to the owners of the facilities. However, increased customer loyalty pays handsome dividends in terms of enhanced location revenue, as people prefer to park at a facility where they feel more comfortable and know that their business is appreciated.

Issue Resolution

It is simply not enough just to identify when a customer has an issue. When customers feel that it is necessary to voice a complaint, we take the necessary steps to ensure that the complaint is heard and resolved to the best of our ability.

Most customer complaints are handled at the local level. Usually, a customer would contact our Facility Manager or the client representative to voice a complaint. Once the Facility Manager receives the complaint, he or she will work to resolve the issue. Whenever management receives a complaint, that manager is responsible for ensuring the complaint is resolved.



There are two other means by which complaints can be registered: Through the Contact Us link on the company website (www.spplus.com), customers may register complaints via the link; or by phone (312-274-2000). In addition, the company website provides names and phone numbers of upper-level managers who can be contacted directly via telephone or email. All complaints are registered in a database and automated email notifications are sent to representatives of the company based on the allegation type. All complaints are investigated and all findings are electronically recorded in the database. Complaints received by telephone are routed to the appropriate manager for resolution.

Issue Resolution Training

Our employees receive specific training on administering customer complaints through our *Three Keys to Customer Satisfaction* classroom-based training program and our **SP+ University** web-based training system. The training focuses the following step-by-step process of handling customer complaints.

- ⊕ Identify and confirm the issue
- ⊕ Identify the root cause of the issue
- ⊕ Fix the issue
- ⊕ Confirm the customer is satisfied

Customers Who Want to be Heard

These customers can be the most challenging because sometimes they are angry or upset to the point where they feel they need to complain. Some of these customers are looking to "vent" their frustrations and they want an employee to be their listener. Employees are trained to listen effectively to them to identify the issue. Employees remain professional, patient, and offer a solution. They remember the "Magic" and "Deadly" words and phrases discussed during training and choose the most appropriate words when offering a solution.

Above all, employees never take the customer's words personally. If a customer does not want to accept a solution, the supervisor is called. They will always be available to assist with these situations. By using the appropriate approach to resolve customer issues, we provide a professional level of service and perform the responsibilities of our position.

Being Prepared

Providing the best in service with the different types of customers every day can be the biggest challenge of customer service. Below are some tips that employees are given to help them remain professional with all types of customer situations:

+ *Keeping Cool*

Staying calm helps employees remain professional and in control of any situation. Here are some tips employees are trained to remember to help them remain calm:

- Make eye contact when possible.
- Keep your voice at an even pitch and your words clear.
- Treat everyone with respect.
- Don't take the bait—if the customer is being difficult or uncooperative, don't join in and be difficult towards the customer.

+ *Saying the Right Thing*

Saying the right words the right way makes the difference between a satisfied customer and a difficult situation:

- Turn "You" statements into "I" statements. For example, instead of saying, "You said..." use "I heard..."
- Avoid using phrases that don't offer any type of help. For example, "I can't help you," "It's not my job," "That's against policy."
- Offer only information that you know is accurate. If you are not sure of an answer, call your supervisor. Keep your instructions simple.

+ *Showing Sensitivity*

Some customers may want to express their dissatisfaction with our facility, while others want to talk about an issue that has nothing to do with our operations. Whether a customer is unhappy about the facility rates or because their son is failing math, some tips employees are trained to remember to help the situation are listed below.

- Listen attentively and express your understanding.
- Apologize for any inconvenience the customer may have experienced and offer any information that may help better explain the situation: "I am sorry you couldn't find our facility. Due to construction we had to temporarily remove our signage."
- If you don't understand what the customer is saying, ask for clarification: "I am not sure I understand, could you please repeat that for me?"

⊕ ***Dealing with Angry People and Difficult Situations***

There will be times when employees encounter rude or angry people. Our employees are trained to keep in mind the following:

- There are no difficult people; only people who behave in a difficult manner.
- Don't take it personally. Most likely, these types of customers are going to be rude no matter who is working at the facility.
- Your job is to state and follow the policy, not to enforce it. If a situation gets out of hand, call your supervisor.

Our Employees

Hiring & Pre-Employment Screening



SP+'s hiring and pre-screening process helps retain qualified employees for the long-term. In addition to reducing turnover costs, this gives our clients and parking customers the opportunity to establish the personal relationships and trust that facilitates a positive and profitable parking environment.

Automated Recruiting Solutions

SP+ uses the iCIMS onboarding system for all of our recruitment and hiring. iCIMS powers **SP+**'s automated online application process and provides our Management Team access to a broad pool of qualified candidates in a centralized database. Applicants have the ability to apply 24/7 from anywhere with Internet access which enables our managers to access and review their credentials for consideration of any opportunities existing at their locations. Our decision to mandate the electronic storage of all candidate data in a single web-based system has streamlined the recruiting and hiring process.



iCIMS is also integrated with a third-party job posting delivery service which enables us to post our current job openings to multiple free and paid external job boards in a single transaction. This process greatly enhances the quality of hiring decisions and compliance with employment regulations.

Screening, Background, & Drug Checks

We use a comprehensive pre-employment screening program to make sure that only the most qualified candidates are chosen for employment. Pre-employment screening is an effective risk management tool that promotes a safe and profitable workplace by helping to limit the uncertainty inherent in the hiring process. Our pre-screening techniques significantly reduce potential violence, theft, financial loss, sexual harassment and other workplace problems.

Every employee is vetted through a background check specifically geared to their job duties and responsibilities. These checks include (depending on the position) Social Security Number validation, criminal background (including applicable arrest record), motor vehicle record, credit, and employment and education verification. All operations candidates also must pass a pre-employment drug test.

Preliminary Pre-Interview Screening

At the front-end of the process, we often use a professional telephone interviewing service to pre-screen candidates before they are invited in for formal interviews. Hiring managers are trained in how to narrow down the potential pool of applicants to qualified individuals, and how to thoroughly check employment and personal references.

Prior Operator Employee Retention

When we assume management responsibility of an existing parking operation from another operator, we typically consult with the client and interview existing personnel in an attempt to retain those qualified employees who have an operating history at that particular facility. Our experience has been that replacing existing staff members—who often are quite knowledgeable about existing conditions and the personal idiosyncrasies of regular parkers—merely for the sake of change often is unnecessary and, in fact, counterproductive since their retention usually enhances and facilitates a smooth transition. Thus, our preference is to retain qualified staff members when possible, and to focus instead on teaching them new techniques as necessary in the context of our performance standards and expectations.

Employee Training / SP+ UniversitySM

Our reputation for excellence in on-site management is built on a comprehensive, award-winning training strategy. The process identifies and develops the skills and behaviors required to enable all of our employees to perform up to our stringent expectations.

The National Parking Association's Certified Parking Professional (CPP) [formerly Certified Parking Facility Manager (CPFM)] program establishes an industry-wide standard of parking operational knowledge that is accepted by all parking management companies. We lead the industry with the most CPP and CPFM managers of any parking company in the United States. In addition, we lead the industry with the most CAPP (Certified Administrator of Public Parking by the International Parking Institute) managers of any parking company in the United States.



Most importantly, we recognize that every location has unique, individual requirements for defining and carrying out operational excellence. To that end, we consult with our clients to ensure that all operational expectations and location-specific needs are identified and addressed in the development of our training solutions.

Extensive Curriculum to Achieve Goals & Inspire Great Work

Our programs offer a learning experience that challenges and teaches our employees how to run a successful operation that is both profitable and focused on delivering impeccable customer service to our parking and transportation clients. Employees benefit from the knowledge and best practices compiled by top industry experts who work with a wide range of clients and business models.

Please see the following page for a list of our programs.

Leadership Programs

- ⊕ Manager Training Program
- ⊕ Hospital Leadership Academy
- ⊕ Manager in Training
- ⊕ Supervisor Training

Customer Service

- ⊕ 5 Diamond Service
- ⊕ Customer Support Online
- ⊕ Conflicts of Interest
- ⊕ Customer Service 101
- ⊕ Creating Winning First Impressions
- ⊕ Helping & Keeping Clients
- ⊕ Handling Difficult Customers
- ⊕ Providing Quality Service
- ⊕ Providing Service Excellence
- ⊕ Three Keys to Customer Satisfaction
- ⊕ Telephone Skills
- ⊕ What the Guest Wants

Professional Development

- ⊕ Art of Facilitation
- ⊕ Creating Presentations
- ⊕ Email Etiquette
- ⊕ Influencer
- ⊕ Individual Listening Skills
- ⊕ Problem Solving
- ⊕ Project Management
- ⊕ Presentations That Work
- ⊕ Time Management

Safety & Risk

- ⊕ Bloodborne Pathogens
- ⊕ First Observer Training
- ⊕ Hazard Communication
- ⊕ Environmental Protection & Compliance
- ⊕ Motor Vehicle Safety Training
- ⊕ OSHA
- ⊕ Proper Lifting Techniques
- ⊕ Robbery Procedures
- ⊕ Safety Orientation Training
- ⊕ Traffic Control

Sales

- ⊕ Customer Loyalty Improvement
- ⊕ Development Customer Relationships
- ⊕ Introducing SP+ to Clients
- ⊕ Mastering Cold Calls
- ⊕ Review, Research & Qualify the RFP
- ⊕ Negotiating & Starting Right

Management & Leadership

- ⊕ Business Writing
- ⊕ Communication Skills
- ⊕ Change Management
- ⊕ Conflict Management
- ⊕ Delivering Effective Feedback
- ⊕ Delegation
- ⊕ Doing Performance Reviews
- ⊕ Diffusing Tense Situations
- ⊕ Developing a Strong Leadership Team
- ⊕ Effective Leadership
- ⊕ Employee Motivation
- ⊕ Empowering Millennials
- ⊕ Employee Performance Recognition
- ⊕ Essential Multicultural Communication
- ⊕ Individual Leadership Power
- ⊕ Interviewing & Hiring Procedures
- ⊕ Leader vs. Boss
- ⊕ Motivating Staff / Retaining Talent
- ⊕ Performance Goals & Expectation
- ⊕ Running Effective Meetings
- ⊕ Team Problem Solving
- ⊕ Using Leadership Basics
- ⊕ Working Well With Others

Organizational

- ⊕ Code of Business Conduct
- ⊕ Information Security Awareness
- ⊕ New Hire Fundamentals
- ⊕ Preventing Harassment & Discrimination
- ⊕ Preventing Workplace Violence
- ⊕ Standard Operating Procedures (SOP)
- ⊕ Valuing Diversity in the Workplace

Operational

- ⊕ Claims Management
- ⊕ Cashier Procedures
- ⊕ Cashier Shift Report
- ⊕ Cleared Transaction
- ⊕ Client View to Review Statements
- ⊕ Coupon & Hangtag Administration
- ⊕ Controlling Labor Costs
- ⊕ Creating a Facility Budget
- ⊕ Creating a Labor Analysis Report
- ⊕ Equipment Meters
- ⊕ Field Assessments
- ⊕ Ingress / Egress Reports
- ⊕ Intro to Financial Statements
- ⊕ Key Card Reconciliation
- ⊕ Kronos
- ⊕ Manual Tickets
- ⊕ Monthly Parker AR
- ⊕ Monthly Variance Letter
- ⊕ Operational Excellence Program
- ⊕ Operations Dashboard
- ⊕ Ramp Control
- ⊕ Revenue Management
- ⊕ Remote Management Services
- ⊕ SciQuest Procure-to-Pay
- ⊕ Segregation of Duties
- ⊕ Shuttle Bus Driver Technical Skills
- ⊕ SP+ Hyperion Application Training
- ⊕ Ticket to Tape Audit & Activity
- ⊕ Valet & Hand Issued Tickets
- ⊕ Valet Attendant Procedures
- ⊕ Validations to be Billed

Frontline Training, Right from the Start

Training new frontline employees begins on day one with an orientation session that formally introduces the employee to our organization, history and culture. In addition, to set out the specific technical and customer service training programs the employee will be required to attend. Orientation is promptly followed by technical skills training, which provides employees with the knowledge to begin contributing to facility performance right from the start.

Mastering the Three Keys to Customer Satisfaction

Within the first three months of employment comes the enhancement of customer service skills through our targeted Three Keys to Customer Satisfaction training. Our reputation for outstanding customer service has been built on our custom training sessions that emphasize facility and employee appearance, constructive customer relations and positive resolution of customer inquiries and concerns.

+ *Key #1—First Impressions: Facility and Employee Appearance*

Employees learn the importance—both for themselves and the parking facility—of maintaining a well-groomed appearance. As the company's classroom trainers point out, in just ten seconds a typical customer forms eleven distinct impressions about us and the service to be received.

+ *Key #2—Successful Customer Interactions*

Cashiers, valet attendants and bus drivers regularly interact in some way with our customers. To make sure these interactions proceed smoothly, Company trainers emphasize the importance of looking good, warmly greeting customers, communicating in a polite and professional manner, and saying good-bye with a sincere thank you.

+ *Key #3—Effectively Resolving Customer Issues*

Some customers want information, some want solutions and some just want an ear to bend. Training helps frontline employees to identify the issue and the appropriate approach to take.

Recognizing & Rewarding Exceptional Customer Service: Our Kudos Program

To reward an employee's exceptional customer service or exceeding operational standards as noted by co-workers, managers and customers, we'll feature the employee in our corporate communications and on our Intranet. The employee will also receive a certificate of appreciation and a gift card. The employee's manager can additionally authorize the employee to select a gift through a designated online thank you service.

Industry Leading Training Approach

We believe the wide array of management skills that we require necessitates the use of multiple training methodologies. In addition to our robust on-demand computer-based training library, many courses are offered through virtual instructor-led sessions. To supplement and reinforce key concepts and behaviors we provide micro-learning opportunities through the use of our video library. The blended approach coupled with management and trainer coaching form a comprehensive, effective approach providing all employees with the tools they need.

The website also houses related materials to support continuing education and career development. Our corporate training department downloads status information from the web site to assist management in assessing the training progress of individual employees.

Ongoing Support and Reinforcement

Training is one component to developing a successful workforce. With a de-centralized training team, we have the ability to provide on-site support and development for both managers and staff. Through our site visit assessments areas of opportunities are intensified, action plans established and development activities are provided to ensure all individuals are set up for success.

Technology in Training

Communication and immediate access to answers ensures our employees are prepared for any and all situations. Through the development of our video library we provide just in time, bite sized training assets to our employees. Internally we have developed an app to ensure corporate communications are delivered to all levels of the organization, no matter where they are located.

Specific Training Plans for Managers

+ Facility Managers

New facility managers participate in an independent training program which includes a workbook and a supplemental video that emphasize the development of leadership skills; keys to recruiting, interviewing, hiring and training skilled employees; understanding the disciplinary process; and meeting our demanding customer service standards.

In addition, we provide our facility managers with several local resources to augment and complete their training. Each facility manager receives a computer-based training program that guides the manager through the company's online information computer database system. This computer-based training itself is then supplemented with a job and accounting guide.

+ Senior Managers

Our senior managers participate in a similar self-directed training program that focuses on supervisory skills as well as planning, organization, delegation and motivation. The training program design also allows managers to practice their new skills while on the job.

This supervisory skills development package is complemented with an orientation at our corporate headquarters, where each senior manager spends time enhancing his or her skills in the fields of hiring and payroll processing, revenue control and auditing procedures, profit and loss statement analysis, budget forecasting, and marketing for maximum profitability.

Monitoring Employee Performance

We augment our training program with a multi-faceted monitoring system designed to ensure satisfactory on-the-job performance.

Training Compliance

To guard against any new employees “slipping through the cracks,” our corporate training department monitors compliance reports to verify that each new employee has participated in the appropriate training programs.

In-House Auditing

Members of our in-house auditing team visit locations on an annual basis to evaluate employee performance in technical as well as customer service proficiency.

Senior Manager Audits

Senior managers supplement our in-house audits by performing their own regional audits three times a year.

Customer Surveys

Customer surveys are routinely and randomly conducted so that our parkers can provide direct feedback and observations regarding the quality of our employees.

Women's Advisory Forum

SP+ recognizes that having a more diversified workforce at every level will create a more innovative and successful enterprise. **SP+** has created the Women's Advisory Forum (WAF) which is dedicated to fostering growth, leadership and success for women in the company. Our goal is to support the organization in achieving meaningful gender diversity when every level of leadership, from facility manager and above, is more reflective of the gender mix of the entire company.



The principal objective of the WAF is to advance an environment of inclusion that ensures that the most talented and innovative **SP+** professionals have the necessary resources and opportunities to contribute to the company's future growth. The WAF has established a robust plan to recruit a more diverse workforce, retain more female talent and encourage an executive level that addresses the sensitivity of gender stereotypes in the workplace.

Employee Appearance & Uniforms



We require all of our employees to be neatly uniformed and well-groomed at all times. Experience has demonstrated that proper attire and grooming also serve to enhance employee performance.

Our customary uniform consists of a white shirt with a black tie, black blazer/vest, black slacks and black, well-shined shoes. We do, however, frequently work with our clients to create uniforms that are specifically designed and tailored to be consistent with a property's distinctive logo, colors and design scheme.



LIGHTWEIGHT JACKETS



Moderate Weight System



Uniform Options



integrity + technology + innovation + initiative + knowledge + creativity



(SAMPLE)

Broward County Operations Manual

Fort Lauderdale, Florida



INNOVATION IN OPERATION®

www.spplus.com

Parking Facilities Operations Manual

Table of Contents

A. PARKING STAFF	5
Machine Attendants	5
Maintenance Staff	6
Facility Manager	6
B. CUSTOMER SERVICE TRAINING	8
Overview	8
Policy	8
Customer Service Coordinator	8
Customer Service Refresher Training	8
Standard Parking's Three Keys to Customer Satisfaction	8
New Hire Orientation	8
Technical Training	9
The Three Keys Classroom Training	9
Sample Training Forms	9
C. FACILITY MAINTENANCE PROGRAM	10
Overview	10
Housekeeping	10
Equipment Maintenance	10
Maintenance Task Check Lists	10
Maintenance Tasks	11
Concrete Deterioration	15
Cracks	15
Concrete Spalling	15
Leaching	15
Rust	15
Maintenance Schedules	15
Daily Maintenance Schedule	16
Weekly Maintenance Schedule	18
Monthly Maintenance Schedule	18
Quarterly Maintenance Schedule	19
Semi-Annual Maintenance Schedule	20
Annual Maintenance Schedule	20

D. SPECIAL EVENT OPERATIONS	21
Special-Event Parking	21
Staffing	22
Rates and Signage	22
Tickets	23
Payment Process	23
Exiting Traffic	23
E. AMENITY PROGRAMS	24
Amenities	24
Services Available to Transient and Monthly Parkers	24
Battery Boosts	24
Neighborhood Maps	25
Security Escorts	25
Self-Serve Windshield & Headlight Cleaning Stations	25
Tire Change and Portable Tire Inflation Services	26
Tire Inflation Stations	26
Windshield and Headlight Cleaning Service	26
F. EQUIPMENT OPERATIONS / MAINTENANCE	28
Validations	28
Monthly Parkers	29
Office Cash Register	29
Pay station Floats	29
Filling the pay station with float	29
Auditing A Pay station	30
Audits	30
Revenue Collection from Pay station	30
Printing Credit Card Report from Pay station	31
Removing Note and Coin Vaults	31
IC Verifier	31
Equipment Maintenance	31
Loading tickets in ticket dispenser	31
Troubleshooting the ticket dispenser	31
Troubleshooting the pay station	32
Walking customers through issues	32

G. REVENUE REPORTING	34
Cashier Shift Report	34
Pay stations Sheet	35
Events Sheet	35
Manager's Entry Report	35
Batch Report Sheet	36
Validation Sheet	36
Daily Sales Recap Sheet	36
AS400 Input Sheet	36
Compiling Paperwork for the Head Office	37
H. EMERGENCY PROCEDURES	38
Fire Emergencies	38
Robbery / Attempted Robbery	39
Security	39
Lobby Area	39
Rowdy Patrons	39
Loitering	40
Soliciting	40
ACCIDENTS AND INJURIES	40
General	40
Manager/Supervisor	41
Gasoline Leak	41
EMERGENCY PHONE NUMBERS	42
I. VALET PROCEDURES	43
Rules of the Road	43
Military Time	43
Cashier Shift Report	43
Equipment Inspection and Maintenance	44
Securing the Facility and Keeping it Safe	44
Radio Communications	44
Closing a Shift	45
VEHICLE RESPONSIBILITY	45
Driving Route	45
Picking up the Customer's Vehicle	45
Procedures to start the customer's vehicle:	45
Driving the Customer's Vehicle	46
Parking the Customer's Vehicle	46
Retrieving the Customer's Vehicle	46
Vehicle Safety	47
Vehicles That Won't Start	47
Tipping	47
J. EMPLOYEE APPEARANCE	47

A. Parking Staff

The following information describes the current staffing levels of the parking operation at the Broward County Parking Facilities. There are several employee designations that make up the parking staff. Beneath each designation or title is an outline of the job duties and responsibilities for each employee.

Machine Attendants

Reports to: Facility Manager

Assisting Patrons

Courteously assisting patrons by answering any questions they may have. If the patron is experiencing a problem, the Attendant should assist them to the best of his/her ability and if necessary direct the patron to the Facility Manager for further assistance. The assisting of patrons also includes helping those with special needs throughout the facility in order to provide the greatest level of accessibility for public parkers.

Traffic Control

Controlling traffic at the entrances and exits. The machine attendants will be responsible for directing heavy traffic during unanticipated rush periods and special events, in order to maximize ingress / egress efficiencies throughout the Parking Facilities. The attendants will ensure a safe and orderly traffic environment at all times of facility operation.

Processing Tickets

Accurately processing all cash and tickets through their stations in accordance with established policies and procedures. Attendants will document all lost tickets to provide accountability for parking revenue.

Posting Transactions

Accurately and completely preparing and posting transactions to specified reports. Attendants are responsible for reporting cash and credit card transactions for the daily reports that are submitted to **SP+** Corporate Office.

Maintenance

Assisting in the maintenance and repair of parking equipment and any general maintenance tasks as directed by the Facility Manager.

Reporting

Reporting any known observed or suspected violations of company policy, safety hazard or any unusual occurrence or matter to the Facility Manager in a timely manner.

Knowledge of Garage

Having a thorough knowledge of all areas of the garage. Attendants are also responsible for being knowledgeable of validation programs, amenity programs and other promotional events occurring within the facility to better serve parking patrons. Please refer to Section E - Attachment 3 for area map.

Appearance

Maintaining a neat and clean appearance and being in complete uniform at all times. Attendants will be provided with the uniform and laundry service needed to maintain fresh clean uniforms each day of the facility's operation.

Knowledge of Streets and Landmarks

Having a thorough knowledge of the streets and landmarks in the area of the facility and all major roads in and out of the city.

Maintenance Staff

Reports to: Facility Manager, Night Manager, Assistant Manager

Daily Schedules

Responsible for the day-to-day maintenance of the facility, garbage and litter collection, dusting all rails, ledges and all mirrors, hand sweep curbs and ramps between levels. Wash down all entrance and exit ramps. Maintenance of golf cart. Maintain cleaning supplies requests. Report any maintenance issues to Facility Manager or to Lead Hand. Completion of all maintenance checklists and reports.

Traffic Control

Assist the Attendant controlling traffic at the entrances and exits and at the shipping and receiving area of the garage located at the Front Street entrance/exit. Ensure maintenance activities are completed while maintaining smooth traffic flow throughout the facility.

Knowledge of Garage

Having a thorough knowledge of all areas of the garage for cleaning purposes and to assist patrons as necessary. Please refer to Section E - Attachment 3 for area map.

Appearance

Maintaining a neat and clean appearance and being in complete uniform at all times.

Equipment Maintenance

All mechanical equipment at entrances and exits, fireboxes and windshield refilling stations must be dusted and filled on a regular basis. Evening maintenance personnel are to complete the LPI on a daily basis. Scrubber/sweeper must be kept in working condition and clean at all times.

Specific Instructions

Islands and adjacent entrance/exit lanes should be free of dirt, stains, gum and other foreign matter, and present an appearance of overall cleanliness. All painted surfaces should be checked for paint touch-up. Islands and adjacent entrance/exit lanes should be scrubbed or wash down each night. Lanes adjacent to the islands should be degreased, scrubbed and washed thoroughly by machine or by power washer.

Facility Manager

The Facility Manager is responsible for the management of the Broward County Parking Facilities operations and reports directly to the Regional Manager of **SP+** and senior management of Broward County Parking Facilities.

Customer Service

Assisting monthly tenants with their accounts and any inquiries. Assist transient customers with the automated payments. During peak times helps with traffic control. Facility Manager should also serve as the main liaison between **SP+** and the Client. The Facility Manager is ultimately responsible for ensuring customer satisfaction.

Knowledge of Garage

Having a thorough knowledge of all areas of the garage. Please refer to Section C - Attachment 3 for area map.

Revenue Control

Reviews all audits and reports as per methods established by **SP+**. Preparation of all monthly reports to be include in the Landlord Statement. Maintain all monthly records with respect to the AS400 and McGann systems. Prepares all monthly reports as request by Corporate or the Landlord in a timely manner. Reviews all correspondence in and out of the Parking Office. Process all payment requests and forward to the CSO for payment on behalf of the client.

Staff /Training

Adhere to all Corporate Head Office staff training manuals when they apply to this specific location. Submit all payroll and payroll changes on a biweekly basis. Review all new hires applications and contact references. Maintain on-going communication with site staff. Assist with any changes to reporting measures.

Scheduling

Preparing all work schedules for regular and overtime hours to ensure that the facilities are properly staffed during regular and peak operating hours.

Supervising Special Events

Supervising special functions as they relate to the parking facilities in order to ensure that incoming customers are served efficiently and properly. The logistics of a large number of cars in a short period of time requires that the manager understand the impact of event parking and is able to control and manage this activity and to communicate with his/her staff.

Reviewing Damage Claims

Monitoring and reviewing all damage claims in order to assign proper responsibility for damages. Recommending and implementing plans or programs to improve safety of operations to prevent the occurrence or reoccurrence of similar claims.

B. Customer Service Training

Overview

As a company, one of our strategic objectives to continued success is the customer service our frontline employees deliver to every customer. To support that objective, the corporate Training Department has developed and implemented training and reward and recognition programs: *Three Keys to Customer Satisfaction* and *Strive for Excellence*. This module provides information needed manage to these required programs.

Policy

Every new hourly employee is required to complete our customized three-phase training program entitled the *Three Keys to Customer Satisfaction*. The three phases consist of an orientation, technical skills training, and a classroom-based training program focused on customer service.

Customer Service Coordinator

A central Customer Service Coordinator (CSC) is assigned to all **SP+** locations for managing all of the logistics associated with this training program. The CSC is not necessarily responsible for the individual training of front line staff members. The CSC will conduct the training of the Facility Managers who will then relay that training to their staff members. The CSC is responsible to ensure that the training given to the front line staff members complies with corporate standards and practices.

You will note below that within each phase, there is either an Acknowledgement Form or Training Record listed. These forms must be signed by the employee after completing each phase and then placed in the new employee's personnel record. The training must be completed within the first 90 days of employment to be considered in compliance with **SP+** policy.

Customer Service Refresher Training

Refresher Training revisits the customer service training the employee received during the first 90 days of their employment with **SP+**. Refresher training is required for each employee on an annual basis. However, it can be administered as needed to individual employees. Once the Facility Manager identifies an employee is deficient in a particular area of customer service, the manager schedules and administers the refresher training.

This refresher training should be documented the same way as a regular training session. Once completed, those documents should be placed in the employees' personnel file for future reference.

Standard Parking's Three Keys to Customer Satisfaction

SP+'s *Three Keys to Customer Satisfaction* is a 3-step program to train frontline employees both the technical and customer service aspects of their position. This system is designed to introduce newly hired employees to the company, train the employee on the technical and customer service skills and monitor performance through evaluation.

New Hire Orientation

New Hire Orientation Folders and Templates are available through iProcure. The folders are imprinted with information about the company, as well as a brief overview of the *Three Keys to Customer Satisfaction* training program. The available templates will allow you to add location specific information into their New Hire Orientation Folders. The new employee should receive the *New Hire Orientation Folder* on the date of hire. This information will help your employee become prepared to respond effectively to customer requests. It is the responsibility of the Facility Manager to create the templates for the specific locations.

Please note that your location will be charged for the shipping costs of the materials only. Your CSC will be able to help you order the orientation materials.

It is important that new hires be introduced to the other employees within the first week of employment. This will help the new employees feel welcomed more quickly. Also, tour the facility so that the employees can find their way around easily. The first day of work is also a good opportunity for you to personally go through the New Hire Orientation Folder. This will allow your new hire to ask specific questions about the information presented.

Technical Training

The second phase of the training program is technical training or “on the job training” (OJT). This phase of training teaches frontline employees their specific technical responsibilities. A “coach,” usually a seasoned employee, is assigned at each location to conduct this training. Coaches receive *Coaching Guides* for their use. The employee receives the appropriate *Operations Procedures Booklet* to supplement the on-the-job technical training. Upon completion of the technical training, the new hire must sign the Technical Skills Training Record. If you have questions, contact your CSC or Regional Training Specialist.

Your CSC will be able to help you order the technical training materials.

Please note that maintenance staff members are to be given specific blocks of instruction by the Facility Manager. These “blocks” of instruction will outline for the maintenance staff member his/her job responsibilities and scope. It will inform them of the materials that are at their disposal to complete the tasks, how those materials are properly utilized and where they are stored within the facility. The outline or blocks of instruction is based upon the location specific maintenance checklist that can be found in the Facility Maintenance section of this manual.

The maintenance staff is also required to participate in the Three Keys to Customer Satisfaction training. This will give them the information needed to give the best opportunity to have a successful customer interaction.

The Three Keys Classroom Training

The final phase of this training program is the classroom-based training session. This phase is the most important component since it focuses on providing the highest level of customer service. Contact your CSC regarding scheduling your employee for a session. In rare cases, some locations are not able to offer a classroom-based program to their employees. In these isolated cases, the *Three Keys to Customer Satisfaction Workbooks* can be used as self-directed workbooks.

Your CSC will be able to help you order the *Three Keys to Customer Satisfaction* materials.

Sample Training Forms

As noted in the bracketed area above, there are several forms that are used as tools during the training process. Several of these forms have been attached for reference examples. These training forms should be treated as examples only and should remain in this manual for future reference.

C. Facility Maintenance Program

Overview

A good maintenance program protects the investment of the facility and makes the facility more attractive to customers. This module outlines the three categories of maintenance: Housekeeping, Equipment Maintenance, and Structural System Maintenance. Each category involves different types of preventative maintenance tasks that help to prolong the life of the facility.

Several factors establish a good maintenance program. These factors are:

- A list of maintenance tasks by category.
- A schedule of how often the task should be performed.
- A budget to cover the costs.
- Management audit procedures to verify completion.

Housekeeping

Housekeeping refers to general cleaning and chores that are performed to maintain the appearance and safety of the facility.

Equipment Maintenance

Equipment maintenance refers to the cleaning and maintenance of all the equipment found in your facility such as parking equipment, all heating, ventilation and air conditioning (HVAC) systems, elevators entrance areas, and electrical systems to name a few.

Maintenance Task Check Lists

Since parking structures are regularly exposed to all types of weather, especially moisture, it is imperative that the facility is regularly inspected and kept clean. All elements of a parking structure will be more durable when a proper maintenance schedule is followed. The following Maintenance Task List addresses each category and the associated tasks. The list also details how often each task should be performed.

Maintenance Tasks

Category: Housekeeping						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
General Cleaning	<ul style="list-style-type: none"> Sweep and wash floors in high traffic pedestrian and vehicle areas. Empty trash, ashtrays. Wash office, booth windows. Clean stairs, handrails and ledges. Clean elevator entrance areas. Windshield washing stations Fluid top-ups Check Air stations 	<ul style="list-style-type: none"> Sweep curbs. Wash bathroom walls. Cashier booth walls. Expansion joints. Lobby, office windows. Parking equipment. Garbage Can Lids 	<ul style="list-style-type: none"> Wash trash cans inside and out. 		<ul style="list-style-type: none"> Hose down parking floors. Apply appropriate degreasers and industrial detergents to remove grease from floors. 	<ul style="list-style-type: none"> Pressure wash Parking Facilities. – Use of third party provider. Reschedule Pressure wash.
Entrance/ Exit	<ul style="list-style-type: none"> Clean equipment islands to include planters where applicable. Remove grease drippings. 	<ul style="list-style-type: none"> Wipe down plants at entrance/exit areas. 				
Painting		<ul style="list-style-type: none"> Touch up paint columns, curbs and equipment islands. 		<ul style="list-style-type: none"> Check appearance of striping, signs and walls. <p>Check for rust spots on:</p> <ul style="list-style-type: none"> Doors and doorframes. Handrails and guardrails. Pipe guards, exposed pipes, conduits 	<ul style="list-style-type: none"> Repaint curbs. 	

SAMPLE

Category: Housekeeping (Continued)						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Doors	Proper opening, closing (regular and mechanical).		Lubricate mechanized doors.			
Landscaping	<ul style="list-style-type: none"> Remove trash around entrance areas 					

Category: Equipment Maintenance						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Parking Equip.	<ul style="list-style-type: none"> Check proper operation. Dust. 	<ul style="list-style-type: none"> Wash. 	<ul style="list-style-type: none"> Wax equipment housings. 	<ul style="list-style-type: none"> Check for corrosion. 		<ul style="list-style-type: none"> Check service contract or follow manufacturer's preventative maintenance instructions.
Electrical	<ul style="list-style-type: none"> Examine light fixtures. Replace burned out light bulbs. 			<ul style="list-style-type: none"> Examine exit lights. Examine emergency lights. 		<ul style="list-style-type: none"> Inspect special units.
Plumbing and Drainage	<ul style="list-style-type: none"> Check proper operation of sanitary facilities. Remove snow and ice. Check for missing drain covers, cracked covers Notify maintenance if drains are blocked 	<ul style="list-style-type: none"> Check floor drains, sump pump. Check hoses. 	<ul style="list-style-type: none"> Check proper irrigation. Check backwater valves (located at lowest floor level). 	<ul style="list-style-type: none"> Clean and flush trench drains. 	<ul style="list-style-type: none"> Check for proper irrigation and drainage. 	

Category: Equipment Maintenance (Continued)						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Fire System	<ul style="list-style-type: none"> Check that fire extinguishers are in place, charged and operable. 		<ul style="list-style-type: none"> Check for proper operation. Check for corrosion. 			
Signs	<ul style="list-style-type: none"> Check illuminated signs. Change Windmaster. 	<ul style="list-style-type: none"> Check sign placement. 		<ul style="list-style-type: none"> Check for cleanliness and legibility. 		
Pipes	<ul style="list-style-type: none"> Identify Leaks, notify Maintenance Block stalls if required 			<ul style="list-style-type: none"> Check for corrosion. 		
Security Systems	<p>Check for proper operation:</p> <ul style="list-style-type: none"> Closed circuit TV. Audio surveillance. Panic buttons. Stair door alarms. 					

Category: Structural System Maintenance						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Roofing / Water-proofing			<ul style="list-style-type: none"> Check for leaks in roofing, joint sealants in floors, expansion joints, windows, doors, walls, floor membrane areas. 	<p>Check for:</p> <ul style="list-style-type: none"> Floor surface deterioration. Water leakage. Cracking of concrete. Rust of steel. 		<p>Per engineer's recommendations:</p> <ul style="list-style-type: none"> Repair. Replace protective coating on concrete floor.

Concrete Deterioration

The causes of concrete deterioration are freezing and thawing, corrosion of steel and other metals, and movement of the structure due to changes in temperature. These causes can interact and compound the rate of deterioration.

Salt, moisture, vehicles, and oil can help speed the deterioration process. The important areas to consider are the entrances and exits that have the most exposure to de-icing salts. In addition, gutter lines, curbs and adjacent areas and walls are also exposed to de-icing compounds.

The accumulation of water and salt on a concrete surface greatly increase the chance of deterioration. Leaking water produces stains on walls and will eventually cause damage to the structure. Worse yet, leaking water will cause reinforcing steel or steel elements to rust.

Vehicles and leaking oil can also make a facility susceptible to damage. Vehicles carry ice, salt and other debris into the facility. As well, vehicles leak oil and gas onto the facility surface creating a hazardous situation. Backing into interior or exterior walls or equipment or dislodging wheel stops all compromise the integrity of the parking structure and the safety of the facility.

Monitor these signs of deterioration during your facility inspections. Although a preventative maintenance program is a good defense against deterioration, it is only half the solution. Deterioration results in cracking, spalling, leaching, and rusting.

Cracks

Cracks most commonly occur in concrete slab surfaces and may expose steel reinforcements. These reinforcements suffer the effects of moisture and de-icing salts and eventually corrode. Be sure to have the facility inspected by a concrete structural engineering firm on a periodic basis. The best time to inspect for cracks is 30 – 40 minutes after the surface is washed down. Once the surface water has drained and evaporated, the cracks will appear darker.

Concrete Spalling

Spalling are chips of concrete that have broken away from the surface. If spalls are not properly repaired or sealed, a pothole will form on the concrete surface.

Leaching

This process occurs when water and moisture penetrate cracks and openings in the concrete. Once penetrated, the water begins to dissolve the concrete. This leaching process begins to weaken the concrete and creates a harmful dripping water solution powerful enough to damage steel and vehicle paint finishes.

Rust

Rusting steel-reinforcing cables close to the concrete surface can produce rust stains. Rust stains result from a poorly sealed concrete surface where water has penetrated the interior of the concrete slab.

Maintenance Schedules

For your reference, use the following Maintenance Schedules to document the various maintenance tasks required at your facility on a scheduled basis.

Daily Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:			
------------------	---------------	-------	----------------------	--	--	--

General Maintenance	Floors	Elevators	Stairwells	Lobby	Walls	Doors	Bathrooms	Comments
Wash								
Sweep								
Free of obstacles								
Free of water								
Free of ice/snow								
Free of oil								
Free of graffiti								
Lights are operational								
Sufficient lighting								
Light fixtures are clean								
Elevators are level to floor								
Clean handrails								
Operating properly								
Empty trash/ash trays								
Additional Comments:								

Cashier Booth	Complete	Comments
Neat and clean		
Clean area surrounding booth		
Adequate supplies		
Empty trash		
Wipe windows		
Sweep/mop		

Entrance/Exit/Ramps	Complete	Comments
Change windmaster sign		
Sweep spitter area		
Clean ramp curbs		

Daily Maintenance Schedule Continued

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Equipment	Complete	Comments
Dust		
Gate arms straight and operational		
Protective padding in good condition		
Ticket spitters print clearly		
Paint as needed		
Correct time on tickets		
Check HVAC units for mechanical ventilation		
Check that all fire extinguishers are in place and operable		
Check carbon monoxide monitor for proper operation		

Signage	Complete	Comments
Wash/dust		
Good condition		
Check illumination		

Landscaping	Complete	Comments
Remove Trash		

Snow/Ice Removal	Complete	Comments
Plow sidewalks and drives		
Shovel sidewalks and drives		
Apply salt, sand, or gravel to sidewalks and drives		

Weekly Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Sweep curbs		
Check expansion joints		
Clean bathroom walls		
Clean cashier booth walls		
Clean stair floors		
Clean lobby		
Clean office windows		
Check all hoses		
Wash parking equipment		
Check parking equipment for proper operation		
Check all HVAC units for proper operation		
Clean elevator cab doorsills and landing doorsills		
Check floor drains and sump pump		
Check sign placement		
Gardening, mowing, trimming weeds		

Monthly Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Clean elevator glass backs		
Clean stair windows		
Clean trash cans		
Wax equipment housings		
Lubricate doors and hardware		
Check appearance of signs		
Check appearance of signs		
Check appearance of curbs		
Check for proper irrigation		
Check fire protection system		
Check for leaks in roofing		
Check for leaks in floor joint sealants		
Check for leaks in expansion joints		
Check for leaks in windows		
Check for leaks in doors		
Check for leaks in walls		
Check backwater valves		
Check fans and motors on all HVAC		
Check HVAC units for water damage		
Clean and replace filters on all HVAC		
Check for leaks in floor membranes		

Quarterly Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Elevators	Complete	Comments
Floors		
Doors		
Windows		
Glass		
Backs		
Follow manual recommendations		
Painting (check for rust)		
Door and frames		
Handrails and guardrails		
Pipe guards, exposed pipes, conduits		
Other metal		
Striping		
Signs		
Walls		
Structural System		
Floor surface deterioration		
Water leakage		
Cracking of concrete		
Rust of steel		
Equipment		
Check handrails and guardrails		
Check exit lights		
Check emergency lights		
Check HVAV system		
Doors and Hardware		
Lubricate mechanized doors		

Semi-Annual Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Pressure wash parking floors		
Perform elevator local code inspections		
Check elevator/manlift limit switches		
Check for proper irrigation and drainage		
Check roofing deterioration		

Annual Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Inspect electrical units		
Perform preventative maintenance on all elevators		
Check service contract for parking equipment or follow preventative maintenance instructions		
Repair structural system as necessary		
Replace protective concrete floor coating as necessary		

D. Special Event Operations

Special-Event Parking

By definition, special-event parking is utilized for concerts, sports events and other large public gatherings where the majority of customers arrives and departs around the same time. Many daily facilities generate additional income by special-event parking on weekends and evenings, while other facilities were developed primarily for special-event parking.

Whenever planning for a special event that will affect the Broward County Parking Facilities, the following items must always be considered:

Staffing

Special event staffing requirements often differ from regular facility operations. Additional staffing may be required for cashiering, traffic control, security, and flagging. In many cases these additional staffing levels may be reduced after the peak ingress period of an event is over.

Commencement of Operations

Typically, Special Event operations commence two hours prior to the regularly scheduled starting time of the event. This is also the case at the Broward County Parking Facilities. This time can vary depending upon the type of event, the weather and projected attendance.

Rates and Signage

When an event rate will be charged for the special event, then existing signs must be covered or replaced with special-event rate signs. These signs should be prominently displayed for customers entering the facility.

Tickets

When possible, it is suggested that a facility distribute different tickets for the event than those used during the day. This will allow better control over the event and provide clear distinction between regular daily customers and those parking for the special event.

Payment Process

The most efficient method to collect money is to have customers pre-pay when they enter the facility. Usually entry of customers is more staggered before rather than after the event. This allows for a smoother transition of customers entering the facility than if all customers were paying at the exit.

Exiting Traffic

After a special event has ended and event customers are exiting the facility, it is important that these customers are allowed to exit as quickly as possible. In many cases, gate arms can be raised and traffic control officers can be retained to expedite the egress process.

The following information pertains to the Special Event Operations at the Broward County Parking Facilities.

Please note that all special event operations commence two hours prior to the regularly scheduled starting time of the event.

Staffing

“Special Events” such as hockey matches, basketball games and concerts are identified in advance and employee schedules made accordingly. Additional staffing for flagging and entrance cashiering is added to the regular evening schedule. At the Broward County Atlanta Portfolio Parking Facilities, this staff consists of two machine attendants and two “flaggers” and is referred to as “Event Staff”. They are also “Occasional Staff” or part time staff members that cover holidays and fill vacant shifts during weekends.

Flagging consists of a uniformed attendant being stationed at the entrances to the Broward County Parking Facilities. They are given a safety vest that is worn over the outermost garment. (Over their jacket or shirt) A traffic control flashlight and/or flag is also given to them to assist them in attracting special event customers.

Flagging staff members should be stationed in such a manner as to insure their safety from oncoming traffic as well as remaining as visible as possible to that same traffic. Their position should also not interfere with a driver’s ability to read special event signage.

Each vehicle passing either entrance of the garage should be “flagged or waived” into the facility. When this is done properly, it increases the potential for gaining additional event patronage.

Rates and Signage

During special events in which it is determined that a pre-pay operation is warranted, (determined by the events projected attendance) the current prevailing special event rate will apply to all vehicles wishing to gain entrance to the Broward County Parking Facilities.

The ticket dispenser rate code is changed from “A” which calculates the regular transient rates to “B, E”. This setting calculates the prevailing special event rate for both cash and credit card customers.

Customers paying cash are issued a free exit ticket once the revenue is collected. They are also issued a second ticket that serves as their receipt.

Credit card customers pay the same rate during events and do so by swiping their card and using the same card to exit. These customers are issued a ticket through the ticket dispenser.

This revenue will be collected at each of the entrances to the facility. A machine attendant will be on hand to facilitate this transaction.

Prior to the “pre-sale” operation commencing at Broward County Parking Facilities, there are steps that need to be taken to ensure the swift ingress of customers into Broward County Parking Facilities.

These include:

- The placement of the special event signage.
- Signage should be placed in such a manner as to avoid hindering the entrance of vehicular traffic into the Parking Facilities.
- The special event signage and rate should be visible from both directions of traffic.

Note: It is recommended that all other rate signage be covered so that no confusion is created when the customer entering makes note of the conflicting rates.

The appropriate amount of change or "float" should be on hand prior to the commencement of the pre-sale operation. The current amount on hand for special events is \$300.00 in small denominations. As a back up to this fund, the cashier inside the parking office has additional change to supplement the pre-sale operation.

Tickets

The beginning and ending ticket numbers are collected from the various entry points prior to the Special Event operation. These tickets are recorded and compared with the ending tickets pulled once the operation is completed.

The revenue collected is reconciled to the number of tickets pulled during the event. The closing loop meter number is also reconciled to the number of credit cards used to gain entrance and the tickets issued. The Facility Manager investigates any variances resulting from this audit.

Note: Because the receipt tickets are not issued to every customer, they are not part of the post event audit process.

Payment Process

Once the customer enters the facility, they proceed as they would during a normal operation to the ticket dispenser/pay station. A machine attendant is stationed on the equipment island ready to interact with the customer and make the transaction.

As previously stated, the most efficient method to collect money is to have customers pre-pay when they enter the facility. The type of event scheduled dictates this. Usually entry of customers is more staggered before rather than after the event. This allows for a smoother transition of customers entering the facility than if all customers were paying at the exit.

Once the transaction is made, the customer is offered a ticket from the ticket dispenser that will serve as an exit ticket when they are ready to exit. As previously noted, they are also given a second ticket that serves as the customer receipt.

Exiting Traffic

During an event egress, it is important that event-parking customers are allowed to exit as quickly as possible. Having the ability to facilitate this process is very important to repeat event patronage.

For instance, if a customer is inconvenienced at a facility, they are less likely to return to that facility for fear of being subjected to the same situation again.

As a result, it is important to have staff members trained to handle this high volume period. In a situation where backup in Broward County is affecting many customers on more than one parking level, the gates may be raised to allow for a swifter egress. The potential revenue loss from credit card customers can be weighed against the repeat business gained by taking this dramatic customer service measure.

E. Amenity Programs

Amenities

SP+, in cooperation with Broward County Parking Facilities, offers a unique package of amenity and customer service programs that provide a variety of benefits to its transient and monthly parkers. These programs not only make the parking experience more enjoyable, but also convey a sense of sensitivity to and appreciation of the needs of its parking customers. In doing so, the programs serve to enhance the value of the parking property itself.

Amenities are services to facility customers that are either complimentary or self-service based. Some amenity programs because of their nature, such as Books-to-Go, are services available to monthly parking customers only. Some services may have charges for services attached but find the parking operation in a role of facilitator rather than provider.

At the Broward County Parking Facilities, there are several amenity programs available to both monthly and transient customers alike. They include:

- Battery Boosts
- Neighborhood Maps
- Security Escorts
- Self-Serve Windshield & Headlight Cleaning Stations on each level.
- Tire Change and Portable Tire Inflation Services
- Tire Inflation Station on P1 Levels
- Windshield & Headlight Cleaning Service

Programs for monthly parkers only include:

- Books-to-Go
- Films-to-Go
- Speedy Car Care

There is also a Complete Car Care Service available located on P4. However, this is an amenity that **SP+** is able to only offer directions to the service provider. There are business cards available in the parking office as well for customers wishing to obtain this service.

It is important to know that customers may obtain amenity services 24-hours a day and seven days a week. The only situation that would prohibit the administering of services within the Parking Facilities would be if there were to be only one staff member on duty. In this rare situation, the on-duty parking attendant would be regulated to the parking office. Contact may be made on behalf of the customer to involve security in assisting in the parker's needs.

The information to follow contains more specific information on how to take advantage of the amenity services provided by **SP+** at the Broward County Parking Facilities. Should an employee have questions as to how to administer the amenity programs and he or she cannot find the answer in this section, contact your Facility Manager immediately for further instructions.

Services Available to Transient and Monthly Parkers

Battery Boosts

If a transient or monthly parking customer has need of this service, an appropriate staff member should obtain the following information:

- The customer name and phone number
- The location of the vehicle requiring assistance
- Color, Make and Model of vehicle
- At what time the customer will be available to allow us access to the vehicle.

Once this information is gathered, the employee that will provide the service must gather the following equipment from the management office prior to administering this service to ward against injury:

- The battery boost device. (Fully Charged)
- Goggles
- Gloves

Once at the vehicle it is important that the red handle or the positive side is connected to the positive terminal of the dead battery. This terminal is typically labeled with a "+" sign. Subsequently the negative power should be attached to the negative terminal and is marked with a "-" sign.

Once the battery boost device is properly attached to the vehicle, instruct the parker to attempt to start their vehicle. If the car does not start, check connections and try again.

NOTE: Battery boost devices should be kept fully charged while stored in the management office.

Neighborhood Maps

The management office of Broward County Parking Facilities provides maps of the surrounding area to Standard Parking. These full color maps show a topical depiction of the healthcare center area. These maps are available upon request for any customer of Broward County Parking Facilities.

Security Escorts

If a customer contacts the parking office and requests an escort for security purposes, every effort should be made to assist the customer in this potentially delicate situation. Coordination with the customer is important. For example, is the parker going to visit the parking office for assistance or would he/she prefer to be met in the elevator lobby. The following information must be obtained prior to providing this service:

- The customer name and phone number
- The location of the vehicle
- Color, Make and Model of vehicle

Once this information is gathered, it should be noted in the manager's log for future reference should an incident ensue during the course of providing the escort.

As with many of the services offered by **SP+**, in the unlikely event that only one employee is on duty during this time of need, security should be contacted and coordination be made with them to assist the parking customer.

Self-Serve Windshield & Headlight Cleaning Stations

These stations are provided to all customers of the Parking Facilities. They are located throughout the facility on each level. Contained in these stations is a windshield cleaning squeegee which is submerged in the station in a cleaning solution and paper towels for wiping away the excess solution. Customers are welcome to utilize these stations 24-hours a day, 7 days a week.

Tire Change and Portable Tire Inflation Services

SP+ offers complimentary tire changing services for vehicles that cannot be inflated sufficiently enough for the driver to safely travel to a vehicle service provider or a local mechanic shop for proper repair of the tire. We will also change a customer's tire if it is perceived that there is potential danger for the driver during operation of the vehicle. An example of this would be if a customer had a nail in the tread or a large and deep cut on the side-wall of the tire.

The Broward County Parking Facilities parking office also offers complimentary tire inflation for vehicles in the Parking Facilities. This is done through the use of a small electric air pump that plugs into the accessory outlet inside the vehicle.

In order to obtain either service, as with other services, some coordination will be necessary with the customer requesting the service. This is due to our use of their materials (jack and tools) and vehicle outlet to accomplish the tasks. They do not need to be present during the actual changing or inflating process.

Because our ability to administer these services depends on our having access to the vehicle being serviced, we need to obtain the keys to the vehicle from the customer. In order to do this, we must determine if the parker is going to visit the parking office to drop off their keys or would he/she prefer to be met at their vehicle and at what time. The following information must be obtained prior to providing this service:

- The customer name and phone number
- The location of the vehicle requiring assistance
- Color, Make and Model of vehicle

Once the service is provided, the customer will receive a phone call from **SP+** informing them of the status of their vehicle.

As with several of our customer amenity programs that require **SP+** staff intervention, this too requires a minimum of two staff members on duty when the service is requested. The office must not be left unattended.

Tire Inflation Stations

There are stationary tire inflation stations located on P1 and P4 levels. These stations are very similar to the ones found in gas stations. The difference being most gas stations now charge for air inflation services. The stations at the Broward County Parking Facilities are complimentary to both transient and monthly parkers alike.

The use and operation of these machines are very user friendly. Simply push the button on the face of the compressor and it starts. Once done, add the sufficient amount of air to the tire to safely operate. The customer should then travel directly to a tire repair service provider for proper repair.

Windshield and Headlight Cleaning Service

If a customer requests this service, we will provide it. The following information must be obtained prior to providing this service:

- The customer name and phone number
- The location of the vehicle requiring assistance
- Color, Make and Model of vehicle

Depending on the location of the vehicle, the materials at the self-service cleaning stations may be used to provide this service.

Once the service has been provided the customer will receive a phone call from **SP+** informing them that the service has been provided.

SAMPLE

F. Equipment Operations / Maintenance

Automated parking equipment compromises of the following components: entry and exit terminals, pay stations, monthly transponders, antennas and the office fee computer/cash register. All of the above equipment functions individually for their respective functions and interacts collectively to the central McGann software.

The transient customers arriving at the facility can enter the facility by either taking a ticket from the entry terminal or by using a credit card.

- **Entering the facility**

Transient customers can enter the Parking Facilities two ways. First, by pushing the white button to the left of the ticket-dispensing slot on the face of the dispenser. Once the ticket is retrieved from the dispenser, the gate will rise to allow access. The second method of gaining access is to insert a valid credit card at the entry terminal. Once accepted the entry gate arm will rise to allow access.

- **Exiting the facility**

Customers that have taken a ticket can pay either at the pay-stations located on the P3 level in each wing of the facility or by visiting the parking office located centrally between the two exit lanes. Credit card and cash payments are processed in the parking office as well.

Another option is to remit payment by credit card at the exit terminal with the same credit card that was used to gain entrance to the facility.

If paying at the pay station, the ticket is inserted in the reader. The system will calculate the parking fee and display the charges on the monitor. The voice prompt will inform the customer to pay the displayed amount either by cash or credit card. If the customer pays by cash, the proper change is dispensed at the bottom of the pay station. If desired, they can push the receipt button for a receipt, which will be dispensed in the receipt tray.

If the customer pays with a credit card, the credit card is inserted in the same place where the ticket was inserted. The pay station then dials out to get an authorization and then validates the ticket once the authorization has been received. A receipt is printed and the credit card and the ticket are returned to the customer. The customer then takes the ticket to their vehicle and inserts the validated ticket in the exit terminal, which will allow the customer to leave the facility.

Customer that entered using their credit card and did not take a ticket, upon exiting will return to their vehicles and drive up to the exit terminal. They will insert the same credit card that was used at the entry terminal. The system will calculate the charges and display it on the exit terminal. The system will then take the charges and send it to the IC verifier and print a receipt for the customer. The customer will retrieve their credit card and their receipt. At this point the gate will lift to allow the customer to exit the facility.

Validations

Transient customers, who anticipate having their parking validated, enter the facility by taking a ticket from the entry terminal. The customer will then receive a chaser ticket from the company that they are visiting, if the company being visited has a valid validation agreement.

At the exit terminal, they will insert the original ticket and then insert the chaser ticket once the charges are displayed on the terminal. Once the tickets are processed, the gate will lift and allow

the customer to exit the facility. If the customer has outstayed the value of their "chaser" ticket, the customer is then responsible for the difference in the amount above the validated amount. For instance, a customer may park for three hours and have only received a two-hour validation in the form of a chaser ticket. The customer is then responsible for remitting payment for the one-hour rate.

Monthly Parkers

Customers that wish to purchase a monthly permit can complete an application at the parking office. They will receive a transponder upon paying a deposit for the transponder. The transponder is activated in the McGann software and issued to the customer. The customer is then instructed to attach the transponder to the inside of the windshield, on the drivers' side.

Upon entering the facility, the customer must slowly approach the equipment island and allow the antenna to read the transponder and lift the gate to allow access to the facility. Upon exiting the facility, the same process is required.

Office Cash Register

The parking office has a central cash register that is used to process a customer's transaction. The office cash register is also used to validate a monthly customer that may have forgotten their transponder in a different vehicle. At the office cash register, payments and be made with either cash or credit cards.

Pay station Floats

The pay stations have to maintain a certain level of operating float (or change) to ensure that customers receive their proper change if they pay with cash. The pay station will dispense five dollar bills, ten dollar bills, one and two dollar coins, quarters, five and ten cents. The amount of cash float in the pay station is dependent on the amount of cash usage and can be changed accordingly.

Filling the pay station with float

Before filling the pay station with the float, a status report is required form the pay station. To obtain a status report, an inventory card is required. Take the inventory card to the pay station and enter it in the reader. Press the 'status' button displayed on the screen. Press the 'more' button and then the 'summary' button. The pay station will print a summary status report. This report will show the coin safe value, note safe value, coin tubes values, coin hopper values and the note dispenser values.

Enter the tube, hopper and the note dispenser values in the excel spreadsheet called Pay station Floats. The sheet contains three columns for each pay stations. Enter the values from the status report in to the 'actual' columns. Determine as to what needs to be added and insert those values in the 'to be added' columns. The third column is called 'total'.

Take the money and the pay station float sheet to the pay station and insert the inventory card. Press the 'inventory' button. If you are filling the coin tubes, press the 'tubes' button. This will allow you to fill the tubes in the pay station. Insert the coins one by one in the coin acceptor. The system will read each type of coin and add it to the inventory. Once the tubes are filled, press the 'exit' button.

If you are adding to the coin hoppers, press the 'hoppers' button. Then press the 'fill' button. Select the 'bottom' or the 'top' button depending on which hopper you are filling. Press the '+1' and or '+10' and or '+100' buttons ad required. Example, if you are filling 111 dollars, press the

'+100' button once, '+10' button once and the '+1' button once. The screen will display "111" \$1.00. If you have made an error, press the 'reset' button and re-enter the correct amount. Once you have entered the correct amount and verified against the pay-station float sheet, press the 'save/exit' button. Repeat the same procedures for the other hopper if required.

If you are adding to the bins, press the 'bins' button. Then press the 'fill' button. The screen will display \$5.00, \$10.00 and \$100.00. Select the correct bin that you are adding to. Then press '+1' and or '+10' and or '+100' button to the desired amount being added. If an error is made, press the 'reset' button and repeat the above instructions. Once the correct amount is displayed on the screen, press the 'save/exit' button.

Once each fill action is done and exited, the pay station will print a fill report. Once all the cash has been added to the pay station, print the status summary report as mentioned at the start. The status summary report total amount should match, in each category, to your pay station float sheet totals. Press the 'exit' button and retrieve the inventory card.

The pay station has been successfully filled.

Repeat the above procedures to all pay stations.

Auditing A Pay station

The pay stations must be audited at least once a month to ensure that they are functioning properly and that the operating floats are correct.

Audits

To audit the pay station, take the inventory card to the pay station. Insert the inventory card in the pay station. Press the 'status' button. Press the 'more' button. Press the 'summary' button and obtain a status summary report. Then press the 'exit' button. Then press the 'inventory' button. Press the 'tubes' button. Press the 'empty' button. Press each category of coin tubes to be emptied. Once each coin tube is emptied, proceed to the next tube until all coin tubes are empty. Press the 'exit' button. Then press the 'hoppers' button. Press the 'empty' button. Press the 'bottom' button. This will start the process of emptying the bottom hopper. Wait until the hopper is empty and then empty the top hopper in the same manner.

Once both the hoppers are emptied, press the 'exit' button. Then press the 'bins' button and then the 'empty' button. Unlock the bill dispenser lock and remove the bills from each bin. Ensure that you note as to which bins each bills were removed from. Press the 'exit' button and return to the office with the cash.

In the office, use the excel spreadsheet called Pay station Audits. Enter the status report values in the column called 'report'. Physically count all the coins and the bills from the pay station and enter the values in the column called 'actual'. At the bottom of each pay station section, you will see the total report values and the total actual values. They should be equal and your variance should be zero. If there is an amount in the variance cell, inform the facility manager and investigate.

Revenue Collection from Pay station

All cash revenue must be collected from the pay stations on a daily basis. The credit card batch closes automatically each night. Credit card reports have to be printed from each pay station. The pay stations must be emptied at busier hours in order to deter the possibility of theft.

Printing Credit Card Report from Pay station

Take the inventory card to the pay station and insert the card. Press the 'other' button. Then press the 'report' button. The system will start a new application. The credit card option will be displayed. Press the 'page down' button. Then scroll down to the appropriate date to print the credit card settlement report. Press the 'exit' button and exit out to the main screen.

Removing Note and Coin Vaults

Take the inventory card, empty bill vault and empty coin vault to the pay station. Print the status summary report (as noted above). Unlock the bill vault and remove the vault. Insert the empty bill vault and lock. Unlock the coin vault and remove. Insert the empty coin vault and lock. For each vault removal, the pay station will print a report. This report shows the breakdown for each bill and coin denomination and totals for bill and for coins. Take the vaults to the office. Empty the vaults and physically verify that the amount match to what the reports states. If you have a discrepancy, notify the manager.

IC Verifier

Credit card payments made at the exit terminal are sent to the IC Verifier in the McGann computer. These transactions are batched twice each day and sent to the bank for authorization. To send the batch to the bank, you should be in the 'Card Access System' window. Click on 'access' from the top of the window menu. Then click on 'credit card' and then 'IC Verifier'. Then click on 'transmit batch'. This will start the process of transmitting to the bank.

Once the process has completed, click on 'access', click on 'credit card', click on 'IC Verifier' and click on 'settlement/end of day'. When the process is completed, click on 'access', click on 'credit card', click on 'IC Verifier', click on 'settlement report'. Then click on 'reports'. Once the report is displayed on the screen, save it to the computer by clicking on 'save as' in the credit card folder. Once the file is saved, print the report. This report will show all credit card transactions.

To obtain a credit card summary report, click on 'access', click on 'credit card', and click on 'IC Verifier' and click on 'charge card report'. The system will ask of the start and end date. Enter the date required and select Visa, Master Card and American Express. Select the summary option and the capture option. This will display the credit card summary report on the screen. Print the report.

Equipment Maintenance

Loading tickets in ticket dispenser

Remove empty ticket box. Remove cardboard lid on new ticket box. Remove packing material from box. Discard any malformed tickets at the start (bent, folded, etc.). Install box in direction of arrow. Insert lead ticket into empty receiving slot (stripe facing back of dispenser). Push in until empty indicator is gone (the red dot) and some resistance from the mechanism is felt. Perform a test print to ensure tickets are loaded correctly.

Troubleshooting the ticket dispenser

If the dispenser does not work correctly check the following. Is there a car on the loop (or large metal object)? The dispenser will not issue two tickets to one car (or what it thinks is the same car). If the Mag-head cannot encode properly the tickets are rejected. Check that the ticket does not get stuck in the printer or the mag-unit. Reset the loop detectors if the hardware seems to otherwise be okay. Reset the dispenser as well if needed. Do this by turning the power off using the breaker, count to ten, and then power up.

Troubleshooting the Pay Station

There are various types of problems that can cause the pay station to malfunction. These problems can be mechanical and or software related. Do not attempt to correct a problem if it is something related to the software.

Walking customers through issues

There are various types of problems that can cause the pay station to malfunction. These common problems can be easily resolved by tracing the issue through various methods. For instance, if a customer's ticket is not being read at the pay station, ask the customer to cancel the transaction and try again. If this fails ask the customer to come to the parking office. Try scanning the ticket in the office. If the ticket is still not being read, it means that the magnetic stripe on the ticket has been demagnetized or damaged.

Another common problem that arises at pay stations is that the customer's bills are not accepted by the pay station. First, ensure that the amount owing is displayed on the monitor. If not, ask the customer to cancel the transaction and start again. Once the amount owing is displayed on the monitor, a green light on the bill acceptor should light up. If this does not happen, the bill acceptor unit is not functioning. Ask the customer to either pay the ticket with a credit card or ask them to come to the parking office, if they choose to pay cash.

Take the inventory card to the pay station and insert in the pay station. Once the main menu screen is displayed, press the 'exit' button. This allows the software to re-initialize the pay station. You should hear a bill acceptor turning. Once you hear that sound and the voice prompt, it means that the pay station has initialized successfully. If you do not hear the turning sound, you will have to power down the whole pay station. You will have to switch the breaker, located at the lower front end of the pay station, into the off position.

Then press the off button on the UPS, located at the top of the pay station. Wait of approximately twenty seconds and then switch the breaker back to the on position. It will take approximately sixty-second for the pay station to reboot. You should hear the turning sound in the bill acceptor, once the pay station is rebooting. If you do hear the sound, they bill acceptor is initialized. The above procedures should be used to clear a bill jammed in the bill acceptor. If the problem still persists, call PG Park.

Sometimes a customer's ticket or credit card maybe stuck in the reader. Ask the customer to press the cancel button to cancel the transaction. The ticket and or the credit card should be returned to the customer. If this does not resolve the problem, take the inventory card and the pay station keys to the pay station. You may have to open the pay station door without inserting the inventory card. Open the pay station door. This will sound the alarm. Silence the alarm by pressing the 'silence' button. Open the RWPV head by pulling back on the lever. Lift the head and remove the ticket or the credit card. Once the RWPV has been cleared, close the head and insert the inventory card. Once the main menu appears on the screen, shut the pay station door and press the 'exit' button. This should reinitialize the pay station.

Another common problem is that the customer will not get a receipt. This may be because they did not press the receipt button. Ask them to insert the ticket back and push the receipt button. If this still does not resolve the problem, go to the pay station with the inventory card to the pay station. Insert the inventory card and open the pay station door. Check if there is receipt paper in the print, located on the inner side of the pay station door. If the paper has run out, load with a new roll.

Sometimes the bill dispenser will not dispense bills as change. There are two reasons for this problem. Either the bill dispenser is low or has run out of bills or a bill has jammed in the

dispenser. Take the inventory card to the pay station. Insert the card and take a status summary report. If there are enough bills, open the pay station door and open the bill dispenser lock. Pull the dispenser unit out and roll the track for each bin to ensure that there is no bill jammed in the track.

Also do a visual inspection along the track to ensure that they are clear of any jam. If you do find a bill jammed, carefully remove the bill and ensure that all bins have enough bills and are properly placed ready to dispense. Push the bill dispenser unit back in its place and lock. Close the pay station door and lock. Remove the inventory card and let the pay station initialize. If this does not resolve the bill-dispensing problem, call for repair.

Attachments

Several of the forms mentioned in this section as well as copies of reports generated by the equipment are attached for future reference.

SAMPLE

G. Revenue Reporting

Various categories of revenue are collected at the Broward County. They can be grouped into transient, monthly, special events and validations. These revenues are collected either in the form of cash or credit cards or check. They are collected either at the pay stations located on all P3 levels, at the exit terminals or in the parking office.

Cashier Shift Report

At the parking office, revenue can be collected by cash, credit card or check. The office cash register is staffed twenty-four hours a day. The day is divided into three shifts. Each attendant is required to log on to the cash register at the start of his or her shift. They are accountable for all transactions on the cash register during their shift. After the individual shift ends, each attendant has to complete a shift report.

There is a substantial amount of information recorded on the cashier shift report. This information audited by the reports generated by the access control system is used to audit the cashiers transactions and verify that all revenues have been handled properly and are accounted for.

Once the shift is closed, the attendant has to log out by pressing the F3 key. The register will prompt for the password that is assigned to each cashier. Once the password is entered, the register will close the shift and print a report called cashier journal report. The attendant then has to complete a **SP+** cashier's shift report.

The cashier shift reports are then audited by the supervisor to ensure accuracy. Tickets are collected each night and sorted. The supervisor or the manager then enters the cashier shift report in the **SP+** spreadsheet. The workbook contains sheets for each cashier report, each pay station, events, manager entry sheet, monthly batch sheet, validation sheet, daily sales recap sheet and AS400 input sheet.

In the cashier sheet, the manager or the supervisor enter the information provided by the attendant. In the first cashier's sheet, the starting and ending ticket numbers of tickets issued during the day is also entered. The starting ticket numbers are copied from the previous days ending ticket numbers. The ending ticket number for the current day is obtained from McGann by printing 'ticket type' report. Proper date and time information must be entered into the McGann system to accurately obtain that days information.

This report shows the last ticket number issued for all six-ticket dispensers. Enter these ticket numbers in each dispenser's respective category in the shift report. The sheet will calculate the number of tickets issued for each ticket dispenser and the total number of tickets issued for the facility. The total ticket issued quantity will show in the 'lot control' section on the sheet in the 'ticket issued' cell.

In the 'lot control' section, enter the 'cars on lot at start' by referring to the previous days 'lot control' section's 'car on lot at finish'. Enter the number of transactions processed for revenue tickets in the 'revenue ticket' section. Information will be carried into the 'void and mutilated cell from the information entered earlier. Enter the same number in 'actual car count' as in the 'cars on lot at finish'.

Print 'attendant totals' report from McGann for each shift. To print the report, enter the correct date and the exact time the shift started and closed, Enter in the sheet (below each of **SP+**'s cashier shift report sheet) the dollar values and the transaction count for each respective category of validation.

This will conclude entering the information in the first cashier shift report. Go to the next tab in the workbook and enter the information for the next attendant's report. You will not enter the starting and ending ticket number in any of the following cashiers' reports.

Pay stations Sheet

Once the collected revenues are removed from the pay stations, the reports generated by the pay station and various reports from McGann are used to enter in the revenue-reporting workbook.

To determine how much of the operating float has to be removed from the cash collected, use the spreadsheet called 'Pay Station Total Report'. Enter the total net amount, credit card amount, note safe amount and coin safe amount from the reports generated by the pay stations. These values are printed on the 'notebox pull' and 'coinbox pull' reports. The sheet will then calculate the exact amount of cash deposit that has to be made and the exact amount that has to be removed for each respective pay station's operating float.

For each pay station, the following information is entered using the 'notebox pull' report and or 'coinbox pull' report. Enter the dollar value and the starting and ending transactions numbers for each pay station in the corresponding fields.

Print the 'validation' report from McGann. Enter the correct date for which the information is required. Enter the stating time as '00:00' and the ending time as '23:59'. Make sure that the following types of transactions are selected for the information. Fee computation, pay stations, lags time readers, express parc and credit cards. Enter the dollar values and the number of transactions for each respective validation in the validation sheet (below Standard Parking's PS1 shift report sheet).

Events Sheet

If there is an event, a separate sheet is used in the workbook. This tab is called 'events'. The rate structure is changed from McGann from 'A' rate to 'B' and 'E' rate. The first and last ticket number issued for the 'B' and the "E" rate is manually taken from each ticket machine. Once the event is finished a report is prepared. The information from the report is then entered in the 'events' sheet. The starting and the ending ticket numbers are entered and the revenue collected. Ensure that all ACC coupons collected during the event time are deducted from the dollar value.

Manager's Entry Report

In this sheet, designed specifically for Broward County Parking Facilities, the information entered is with respect to credit cards, coupons, number of transactions for various rates and cash deposited. Credit card revenue for all devices is entered in the top part of the sheet. The totals of each type of credit card are entered for the office cash register. For each pay stations, the credit card report is printed.

This report breaks down the dollar values of Visa, MasterCard and American Express. These values are entered for each pay station according to their respective reports. Credit cards processed through the exit terminals and the office cash register are batched and sent to the bank. This is done through the McGann software and is called IC Verifier. Once the batch has been processed, the report generated by the IC Verifier is entered in the spreadsheet.

All credit card transactions that are declined are also entered in the sheet. All previous declines that have been resubmitted and are approved are also entered in the sheet. The report from the IC Verifier prints the summary for these transactions.

All coupons that are collected from each attendant's shift are also entered in the cell called 'coupons'.

The sheet also contains a section where each cash deposit amount is also entered. These deposit amounts are entered from each deposit slip prepared for cash deposit. This also includes all checks and cash deposit made for monthly parking and event revenue.

The last section on the spread sheet is used to calculate the day, hourly, evening and weekend revenue collected. To complete this section of the spreadsheet, a report called 'parking fee' report has to be generated from the McGann software. Ensure that the correct date is used for the information. Enter the start and end time for a twenty-four hour period. Once the report is generated, enter the information in the spreadsheet in the corresponding fields. The information that is entered is the ticket numbers.

Batch Report Sheet

This sheet is required to ensure that all payments made by monthly customers are correctly applied to their respective account generated on the AS400. The monthly customer that pays is entered in this sheet. The information that is required is the customer's account number (generated by the AS400 and provided by the A/R associate), the customer's complete name, amount paid and the mode of payment. If the payment is made by check, enter the check number. Ensure that the customer numbers entered for each customer is correct and corresponds to the correct customer.

Validation Sheet

The validation sheet pulls all the information from the cashiers' reports. This sheet shows the summary of all validations for the day. Nothing needs to be entered manually in this sheet.

Daily Sales Recap Sheet

This sheet is part of **SP+**'s revenue report system. All information that is entered in the cashier sheet, pay station sheets, events sheet, manager sheet and the batch sheet is pulled to the daily sales recap sheet. The purpose of this sheet is to take the information of various types of revenue and collectively organize it. This sheet also acts as an intermediate sheet for the AS400 input sheet (described next). The daily sales recap sheet gives a detailed snap shot of revenue collected for transients, monthly and events. It also breaks it for each attendant shift and for each pay station.

The daily sales recap sheet also takes any shortages or overages from each shift and pay stations and shows the deposits. It also categorizes the different types of credit cards and revenue collected for each attendant and pay station

The daily sales recap sheet also gives a detailed snap shot of number of tickets that were issued and number of vehicles that entered and left the facility for the day.

AS400 Input Sheet

This is the final sheet of **SP+**'s revenue reporting system. This sheet again pulls all the information from the daily sales recap sheet and places it in prospective categories. The AS 400 input sheet is a snap shot of all information that is available in the daily sales recap.

The AS400 input sheet is used to enter the daily revenue information in the AS400 and has to be accurate. All the information that is entered in the workbook flows to this sheet ultimately. If any error is made in any one of the previous sheets, this will be entered incorrectly in the AS400. If the AS400 input sheet does not balance, the system will not allow the window to close and hence will not enter the incorrect information.

On the first of each month, line 90 and 91 has to be completed. Otherwise nothing else needs to be entered in this sheet.

Compiling Paperwork for the Head Office

Once the information has been entered in the workbook, it has to be printed, compiled and sent to the Head Office. Different number of copies is required for different sheet. One complete set of all relevant backup and the completed workbook has to be kept on site.

Two copies are sent to the head office.

The first has one AS400 input sheet, daily sales recap, validation and monthly batch report if any.

The second has one AS400 input sheet, daily sales recap sheet, manager's sheet, validation sheet, monthly batch report if any, original copies of the cashier shift reports, original reports from the office cash register, pay station total report, pay station credit card reports and IC Verifier report and all deposit slips.

Once the paperwork reached the Head Office, the information is entered in **SP+**'s revenue management system. The AS400 input sheet and the monthly batch, if any, is entered in the AS400. All the information then flows ultimately to the client statements that are generated each month.

SAMPLE

H. Emergency Procedures

An “emergency” is defined as any situation that has the potential to cause individuals or property injury or damage.

The following information outlines the policies and procedures to be adhered to in an emergency situation. This program should be part of each new employees training and facility orientation. Should an emergency situation arise that is not covered in this section of the Broward County Parking Facilities operating manual, notify your Facility Manager and/or Senior Manager at once for direction. Once the emergency situation is effectively handled, the Facility Manager should update this policy manual to reflect the successful measures taken to interact and defuse that emergency.

Fire Emergencies

At the Broward County Parking Facilities, fire alarm pull stations are located near stairwells, elevator landings and other common areas on each level of the garage. All pull stations are armed with an audible alarm that will activate when the cover is removed. In the event that this occurs, simply reset the control panel and the alarm will be silenced. Investigate the area to be sure that fire or smoke does not exist.

IF FIRE IS DETECTED:

The manager must ensure the protection of the facility and its occupants by performing tours of the garage every 1/2-hour and instructing the attendant(s) to perform the following task should fire or if smoke is detected:

1. Activate the nearest fire alarm pull station. When the alarm is activated, it will be heard on all levels and strobe lights will flash on all levels.
2. The Fire Department (MBFD) will be notified by calling 911.
3. Notify the Facility Manager/supervisor on duty and provide information as to the nature, location and status of the fire.
4. All garage personnel, with two-way radio communications, will monitor channel two and await further instructions from the manager on duty.
5. Monitor garage traffic in and out until the nature of the emergency is determined. Traffic already at the garage exits will be allowed to leave. All access into the garage will be stopped. This policy will remain in effect until the Fire Department has given the “All Clear.”

Do not attempt to fight the fire unless it appears to be confinable:

Use the nearest fire extinguisher and fire hoses only if:

- The fire is small;
- Your back is towards an exit ;and
- You have been trained how to use the fire extinguisher.

If the fire is serious, begin to evacuate occupants in an orderly manner. Use emergency stairwells. Assist handicapped or other persons with special needs during the evacuation.

In the event you become caught in heavy smoke, crouch down below the smoke level, or as close to the floor as possible. Take short breaths, breathe through your nose, and crawl to escape.

The manager/supervisor will remain at the facilities until fire department arrives and if possible will assign an attendant to meet the Charlotte Fire Department and escort them to the fire scene.

Once the fire department has arrived on the scene, the manager/supervisor should describe the location and severity of the fire to the Fire captain and assist them in any way he/she can without risking injury.

WHEN THE FIRE DEPARTMENT ARRIVES, THEY ARE IN CONTROL OF THE SITUATION AND ALL RADIO CONVERSATIONS SHOULD CEASE UNTIL THEY HAVE GIVEN THE "ALL CLEAR" AND THE ALARM HAS BEEN SILENCED.

Robbery / Attempted Robbery

If a robbery or attempted robbery of a customer is reported, notify the police immediately by calling 911. If no phone is available, notify the garage office via two-way radio or report to the garage office.

Once the office staff is notified, they will contact both building security and the police. While that is being accomplished, offer to escort the victim to the main office area. If he/she refuses, stay with the person until help arrives.

If a robbery is attempted in the parking office, the employee involved should follow these procedures:

1. Remain calm.
2. If you are able, activate the panic button located behind the counter in the office.
3. Comply with the request of the robber as calmly and quickly as possible.
4. Pay special attention to the appearance of the assailant. Prepare yourself to give as detailed of a description as possible. Notice as much information about the robber as you can. The following details will aid police in apprehending the perpetrator: Hair, skin and eye color, height, weight, clothes, tattoos, scars, accent

DO NOT DO ANYTHING TO UPSET THE ROBBER

Manager/supervisor will be notified of the incident as soon as possible.

Security

The most important part of security is communication. It is recommended that all employees working inside the facility have a two-way radio with them at all times. If at any time an employee requests assistance, it must be met with prompt support.

Lobby Area

The lobby areas should be monitored at all times by the office staff and maintenance personnel. If any incidents other than normal events are noticed, security should be notified immediately. If security is unavailable, the manager on duty should be notified.

Rowdy Patrons

There are usually two types of rowdy customers. One is simply rowdy by nature and will most likely cause damage to the property or its occupants. The other consists of a customarily "normal" person who is under the influence of alcohol or a drug. If these individuals are observed in the Parking Facilities, notify security at once.

Until security arrives, they must be closely watched and made aware that they are being watched. In most cases, they will not appreciate it but will leave without causing damage.

If they do damage to anything in the garage, then the manager must respond appropriately by attempting to do the following:

1. If a rowdy customer causes damage to the garage, then the manager will attempt to retrieve personal information from the individual(s) (i.e. driver's license, name and address). If this does not seem possible after attempting to talk with the individual(s), then a call to security must be placed.
2. If a customer's car is damaged as a result of the carelessness or total disregard by a rowdy customer, then you simply note the customer license plate number, the type and color of the vehicle and supply the customer whose vehicle was damaged with the information obtained about the offender.

Loitering

No one is allowed to loiter inside the garage. Any person who is noticed wandering or hanging out in the garage must be questioned. If the person does not have a vehicle parked in the garage, then they have no reason for being there and should be asked to leave.

If the person states that they are waiting for someone, they must be asked to wait in the lobby. If they refuse, then an attendant will be assigned to that level until the person the individual is waiting for arrives or until the individual leaves. If the individual(s) become a problem, or if they do not leave after several requests, call security and have them removed.

If a vagrant person comes onto the property, they must be asked and or persuaded to leave. These individuals should be treated with respect and should not be forcibly removed by any of the staff. If the person becomes a problem, have an attendant stand by to make sure they don't bother the customers and call security.

Soliciting

No soliciting is allowed on the property. If an individual attaches fliers to vehicles they must be stopped and informed that (i) soliciting is not allowed on the property, (ii) he/she will be held responsible for any damage to any of the vehicles. Remove all fliers from the vehicles.

ACCIDENTS AND INJURIES

General

If you witness or are informed of a vehicular accident, you must contact the manager/supervisor on duty and relay the following information.

1. Location of the accident
2. Any injuries sustained
3. Number of vehicles and or persons involved
4. Type of damage sustained

An incident report form must be completed and forwarded to Special Risk Services. As the Broward County Parking Facilities is a self-park and valet facility, the form is used primarily for insurance documentation purposes only.

In the event a personal injury has occurred, follow the steps listed below:

1. Do not move the victim
2. Try to get information of the type of injury that person has sustained and inform the manager so they can make the necessary call to 911.

Once the appropriate care has been administered, the applicable safety incident form should be completed as soon as possible after the incident. Contact your Senior Manager for further instruction.

Manager/Supervisor

When you receive a call from one of your staff members, or a customer, that an incident has occurred you should:

- Note the time you became aware of the incident.
- Who you received the information from.
- Direct a member of your attendant staff or yourself, depending on the severity of the situation, to investigate the report.
- Collect all necessary information from the individual(s) involved.
- If an injury has occurred, find out as much information from the victim as possible.
- If the injury appears to be serious in nature or the victim requests medical assistance, then call 911 and inform them of the victim's injuries and location of incident.

WE ARE NOT DOCTORS OR POLICE OFFICERS; WE CAN NOT DETAIN, ARREST OR HEAL PEOPLE. PLEASE DO NOT ATTEMPT TO DO SO UNDER ANY CIRCUMSTANCE.

Assist the individuals involved as much as possible and control the situation until the proper authorities arrive.

Gasoline Leak

When a gas leak is discovered, you should follow the necessary steps listed below to ensure the safety of the garage and its occupants.

- If the leak is confinable, spread a soluble product under the leak and monitor until the car leaves or the leak stops.
- Make sure there is no smoking or other exposed flame allowed in the area.
- If you are not able to control the leak with the use of soluble product call the fire department, then you must make every attempt to contact the owner of the vehicle so he/she can remove the car from the garage. If you are not able to contact the owner, call a tow service and have the vehicle removed from the garage.
- Every attempt should be made to contact the owner of the vehicle so that they may remove the vehicle from the Parking Facilities.
- Security should be notified.

In either event, turn the exhaust fans on throughout the level.

EMERGENCY PHONE NUMBERS

FIRE DEPARTMENT	911
POLICE DEPARTMENT	911
AMBULANCE/PARAMEDICS	911
Environmental Spill Reporting	XXX-XXX-XXXX
Poison Hotline	XXX-XXX-XXXX
XXXXX Equipment Software	XXX-XXX-XXXX
Building Security	XXX-XXX-XXXX
Broward County	XXX-XXX-XXXX
Facility Manager	XXX-XXX-XXXX
Senior Manager	XXX-XXX-XXXX
Regional Manager	XXX-XXX-XXXX
Regional Vice President	XXX-XXX-XXXX

SAMPLE

I. Valet Procedures

Welcome to your first day as a Valet Attendant at **SP+**! We are very excited that you have chosen to work with us. As a company, our continued success depends on the service you provide everyday to our parking customers. When customers evaluate the quality of **SP+**, they do not think of an office or the field management team; rather they think of you and the service you deliver. The service you provide is so important that we have set specific standards for each frontline employee to meet with every customer.

This Valet Attendant Procedures Booklet is a tool that you will use during your training to help familiarize you with the technical skills, tools and information needed to properly perform your job.

Our company goal is to support, reward and recognize your efforts in delivering our high standards of customer service. Please use this booklet and as a reference tool as you grow with us here at **SP+**. Again, welcome aboard! We are happy to have you!

Rules of the Road

In any organization there are going to be some rules of the road we all must follow to ensure we are providing the best service possible to our customers as well as supporting our co-workers. Here are some basic rules of the road that we live by here at **SP+**.

- It is critical for you to be on time. When you are on time, it helps ensure that we smoothly transition from one shift to the next. It is also a courtesy to the other employees. When you are late, someone else has to cover for you.
- Ask your manager what the earliest time is you will be able to clock in at before you start your shift. Some managers prefer that you clock in no more than 10 minutes prior to your assigned start time.
- Be attentive to the work schedule by documenting it for your reference.
- If you need to change the schedule, discuss the change with your Facility Manager first.
- **Attendance policy:** You are responsible for ensuring that proper notice of absence or late arrival is given directly to your supervisor / manager. (See your **SP+** Employee Handbook for more details)

Military Time

Time clocks and parking equipment may use military time to calculate hours. Military time follows a 24-hour period and does not account for a.m. and p.m. Because of the 24-hour clock, there is less confusion when referring to times and calculating hours. This becomes very important especially where time cards are concerned. Hours between 2400 and 1159 signal a.m. hours while hours 1200 to 2359 signal p.m. hours. The simplest and quickest way to calculate military time is to understand that all numbers higher than 1200 constitute p.m. The next time you see or hear something like "2235 hours" use simple subtraction to find the civilian time: 2235 - 1200 = 10:35 p.m.

Cashier Shift Report

At the beginning of each shift you must complete the top portion of the Cashier Shift Report which includes:

- Name
- Date
- Shift
- Facility number
- Opening ticket numbers

Equipment Inspection and Maintenance

You are responsible for inspecting the equipment at the start of every shift. Remember to complete a general inspection of the fee computer. While you are not expected to become an equipment repair person, you are asked to perform a few simple maintenance tasks to keep the facility running. These tasks include changing journal tape and ribbon.

Securing the Facility and Keeping it Safe

If applicable, you will need to perform a lot inventory and place Balance Due Envelopes in vehicles, as well as put all equipment in closed mode. All doors and windows should be locked on all vehicles. Be courteous to the next employee by leaving your work area clean. Also ensure that you clock out within the time frame stipulated by your manager. Check your pockets before leaving work to ensure that you do not leave the facility with keys or tickets.

- Perform a lot inventory and place Balance Due Envelopes on vehicles.
- Put all equipment in the proper “closed” mode.
- Lock all windows and doors.
- Clock out as stipulated by your manager

There are general safety practices for our facility. Report oil spills or other hazards in the facility such as vehicle leaks, suspicious persons, lights that are out and broken doorknobs to your supervisor.

Radio Communications

If your job requires the use of a radio to communicate information regarding your customers or your job keep the following in mind:

- Remain professional and polite at all times.
- Never use inappropriate or profane language. Do not tell jokes or socialize.
- When you begin your radio transmission, identify who you are calling and identify yourself.
- When you the communication ends, sign off.
- Should a disagreement occur over the air, end the communications immediately.

Use the following pre-established universal radio codes.

Radio Code	Description
10-4	Copy; acknowledge message
10-7	Out of service

10-8	In service
10-9	Repeat
10-10	Out of service, end of shift
10-19	Come to office
10-20	Your location
10-21	Telephone the office
33	Emergency

Radio Alphabet Codes

A — Adam	N — Nora
B — Boy	O — Ocean
C — Charles	P — Paul
D — David	Q — Queen
E — Edward	R — Robert
F — Frank	S — Sam
G — George	T — Tom
H — Henry	U — Union
I — Ida	V — Victor
J — John	W — William
K — King	X — X-ray
L — Lincoln	Y — Yellow
M — Mary	Z — Zebra

Closing a Shift

It is your responsibility to complete the Cashier Shift Report neatly and accurately. This ensures that all tickets and cash collected during your shift are properly recorded.

VEHICLE RESPONSIBILITY

Driving Route

The supervisor will designate a route that you must follow every time you park and retrieve a customer's vehicle.

- Review a map of the route with written directions.
- Drive an alternative route if the routine route is unavailable.

Picking up the Customer's Vehicle

- Before you give the customer the ticket, you must pre-inspect the vehicle for damage.

Procedures to start the customer's vehicle:

- Inspect the vehicle and note any pre-existing damage on the ticket.
- Give the appropriate portion of the ticket to the customer.
- Never force the key into the ignition.

- When you start the vehicle, turn on the lights and open the driver's side window about three inches.
- Adjust the seat so you can drive the vehicle safely.
- Never place trash or items in the vehicle.
- Do not adjust the radio, except to turn down the volume.
- Do not touch any personal belongings in the vehicle.
- Never eat, drink or smoke in a customer's vehicle.
- Do not sleep or rest in a customer's vehicle.

Driving the Customer's Vehicle

- Always treat the vehicle with respect and drive carefully.
- Obey all traffic laws.
- Honk the horn when driving into the facility.
- Never drive a vehicle with the doors open.
- Check the vehicle height for clearance.
- Never drive the vehicle to another facility or deviate from the route unless authorized.

Parking the Customer's Vehicle

- Be aware of spare tires and trailer hitches when parking. Use a spotter as necessary.
- Never park a vehicle that will block doorways or aisles.
- Never park a vehicle in a stall that leaks.
- Never park a vehicle with the bumper touching a wall.
- Turn off the lights and close the window.
- Return the seat to its original position.
- Verify that all car wheels are straight.
- Set the parking brake.
- Remove the keys. Never leave keys in your pocket or in the vehicle.
- Never leave a vehicle unattended with the engine running or the keys in the ignition.
- Leave appropriate portion of ticket in vehicle.
- Tag and store the keys.

Retrieving the Customer's Vehicle

- Verify that you have the correct set of keys and tag before retrieving the vehicle.
- Always hustle when retrieving a vehicle.
- Follow the same procedures as parking the vehicle.

- When starting a diesel vehicle, turn the key slightly until the coil light goes off before turning the key completely.
- If you are unsure on how to start a vehicle, do not guess. Call your supervisor for assistance.

If the customer is present when you pull up the vehicle, follow these procedures:

- Verify the claim check before giving the keys to the customer.
- If the customer does not have a claim check, direct the customer to your supervisor.
- Open the driver's door and all passenger doors, if applicable.
- Make sure that the customer is completely seated in the vehicle and then close the door softly.
- Do not wait for a tip.
- Never give anyone information regarding other customers or their vehicles.

Vehicle Safety

- Always check vehicle vs. facility clearance beams before parking an oversized vehicle.
- Be aware of antennas and all external mirrors when parking the vehicle.
- Before parking a vehicle with a trailer, gain approval from the supervisor. Always have someone guide you into the parking stall.
- All vehicles brake and drive differently. Drive slowly and make wide arcing turns instead of tight turns. Always be aware of the facility's surroundings.
- Be alert and cautious at all times and when backing up.

Vehicles That Won't Start

- Carefully turn the steering wheel. If the wheels are locked, the vehicle won't start.
- Double check the ticket for special instructions on starting the vehicle such as a kill switch.
- Make sure that the vehicle is in Park and, if required, your foot is on the brake.
- Check for a release button that allows the ignition to work.
- Do not jump-start a vehicle without a supervisor's approval. Contact your supervisor immediately.

Tipping

You must provide the same level of service to all customers, regardless of the amount of tip received or when you receive the tip.

J. Employee Appearance



We require all of our employees to be neatly uniformed and well-groomed at all times. Experience has demonstrated that proper attire and grooming serve to enhance employee performance.

Our customary uniform consists of a white shirt with a black tie, black blazer/vest, black slacks and black, well-shined shoes. We do, however, frequently work with our clients to create uniforms that are specifically designed and tailored to be consistent with a property's distinctive logo, colors, and design scheme. Please see below and the following pages for a few examples of uniform options, including a new shirt design specifically made for the Hawaii region (shown below).

SAMPLE



CANVAS



+ integrity + technology + innovation + initiative + knowledge + creativity

SP+



SP+ Municipal Services
1330 SE 4th Ave, Suite D,
Fort Lauderdale, FL 33316
Web site: www.spplus.com
Find parking: www.parking.com

INNOVATION IN OPERATION®

www.spplus.com



MIAMIBEACH



3

Past Relevant
Performance

3. Past Relevant Performance

Describe prime Vendor's experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion, both on time and within budget, for the past five years. Provide a minimum of three projects with references. Include specific name(s) and location(s) of parking lots or parking systems managed, with key information on each location, including fee structure. Identify any projects which the prime Vendor procured and/or installed meter or other parking management equipment or systems for the parking site(s).



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[City of Miami Beach Parking Department](#)

Contact Name: [Charles Dike](#) Title: [Senior Management](#) Reference date: [07/19/2019](#)

Contact Email: charlesdike@miamibeachfl.gov Contact Phone: [305-673-7000 x26445](#)

Name of Referenced Project: [Cashiers / Attendants](#)

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Cashiers / attendant labor at municipal parking facilities.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[Miami Cruise Terminal A / RCCL](#)

Contact Name: [Michael Fettes](#)

Title: Manager

Reference date: 07/17/2019

Contact Email: mfettes@rccl.com

Contact Phone: 305-609-6813

Name of Referenced Project:

Contract No.

Date Services Provided:

to

Project Amount:

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Garage and traffic management.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Vendor's Organization:			<input checked="" type="checkbox"/>	
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Timeliness of:			<input checked="" type="checkbox"/>	
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Cooperation with:			<input checked="" type="checkbox"/>	
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Additional Comments: (provide on additional sheet if needed)

[Excellent partners. Wonderful to work with.](#)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[Downtown Parking Corporation](#)

Contact Name: [Greg Walker](#) Title: Vice President Reference date: [07/19/2019](#)

Contact Email: gawoll9@gmail.com Contact Phone: [410-336-4692](#)

Name of Referenced Project: [411 Caroline Lot Management](#)

Contract No.	Date Services Provided:	Project Amount:
Location 61236	01/01/1999 to 06/20/2019	\$ 100,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

RFP No. PNC2116818P1 Parking Management Services for Parks and Recreation - Various Locations

Reference for:

Organization/Firm Name providing reference:

Stiles Property Management

Contact Name: **Christine Jarro** Title: **General Manager** Reference date: **07/30/2019**

Contact Email: **Christine.Jarro@Stiles.com** Contact Phone: **786-853-8849**

Name of Referenced Project:

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Parking management

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

SP+ is a valued partner to Stiles Property Management. They really listen to the clients needs and deliver on goals and objectives. They are very upfront and honest without over promising.

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

RFP No. PNC2116818P1 Parking Management Services for Parks and Recreation - Various Locations

Reference for: [SP Plus Parking](#)

Organization/Firm Name providing reference:

[CBRE](#)

Contact Name: [Daisy Armenteros](#) Title: [Real Estate Mgr](#) Reference date: [7/31/19](#)

Contact Email: daisy.armenteros@cbre.com Contact Phone: [305-358-3811](#)

Name of Referenced Project: [777 Brickell](#)

Contract No.	Date Services Provided:	Project	Amount:
	2016 to Present		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

a. Vendor's Experience

Describe prime Vendor's experience, during the last five (5) years, managing parking programs and facilities in similar size and scope of services in comparison to Broward County Facilities Management garages and parking facilities. Provide number of years you have managed the facility. List locations with verifiable references. Include name, location, type of facility, hours of operation, number of spaces, type of parking services or products, number of fulltime employees and gross annual revenue from the management of the facilities.

Company Background and Experience

SP Plus Corporation (Nasdaq: SP) provides professional services through its specific operating groups and service lines to property owners and managers in all markets of the real estate industry.



SP+ COMPANY STATISTICS

Employees:	23,000
Total Facilities:	3,400+
Total Spaces Managed:	2.1 Million
Cities Operated In:	350
Gross Annual Receipts:	\$4 Billion
Airports Operated:	70
Shuttles Operated:	750

Continuity of Ownership

SP+ was originally founded in 1929 and has been continually providing parking management services for ninety years. The legal name of the company that would be a party to the management agreement will be SP Plus Corporation. SP Plus Corporation currently operates under the following DBA names.

- ⊕ SP+ Parking
- ⊕ Standard Parking
- ⊕ Central Parking
- ⊕ SP+ Airport Services
- ⊕ SP+ Healthcare Services
- ⊕ SP+ University Services
- ⊕ SP+ Municipal Services
- ⊕ SP+ Residential Services
- ⊕ SP+ Office Services
- ⊕ SP+ Retail Services
- ⊕ SP+ Hospitality Services
- ⊕ SP+ GAMEDAY
- ⊕ SP+ Facility Maintenance
- ⊕ SP+ Event Logistics
- ⊕ SP+ Transportation

Portfolio of Services

Our ability to deliver a portfolio of services as a single provider simplifies the administrative burden on our clients while enabling them to leverage the economic benefits of having a single relationship. Because our clients have only one reporting relationship to manage, we're able to

more effectively and efficiently deliver a range of services than typically possible through multiple providers.

We're built on integrity and innovation, laser-focused on delivering the highest level of service to our customers and clients. We've set the industry standard in integrating new technologies, on-line interactive marketing programs, parking amenities and customer service programs, revenue control, financial reporting, expense containment, employee professionalism, and proactive management. Our operations maximize facility profitability while at the same time making parking a first-class, enjoyable experience. As a public company subject to the requirements of the Securities Exchange Act of 1934 and the Sarbanes-Oxley Act, we adhere to accounting, internal control and reporting standards that are more rigorous than those typically followed by our non-public competitors.

We invite you to learn more about **SP+** at www.spplus.com.

Accredited Parking Organization

SP Plus Corporation is the first commercial parking operator to be certified by the International Parking Institute (IPI) as an Accredited Parking Organization (APO). We are the first parking operator to achieve Accreditation with Distinction – which represents the top 5% of the industry.



The APO program was established in 2015 to set industry standards that develop, ensure and support a high level of professionalism and competency in parking management. To earn the APO designation, an organization must demonstrate its commitment to ongoing evaluation and improvement of program outcomes throughout its operations.

The APO benefit to the County of Broward is the confidence and peace of mind that you have an operating partner who has demonstrated against a high standard that it has the right approach, mindset, and ability to perform at a high level and represent your organization professionally.

SP+ Municipal Services

SP+ Municipal Services, a division of SP Plus Corporation, offers a wide-array of parking management services backed by the collective capabilities we employ in operating approximately 3,400 parking facilities in over 350 cities throughout the United States and Canada, and collecting over \$4 billion in annual gross receipts.

We manage parking (on and off-street), meter management and enforcement operations, provide maintenance services, and operate shuttle bus and ground transportation operations serving airports and institutions throughout the United States and Canada.

A major focus of our company is the provision of parking management services to municipalities, institutions, and governmental agencies, and with over 200 such organizations as our clients, we are the most experienced municipal parking managers in the country. We have a dedicated Municipal On and Off-Street team that specializes in municipal parking operations.

Municipal Parking Operations

SP+ operates well over 100 publicly owned parking operations across North America including on-street and off-street facilities owned by municipalities, counties, improvement districts, transit districts, port authorities, public universities, airport boards, state governments and federal governments (both U.S. and Canada). Please see our references below.

Client Name: **City of Miami Beach Parking Facilities – Miami Beach, Florida**
Project Description: **SP+** provides parking management for multiple parking garages and surface lots totaling over 8,000 off-street parking spaces serving the entertainment areas and beaches throughout the city.

Service Dates: 2001 – Present
Staff Assigned: 80 – 110 (depending on events)
Hours of Operation: Operating Hours Vary
Annual Revenue: \$20 Million
Client Contact: Saul Frances, Parking Department Director
(305) 673-7505
saulfrances@miamibeachfl.gov

Client Name: **City of Richmond Parking System - Richmond, Virginia**
Project Description: **SP+** provides parking management for seventeen (17) city-owned parking facilities totaling 6,004 off-street parking spaces including facilities serving the 258,000-square-foot Richmond Convention Center, the 13,500 seat Richmond Coliseum and the Landmark Theatre. **SP+** also provides enforcement, of 1,500 paid and 5,000 time limited on-street parking spaces.

Service Dates: 2012 – Present
Staff Assigned: 89
Hours of Operation: Operating Hours Vary
Annual Revenue: \$26 Million
Client Contact: Lynne Lancaster, Interim Deputy Director of General Services
(804) 646-6006
lynne.lancaster@richmondgov.com

Client Name: **City of Annapolis Parking System - Annapolis, Maryland**
Project Description: **SP+** and the City of Annapolis entered into a 10-year contract which began operation on March 1, 2016. **SP+** is responsible for providing turnkey parking management and shuttle services for the City of Annapolis. The program consists of 1,400 off-street spaces and over 500 on-street parking spaces. Our team also provides parking enforcement services for the City expansive residential parking program through the use of license plate recognition technology.

Service Dates: 2016 – Present
Staff Assigned: 31
Hours of Operation: Operating Hours Vary
Client Contact: Rick Gordon, Director of Transportation
(410) 263-7964
rickgordon@annapolis.gov

Client Name:	City of Oakland Parking Facilities - Oakland, California
Project Description:	SP+ (under the operating name of Oakland Parking Partners) provides parking management services for eight (8) garages and eight (8) surface lots totaling 4,068 parking spaces.
Service Dates:	2014 – Present
Staff Assigned:	22
Hours of Operation:	Operating Hours Vary
Annual Revenue:	\$3 Million
Client Contact:	Michael Ford, Manager (510) 238-7670 mford@oaklandnet.com
Client Name:	City and County of Denver Parking Facilities – Denver, Colorado
Project Description:	SP+ provides parking management services for the Denver Performing Arts Complex Garage, the Denver Justice Center Garage, and the Cultural Center Garage totaling 3,311 parking spaces. These busy facilities serve city/county government offices, the county courthouse and jail and arts/entertainment venues.
Service Dates:	2009 – Present
Staff Assigned:	10 (Extra staff added for events)
Hours of Operation:	Operating Hours Vary
Annual Revenue:	\$10 Million
Client Contact:	Wady Burgos, Program Administrator (720) 913-1790 wady.burgos@denvergov.org

In addition to the above highlighted municipal operations, **SP+** also manages the following municipal and government-owned operations (on-street, off-street, or both) across North America.

Arizona

- ⊕ State of Arizona (Phoenix) – Off-Street

California

- ⊕ City of Anaheim – Off-Street
- ⊕ City of Antioch – On-Street
- ⊕ City of Fremont – Off-Street (Centerville Train Depot)
- ⊕ City of Fresno – Off-Street
- ⊕ City of Fullerton – Off-Street
- ⊕ City of Glendale – On-Street
- ⊕ City of Los Angeles – On-Street & Off-Street
- ⊕ City of Mountain View – Off-Street (Event Only)
- ⊕ City of Oakland – Off-Street
- ⊕ City of Palo Alto – On-Line Marketing
- ⊕ City of Sacramento – Off-Street
- ⊕ City of San Jose – Off-Street

- ⊕ City of San Leandro – On-Street
- ⊕ City of San Mateo – On-Street & Off-Street
- ⊕ City of Santa Monica – Off-Street
- ⊕ City of South San Francisco – Interactive Marketing Services
- ⊕ City of Stockton – On-Street & Off Street
- ⊕ City of Vallejo – On-Street Enforcement
- ⊕ Alameda – Contra Costa Transit District – Off-Street
- ⊕ Los Angeles Metropolitan Transportation Authority (METRO) – Enforcement
- ⊕ Port of San Francisco (San Francisco) – Off-Street
- ⊕ San Francisco Municipal Transit Authority (SFMTA) (San Francisco) – Off-Street
- ⊕ San Francisco Unified School District (San Francisco) – Off-Street
- ⊕ Santa Clara Valley Transportation Authority (San Jose) – Off-Street
- ⊕ Solano County Transit (SolTrans) (Vallejo) – Off-Street

Colorado

- ⊕ City of Aurora - On-Street & Off-Street
- ⊕ City and County of Denver – Off-Street
- ⊕ City of Colorado Springs – Off-Street
- ⊕ City of Manitou Springs – On-Street & Off-Street
- ⊕ City of Westminster – Off-Street
- ⊕ Regional Transportation District (RTD) (Denver) – Off-Street

Connecticut

- ⊕ Town of Greenwich - On-Street & Off-Street

Florida

- ⊕ Broward County (Fort Lauderdale) - Off-Street
- ⊕ City of Jacksonville Beach – Off Street
- ⊕ City of Miami Beach – Off-Street
- ⊕ City of Saint Petersburg – Off-Street
- ⊕ City of Tampa – On-Street (maintenance only)
- ⊕ Lee County – Off Street
- ⊕ Miami Parking Authority – Off-Street
- ⊕ Port Everglades (Fort Lauderdale) – Off-Street

Georgia

- ⊕ City of Atlanta – On-Street
- ⊕ City of Decatur – On Street Enforcement & Off-Street

Illinois

- ⊕ Chicago Park District Parking System (Chicago) – On-Street & Off-Street
- ⊕ Chicago Transit Authority (CTA) (Chicago) – Off-Street
- ⊕ City of Evanston – On-Street
- ⊕ Village of Oak Park – Off Street
- ⊕ Cook County (Chicago) – Off Street
- ⊕ Metropolitan Rail Corporation (METRA) (Chicago) – Off-Street

Louisiana

- ⊕ City of Gretna – On-Street
- ⊕ City of New Orleans – On-Street
- ⊕ Port of New Orleans (New Orleans) – Off-Street

Maryland

- ⊕ City of Annapolis – On-Street & Off-Street
- ⊕ Howard County (Ellicott City) – On-Street
- ⊕ Maryland Stadium Authority (Baltimore) - Off-Street
- ⊕ Parking Authority of Baltimore City (Baltimore) – Off-Street

Massachusetts

- ⊕ City of Attleboro – On-Street & Off-Street
- ⊕ Greater Attleboro-Taunton Regional Transit Authority (GATRA) (Attleboro) – Off-Street
- ⊕ Malden Redevelopment Authority (Malden) – Off-Street
- ⊕ Massachusetts Bay Transportation Authority – Off-Street
- ⊕ Massachusetts Port Authority (Massport) (Boston) – Off-Street
- ⊕ City of Chelsea – On Street

Michigan

- ⊕ City of Birmingham – Off-Street
- ⊕ Main Street Pontiac (Pontiac) – On Street & Off-Street

Minnesota

- ⊕ City of St. Paul – Off-Street

Mississippi

- ⊕ City of Jackson – Off-Street

Missouri

- ⊕ City of Kansas City – Off-Street

Montana

- ⊕ City of Great Falls – On-Street & Off-Street

New Jersey

- ⊕ Camden County Improvement Authority (Camden) – Off-Street
- ⊕ City of Bloomfield – On-Street & Off-Street
- ⊕ New Jersey Casino Reinvestment Development Authority (Atlantic City) – Off-Street
- ⊕ New Jersey Liberty State Park (Jersey City) – Off Street
- ⊕ New Jersey Transit Authority – Off-Street

New Mexico

- ⊕ State of New Mexico (Albuquerque) – Off-Street

North Carolina

- ⊕ City of Charlotte / Mecklenburg County – Off-Street
- ⊕ Town of Kure Beach – Off-Street

- ⊕ Town of North Topsail Beach – Off-Street

Ohio

- ⊕ Cincinnati Redevelopment Authority – Off-Street
- ⊕ City of Cleveland – Off-Street
- ⊕ City of Grandview Heights – On-Street & Off-Street
- ⊕ Hamilton County Riverfront Complex (Cincinnati) – Off-Street
- ⊕ Port Authority of Cincinnati – Off-Street

Oklahoma

- ⊕ Tulsa Parking Authority – Off-Street

Oregon

- ⊕ City of Portland – Off-Street

Pennsylvania

- ⊕ AMTRAK (Philadelphia) – Off-Street
- ⊕ City of Harrisburg – On-Street & Off-Street
- ⊕ City of Philadelphia – Off-Street
- ⊕ Montgomery County (Norristown) – Off-Street

South Carolina

- ⊕ City of Beaufort – On-Street & Off-Street
- ⊕ US General Services Administration (Columbia) – Off-Street

Tennessee

- ⊕ City of Nashville – Off-Street

Texas

- ⊕ City of Dallas – On-Street & Off-Street
- ⊕ City of Fort Worth – Off-Street
- ⊕ Fort Worth Transportation Authority – Off-Street
- ⊕ Tarrant County (Fort Worth) – Off Street
- ⊕ Texas Department of Transportation – Toll Monitoring & Courtesy Patrol
- ⊕ US Postal Service (Fort Worth) – Off-Street

Virginia

- ⊕ City of Hampton – Off-Street
- ⊕ City of Richmond – On-Street & Off-Street

Washington

- ⊕ City of Seattle – Off-Street
- ⊕ City of Vancouver Park 'N Go Garage – Off-Street
- ⊕ King County (Seattle) – Off-Street

Wisconsin

- ⊕ Milwaukee County (Milwaukee) – Off-Street
- ⊕ State of Wisconsin (Madison) – Off-Street

b. References Facilities

For each of the facilities referenced provide the numbers of: entry and exit points, automated and staffed pay stations, automated vehicles tolling lanes, and total transactions. Describe the parking access and revenue control equipment hardware and the software system used at each facility.

City of Miami Beach	
Years of Experience	15 years of experience
Number of Garages	11 Garages
Number of Spaces	8,250
Number of Employees	60 employees
Number of Pay stations	60 pay stations
Number of Entrances and Exits	27 entrance lanes, 25 exit lanes
Revenue	\$14,000,000 revenue
Number of Transactions	1.2 million transactions
Software and Equipment	Skidata
Additional Information	Car wash and advertisement

Brickell City Center	
Years of Experience	5 years of experience
Number of Valet Operations	4 valet operations
Number of Spaces	2,190 spaces
Number of Employees	24/7 operation with 55 full time employees
Number of Pay stations	13 pay stations
Number of Entrances and Exits	13 entrances and 12 exits
Revenue	\$6,400,000+ revenue
Number of Transactions	\$780,000 transactions
Software and Equipment	Amano McGann (commercial) Flash Valet (valet operation) CVPS (residential operation)
Additional Information	Car wash

Royal Caribbean Cruise Lines (Port of Miami)	
Years of Experience	2 years of experience
Number of Valet Operations	
Number of Spaces	1,100 spaces
Number of Employees	14 employees
Number of Pay stations	8 pay stations
Number of Entrances and Exits	3 entrances and 2 exits
Revenue	\$5,300,000+ revenue
Number of Transactions	72,000 transactions
Software and Equipment	24/7 operation using Flash valet



4

Location

RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)

The completed and signed form and supporting information (if applicable, for Joint Ventures) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting information may affect the Vendor's evaluation. Provided information is subject to verification by the County.

A Vendor's principal place of business location (also known as the nerve center) within Broward County is considered in accordance with Evaluation Criteria. The County's definition of a principal place of business is:

1. As defined by the Broward County Local Preference Ordinance, "Principal place of business means the nerve center or center of overall direction, control and coordination of the activities of the bidder [Vendor]. If the bidder has only one (1) business location, such business location shall be considered its principal place of business."
2. A principal place of business refers to the place where a corporation's officers direct, control, and coordinate the corporation's day-to-day activities. It is the corporation's 'nerve center' and in practice it should normally be the place where the corporation maintains its headquarters; provided that the headquarters is the actual center of direction, control, and coordination, i.e., the 'nerve center', and not simply an office where the corporation holds its board meetings (for example, attended by directors and officers who have traveled there for the occasion).

The Vendor's principal place of business in Broward County shall be the Vendor's "Principal Address" indicated with the Florida Department of State Division of Corporations, for at least six months prior to the solicitation's due date.

Check one of the following:

The Vendor certifies that it has a principal place of business location (also known as the nerve center) within Broward County, as documented in Florida Department of State Division of Corporations (Sunbiz), and attests to the following statements:

1. Vendor's address listed in its submittal is its principal place of business as defined by Broward County;
2. Vendor's "Principal Address" listed with the Florida Department of State Division of Corporations is the same as the address listed in its submittal and the address was listed for at least six months prior to the solicitation's opening date. A copy of Florida Department of State Division of Corporations (Sunbiz) is attached as verification.
3. Vendor must be located at the listed "nerve center" address ("Principal Address") for at least six (6) months prior to the solicitation's opening date;
4. Vendor has not merged with another firm within the last six months that is not headquartered in Broward County and is not a wholly owned subsidiary or a holding company of another firm that is not headquartered in Broward County;
5. If awarded a contract, it is the intent of the Vendor to remain at the referenced address for the duration of the contract term, including any renewals, extensions or any approved interim contracts for the services provided under this contract; and
6. The Vendor understands that if after contract award, the County learns that the attestation

SP Plus Corporation

USA Parking Office
1330 SE 4th Ave, Suite D,
Fort Lauderdale, FL 33316

Chester Escobar

Vice President

SP Plus Corporation

August 7, 2019

+ integrity + technology + innovation + initiative + knowledge + creativity

SP+



Chester Escobar
Vice President, S. Florida & Puerto Rico
444 Brickell Ave., Suite 200
Miami, FL 33131
Phone: (305) 372-5151 ext. 106
Email: cescobar@spplus.com

INNOVATION IN OPERATION®

www.spplus.com

+ integrity + technology + innovation + initiative + knowledge + creativity

SP+



Solicitation # PNC2116816P1
Parking Management Services
for Various County Agencies

Group 2 and 2A
Evaluation Criteria
Broward County Florida

Submitted to:

Board of County Commissioners
Purchasing Division



August 7, 2019



INNOVATION IN OPERATION®

www.spplus.com



Solicitation # PNC2116816P1

Proposal for Management Services For Various County Agencies

Group 2 and 2A Broward County Florida

Submitted to:



Broward County Board of County Commissioners
Purchasing Division
115 S. Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

Submitted by:



Mr. Chester Escobar
Vice President, Municipal Services
444 Brickell Ave., Suite 200
Miami, FL 33131

Email: cescobar@spplus.com
Phone: (305) 372-5151 ext. 106

August 7, 2019



1

TABLE OF CONTENTS

A. TABLE OF CONTENTS

Tab	Section	
A. TABLE OF CONTENTS	1
B. TRANSMITTAL LETTER	3
C. EVALUATION CRITERIA	6
1. Ability of Personnel.....		7
1. a. Organization Chart		28
1. b. Qualifications of Subcontractors.....		29
2. Project Approach.....		31
a. Project Approach and Subcontractors		31
b. Revenue Collection Procedures		54
c. Customer Service Plan and Employee Training		66
3. Past Relevant Performance		93
a. Vendor's Experience.....		97
b. References Facilities		51
4. Shuttle Bus		52
a. Shuttle Bus Fleet		52
5. Location.....		53



A large, solid red circle with a white outline is positioned in the lower-left corner. Inside the circle is a large, white, bold letter 'B'.

TRANSMITTAL LETTER



SP Plus Corporation
444 Brickell Avenue
Suite 200
Miami, FL 33131

p. (305) 372-5151
f. (305) 374-8271
www.spplus.com

August 7, 2019

Re: Port Everglades - Bid #PNC2116816P1 - Parking Management Services for Various County Agencies

Broward County Board of County Commissioners:

Thank you for giving **SP+ Municipal Services** the opportunity to continue our partnership with Port Everglades. We appreciate the opportunity and we are confident that **SP+** will continue to make an excellent provider of parking services and partner with Port Everglades, as we have demonstrated over the last five years of our partnership.

What makes **SP+** the best candidate to continue managing the Port Everglades facilities is our innovative partnership approach in managing parking for our clients. We pride ourselves in continuing to invest in the latest technology, maintain the highest level of training standards for our employees, and continuing to provide world class service to our clients and visitors.

We have reviewed the equipment proposal submitted by TIBA and have identified several items that will make a big difference in enhancing the client experience. To that end we propose to invest \$25,800 (non-reimbursable capital) to purchase and install enhanced commend intercom systems, entry and exit scanner in select lanes, and integration costs. The upgrade in the intercom system will allow us to have full remote access to the revenue control equipment. This investment will also include scan upon entry technology to handle vouchers and the integration of ParkWhiz and SpotHero. We believe this investment will increase overall revenues and enhance the parking experience in your facilities.

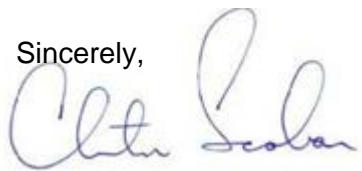
Our team and their experience of over 15 years in the Port operations is unmatched by any of our competitors. This is especially important since the Port operations will experience the construction of a new parking facility in the north garage, garage operational disruption during the convention center build out, integration of new parking access and revenue control equipment, and the continued complex operations of one of the busiest ports in the South Eastern United States. Experience matters more than ever to maintain the same level of service for your visitors. Our track record during the last five years is impeccable. We are proposing our entire team to return during the next contract period.

In addition to our overall performance, we have also grown the Port's revenue as evident by our revenue numbers that show a \$200,000 revenue improvement during 2017 through 2018 (from 8.9 million in 2017, to 9.1 million in 2018). We feel strongly that with the investment we are offering, the uptick will continue throughout 2019 and the years to come.

Growing our market share throughout South Florida, while increasing our client's bottom line, is made possible only through the hard work and determination of our local team who work diligently to keep our clients satisfied. I lead the local management team as the Vice President for **SP+** for South Florida and Puerto Rico, with over 23 years of wide-ranging experience in the parking industry, managing properties from Class A office buildings, hotels, municipalities, large hospital complexes, two port operations and more. I work closely with Soren Swensen who is the Senior Manager in charge of your account, and together with our team we will continue to work hand in hand to make this a successful and profitable operation.

Thank you for the opportunity to submit a proposal. We will be in contact with you to discuss the details of our proposal in further detail.

Sincerely,



Chester Escobar
Vice President, South Florida & Puerto Rico
SP Plus Corporation



Ashley Gonzalez
Regional Dir. Business Development
SP Plus Corporation

Certification of Corporate Resolution

CERTIFICATION OF CORPORATE RESOLUTION

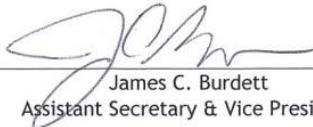
The undersigned, James C. Burdett, does hereby certify that he is a duly elected Assistant Secretary of SP Plus Corporation, a Delaware corporation (the "Corporation"); that the following resolution was duly adopted by the Board of Directors of the Corporation on April 24, 1998, by written consent in lieu of a meeting, and in accordance with the General Corporation Law of the State of Delaware and the By-Laws of said Corporation; that the following resolution is in full force and effect and has not been modified or altered, to-wit:

RESOLVED, that any one of the Chairman, Chief Executive Officer, President, any Executive Vice President, any Senior Vice President or any Vice President of the Corporation be, and each of them hereby is, authorized to execute and deliver any bid or proposal, lease agreement, management agreement, operating agreement or contract, or other instrument or document relating thereto, in the name of and on behalf of this Corporation, subject, however, to the approval by the Board of Directors of the terms of any agreement providing for the purchase of the total assets or the stock of another individual, partnership or corporation prior to execution of such agreement and any other document in connection therewith.

I, James C. Burdett, Assistant Secretary of SP Plus Corporation, having compared the foregoing resolution with the original thereof, as recorded in the minute book of said company, do certify that the same is correct and a true transcript therefrom, and of the whole of said original resolution.

I further certify that Chester Escobar is a duly elected Vice President of the Corporation.

Given under my hand and seal of the company, in the city of Chicago, state of Illinois this 18th day of March 2019.



James C. Burdett
Assistant Secretary & Vice President

Corporate Seal

Subscribed and Sworn to before me
this 18th day of MARCH 2019.

MARY LACROIX

Notary Public
My Commission expires: 4-26-19





PARKING.COM FORT LAUDERDALE

THE APPS CITIES SUPPORT MONTHLY ACCOUNTS

FORT LAUDERDALE PARKING

Find parking now. Avoid the search later.

[DAILY](#) [MONTHLY](#)

Enter an Address or Venue to find parking

[ENTRANCE TIME](#) [EXIT TIME](#)

Aug 5 09:00AM Aug 5 12:00PM

[SEARCH FOR PARKING](#)

EXPLORE FORT LAUDERDALE THROUGH...

EVALUATION CRITERIA





1

Ability of Personnel

1. Ability of Personnel

- a. Describe the qualifications and relevant experience of the Project Manager and all key staff that are intended to be assigned to this project. Include resumes for the Project Manager and all key staff described, including any subconsultants' key staff to be assigned to this project. Identify key staff's previous experience in managing and operating on-street and off-street municipal parking operations, including size of operations.
- b. Provide any licenses, certifications, designations and affiliations of the Project Manager and all key staff. Key staff possessing Certified Administrator of Public Parking (CAPP) and affiliation with International Parking and Mobility Institute (IPMI) and National Parking Association (NPA) are desirable.

SP+ Municipal Services is confident that no other parking management firm can match the management support that **SP+** provides to its employees in the field. Our philosophy of providing the highest level of customer service and operations is achieved with our management team structure and our award winning training and development programs. The management team will consist of the following individuals:

Local Management

Chester Escobar – Vice President, South Florida & Puerto Rico

Chester Escobar is currently the Vice President of **SP+** for South Florida and Puerto Rico. He oversees all operations and leads all market development efforts in these regions. His career in the parking industry spans over 25 years in both the municipal and private sectors. In the municipal sector he's held the positions of Chief Operations Officer and Assistant Parking Director for two of the largest cities in South Florida. His experience in operating large municipal and private operations provides him a unique vantage point to successfully integrate business efficiencies in any parking and transportation environment.



- ⊕ 25+ years of Parking Management Experience
- ⊕ B.A. in Business from Florida International University
- ⊕ Served on the Florida Parking Association Board from 2008 to 2018 in the capacity of Treasurer, President, and Immediate Past President.

Ashley Gonzalez – Regional Director, Business Development

Ashley Gonzalez is our Regional Director of Business Development for over a year at **SP+**. Prior to the parking industry, she has had a successful career in sales in office equipment and then in the industrial uniform industry for 8+ years. Her passion for people and learning has always helped drive success with her team at **SP+**. Her role is to build relationships and help drive growth to her region.



- ⊕ 8+ years of sales experience
- ⊕ BOMA MIAMI Toby Award Committee Board Member and Judge

Soren Swensen – Project Manager

Soren Swensen is currently a Senior Manager for SP Plus Corporation. He has enjoyed more than five years with the company. Soren has helped manage parking operations at both the Intercontinental Hotel and Hyatt Regency in Miami. From there, Soren took over parking operation in Fort Lauderdale, where he managed Broward County governmental garages, 450 and 350 East Las Olas, and Beach Place. Currently, Soren is a senior manager for Greater Fort Lauderdale and Miami Beach. He manages a portfolio of 20 different properties including Las Olas Centre, Broward County, Port Everglades, Key West Airport, a variety of service lots, along with others.



Soren was born in New York, went to St Thomas Aquinas High School in Fort Lauderdale, and obtained a B.A. in Psychology and Sociology at Florida International University. Over time, Soren has worked in many fields. He started out as a project manager for Native Technologies that was subcontracted out by Fish and Wildlife. This job entailed the restoration of the Everglades. Shortly after, Soren worked as a Supervisor for a general contracting company called Franklin Contractors. From there, Soren ran for State Senator in 2012 for district 29. With these skills acquired over time, he then joined the team at **SP+**.

- ✚ 5+ years of Parking Management Experience with **SP+**
- ✚ 2015 **SP+** South Florida Facility Manager of the Year

Cathy Raphael – Facility Manager

Cathy Raphael, facility manager, is responsible for preparing and reviewing billing packages with corporate office and port Coordinate convention center activities with parking garage staffing. Cathy is responsible for managing, training and scheduling of all employees. Cathy manages and supports a team of over 30 employees. She assists with various administrative duties and the management of cashier report systems and performs all employee evaluations to ensure the highest quality staff. Cathy has managed 6,000 self-parking spaces at five locations, including handling all billing and ordering for USA Parking at Port Everglades/ Broward County Convention Center.

- ✚ 13+ years of Parking Management Experience with **SP+**

Toni Bell – Assistant Facility Manager

Toni Bell, Assistant Facility Manger, has been with **SP+** since 2014 and has the following responsible for recruiting and training qualified personnel for each position and develop these employees to meet performance standards. Reviewing and measuring performance through probationary period evaluations and annual pay raise evaluations. Maintain staffing levels to meet and exceed staffing requirements. Be prepared to assist in the additional staffing requirements for call outs and Special Event staffing without incurring additional overtime due to these responsibilities. Monitoring the performance of all employees and providing feedback as necessary. Motivate, persuade and inspire employees to take desired action to accomplish the overall facility and management goals.

- ✚ 5+ years of Parking Management Experience with **SP+**



Ramon Soero - Assistant Facility Manager

Ramon Soero, Assistant Facility Manager, has been with **SP+** since 2014 and is responsible for managing the day-to-day operations of the Port Everglades parking facilities. In addition, he is responsible for staffing and scheduling, reviews and recommendations, payroll administration, accounts payables and receivables. Ramon is also a liaison to schedule and direct shuttle transports, implementing logistic plans for the same moving and parking of guests and visitors at the Port Everglades parking facilities.

- ✚ 5+ years of Parking Management Experience with **SP+**



Senior Management

Marc Baumann - President and Chief Executive Officer

Marc Baumann became president in March 2014 and chief executive officer in January 2015. He previously had served as chief operating officer from March 2014 until January 2015, as president of urban operations from October 2012 until March 2014, and as executive vice president, chief financial officer and treasurer from October 2000 until March 2014. Prior to joining the Company in October 2000, Marc was chief financial officer for Warburtons Ltd. in Bolton, England.



- ✚ 17+ years of Parking Management Experience
- ✚ B.S. Degree from Northwestern University
- ✚ M.B.A. Degree from the Kellogg School of Management at Northwestern University
- ✚ Certified Public Accountant

Robert Toy - President of Commercial Operations

Rob Toy has held many operating roles with the Company and currently serves as President of Commercial Operations. Rob began his career with the Company in 1999 as executive vice president of USA Parking System, Inc., a wholly-owned subsidiary. Previously, Rob was chief operating officer for Denison Parking and national operations director for Republic Parking.



- ✚ 36+ years of Parking Management Experience
- ✚ Member of the National Parking Association
- ✚ Member of the International Parking Association

James F. Buczak - Chief Operations Officer, Commercial Operations

Jim is responsible for **SP+**'s Commercial Operations in the U.S. and Canada. Based in our Chicago Office, Jim has overall responsibility for over 3,100 facilities in his group including direct responsibility for the Chicago market. Jim originally joined the company in 1989 as an Accounting manager, overseeing the company's revenue reporting, auditing and accounts receivable groups.



Prior to joining **SP+** Jim was with Pathway Financial, where he served as Manager of Commercial Lending and Financial Analyst. He received both a Bachelor's and Master's Degree from DePaul University in Chicago, with concentrations in Marketing and Finance. While attending DePaul, Jim managed parking operations for the Chicago White Sox.

- ✚ 29+ years of Parking Management Experience
- ✚ Bachelor's Degree and Master's Degree from DePaul University
- ✚ Serves as a trustee for the Parking Industry Labor Management Committee
- ✚ Board Member for the Illinois Hotel and Lodging Association, Chicago Loop Alliance and Chicago Police Memorial Fund.

Thomas L. Hagerman – Senior Vice President of Southeast Operations

Tom Hagerman currently serves as our EVP of Southeast Operations and is responsible for Business Development and Operations in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Ohio, Western Pennsylvania, Puerto Rico, South Carolina and Texas. Tom has been in the parking industry for twenty five years and joined **SP+** in 1997. He has served in the roles of Senior Vice President, Chief Operations Officer, and Chief Marketing Officer.



- ✚ 26+ years of Parking Management Experience
- ✚ Bachelor's Degree from Ohio State University
- ✚ Active member of the International Parking Institute
- ✚ Active member of the Building and Owners Management Association (BOMA)
- ✚ Serves as a member of the Board of Directors of the Ronald McDonald House Charities of Central Ohio

Resume of Soren Swensen

Project Manager

sswensen@spplus.com

(954) 235-7816

EMPLOYMENT OBJECTIVE

To utilize my abilities in Management, Organizational, Interpersonal Communication, and Mechanical skill sets in a field that requires these competitive traits.

EDUCATION

Widener University - Chester, PA A.A in Business/Administration - May 2009

Florida International University - Miami, FL B.A in Sociology/Psychology - May 2012

McFatter Technical Institute - Davie, FL Fire I, Fire II, and E.M.T - August 2014

EXPERIENCE

SP PLUS Corporation

Senior Manager for SP Plus Corporation October 2014- Present

- In 2014, I managed effectively and efficiently Intercontinental Hotel and Hyatt Regency in parking operations. Parking operations for these locations include staffing, payroll, budgeting, maintenance, security, and claims. This also includes a plethora of day to day operations that are essential for being the most efficient.
- In 2015, I became a facility manager for multiple properties in Broward County.
- Currently a Senior Manager overseeing Las Olas Centre (350/450 E. Las Olas Blvd), Key West, Port Everglades, Multiple parking garages for Broward County, and Miami Beach Parking Operations. This entails staffing, payroll, budgeting, and operations.

Florida Government

Candidate for State Senate (District 29) March 2012 - November 2012

- Refined skill sets in public speaking and public relations, while gaining insight on the workings of the state constitution and government of Florida.
- Ran for State Senate as Candidate, as well as Treasurer for the state senate race – District 29

Franklin Contractors - Fort Lauderdale, FL
Project Manager March 2009- April 2010

- Participated in the largest store merger in United States History (Wachovia to Wells Fargo) which entailed the management of professional contractors and their respective subcontractors in the modification and refurbishment of various banks in the southeast corridor of Florida.
- Supervised and worked extensively with ...carpentry, demolition, electrical, mill, plumbing and steel work, as well as various floorings and their respective underlayment.
- Maintained daily reports ...regarding material consumption, progress, payroll, and safety
- Was tasked in completing subject projects through the various trades in the most economical and efficient manner possible.

Native Technology - Deerfield, FL
Supervisor January 2007- February 2009

- Received numerous contracts from the State - Fish & Wildlife, with the objective to preserve native life via documented conservational and practical methods.
- Was responsible for a crew of workers in the conservation of the Everglades, including, but not limited to the Management, Payroll, and Safety of subject employees.
- Rid exotic plants through mechanical and chemical methods.
- Responsible for operating Argos, Buggies, A.T.V.'s, and airboats.
- Was trained in land surveying, along with G.P.S. navigational methods and practices regarding large open land areas.
- Responsible for overseeing projects, forecasting end dates through observational and technical practices.

SKILLS

- Management of personnel - regardless of task to be addressed
- Public Speaking - Spoke numerous times at functions, fundraisers, and organizations while running for office.
- Budgeting Skills- Acquired through SP Plus whether it was operating expenses or creating future budgets.
- Surveying skills - Acquired through Franklin Contractors
- Accounting skills - Treasurer for campaign, regarding race for state senator
- Strategically task oriented, great team player, hard worker, focused on objective at hand

TEAMWORK

- Associate for Friends of Madagascar September 2006
- High School Football & State Champions (STA) August 2004 - February 2008
- High School Lacrosse February 2006 - March 2008
- High School Track and Field December 2005 - May 2007
- College Football August 2008 - January 2009
- Jack and Jill Club August 2004 - Present

Raphael, Cathy4310 Southwest 33rd St. West Park, FL 33023- 954 907-3641 – [E-mail]

Objective	To excel in my field through hard work, research, and perseverance. To utilize my qualifications in a positive and professional environment, and to pursue an overall goal of growth and benefits for the company that I serve with my experiences.
Professional Strengths	Managing and scheduling of personnel Building lasting relationships with company clients Ensuring company profitability while meeting the needs of the client.
Experience	Facility Manager SP Plus , Ft. Lauderdale, FL 07/01/2014 to Present <i>Prepare and review billing packages with corporate office and port</i> <i>Coordinate convention center activities with parking garage staffing</i> Responsible for managing, training and scheduling of all employees Manage and support a team of over 30 employees. Assist with various administrative duties and the management of cashier report systems. Performed all employee evaluations to ensure the highest quality staff Managed 6000 self-parking spaces at five locations Handled all billing and ordering for USA Parking at Port Everglades/ Broward County Convention Center. Oversee the daily operations and responsible for all maintenance equipment at all parking locations. Recommended garage maintenance programs and managed their completion.
	Assistant Manager USA Parking Systems, Inc , Ft. Lauderdale, FL 2006 –June 2014 <i>Prepare and review billing packages with corporate office and port</i> <i>Coordinate convention center activities with parking garage staffing</i> Responsible for managing, training and scheduling of all employees Performed all employee evaluations to ensure the highest quality staff Managed 6000 self-parking spaces at four locations Handled all billing and ordering for USA Parking at Port Everglades/ Broward County Convention Center. Recommended garage maintenance programs and managed their completion.

Lead Supervisor

USA Parking Systems, Inc, Ft. Lauderdale, FL

2003 –2006

Managed 6000 self-parking spaces at four locations.

Coordinated operations with port cruise development staff.

Operated and maintained state-of-the-art cash management system.

Maintained a working relationship with all USA managers, clients and staff, and resolving customer complaints and disputes.

Self-Parking Supervisor

USA Parking Systems, Inc, Ft. Lauderdale, FL

2002 –2003

Supervised 6000 self-parking spaces at four locations

Operated and maintained state-of-the-art cash management system through technology upgrade implementation for Port Everglades parking facilities.

Cashier

USA Parking Systems, Inc, Ft. Lauderdale, FL

2001 –2002

Collected revenue and processed all transactions

References

References are available on request.

TONI D. BELL

5681 RIVERSIDE DRIVE UNIT 201
CORAL SPRINGS, FL 33067
(954) 562-4738
Tbell0032@gmail.com

Objective

- To obtain a position where I can maximize my multilayer of management skills, quality assurance, program development, training experience, customer service, and a successful track record in supervising employees in a professional environment.

Skills Summary

- I am very reliable, eager, ambitious, and a hard working person ready for any task given to me. I not only offer this mixture, but I also know that any business or company that I become associated with will find a continuation of their dedication to client services. In my opinion success is not measured by the amount of money you make, but how hard you are willing to work, and how well you can get the job done.

Experience

SP Plus (Facility Assistant Manager), 07/01/2014 -present
2000 Eisenhower Blvd. Fort Lauderdale, FL

- Supervise, schedule, and coordinate the operations of one or more municipal parking facilities.
- Record, count, deposit, and secure the security of all collected revenues from parking lots and garage facilities.
- Review parking lot and garage operations and oversee the efficient utilization of staff and equipment.
- Perform minor and major repairs as necessary on parking equipment.
- Instruct, train, supervise, and evaluate subordinate personnel.
- Prepare periodic and daily reports regarding parking operations and revenues.
- Resolve any customer service issues regarding the parking facilities or customer complaints.

USA Parking- (Supervisor), 11/23/1996- 06/30/2014

2000 Eisenhower Blvd. Fort Lauderdale, FL

- Supervise, schedule, and coordinate the operations of one or more municipal parking facilities.
- Record, count, deposit, and secure the security of all collected revenues from parking lots and garage facilities.
- Review parking lot and garage operations and oversee the efficient utilization of staff and equipment.
- Perform minor and major repairs as necessary on parking equipment.
- Instruct, train, supervise, and evaluate subordinate personnel.
- Prepare periodic and daily reports regarding parking operations and revenues.
- Resolve any customer service issues regarding the parking facilities or customer complaints.

Lloyd Staffing (Executive Assistant), 01/25/2003 -

11/20/2004

1451 West Cypress Creek Road Suite 300 Fort Lauderdale, FL

- Managing the day to day operations of the office.
- Organizing and maintaining files, records, data entry, and answering multi phone lines (16 lines).
- Planning, scheduling meetings, recruiting, and scheduling appointments for potential clients.
- Managing projects, and conducting background checks.
- Preparing and editing correspondence reports, and presentations.
- Making travel and guest arrangements.
- Providing quality customer service.

AT&T (Customer service representative), 12/15/1999-

11/05/2002

1551 Sawgrass Corp Parkway Suite 300 Sunrise FL

- Confer with customers by telephone to provide information about AT&T products and services.
- Take orders and cancel out accounts, resolve customer complaints, resolve inquiries about billing, check to ensure that appropriate changes were made to resolve customer problems.
- Refer unresolved customer grievances to designated departments or provide further investigations.
- Assisted in routing, scheduling, and delivering

Education

- Hallandale High School-1998
- Broward College- 1999-2001
- Broward College 2012

References

- Available upon request.

Ray Soero
5580 SW 43 Street
Davie, FL 33314
Phone: (954) 444-0602
E-mail: raysoero@aol.com or soray165@Gmail.com

Objective	A challenging position with a progressive company offering an opportunity to utilize my communication, organizational, leadership and analytical abilities.
Experience	<p>July, 2014 – Present SP Plus Corporation, Florida, USA</p> <p>2009 – July, 2014 USA Parking Corporation, Florida, USA</p> <p>Operations Manager, Port Everglades parking facilities</p> <p>Assistant Manager, Port Everglades parking facilities</p> <ul style="list-style-type: none">• Managed day to day operations of parking facilities• Staff scheduling, reviews and recommendations• Payroll admin, accounts payables and receivables• Liaison to schedule and direct shuttle transportations• Implemented logistic plans for the safe moving and parking of guests and visitors at Port Everglades, Florida. <p>2002 – 2009 Diakon Logistics, Florida, USA</p> <p>Operations Manager, Ethan Allen Distribution Center</p> <p>Assistant Manager, Expo Design Center Distribution Center</p> <ul style="list-style-type: none">• Managed a delivery fleet of Owner Operators and assistants• Dispatched and Supervised office / clerical personnel• Developed strategies to increase productivity and less cost effective.• Monitored company's P&L and KPI to stay under budget• The company's on site Safety Coordinator• Promoted to Operations Manager of a distribution center for the Ethan Allen furniture stores in Florida• Directed day to day operations in the delivery business for the Florida market <p>1991 – 2002 MHDS / Exel Direct, Florida, USA</p> <p>General Manager, Product Distribution Center (PDC)</p> <p>Master Delivery Specialist / Independent Consultant</p> <ul style="list-style-type: none">• Selected and promoted to General Manager of a PDC• Directed day to day operations of a distribution center• Operated and managed an Independent Delivery Business• Member of the Company's Safety Council and the "Rapid Deployment Star Force Team"• Assisted Company Recruiters and Regional Managers with recruiting and training of new personnel• Awarded the Merchants Contractors Safety Award (yearly)

Experience (continued)	<p>1996 – 2002 Surinam American Network, Inc. (SANI) Elected Vice President of non profit organization</p> <ul style="list-style-type: none"> • Promoted Social, Cultural and Educational exchange between nations • Coordinated special events / affairs in conjunctions with Government of Suriname / American Embassy • Worked with Non Governmental Organizations (NGO) in the USA and Suriname assisting humanitarian missions • Received awards and commendations from the Ambassador of USA and private organizations • Presented the certificate for distinguished service and professional support by the Chief of Suriname Police Force • Awarded the SANI “Kankantrie” leadership Award <p>1984 – 1990 Government of Suriname, South America Officer with the Elite Military Police Corps Elected Vice Chairman of the MP Officers Club</p> <ul style="list-style-type: none"> • Certified Law Enforcement Officer / Professional- Investigator • Trained in American Management Association (AMA) • Served through many branches and elevated to various functions in the Elite Military Police Corps • Promoted to Sergeant, commissioned for and completed the Military Police Officers School (OTC) • Successfully held multifarious commanding positions and discharged with honors
Education	M. C. Jessurun school Military Police Academy (OTC) PC Professor, Boca Raton, FL
Language	Multi lingual
Technical skills	Microsoft Office, Network+, Microsoft Certified Professional (MCP), trained in Microsoft Certified System Engineer (MCSE)
Reference	Available upon request

Berline Mazard laguerre

Miami, FL 33161

berlinemazard1@gmail.com - 7864632654

Authorized to work in the US for any employer

WORK EXPERIENCE

Supervisor

SP+ Parking - Fort Lauderdale, FL - August 2002 to Present

over the years as a supervisor I manage and support a team over 40 employees. Responsible for supervising five parking facilities, administrative duties, and customer service. Train employees to ensure adherence to quality standards, deadlines, and proper procedures. Correcting errors or problems. Count money in cash drawers at the beginning of shifts to ensure that amounts are correct and that there is adequate change.

EDUCATION

Edison Senior High School - Miami-Dade County, FL

June 1998 to June 2001

SKILLS

Customer and personal service (10+ years), Customer Service Skills English language/writing/clerical Monitoring, Surveillance, cameras and operation. (10+ years)

ADDITIONAL INFORMATION

Responsible for managing and counting the money safe general administrative duties, Resolve customer complaints or answer customer's questions regarding policies and procedures. Evaluate employee's job performance and conformance to regulations and recommend appropriate action.

DWIGHT GAINES

1760 NW 29TH TER , FORT LAUDERDALE , FL 33311 | (H) 9544655219 | dgwhiteboy2002@gmail.com

Professional Summary

Accomplished and energetic supervisor with a solid history of achievement in Maintaining the 5 facilities. Motivated worker with strong organizational and prioritization abilities. Areas of expertise include Adapting to new things, and Learning new things quickly.

Skills

Repair equipment, Quick learner, Able to adapt to new things, Assemble materials to make an object.

Experience

Supervisor 07/2015 to Present

SP Plus – Fort Lauderdale, FL

Supervisor for SP Plus, I do office duty ,Cash Out cashiers, Repair equipment as needed, Count to car in all parking lots

Sheet metal fabricator 05/1986 to Present

Larsen's manufacturers co. – FT LAUDERDALE, FLORIDA

- Fasten seams together with bolts, rivets, metal drive clips, or to assemble components into products to sheet metal items.

Parking lot supervisor 10/1997 to 07/2015

USA PARKING – FORT LAUDERDALE, FL

Supervisor for USA PARKING started 10/97

I do office duty ,Cash Out cashiers

Repair equipment as needed

Count to car in all parking lots

Cashier 10/1997 to 07/2015

USA PARKING – Fort Lauderdale, FL

Education

High School Diploma: Jun 1982

Dillard High School - Fort Lauderdale, FL

Attachments

- 276561.png (204.37KB)



Dylan Moertodjo

240-370-4978 mew11@live.com 7806 SW 6TH Court, North Lauderdale, FL 33068

Profile

As a highly driven, quick learner I can work reliably as both part of the team and independently and I'm accustomed to working calmly under pressure and within time constraints. I am open to enjoy undertaking new challenges and opportunities.

Experience

SUPERVISOR, SP PLUS; FORT LAUDERDALE, FLORIDA – 2018-PRESENT

Oversaw employees and made sure all work operations were running smoothly

CASHIER, SP PLUS; FORT LAUDERDALE, FLORIDA – 2016-2018

Utilized a quality customer service orientation, received payment from customers for parking services and facilitates the flow of traffic

FULL TIME VOLUNTEER; DEERFIELD BEACH, FLORIDA – 2014-2016

Organized and participated in various community service projects for residents of Deerfield Beach

FULL TIME VOLUNTEER; PEMBROKE PINES, FLORIDA – 2012-2013

Assisted in the distribution supplies needed for a Dutch holiday

Education

Broward College, Coconut Creek, Florida – Associates, 2018

Anticipated Graduation May 2020

Skills

Fluent in English, Dutch and Intermediate Spanish

Proficient in MS Excel, PowerPoint, Outlook and Word

Adobe Certified Associate (ACA)

References available upon request

Howard G. Harris

2966 NW 63RD Ave, Sunrise, FL 33313-2232 (954) 296-9036

lovebeautys2007@yahoo.com

Professional Summary

Over my twenty years of experience as a supervisor, I am a very reliable, eager and hardworking supervisor with a solid history of achievements in customer service, prioritization abilities, management, and a motivated leader.

Skills

- Customer and Personal service.
- Manage and support a team of over 20 employees.
- Monitoring Surveillance Cameras and Operation.
- Responsible for managing and counting the money safe.
- General administrative duties.
- Execute repairs to the parking equipment as needed

Professional Experience

Supervisor: SP PLUS – Fort Lauderdale, FL

2014-

Duties to include, Resolve customer complaints or answer customer's questions regarding policies and procedures. Responsible for supervising five parking facilities, administrative duties, and customer service Instruct employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems. Provide employees with guidance handling difficult or complex problems or in resolving escalated complaints or disputes. Evaluate employee's job performance and conformance to regulations and recommend appropriate personnel action. Perform minor and major repairs as necessary to the parking equipment.

Maintenance Work: McKenzie Cleaning LLC - Miramar, FL

2015-

Responsible for cleaning five parking facilities, cleaning the offices, assisting customers who cannot find their vehicles, providing customer service to all guests such as jumpstarts, flat tires etc. and directing traffic.

Supervisor: USA Parking – Fort Lauderdale, FL

1997-2014

Duties to include resolve customer complaints or answer customer's questions regarding policies and procedures. Responsible for supervising five parking facilities, administrative duties, and customer service Instruct employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems. Provide employees with guidance handling difficult or complex problems or in resolving escalated complaints or disputes. Evaluate employee's job performance and conformance to regulations and recommend appropriate personnel action. Perform minor and major repairs as necessary to the parking equipment.

Excellent references available upon request.

JAVIER J HERNANDEZ
10924 SW 38 Terrace
Miami, FL 33165
305-244-1408
javier4101@yahoo.com

OBJECTIVE: To obtain a permanent position in a growing company where I am able to gain knowledge and expand my skills.

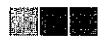
QUALIFICATIONS: Excellent Customer Service, Sales, good verbal and written communications skills, PC skills (Microsoft Word, Excel and Outlook) supervisory, clerical, personnel and payroll experience, ability to define problems, bilingual (English and Spanish), knowledge in access and revenue control systems including Federal APD, Amano, McGann.

EDUCATION:

2007	Miami Dade College, Miami, FL Enforcement Officer Certification
1996-1998	Miami Dade College, Miami, FL Computers Advanced
1987-1988	University Autonoma of Caribe, Colombia Business Administration
1980-1986	High School Diploma Fernandez Baena, High School, Colombia

EMPLOYMENT:

2015-Present	Operations Supervisor, SP Plus Parking, Port Everglades, FL. Performs administrative Supervisory and advanced clerical work. Assist customers and port employee's issues. Supervises the Port Parking Department, cashiers with all Transactions shift reports, closeouts, funds collected, maintenance, parking equipment's.
2010 - 2015	Operations Supervisor, USA Parking Systems, Fort Lauderdale International Airport, FL. Responsible for performance duties of cashiers, handle to the proper level. Accurately checks all cashiers shift reports. Assisting cashiers during closeout to collect funds, pay stations, and deposit. Collecting cash drops from cashiers, handles customers issues with professional manner for self and valet parking.
2007- 2010	Facility Supervisor, Miami Parking Authority, Miami FL. Responsible for running main facility for the City of Miami, garages, lots, special events. Supervising Staff over 20 people, assigns and reviews the staff and cashiers works perform, provides training to new employees, collects daily parking fees, reconciliation and verifies accuracy of reports and Transfer to the correct authority; prepares daily payroll, pay stations and monthly facilities reports.
2005 - 2007	Supervisor, USA Parking System, Coral Gables, FL. Responsible for management of the lot, cash handling, posting cars to the accounts. Maintains records, schedules, receives vehicle from guest and fills out parking ticket, Monitoring, motivating and training personnel, handles vehicles safely and cautiously.



Lexys Marin

(786) 291-2560

Profile

A self starter and quick learner. Versatile skill set with experience in customer service, data entry, and written and oral communication. Received multiple awards for excellence in customer service. Recognized skills in leading team projects.

Experience

SUPERVISOR SP+ 07/2017 - PRESENT

Supervise and monitor productivity and provide constructive feedback and coaching. Setting goals for performance and deadlines in ways that comply with company's plan and vision. Ensure customer needs are being met and resolve any problem or reason for calling.

CASHIER SP+/CENTRAL PARKING/USA PARKING 10/2004 - 07/2017

Operating the cash register and handling cash and credit card transactions with customers. Providing excellent customer service to all clients.

CITGO GAS STATION SALES ASSOCIATE 1993 - 2004

Welcoming customers and providing excellent service. Ensuring market is always fully stocked. Resolving any customer needs to ensure customer satisfaction.

Education

Beauty Schools of America, Cosmetology, New Jersey - 1991

La Direccion Nacional Del Ministerio De Cultura, Executive Secretary Degree, Havana, Cuba -1983

La Superior Salvador Allende, Teaching Degree, Havana, Cuba - 1979

Skills

- Time Management
- Adaptability
- Communication
- Teamwork
- Customer Service
- Problem Solving

JEAN MICHEL FELIX

120 Southwest 91st Avenue, Plantation, FL 33324 • Home: 954 6817865 • Cell: 954 993 6147 •
jeanmfelix@yahoo.com

Professional Summary

Educational professional accomplished in organizing teacher curricula, assisting with lessons and collaborating with other professionals to provide the highest level of education for each student.

Skills

- Excellent communication skills
- Good at resolving students' apprehension
- Lesson planning
- Certified Math Teacher

Work History

Brother with vows of religion in Clerics of Saint Victor, 6/1992 – 8/1997

Cashier/Inventory, 07/2007 to 07/2014

USA Parking – 2000 Eisenhower Blvd, Fort Lauderdale, FL 33315

Responsibilities:

- Provided accurate financial records by creating and maintaining an Excel tracking spreadsheet
- Exhibited capacity to work quickly and promptly resolve customer concerns and meet their needs
- Ensured accurate accounts while recording daily cash and electronic financial transactions
- Maintained optimal service environment by welcoming customers, keeping my location clean, and assisting customers effectively

Supervisor/Driver, 08/2006 to 07/2007

Florence Fuller Aftercare Program, – 10130 SOUTH 185TH STREET, BOCA RATON FL 33498.

Assisted the classroom teacher in supervising snack time and indoor and outdoor play

- Resolved student concerns on a daily basis, through clear communication and innovative problem solving
- Drive the student to and from school

Teacher, 08/2015 to Current

Melrose High School (ALS) – 2744 Davie Blvd, Fort Lauderdale, FL 33312

Responsibilities:

Teach Algebra I and II,
Geometry EOC I and II,
Math Foundation for College readiness,
Liberal Arts Math I and II,
Intensive Language Math I and II.

Supervisor, 06/2014 to Current

SP Plus – 200 East Broward Blvd., Ft Lauderdale, FL 33302.

Education

Associate of Arts: Education, 2011

- Broward College - 3501 Davie Rd, Davie, FL 33314

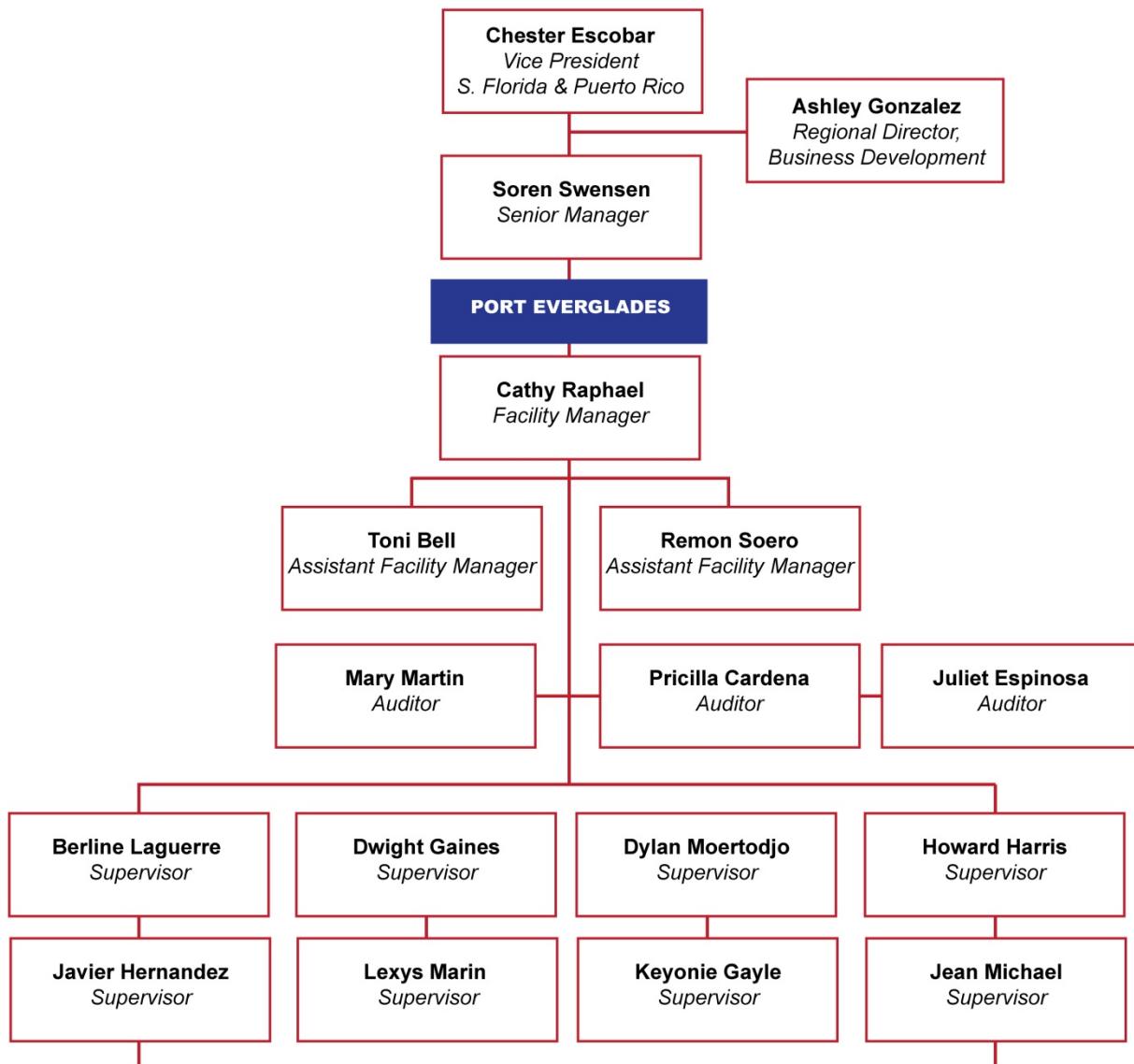
Bachelor of Science: Mathematics, 2014

Barry University - 11300 NE 2nd Ave, Miami, FL 33161

Master: Education Leadership, Current

St-Thomas University - 16401 NW 37th Ave, Miami Gardens, FL 33054

1. a. Organization Chart



1. b. Qualifications of Subcontractors

Describe the qualifications and relevant experience of all subcontractors that will be used to provide services. Also describe your history of working with the subcontractor.

Ann's Janitorial

Qualifications

Ann Janitorial Service has helped provide the best janitorial services for Broward County over the past 2 years. Ann's Janitorial provides Class A Services to Fort Lauderdale airport as well.

Ann's trained employees provide porter services, traffic control services, and customer service.



ANN'S JANITORIAL SERVICES, INC.

Commercial and Residential

Ann's currently services the Broward County's East Garage, Governmental Garage, South Garage, Northport Garage, Midport Garage, and all other surface lots. Ann's Janitorial has been in business with Broward County for over 5 years and continue to be a factor in the custodial services.

Years of Experience Working with Ann's Janitorial

SP+ Municipal Services has 2 years of experience working with Ann's Janitorial.

S. Davis & Associates, P.A.

Qualifications

SDA is a full-service firm providing all of your auditing, tax, accounting and consulting needs.



The audit approach at S. Davis & Associates, P.A. is based on close, honest communication with our clients. We understand the need to help clients feel at ease with auditing so as to more expertly manage their business.

SDA performs high quality and efficient audits for both the public and private sectors. We start by working with you to ensure we have a thorough understanding of your current business operation and all accounting issues. Our highly trained staff will evaluate your internal control structure and accounting system in order to determine the nature and extent to which our audit procedures should be applied.

Years of Experience Working with S. Davis & Associates, P.A.

SP+ Municipal Services has 5 years of experience working with S. Davis & Associates.

Fort Lauderdale Transportation Services

Qualifications

Fort Lauderdale Transportation has been providing this shuttle service since early 2001 and for the past 19 years has learned the needs of the port and the passengers who depend on this shuttle to get them where they need to go and for the cruise passenger shuttles specifically, that baggage handling assistance is required. Shuttle bus service s for non-cruise passengers will not require baggage handling.



Years of Experience Working with Fort Lauderdale Transportation Services.

SP+ Municipal Services has 15 years of experience working with Fort Lauderdale Transportation Services.



2

Project Approach

2. Project Approach

a. Project Approach and Subcontractors

Describe the prime Vendor's approach to the project. Include how the prime Vendor will use subcontractors in the project.

Our focus at Port Everglades is to consistently provide world class service to all visitors. We ask our staff to go above and beyond to help county employees and visitors. We make sure our staff is trained to the best of their ability to provide service that is unparallel. We want visitors to feel satisfaction and leave with a good experience after communicating with our staff. Our focus is to provide the best possible customer service, protect Port Everglades assets, monitor and report, and keep traffic flow moving in an orderly manner. With the technology and experience, **SP+** will continue to provide the best possible service for the Port. We also want to also make sure the payment process is as effortless as possible for customers exiting the facility.

Specialized Port Reports

On a daily basis, we provide a revenue analysis showing the revenues for each vessel. Our cashiers currently keep track of it by categorizing each visitor's ticket upon exit. With an automated system, we will need to work with the selected vendor to find a method to identify those cruise goers and track their revenues. One way is to provide each of them with a bar code voucher (no dollar value) when they purchase their cruise to then scan upon entry. This will then track that visitor's every move within our system.

Use of Reservation System

At the beginning of our current contract, **SP+** proposed the use of Click and Park as the basis for the Port's online reservation system. During the initial on-boarding calls, it was determined that the program would not be implemented due to equipment limitations. One of the concerns was when a cruise-goer purchased their second cruise aboard their current one and how the system would handle the unpaid charges. We are committed to the Port's success and will be contributing over \$25,000 in necessary retrofits to allow the equipment interface with parking aggregators such as SpotHero and ParkWhiz. Our in-house marketing department will work with the Port to properly rollout this program in the future.

Remote Monitoring System

Once the new equipment is installed, we will recommend that the Port install the upgraded intercoms to allow us to monitor all lane and customer touch points from our remote monitoring center. We see this system to be most effective across the board at all locations. With this system in place, **SP+** can drastically cut payroll expenses for the port, while still maintaining the best possible service. We have successfully implemented this system in several of our high volume locations including the Royal Caribbean Cruise Line terminal A at the Port of Miami.

Remote Parking Management Overview

RMS is the leader in Centralized Parking Management. Remote Management Services, which fully integrates with most major parking equipment systems, is currently used at garages in all regions of the country—ranging from healthcare facilities and office buildings to retail and entertainment venues.



It is one of today's most powerful tools to control and manage an operation's daily, monthly, and validation revenue streams. Locations that converted to **Remote Management Services** experienced revenue increases of up to 30%, by eliminating cashiers and centralizing onsite financial reporting and management. Clients have daily access to business activity data, and Remote Management Services' round-the-clock coverage improves service and extends operating hours, which can generate more revenue.

Please view the brief videos below, which provide excellent information on how our Remote Management Command Center functions and how it supports a higher level of customer service at the facilities it serves.



View this video at
<https://vimeo.com/230632886>



View this video at
<https://vimeo.com/230632748>



View this video at
<https://vimeo.com/230466851>

Remote Management Services at Work

Technology that's Transforming the Parking Business

Remote Management Services adds an array of IP cameras and T1-connected voice to all customer interaction points, including entrance and exit lanes, pay-on-foot stations, pedestrian access points, and elevators. The parking garage is connected and integrated with Remote Management Services' Command Center in Austin, Texas, where all car movements and transactions are monitored by its analytic tools.



Command Center Customer Service Specialists are available to handle individual customer needs. Calls appear on Command Center monitors, while an integrated video system allows specialists to interact directly with customers and immediately resolve a service issue through the access and revenue control system, or by dispatching a local Customer Service Ambassador.

Maximizing Your Automation Investment

While there are significant benefits to be gained from automating parking facilities, in many cases, the original return on investment objectives have not been met and/or the investment has not been fully leveraged.

Remote Management Services solutions are designed to deliver on the three critical components of an automation investment:

+ *Cost Reductions*

RMS solutions allow our clients to maximize the cost savings from their automation investments. RMS' tiered solutions provide clients the opportunity to choose the level of remote management that best fits their operations and needs.

Utilized today across diverse parking venues, RMS solutions allow **SP+** clients to maximize their labor and cost reductions while improving service levels and revenue capture.

+ *Revenue Enhancement*

Maximizing revenue is an important step in improving the bottom line. While automation has been proven to be a significant factor for achieving this objective, Remote Management Services solutions allow clients to maximize revenue opportunities. From online monitoring of facilities to robust solutions that allow full-time, off-site management of parking operations, RMS solutions are designed to ensure that revenue loss is minimized through accurate revenue and exception management.

+ *Service Level Improvements*

Improved customer service and increased customer satisfaction are important objectives for any business to maintain or enhance its brand. Automation and quality of service are often in conflict with each other, which is a significant reason why automation levels do not achieve their original return expectations. RMS solutions connect customers to best-in-class customer service support 24/7, and a local staff which is available for on-site support to ensure the highest quality service level for your customers.

Command Center (HUB)



Using Command Center professionals, RMS allows for the management of all exception transactions. Specialists provide aggregated exception counts along with a detailed exception issues log for more accurate tracking and reporting of exception transactions. By integrating with the POS system, RMS allows processing of lost and unreadable tickets to ensure maximum revenue capture.

In addition, centralized monitoring and reporting of all exception transactions ensures accurate tracking that can be used to develop action plans to reduce or eliminate lost revenue.

Consulting Approach

Given our local team's industry knowledge coupled with our national resources, **SP+** makes the perfect partners for the future growth in the Port's horizon. We have already provided expert advice on the equipment RFP, Safety and risk advice, occupancy for a nearby office building, and sat in during the equipment pre-bid conference as a resource to the Port's staff.

Prior to the end of this bid process, **SP+** will deliver to the Port our rates analysis of nearby area and provide proper valet procedures for special events. We perform these functions free of charge to the Port. Once the equipment contract is finalized, we will take the lead along with the port on establishing a proper installation schedule.

Staffing Plan

Staffing plan will include a full-time facility manager, two assistant managers, supervisors, and attendants. Staff operates 24/7. Our facility manager and assistant facility manager hours vary from week to week. Our facility manager oversees this operation with the help of two assistant managers. The facility manager will work with the client daily with all events and cruise line coordination. The facility manager will also schedule staff, audit daily paperwork, work with our subcontractors, and resolve day to day issues. Our one assistant manager is designated to shuttle coordination daily. He oversees all passengers to each cruise line arrive to their destination. Our other assistant manager makes sure all staff is on site for their shift. She works with the supervisors each day to make sure operations are running as smooth as possible. Our Senior Manager will work with the financials, new technology, claims, and other miscellaneous inquiries. Our supervisor and cashiers are the backbone to the operation. They are our feet on the ground, providing the best possible customer service, answering questions, and addressing any other issues. They will also be responsible for collecting revenue on the port's behalf. These individuals will monitor each location and report any issues to their superiors.

Audit and Oversight

Our Auditors currently report up to Senior Facility Manager. Our proposal shifts these employees to be hired and directly by our CBE accounting partner and report directly to them. We feel that this is the right move for the Port and our operations and preserves a true Auditing department without any reporting to our current staff. This will be a true oversight of the policies and procedures which will report directly to our senior staff and the Port's administrative department.

Bags, Inc.

Bags and Port Everglades

SP+ recently purchased Bags and they are currently doing business within the port. At this time, they work directly with the cruise companies. **SP+** would be open to proposing a port-wide roll out of their services while taking advantage of any personnel synergies that overlap in both of our staff. Basically, we would save the Port operational costs and provide a differentiating amenity to the Port. We would also be open to discussing discounts on this service if we are retained for this contract.



Bags Overview

SP+ completed the purchase of Bags in November, 2018. Bags combines exceptional customer service with innovative technologies to provide remote airline check-in, baggage handling and related services. Based in Orlando, Florida, Bags operates in over 250 cities in North America with approximately 3,000 employees. Its clients include major airlines, airports, sea ports, cruise lines, and leading hotels and resorts. Bags handles more than 5 million checked bags annually. Bags generated approximately \$145 million in revenues in 2017.

We have included more information on the following pages on how Bags can provide additional value to the Port.

Additional Recommendations

With newer technology available, **SP+** maintains its innovation through technology. We see that offering more payment options like Parkmobile and Paybyphone are beneficial. **SP+** has corporate accounts with both Parkmobile and Paybyphone and is fully integrated. Utilizing companies like Parkmobile for The port will help drive more traffic and more revenue.

We will establish a quarterly operational meeting that will include our Regional Vice President. Our topics will include revenue and operational trends along with status reports on any ongoing projects. Although we have meetings like these already, they are not set in stone and part of our quarterly calendar. We take this RFP as an opportunity to continue to excel in our performance and to improve in areas where we can do better. Being a good partner is realizing areas where we can do better in and acting on them consistently.

A large yellow circle containing the word "Bags" in a bold, black, sans-serif font.

Bags

®

BagsInc.com



Our Company

Headquartered in Orlando, Florida, Bags combines exceptional customer service with innovative technologies, and is a premier provider of guest services for the convention, hotel, hospitality, airline and cruise industries.

Began operations providing valet parking services	Launched Onboard Airline Check-In	Disney's largest customer facing vendor with expansion to Valet & Bell services	Established Airline Delayed Luggage Delivery Network	Celebrated 25 th year of Operations	Began Baggage Airline Check-In at DEN A-Train
1990	2004	2007	2010	2015	2016
2003	2005	2008	2012	2016	2018
Pioneered Remote Airline Check-In	Debuted Disney's Magical Express	Airport Operations : Wheelchair Assistance & Skycap Services	Created Bags VIP Luggage Delivery Service	Awarded 18 United Skycap locations, MCO Federal Inspection Services & COOP	Remote Airline Check-In at Tampa International Airport



Our History



Bags is the only company in the world that can offer a complete airline and baggage check-in experience for cruise lines and their passengers.

Onboard Airline Check-In



- With off-site check-in growing more and more popular with passengers every year, we have made it our mission to provide your customers with as many traveling conveniences as possible.
- Our remote check-in application allows passengers to spend significantly less time at the airport, which means more revenue opportunities for your operations.
- Represented on six major cruise lines and currently in use on over 80 ships, our proprietary technology, OnVoy, has become the industry standard and the leading off-site means of check-in. All passengers have to do is sign up. Stateroom attendants will deliver boarding passes and luggage tags the night before disembarkation. Passengers will not see their luggage until they reach their final destination airport.
- OnVoy is the perfect check-in management solution to increase passenger convenience, boost revenue, and maximize efficiency across the board.

Onboard Airline Check-In

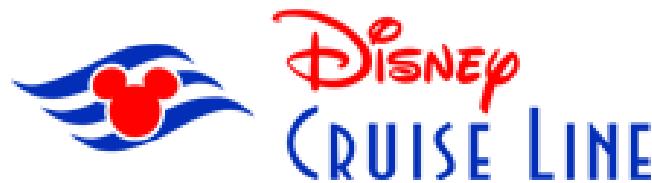
Onboard Airline Check-In (“OAC”) started out of the Port of Miami in 2004.

Cruise passengers travel luggage-free to airports following disembarkation.

Valued service by passengers, airlines and airports in the port cities we serve.



Our Cruise Partners



Our Airline Partners



Benefits of OAC

Cruise lines:

- Turn the ship faster
- Shorten cruise terminal lines
- Less transport space for baggage
- Encourage passengers to take advantage of home port shore excursions after cruising
- Offer guests a unique service experience and end their vacation the right way

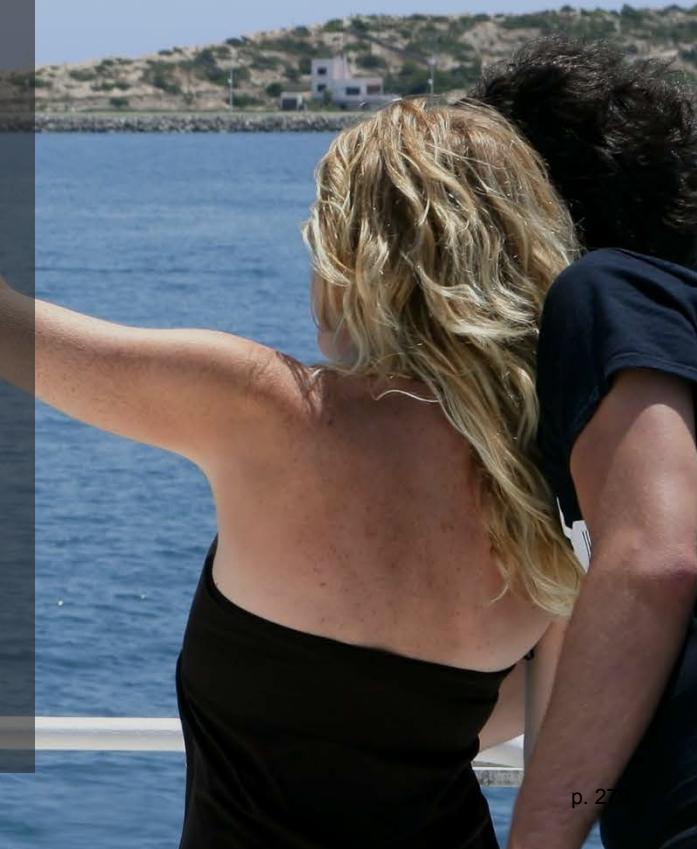
Passengers:

- Receive boarding pass and luggage tags in stateroom night before disembarkation
- On disembarkation day, bypass claiming luggage in the cruise terminal
- Eliminate airport check-in lines as passengers are already checked in for their flight
- Enjoy the last day of the cruise with a home port shore excursion or one more day of sightseeing and shopping in the city luggage-free

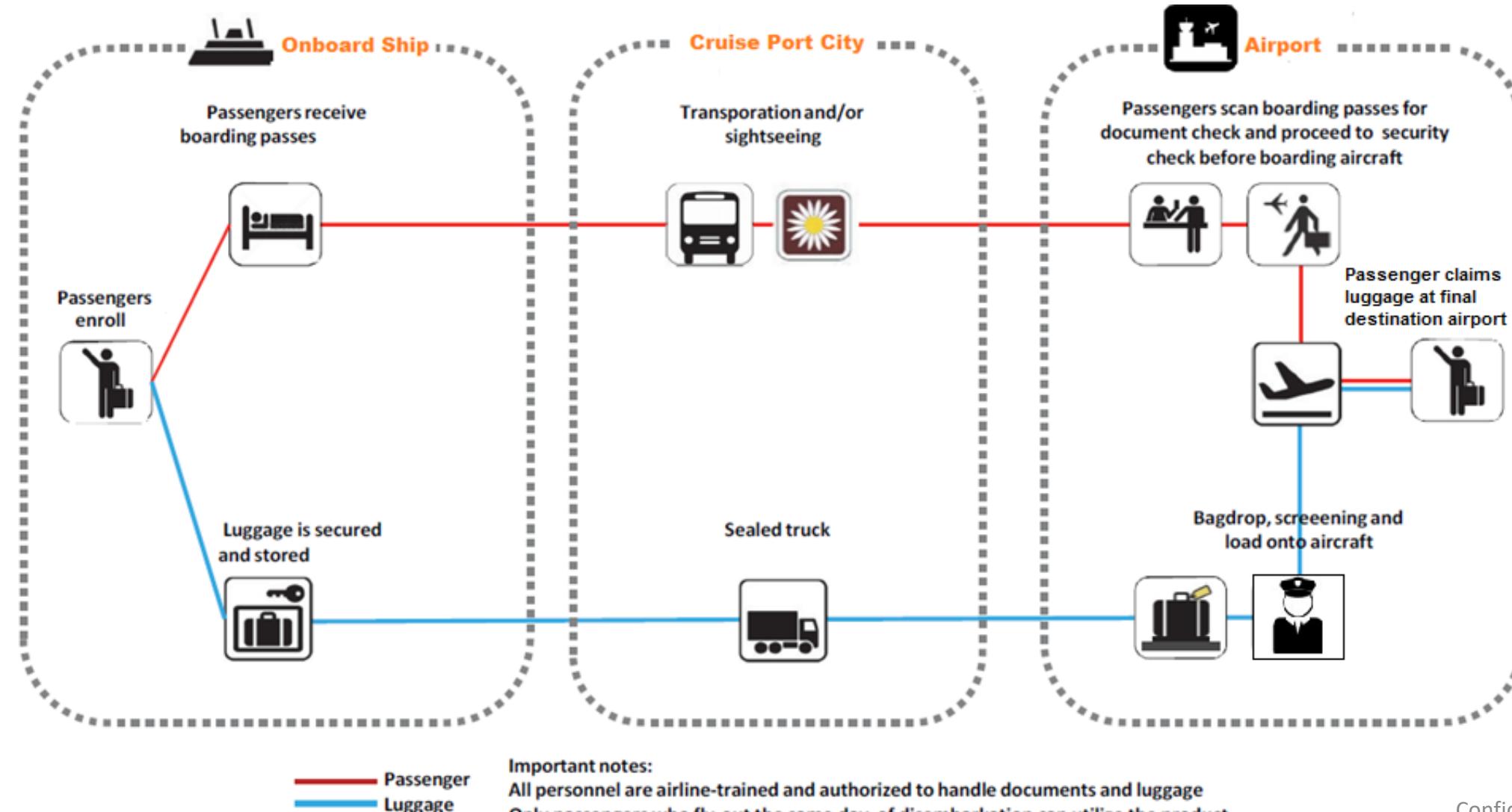
How OAC Works

Passengers can check in for their flight onboard the cruise and have their luggage delivered from the stateroom directly to their flight.

- 1 Sign up online or onboard your cruise.
- 2 Receive boarding passes and luggage tags in your stateroom.
- 3 Place checked luggage outside stateroom the last night of your cruise.
- 4 Disembark the ship and bypass claiming your baggage in cruise terminal.
- 5 Eliminate checking in at their airport as you are already checked in for your flight.
- 6 Retrieve luggage at your final destination airport.



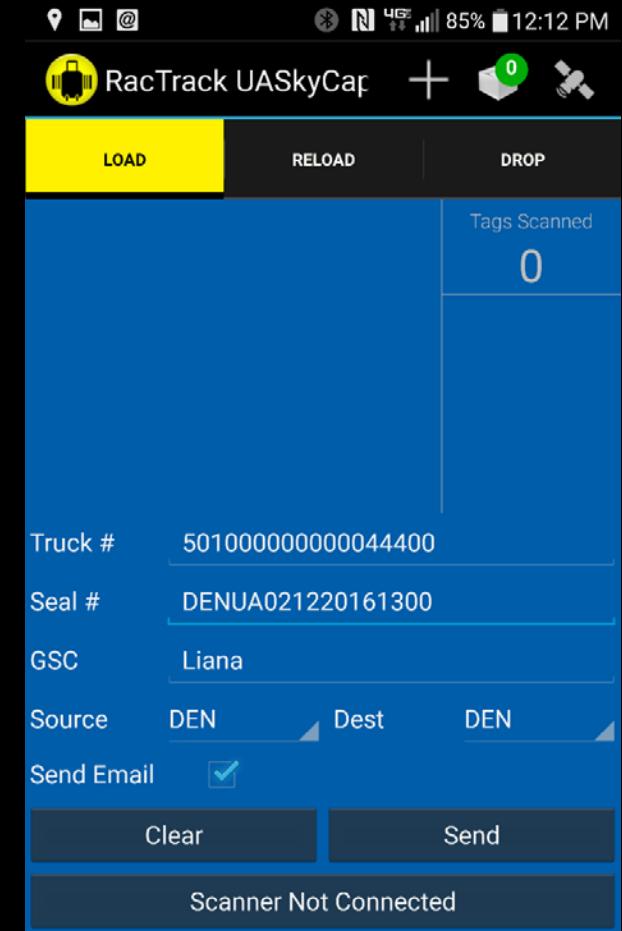
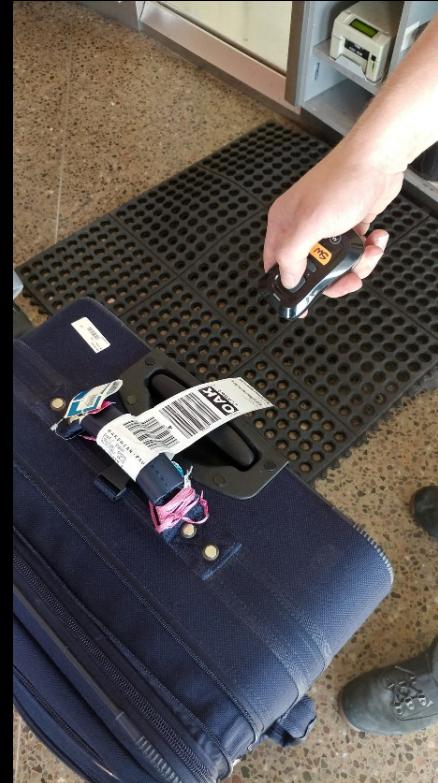
Baggage & Passenger Flow with OAC



Our *RACTrack* System

Baggage Handling Chain of Custody

- Proprietary
- Chain of Custody Accountability Reporting
 - Location
 - Airline
 - Bag Tag Number
 - Loading GSC
 - Van Number
 - Seal number
 - Scan, Load & Drop date/time stamp
 - GSC at induction point
- Uploaded to Bags server for client access and reporting
- No passenger information is collected

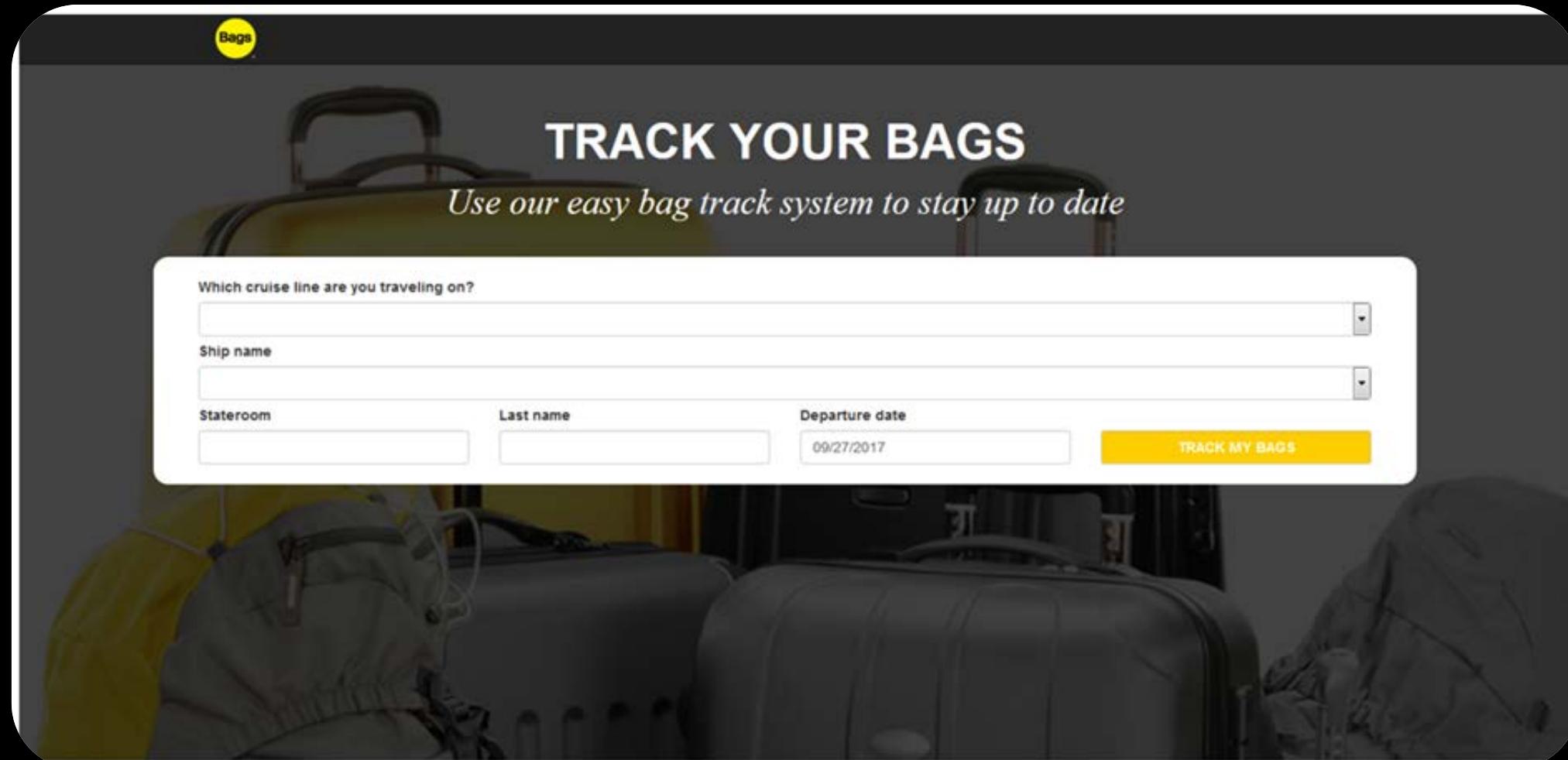


Version 1.2.1

© Bags Inc. 2010-2015

Cruise Baggage Tracking

Our OAC service includes a guest facing web application to track movement of luggage between ship and airport.





Additional Services
Bags VIP Luggage Delivery

VIP Luggage Delivery

Bags VIP Luggage Delivery allows you to skip baggage claim and start your trip the moment you land

We pick up your bags and deliver them within 100 miles of more than 250 U.S. airports

VIP Luggage Delivery

1. Luggage Delivery to Stateroom
 - Passengers will be able to bypass the baggage carousel at their arriving airport and begin their vacation luggage free.
 - Luggage will be delivered directly to the ship and into their stateroom
2. Luggage Delivery to Hotel
 - Luggage can be delivered to hotel or held the night before and delivered to the ship the next day
3. Luggage Delivery Back Home
 - When flying back home from their vacation, passengers can bypass the baggage carousel and end their vacation without having to wait for their luggage and end their vacation luggage free. Their luggage will be delivered to their home.



Benefits of Bags VIP

Cruise lines:

- Less transport space needed for bus transfers from the airport
- Eliminate congestion in the terminal – luggage delivered directly to porters
- Passengers' time for curb to check-in is decreased
- Create a premium package service that includes luggage delivery to stateroom, priority check-in with express boarding, express luggage, and guaranteed stateroom
- Offer guests a unique premium VIP service and allow them to begin their vacation the right way

Passengers:

- Bypass the luggage carousel at airport
- Passengers can travel to port or spend time in the city before their cruise luggage-free
- Passengers arrive to port and go directly to the terminal to check in
- Luggage is delivered directly to stateroom



How Bags VIP Luggage Delivery Works

Offered complimentary or for a low service charge, passengers can have their luggage delivered from the airport to their stateroom, hotel, or their home.

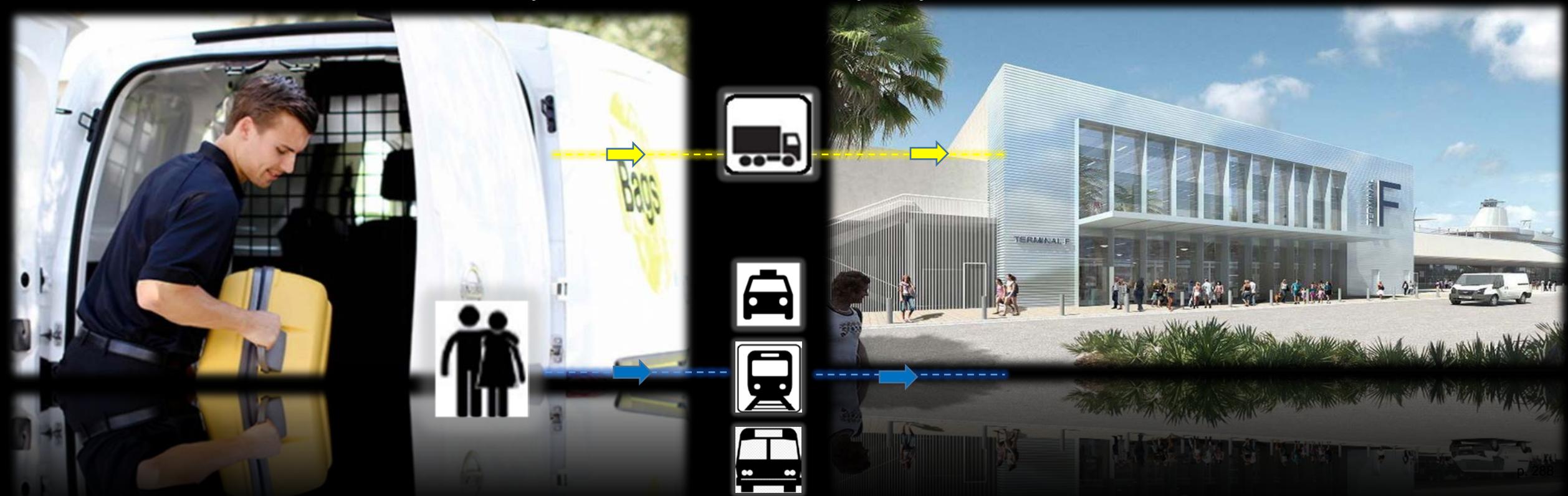
Using Bags VIP Luggage Delivery Service:

- 1 Check your bags at the airport. 
- 2 Enjoy your flight and skip baggage claim at the arriving airport.
- 3 Bags agents retrieve your luggage at baggage claim. 
- 4 Head to your cruise ship, hotel room, or travel back home luggage free. 
- 5 Luggage will be delivered and waiting for you in your stateroom onboard your cruise ship, hotel, or at home. 



Luggage Delivery from your home to your cruise!

- Eliminate the hassle of dealing with carrying your luggage all the way to the port.
- Bags will pick up your luggage directly from your home or hotel and deliver them directly to your stateroom.
- From the Port, Bags VIP can pick up your luggage from any destination within 100 miles and deliver them to your cruise and directly to your stateroom.



A large yellow circle containing the word "Bags" in a bold, black, sans-serif font.

Bags

®

BagsInc.com

b. Revenue Collection Procedures

Describe your revenue collection procedures, auditing procedures, and Payment Card Industry Data Security Standards.

SP+'s cash and revenue control and auditing procedures accurately identify actual daily transactions and sales while also protecting and safeguarding parking revenues. These procedures (which can vary slightly for any given location depending upon the facility's specific equipment and bookkeeper staffing) are summarized in the following paragraphs.



Revenue Collection

Cash Bank

A cash bank is issued to each cashier at the start of the shift. The cashier initials the bank inspection log, indicating receipt of the cash bank. At various times during the shift, the cashier deposits all cash in excess of \$200 into a drop safe. The cashier places the excess cash in an envelope, notates on the envelope the amount of cash enclosed, seals and initials the envelope, and drops the envelope into the drop safe located in the cashier booth. At the end of the shift, the total revenue collected is recorded on the cashier report form along with an attached fee register computer tape identifying sales activity during the shift.

Bank Deposits

The manager on duty collects all of the transient cash each day by retrieving the cashiers' drop envelopes from the safes in the cashier booths. The manager then deposits those funds in the operating bank account. The deposit is usually made the same day, but in any case, no later than the next business day. For audit purposes, the bank sends a copy of the deposit receipt to the bookkeeper.

Cashier Reports

Each cashier prepares a daily report for each shift and each day of the week. This report contains the following information: beginning and ending ticket numbers; total tickets collected in each rate category (with dollar extensions reflecting the total dollars represented by those tickets); all non-cash tickets; lane number; revenue collection date; cashier's name; shift revenue (as reported by the cashier); deposit amount (as counted and recorded by the cashier); and over/short amounts.

Bookkeeping

The cashier reports and parking tickets are reviewed by bookkeeping for accuracy. The bookkeeper verifies that the amount of the currency dropped matches the amount on the cashier report and the deposit acknowledgement received from the bank. The bookkeeper also verifies that the opening numbers on all meters match the closing numbers from the previous shift and that the number of metered entrances matches the amount of cash collected. The shift totals from the cash register (fee computer) should match the sales recap total in the sales

report, and the total number of transactions on the register tape should equal the total number of transactions on the cashier report.

The fee computers used by the cashiers record all sales, voids, and no-charge transactions. Shift totals are summarized by category and dollar/credit card sales. The bookkeeper prepares a daily sales report using the data from the fee computers, entrance/exit meter readings, and the cashier shift reports.

The daily sales report is a reconciliation of the total tickets issued versus daily exits. The physical inventory, taken later in the evening, is used to reconcile the entrances to paid exits (all void and no-charge tickets are accounted for during this reconciliation process). Also, a reconciliation of total revenue by lane as compared with cash dropped is shown, with a summary of taxable units, parking tax, and net parking revenue for the day.

An ingress/egress report measures vehicle activity by comparing tickets issued and corrected with various meters at the entrance and exit lanes.

Some non-standard transactions are anticipated, such as parking by approved personnel while on specific business for the facility. These no-charge transactions are identified and verified from a pre-approved authorization list and verified as valid by the bookkeeper during the daily ticket audit and review. Should the bookkeeper be unable to identify or verify a certain ticket, the bookkeeper must procure an acceptable explanation from supervisory personnel before that day's audit review can be completed.

If unexplained discrepancies of any kind are discovered, the bookkeeper notifies the Facility Manager and the Regional Comptroller. They investigate the issue and take necessary corrective actions (including employee disciplinary action, if warranted).

Expenses: Accounts Payable

The payment and review procedures listed below result in our constant monitoring of cumulative, actual year-to-date expenses, allowing us to anticipate potential expense variances from the operating budget at the earliest practicable time.

Initial Approval—Facility Manager

The Facility Manager is required to review and approve each and every invoice prior to payment. In doing so, the facility manager verifies that the service has been rendered or that the goods have been received, and that the expenditure is within the approved operating budget. Approved invoices are then forwarded to the Bookkeeper, who prepares the checks and forwards them to the Senior Manager for further review.

Second Approval—Senior Manager

Upon receipt, the Senior Manager reviews the approved invoices and the checks. If the Senior Manager has any questions or concerns relative to any invoice, the Facility Manager will be contacted for further explanation and/or discussion before the Senior Manager signs off on payment.

Final Approval—Corporate Officer

The checks themselves actually are signed by a corporate officer. This procedure not only provides yet another additional measure of protection and review, but also serves

an important function in providing the officer with ongoing information regarding the parking facility's financial performance.

Reconciliation of Facility Revenue Data to Financial Statement Data

Each day's parking activity goes through a series of checks and balances designed to ensure the integrity of the revenue collection process. The key to **SP+’s** system is the controlling, recording, and balancing of tickets, revenue, and vehicle counts as recorded by revenue control equipment.

No longer is this limited to manual processes, at least not at facilities operated by **SP+.** Through advances in revenue control technology, **SP+** utilizes online software to monitor and control revenue reporting, facility counts, card access account data, and license plate inventories.

Using **SP+’s** advanced systems and procedures provides local management with the tools necessary to perform this check and balance process faster and more accurately than ever before. These systems, procedures, and **SP+’s** required documentation provide our corporate-based audit department with the information necessary to perform detailed audits of the entire process both on location and remotely.

SP+ uses a series of cross-referenced procedures and reports that detail all revenue and tie revenue transactions back to individual tickets. With strong ticket control procedures in place, revenue control becomes an issue of first applying and collecting the proper rate and second, balancing cash received and deposited to the transaction record generated from register tapes. Specific procedures and checkpoints for each major type of revenue generation and collection activity are outlined below.

⊕ Daily Shift Reports

Cashiers collect time-coded, sequentially numbered tickets from customers. Fee computers gather data from the tickets, determine the proper fees, and record both on register journal tapes. Each cashier's shift report summarizes revenue of all transient transactions and ensures that revenue collected ties to cashier tapes.

⊕ Daily Master Reports

Clerical support and/or local management ties revenue collected to cashier tapes for each cashier shift. These reports balance tickets and car counts in order to summarize and balance a full day's activity.

⊕ Daily Revenue Summary Reports

In order to reconcile cash deposits to the day's activities, clerical support and/or local management document all types of revenue-generating activities, including credit card charges and payments on accounts. Full-day tickets and car count activity is recorded and reconciled on these reports as well. This allows for daily reviews by management and audit checks of all elements of the revenue control process (e.g. tickets, revenue, vehicle counts, and overnight inventory) on a single report.

⊕ Cash Management Practices

Along with proper accounting procedures and controls, a critical element of revenue control is establishing and maintaining sound cash management practices. Such practices minimize the risks of theft or fraud. **SP+’s** cash management policies and

procedures reduce the handling of cash and speed the transfer of funds from collection point, to a local site control, and then to secure central banks.

SP+’s revenue control, accounting, and cash management practices minimize the risk of fraud at all levels, provide a complete audit trail, and enable maximum control. With **SP+’s** revenue control system, top line revenue can be tracked from corporate reports to clients and all the way back to individual transactions at the location.

T-Recs®

Our Daily Bank Deposit Reconciliation program, using the automated *T-Recs®* software¹, provides assurances against theft and embezzlement, and eliminates the need to wait for monthly bank statements to reconcile bank deposit and location deposit data. The system uncovers bank errors and detects missing deposits, shortages, overages, and late deposits within 2-5 days rather than the 30 to 45 day cycle attributable to conventional manual deposit reconciliation methods. This increase in efficiency reduces back office costs and in turn, allows us to pass savings on to our clients.

The technology works by automatically matching revenue and bank deposits. Discrepancies are detected by our software and sent to a treasury analyst charged with resolving the issues. Accounts are reconciled within the first business week of each month for the previous month’s business.

Financial Data

With all of **SP+’s** technological reconciliation programs in place, our clients can count on the integrity of our revenue collection process. In addition, our clients can easily access and download all of the detailed financial data through Client View®, our fully secured Internet-based system.

Credit Card Reconciliation

The reconciliation function verifies that funds for all authorized Visa, MasterCard, American Express, Discover, and Diners Club transactions are received in the designated bank account at the end of the settlement process. This function also streamlines the credit card payment process by eliminating the need to use a separate credit card system for processing this payment type. The posting process is automated, resulting in enhanced organizational efficiency, fewer bills to send, and a reduced need for back-end collection efforts.

¹ T-Recs® is a registered trademark of Chesapeake System Solutions, Inc.

Audit Procedures

SP+ watches over client revenues and facilities more carefully than any other parking operator. Ensuring the integrity and objectivity of parking facility operations is critical to evaluating and improving the financial performance of client properties. **SP+** accomplishes these objectives through multiple levels and types of audits, ranging from self-audits, regional office audits, internal audits, and unannounced facility audits.

Self-Audit

SP+ requires all staffed locations to be self-audited once per year by field managers. A formal Survey of Operations Report is completed by the Facility Manager and retained for reference at each facility. A subsequent formal internal audit by our Internal Audit Department includes a review of this survey for completeness and consistency with current operations.

Regional Office Audits

There are many business transactions conducted at our regional offices involving accounts payable, accounts receivable, and payroll that have a direct impact on facility operations. Audits of these offices are also stored in a database to ensure that all aspects of a facility's operation are being monitored for compliance with company policies and procedures.

Internal Auditing Programs

Unlike many parking management companies, **SP+** maintains an independent Internal Audit Department that reports directly to the company's Chief Financial Officer and the company's Audit Committee. This direct and independent reporting line ensures the integrity and objectivity of facility audits by eliminating potential conflicts of interest inherent in audits conducted within the operations departments themselves. All required internal audits are administered under the supervision of the Director of Internal Audit.

Internal Audit Department staff members—including Certified Public Accountants and facility management experts—conduct audits that are performed either on a scheduled (but unannounced) basis or at the specific request of senior management. These audits cover a broad spectrum of operations including revenue controls, payroll procedures, accounts receivable, cash security, public and employee safety, customer service, and facility appearance.

The department oversees identification and testing of the company's entity-level controls including the Code of Ethics and other high-level controls that ensure the integrity of **SP+**'s business processes and financial statements.

The Internal Audit Department is also responsible for the company's internal controls certification process required by the Sarbanes-Oxley Act. This work includes the documentation of all business processes, control design analysis, key control identification, and ongoing testing of controls for operating effectiveness.

Managing audit processes puts the department in touch with every aspect of the business and helps us to assure our clients that their parking facilities are properly managed. Our auditors are familiar with industry parking technology and its impact on revenue collection. The conversion of manual cashier systems to pay-on-foot, pay-at-exit, and pay-at-entry equipment, as well as the associated increase in credit, debit and smart card use, must be carefully monitored to reflect the complex mix of payment options.

Each facility audit, which produces recommendations to improve operations where necessary, is retained in a database for further analysis. The database provides an objective evaluation of manager performance and assists senior management in identifying areas that need improvement and additional training resources.

Audits are not considered final until all recommendations have been implemented successfully. Moreover, a significant portion of the compensation payable to **SP+'s** management team is based on the audit scores achieved at their facilities.

Unannounced Facility Audits

Our Internal Audit Department staff conducts regular internal audits of our facilities. They may be performed either on a scheduled (but unannounced) basis or at the specific request of senior management. These audits cover a broad spectrum of operations including revenue controls, accounts payable, payroll procedures, accounts receivable, cash security, public and employee safety, customer service, and facility appearance.

For larger, new projects, “start-up” audits are performed within the first month of operation. The results of unannounced field audits are shared as a matter of policy with the property owners.

After visiting the site and preparing its specific audit report, complete with ratings and recommendations, our Internal Audit Department staff reviews the report with our regional and senior managers, who must formally respond to the reports and agree upon firm implementation dates for any recommendations the audit report may contain.

Our audit team later will verify implementation of all such recommendations. Final reports are submitted to senior management and placed in the company's audit database. This independent and thorough internal auditing process helps us to assure our clients of optimal facility performance and maximized parking revenues.

Contract Compliance

SP+'s auditing group has a specialized contract compliance component that ensures that all facility accounting is properly plugged into our financial reporting system. Compliance personnel also monitor the client reporting accountants to ensure that the monthly client statements are accurate and reconciled with the company's general ledger system.

Compliance Audit Management System (CAMS)

SP+'s Compliance Audit Management System (CAMS) is our comprehensive platform that replaces our former audit and assessment functions such as Operational Audits, Revenue Audits, Operations Excellence Review, Control Self-Assessment and Transportation Control Self-Assessment. CAMS provides a standardized approach for each type of audit / assessment, improves the process through an efficient workflow, tracks the progress of audit remediation and offers improved reporting for all stakeholders.


Compliance Audit Management System

The Compliance Audit Management System moves our formerly unrelated audits to a trackable web-based system that allows our management staff to make sure audits are performed in a timely manner and easily review the results, as well as notifies our local operations staff when audits need to be performed in an easy to use, web-based platform.

CAMS Features

- ⊕ Reduce time taking audits with anytime web enabled access
- ⊕ Track action plans with ease
- ⊕ Superior reporting capabilities to analyze trends
- ⊕ Ability to modify reports
- ⊕ Automated mail alerts to manage accountability
- ⊕ One system for all company audits

Alerts

CAMS audit programs have smart alerts to help manage audit and action plan reports from scheduling, editing, critical question risks, in-progress status, and completion. Alert notifications are sent via email to assigned employee and management personnel.

Audit Listing								
Audit Date	Audit Description	Audit Number	Score	Location #	Location City/State	Location Name	Status	Completion Date
3/27/2015	Self Park Revenue Audit	50331-IMP10		50331	RICHMOND, VA	LADIFFERENCE LOT	Completed	3/27/2015
3/27/2015	Self Park Revenue Audit	50335-IMP12		50335	RICHMOND, VA	REYNOLDS LOT	Completed	3/27/2015
3/18/2015	Self Park Revenue Audit	50250-IMP6		50250	BALTIMORE, MD	MT. VERNON LOT	Completed	3/18/2015
3/18/2015	Self Park Revenue Audit	50274-IMP9		50274	BALTIMORE, MD	FREDERICK STREET GARAGE	Completed	3/18/2015
2/23/2015	Self Park Revenue Audit	51444-IMP5		51444	PHILADELPHIA, PA	CENTRAL AIRPARK	Completed	2/23/2015
2/10/2015	Self Park Revenue Audit	50289-IMP3		50289	ALEXANDRIA, VA	(T) 115 S. UNION	Completed	2/10/2015
2/4/2015	Self Park Revenue Audit	50385-IMP2		50385	WASHINGTON, DC	1101 4TH ST., SW	Completed	2/4/2015
2/2/2015	Self Park Revenue Audit	51449-IMP4		51449	PHILADELPHIA, PA	1616 SANSOM ST	Completed	2/2/2015
1/29/2015	Self Park Revenue Audit	50381-IMP1		50381	WASHINGTON, DC	501 3RD STREET	Completed	1/29/2015
1/21/2015	Self Park Revenue Audit	50391-IMP1		50391	WASHINGTON, DC	1800 MASSACHUSETTS AVENUE	Completed	1/21/2015
1/20/2015	Self Park Revenue Audit	50292-IMP20		50292	ALEXANDRIA, VA	TAVERN SQUARE	Completed	1/20/2015

PCI Compliance

As part of an effort to ensure the security of customer credit card information throughout our organization, **SP+**'s internal audit department has created specific policies and procedures related to Payment Card Industry (PCI) compliance. Those policies and procedures are included as part of our internal audit program and our auditors along with our regional management staff check for PCI compliance at every location. The policies and procedures are as follows:



Credit card information is regulated by the Payment Card Industry (PCI) Data Security Standard (DSS). This PCI DSS is a set of data security requirements that applies to all employees, merchants, vendors, service providers, contractors and business partners who store, process or transmit sensitive cardholder data as well as to all system components included in, or connected to, the cardholder data environment.

SP+ has adopted a comprehensive policy to ensure company-wide compliance with all 12 requirements of the PCI DSS. Because the corporate network environment may be different than the field locations and regional office environments as it relates to storing, processing and/or transmitting cardholder data, the Company has developed a specific policy to address compliance requirements at our field locations and regional offices to ensure compliance across our organization.

Compliance Assurance

SP+'s Chief Information Security Officer (CISO) in our Chicago Support Office is responsible for our PCI program. The CISO keeps constant contact with our credit card processing vendors, our banks, federal regulators as well as credit card companies themselves to ensure that our information and systems are up to date with the most recent PCI requirements and procedures.

Assistance in understanding and/or implementing these PCI DSS requirements is available to our clients from our CISO. **SP+** has helped literally hundreds of our clients procure PCI compliant hardware and PARCS systems, implement PCI compliant processes and procedures, and ensure that the locations stay PCI compliant. These clients range in facility size from small parking lots to large, multi-facility international airports with 20,000+ parking spaces.

Vulnerability Scans

SP+ uses a third party, Trustwave, to perform vulnerability scans on our systems. These scans are performed monthly.

Sensitive Cardholder Data

Sensitive cardholder data is data whose unauthorized disclosure may be used in fraudulent transactions. Such data includes: cardholder's name, PAN (primary account number), expiration date, full magnetic stripe data, card validation code (CVC2/CVV2), Service Code and PIN Verification Value.

Cardholder Data Access

Access to sensitive cardholder data must be restricted to authorized personnel on a need-to-know basis. Personnel who are authorized to access such data must each be assigned a unique identification user name and password before being allowed to do so.

Storage of Sensitive Cardholder Data

Cardholder information storage should be kept to a minimum. Limit storage amount and retention time to the minimum that is required for business, legal, and/or regulatory purposes.

⊕ *Electronic Data*

The PAN must be sanitized or rendered unreadable anywhere it is stored, e.g., by means of truncation or encryption, including portable media, backups, logs and data received from or stored by wireless networks. See also the “Credit Card Processing Hardware and Software” section below.

⊕ *Data on Paper Media*

For locations that create and retain a credit card paper receipt for each transaction, cardholder data must be rendered unusable by printing no more than the customer name and the last 4 digits of the credit card number on the paper documents that are retained.

Credit Card Processing Hardware & Software

All hardware and software (e.g., revenue control equipment, access control equipment, credit card swipe machines, online payment applications) by which credit cards are processed must be PCI and PABP (Payment Application Best Practices as developed by VISA) compliant. The hardware and/or software must NOT:

- ⊕ Store authentication data subsequent to authorization (even if encrypted), including on backup media**
- ⊕ Store data (including backups and logs) in an unsanitized or readable format**
- ⊕ Store the full contents of any track from the magnetic stripe (on the back of a card, in a chip, etc.)**
- ⊕ Display more than the last 4 digits of the account number when displaying cardholder data**
- ⊕ Store the card-validation code (three-digit or four-digit value printed on the front or back of a payment card (e.g., CVV2 and CVC2 data)**
- ⊕ Store the PIN Verification Value (PVV) or the encrypted PIN block**
- ⊕ Transmit sensitive cardholder data over public networks without using approved versions of encryption technology**

Transmission & Distribution of Cardholder Data

All transmission and distribution of sensitive cardholder data must use a secure method to avoid unauthorized access. Never send cardholder or other sensitive information via e-mail, Instant Messenger or any other insecure method (e.g., FTP, http). If an employee is uncertain about the security of a transmission or distribution methodology, he/she should contact the Company's Information Technology Department for clarification.

Wireless technology poses a greater risk for security breaches and therefore requires additional controls. Accordingly, wireless technology may not be used for the transmission of sensitive cardholder data without advance written approval from the Chief Information Security Officer (CISO).

Physical Security

Electronic Data

An inventory must be maintained of all systems containing sensitive cardholder data. Senior Managers are responsible for providing current information to the designated person in the Chicago Support Office who will maintain the master inventory log.

All hardware and other electronic media containing sensitive cardholder data or used in the transmission of cardholder data must be physically secured (e.g., locked when unattended by authorized personnel) and transported securely (if mobile). Furthermore, it should be located in physically secure locations (preferably off-site for backups) or have appropriate physical security built into/around the system (e.g., pay-on-foot machine with keyed locking mechanism, fee computers in locked booths or offices, etc.).

Data on Paper Media

Paper media should not contain sensitive cardholder data. However, in the unusual event that the credit card equipment system is malfunctioning and "knuckle-buster" machines are temporarily used to process credit card transactions, these receipts must be stored in physically secure locations, e.g., locked rooms, locked file cabinets, etc. for 90 days with limited access to authorized individuals only. After 90 days, the knuckle buster receipts must be shredded.

A secure location is defined to require, at a minimum, that it not be accessible to the public, particularly if authorized personnel are not always available to monitor security.

Firewall Protection

Install and maintain a firewall configuration to protect cardholder data. All systems must be protected from unauthorized access from the Internet, whether entering the system as e-commerce, employees' Internet-based access through desktop browsers or employees' email access.

Secure Networks

Implement and maintain a secure network. All networks or changes to networks that store, process and/or transmit cardholder data must be reviewed and approved by the Chief

Information Security Officer at our Chicago Support Office. Networks include all hardware, software and communication lines.

Use & Regular Update of Anti-virus Software or Programs

It is required that anti-virus software be used. Anti-Virus software and operating system upgrades must be completed on a regular basis.

Disposal or Re-Use of Hardware, Electronic & Paper Media

Electronic Data

All sensitive cardholder data on hardware and electronic media must be unusable and/or inaccessible prior to disposal or re-use. When portable electronic media (CDs, PC Hard Drives, USB Thumb Drives, Backup Tapes, etc) is discarded, recycled or transferred to another user, it should either be overwritten multiple times or destroyed, eliminating all possibility that any sensitive cardholder data contents could be read.

Data on Paper Media

All sensitive cardholder data on paper media must be shredded prior to disposal.

Recurring Credit Card Transactions

Monthly parkers who pay by credit card must use the Monthly Parker System. For locations that have recurring credit card charges for other types of transactions, the customer must present the physical credit card to the manager or cashier for processing each transaction. The facility may not retain customer credit card data on paper, in an electronic spreadsheet or in any other media for future charges.

Monthly Parker Applications

For existing monthly parker applications that contain sensitive cardholder data, the manager must remove the cardholder data from the application so that it is unreadable. For all future monthly parker applications, the cardholder data should be captured on a separate document that must be disposed of by shredding immediately after the cardholder data has been input into the credit card terminal or Monthly Parker System.

Service Providers

Any service provider that handles credit card transactions and/or data on behalf of **SP+** must demonstrate in writing that it is PCI and PABP compliant.

New Location Evaluation

Prior to taking over a new location that accepts credit card payments, the credit card equipment must be evaluated for compliance with PCI DSS. A complete list of the revenue control systems (including manufacturer, model #, software version, etc.) must be identified in the new location LMS Form. The Contract Compliance Group (CCG) will evaluate whether the revenue control systems are PCI DSS compliant. Whenever possible, any non-compliant systems must be made compliant prior to starting operations. If operations must begin prior to reaching

compliance, the Senior Manager must have a written action plan to reach compliance within 30 days of commencing operations, approved by the CCG.

Location Termination

When a location is terminated, no customer credit card information can be provided to the client or new operator of the facility.

Employee Training

SP+'s Training Department has developed a comprehensive data security training program "Information Security Awareness". This online training program satisfies PCI DSS employee awareness training to educate all employees on data security best practices for effectively safeguarding and protecting customers' payment card information. The goal is to create informed employees who can make better data protection decisions, are aware of their responsibilities and can operate in a manner which will ensure adherence to our company's security and compliance policies. Topics covered in this course:

- ⊕ What is the purpose of Information Security?
- ⊕ What is the purpose of Information Security Awareness (ISA)?
- ⊕ How does this apply to me?
- ⊕ Management of Information Security Awareness Program (ISAP)
- ⊕ What is PCI DSS?
- ⊕ What is Cardholder Data (CHD)?
- ⊕ Physical Access Security
- ⊕ Network Access Security
- ⊕ Password Management
- ⊕ Information Handling
- ⊕ Acceptable Use of Assets
- ⊕ Electronic Messaging
- ⊕ Reporting Information Security Events

Successful completion of this course and assessment is mandatory. Employees must complete this program within the first 90 days of employment with **SP+** and once annually thereafter. All locations processing credit card transactions will be audited to ensure all applicable employees have completed the training and successfully passed the assessment test. Senior/Resident Managers are accountable for ensuring that all employees required to complete the training have done so according to the timelines described above.

c. Customer Service Plan and Employee Training

Describe Vendor's customer service plan, cost saving initiatives and the potential integration of an Online Parking Reservation System, including employee training, procedures for refunds, citations, etc. Also describe/provide your Standard Operating Procedures for Self- Parking, Employee Parking and Valet Parking, and your Employee Motivation and Training Program.

The SP+ Marketing Commitment—Driving Traffic & Revenue

SP+ has made significant investments in resources to support marketing efforts on behalf of its clients. In addition to advanced system platforms and marketing capabilities, **SP+** has assembled an internal marketing team whose members have significant experience in direct-to-consumer marketing. **SP+** digital marketing team members have gained their knowledge working for major corporations across multiple industries. In addition, **SP+** has contracted with external support agencies to ensure access to the latest technology and capabilities.

The combined efforts of **SP+ Marketing Services** and **SP+ Field Operations** will provide Broward County with a strong direct-to-consumer front end marketing engine, coupled with superior at facility operations that will maximize performance and revenue.

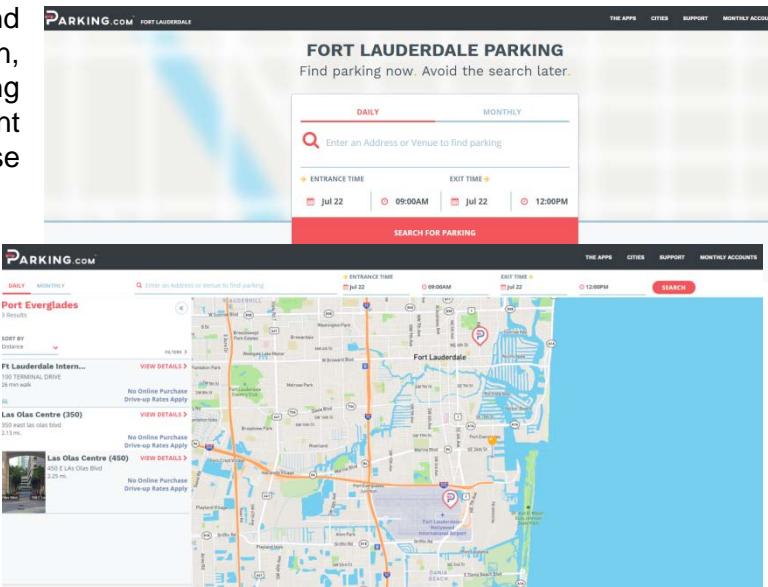
Parking.com



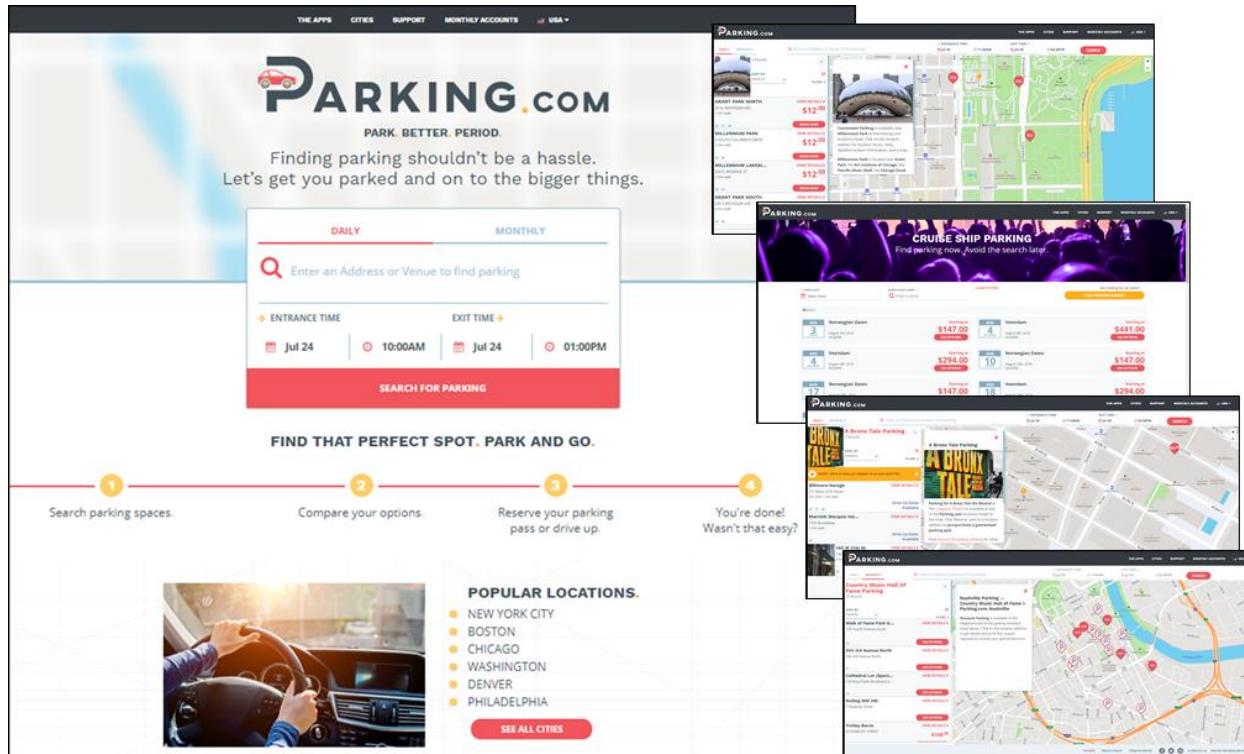
SP+ owns and operates the most memorable and customer friendly consumer parking website, Parking.com. Broward County's Various County Agencies will be prominently listed on Parking.com, allowing the facility to be presented to consumers conducting parking searches for nearby destinations.

Website placements will provide increased exposure for the facility and will be supported by **SP+’s** promotional activities. The promotional activities provide increased consumer impressions and include search engine optimization, pay-per-click advertising, local listings, social media, email marketing and third party applications. In addition, local partnerships and linking programs will be used to supplement these activities to further increase exposure.

Broward County will have a dedicated location page on Parking.com that communicates all the necessary location information including address, hours of operation, rates, payment options, and directions. In addition, the Broward County locations will be included in site search results, and



listed as a parking option on the appropriate destination pages for nearby attraction, hotels, events, entertainment, sporting venues and more. Location specific promotions supported with



unique offers and discounts can also be used to drive incremental traffic and revenue.

Parking.com Landing Page & Example Pages

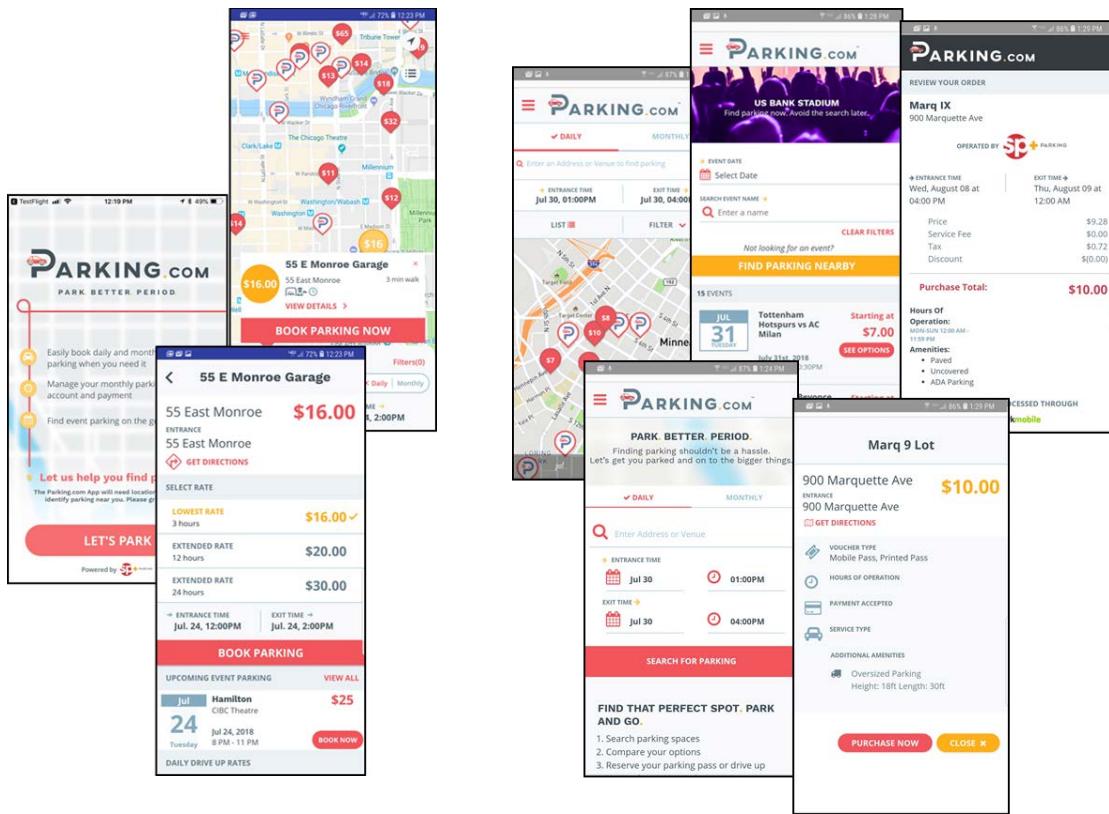
Parking.com Apps & Responsive Mobile Website

Through the Parking.com mobile app's unique user interface, and the improved user experience through our mobile websites with responsive design, **SP+** provides the access necessary for today's mobile society.

With a major portion of consumers accessing information and conducting ecommerce through their mobile devices, it is now a requirement that companies provide an exceptional mobile experience.

With GPS-based location identification, take-me-there turn-by-turn directions, address search, and "Where I Parked" reminders, the mobile app and responsive design website will allow for high quality real-time access to the Broward County locations.

In addition, in-app access to online sales capabilities provides for real-time pre-purchase of parking for consumers on the go.



Parking.com App Sample Screens

A unique feature also available to **SP+** customers is the ability to access their monthly parking account directly through the mobile app. Through the app, monthly parkers can view their statement, pay their bill, and update their monthly parking account.

Broward County will be added to the Parking.com mobile platforms, placing it front and center with the on-the-go mobile consumer.

Custom Client Parking Guides

For those clients who desire to have a website presence for their parking operations beyond Parking.com, **SP+ Marketing Services** can develop a standalone custom parking guide. These custom built guides are developed exclusively with the client's needs in mind, and provide a strong online brand presence for the parking facility. Through a combination of well-developed location information, feature-rich functionality, destination focused content, and an exceptional user experience, **SP+ Marketing Services** will provide the client with a website that delivers traffic and revenue to the facility.

Custom parking guides have been implemented across multiple industry segments including Municipal, Airports, Mix Use, Offices,



Retail and Residential. Parking guides can be designed with a unique look or can incorporate the specific design elements of the client's website.

SP+ will work with Broward County to determine if a custom parking guide is an appropriate option.

Digital Marketing

Understanding that current behavior has resulted in a significant shift to consumers searching for information online, **SP+** has implemented a number of digital marketing programs designed to attract leads and generate sales for its clients. Currently, **SP+** manages digital marketing programs in support of client locations on Parking.com, as well as standalone campaigns designed exclusively to support individual client locations.

Search Engine Optimization (SEO)

Using trained internal resources, external agency expertise and the latest in SEO software, our marketing team will use proven tactics to improve quality scores and deliver high organic search rankings for the Broward County locations. Through the development of well-defined website tagging, rich website content developed through keyword search analysis, and partner linking strategies, **SP+ Marketing Services** will ensure increased visibility through organic search results.

Local Listings

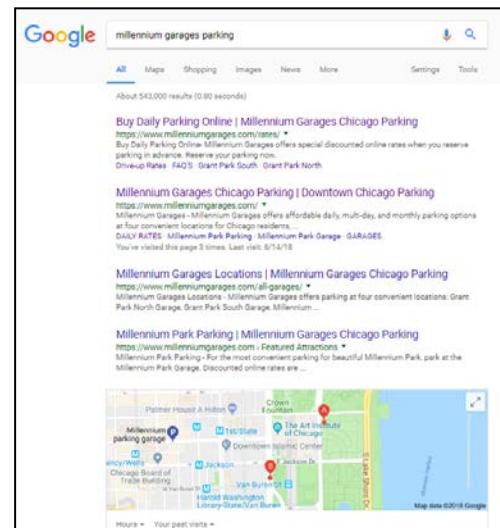
Local listings play an important role in delivering drive-up traffic to a parking facility. Working with its agency partners **SP+ Marketing Services** will handle the setup and ongoing management of Broward County parking listings.

The **SP+ Marketing Services** team will publish a listing for the Broward County locations, correct all listing content and ensure the data is accurately maintained in Google My Business, maps, over 70 directories and search engines including Google, Apple Maps, Yahoo, and Bing.

Paid Search Marketing

The combination of paid search marketing, SEO, and local listings has proven to be a powerful approach for increased visibility and traffic generation. **SP+** has developed an integrated strategy that leverages these capabilities.

With the support of an external agency, **SP+ Marketing Services** professionals will develop pay per click campaigns that increase search traffic to its parking platforms. The campaigns focus on destinations and activities that drive parking behavior and support the specific needs of client facilities.



To support these efforts, extensive keyword analysis coupled with competitive assessments will assist the team in developing high performing campaigns.

Local attractions and popular destinations will also be assessed to determine their value in driving parkers to your facility. Popular destinations and events include the Comic Con, Boat Show, Air and Sea Show, Seatrade, Broward College Graduations, Cheney Brothers, and other Cruise Line events will be integrated into the campaign and the appropriate attraction pages will be added to Parking.com, as well as the Northport, Midport, and surface lots customer parking guide if one is developed.

Social Media

Understanding the growing need to participate in social media, **SP+** has developed national and city targeted campaigns, as well as market segment programs to effectively leverage this important channel. Through the development and implementation of Facebook and Twitter campaigns, our marketing and local field operations teams have gained significant experience for supporting these efforts.

In addition, **SP+ Marketing Services** has implemented Facebook ads and social media engagement campaigns that have generated Facebook likes and followers on Twitter. Through effective use of social media tactics, **SP+** has also developed sales strategies that have proven effective in this unique consumer channel.



SP+ will work with the County to identify the appropriate social media applications that best support business objectives and social strategies, and will collaborate with the County marketing team to develop integrated activities consistent with your overall strategy.

Email Marketing

While social media marketing channels have generated significant attention as a cost-effective way to reach consumers, email marketing continues to be the consumer channel of choice for receiving offers.

SP+ Marketing Services has developed sophisticated email marketing support capabilities to drive consumer education and behavior.

Through consumer self-selection and effective targeting, **SP+** has developed email marketing programs that drive results for its clients. Messaging can be delivered through aggregated Parking.com emails or can be customized to meet the individual needs of a client.

SP+ Marketing Services will work with the County to develop an email marketing strategy designed to engage consumers and drive desired results.

Third Party Applications

With the penetration of smartphones and their value in supporting navigation capabilities, use of navigation apps on mobile devices has increased significantly. An analysis of these users has identified that the applications can be a significant source of drive up traffic to a parking facility.

Waze is a popular social-based navigation app widely used across most major cities. **SP+ Marketing Services**, in collaboration with Waze, has identified effective strategies for using listings, pin placement and offers available in the app to drive consumer behavior. The County will be assessed for placement on the Waze platform in support of incremental revenue generation.

See examples of Waze being used to find parking on the right.

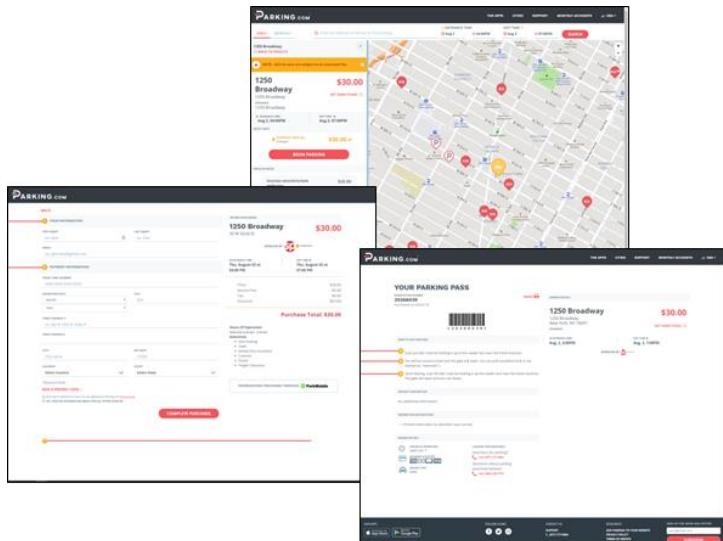


The image displays three screenshots of mobile device screens, likely from an iPhone, illustrating various parking-related applications and offers:

- Top Screenshot:** A screenshot of a parking offer from "Pecopark" (Broward County) for George Bush Intercontinental Airport. It shows a "Special Parking Offer" with savings of \$6, \$11, and \$16. It includes a "Find Parking" button and a "Later" button.
- Middle Screenshot:** A screenshot of the "PARKING.COM" app. It features a "COUPONS" section and a "Find Parking" button. The main content is titled "The Best Memorial Day Events in NYC!" with a sub-section for "Fleet Week". It includes a "click for details" button.
- Bottom Screenshot:** A screenshot of the "ANNEAPOLIS PARKING" app. It features a "Special Holiday Edition" banner with "holidays in Annapolis" and "Convenient parking options for your holiday travels." It lists "Approved Valet Service", "Pedestrian Friendly Main Street", "Pay for Garage Parking", "Free, 3-Hour Parking at Meters", and "Expanded Circulator Service". It includes a "click for details" button.

Online Sales

For many parkers, knowing a spot is waiting for them when they reach their final destination is a comforting thought. Whether attending an important business meeting, the theater, a museum, or trying to make a dinner reservation, pre-purchasing a space can be an advantage.



SP+ can provide Broward County parkers with pre-purchase options for both daily and event parking. Online sales capabilities are available on the mobile app and websites, allowing users to conveniently pre-purchasing parking from their home or office, as well as on the go via their mobile phone or tablet.

For added convenience, consumers can pre-purchase their parking while directly from them with the appropriate equipment at the location.

en route. For mobile users, parking passes are delivered to their devices and can be scanned directly from them with the appropriate equipment at the location.

In addition to event and daily sales, **SP+** can also provide online sales to support monthly parking. Though a user friendly experience, **SP+** will present the monthly parking options available at the County parking facilities and allow the customer to seamlessly purchase their parking online.

In addition to online sales through the Parking.com platform, **SP+** will analyze and develop expanded distribution channel strategies specifically designed to assist client locations in maximizing traffic and revenue.

SP+ will assess and implement an integrated distribution channel approach that takes advantage of a diverse mix of internal and external channel options. After careful analysis and assessment of the local market, area competition, and channel options available, **SP+** will identify the channel mix that will be most effective in supporting marketing and sales of parking for the County locations.

Recommended channels may include:

- ✚ Parking.com
- ✚ Custom client parking guide
- ✚ Third Party Parking Websites such as SpotHero, ParkWhiz and Parkmobile
- ✚ Client websites

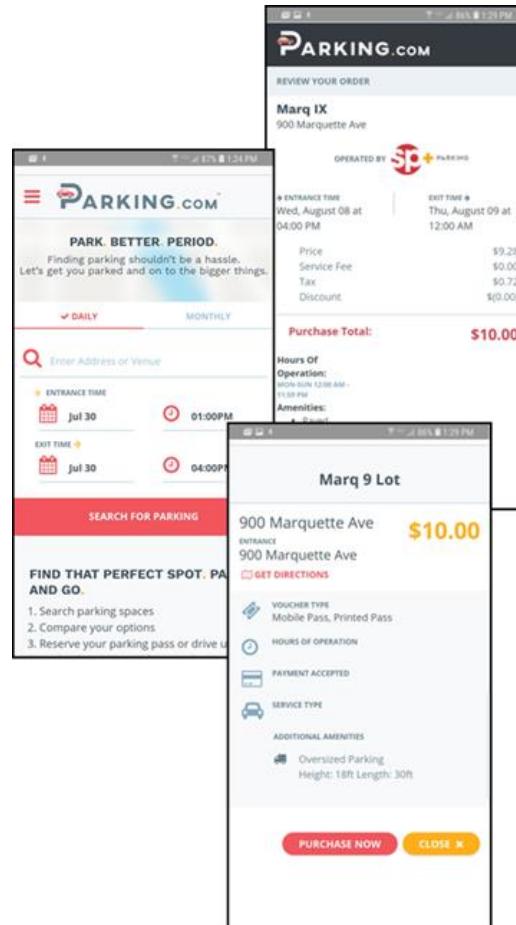
Linking Programs

Website links play an important role in driving website traffic. In addition to the direct traffic generated through partner linking programs, they increase Google quality scores and result in improved organic search rankings. **SP+** Marketing Services has developed aggressive linking strategies, as well as local merchant programs that give businesses access to downloadable parking widgets for placement on their websites.

These programs have resulted in links between Parking.com and a network of partner websites delivering increased site visibility and improved organic search results. In addition, similar linking strategies and tactics will be used to support a custom parking guide if implemented.

The local **SP+** Operations Team can work with building tenants and local area business to develop linking programs that will directly support the County.

Please see the following page for examples of linking programs used in the past.



Add Parking Info to Your Website in Three Easy Steps!

Parking.com is happy to offer this FREE service to web-enabled businesses, organizations and groups. Simply follow these three steps to create a web banner which you can post on your website and direct your customers to an interactive map showing your location and the surrounding Parking.com garages. Convenient parking will encourage customers to visit your location!

Create Your Parking.com Button

STEP 1: Enter Your Company Name

11 Characters Left

STEP 2: Enter an address to search and select a location

To link to a specific page on our site, or for other custom linking solutions, contact our marketing team at marketing@spplus.com

STEP 3: Customize Design

Button Size

Only show parking locations within

[Get My Code](#)

Preview Your Button



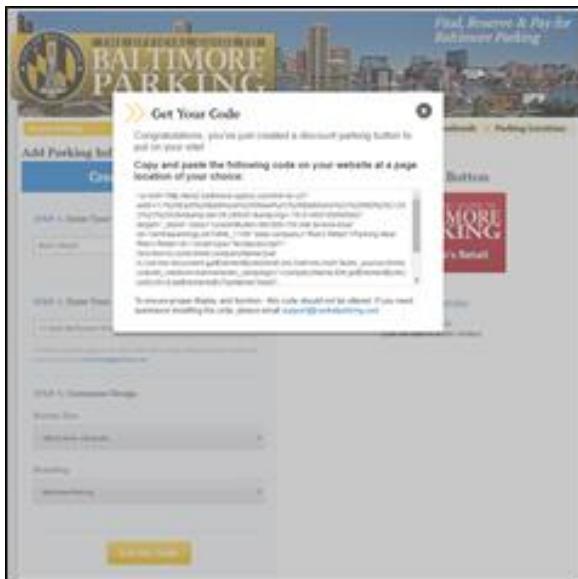
Parking For Joe's Seafood Shack

[See Full-Sized Preview](#)

Preview Your Link
(Capital One Arena)

(Link will open in a new window)

Parking.com Button Creator



BALTIMORE PARKING

Find, Reserve & Pay for Baltimore Parking

Get Your Code

Congratulations, you've just created a discount parking button to use on your site!

Copy and paste the following code on your website at a page location of your choice:

```

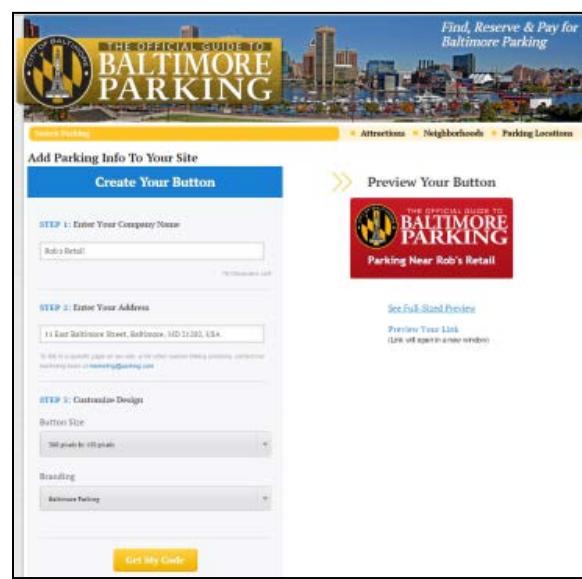
<div>

<a href="https://www.parking.com/destinations/baltimore/rob-s-retail" class="button">
  Find, Reserve & Pay for
  Baltimore Parking
</a>
</div>

```

To enter your website address, this code should not be altered. You need someone creating the code, please email marketing@spplus.com

[Get My Code](#)



BALTIMORE PARKING

Find, Reserve & Pay for Baltimore Parking

Add Parking Info To Your Site

Create Your Button

STEP 1: Enter Your Company Name

11 Characters Left

STEP 2: Enter Your Address

To add an accurate place or an area, or for other custom linking solutions, contact our marketing team at marketing@spplus.com

STEP 3: Customize Design

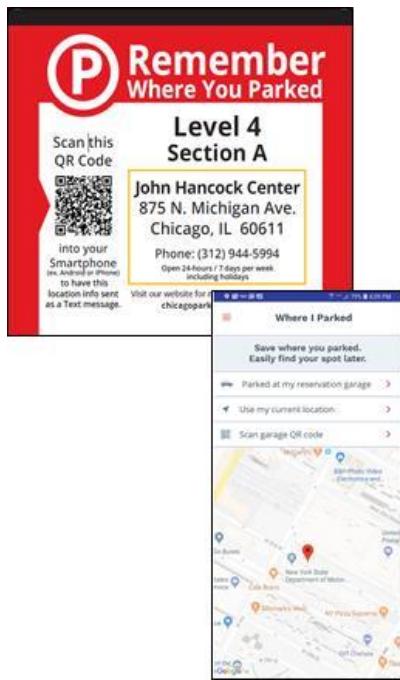
Button Size: 300 pixels by 150 pixels

Browsing: Baltimore Parking

[Get My Code](#)

Baltimore Parking Example

Enhanced User Experiences through Technology Integration



The expanded feature functionality available through smartphones has enabled the delivery of enhanced consumer experiences. **SP+** has implemented value-add consumer programs that leverage these capabilities to provide an improved experience.

Using the “Where I Parked” feature in the Pakring.com app or a QR codes posted at the County locations, **SP+** can provide parking reminders in strategic locations to ensure customer remember where they parked and can easily find their way back to the facility.

The Text-N-Go feature provides parkers with text-ahead car retrieval capabilities that can be introduced at the County locations, allowing parkers to text ahead to the garages so their car is ready when they arrive.



Creative Services

In addition to digital marketing programs, **SP+ Marketing Services** can also support the visual appearance and parking promotion at the Broward County parking locations.

Leveraging its in-house creative services team, **SP+** will not only improve the signage that supports promotion of parking at the County locations, it also can help to improve the overall appearance of the parking facility with redesign sign packages and enhanced creative design components. Packages can be themed and designed to provide a custom look for the facility providing a unique user experience at the Broward County locations.

In addition working directly with the client, **SP+** will also provide support for printed promotional collateral that can be distributed at the location.

SP+’s creative services team working in collaboration with **SP+ Field Operations** and the County management team can develop effective signage and printed materials that deliver traffic and revenue.

Examples include garage posters, promotional fliers, take one displays, and garage murals. In addition, advanced capabilities such as text links and QR codes can be integrated into the materials, allowing for expanded up-to-date content promotion.

Please see the following page for some examples of our creative services.



Logistical Support

Using its multiplatform capabilities, **SP+** can provide logistical support to clients for both parking and traffic flow in and around a facility or across a city. Using online information that informs visitors of the best places to park for the various destinations, mobile device platforms that offer real-time access to turn-by-turn directions and custom routing capabilities that can be integrated into the online sales process, **SP+** can provide logistical support as part of its marketing and promotion solutions. These activities not only provide logistical support within the city, they also improve the overall parker experience.

Cost Saving Initiatives

Remote Parking Management Overview

RMS is the leader in Centralized Parking Management. Remote Management Services, which fully integrates with most major parking equipment systems, is currently used at garages in all regions of the country—ranging from healthcare facilities and office buildings to retail and entertainment venues.

It is one of today's most powerful tools to control and manage an operation's daily, monthly, and validation revenue streams. Locations that converted to **Remote Management Services** experienced revenue increases of up to 30%, by eliminating cashiers and centralizing onsite financial reporting and management. Clients have daily access to business activity data, and Remote Management Services' round-the-clock coverage improves service and extends operating hours, which can generate more revenue.



REMOTE
MANAGEMENT

Please view the brief videos below, which provide excellent information on how our Remote Management Command Center functions and how it supports a higher level of customer service at the facilities it serves.



REMOTE MANAGEMENT SERVICES
Level 1: Intercom Monitoring

View this video at
<https://vimeo.com/230632886>



REMOTE MANAGEMENT SERVICES
Level 2: Intercom Monitoring & PARCS Access

View this video at
<https://vimeo.com/230632748>



REMOTE MANAGEMENT SERVICES
Level 3: Intercom, PARCS & Administrative

View this video at
<https://vimeo.com/230466851>

Remote Management Services at Work

Technology that's Transforming the Parking Business

Remote Management Services adds an array of IP cameras and T1-connected voice to all customer interaction points, including entrance and exit lanes, pay-on-foot stations, pedestrian access points, and elevators. The parking garage is connected and integrated with Remote Management Services' Command Center in Austin, Texas, where all car movements and transactions are monitored by its analytic tools.



Command Center Customer Service Specialists are available to handle individual customer needs. Calls appear on Command Center monitors, while an integrated video system allows specialists to interact directly with customers and immediately resolve a service issue through the access and revenue control system, or by dispatching a local Customer Service Ambassador.

Maximizing Your Automation Investment

While there are significant benefits to be gained from automating parking facilities, in many cases, the original return on investment objectives have not been met and/or the investment has not been fully leveraged.

Remote Management Services solutions are designed to deliver on the three critical components of an automation investment:

Cost Reductions

RMS solutions allow our clients to maximize the cost savings from their automation investments. RMS' tiered solutions provide clients the opportunity to choose the level of remote management that best fits their operations and needs.

Utilized today across diverse parking venues, RMS solutions allow **SP+** clients to maximize their labor and cost reductions while improving service levels and revenue capture.

Revenue Enhancement

Maximizing revenue is an important step in improving the bottom line. While automation has been proven to be a significant factor for achieving this objective, Remote Management Services solutions allow clients to maximize revenue opportunities. From online monitoring of facilities to robust solutions that allow full-time, off-site management of parking operations, RMS solutions are designed to ensure that revenue loss is minimized through accurate revenue and exception management.

Service Level Improvements

Improved customer service and increased customer satisfaction are important objectives for any business to maintain or enhance its brand. Automation and quality of service are often in conflict with each other, which is a significant reason why automation levels do not achieve their original return expectations. RMS solutions connect customers to best-in-class customer service support 24/7, and a local staff which is available for on-site support to ensure the highest quality service level for your customers.

Command Center (HUB)



Using Command Center professionals, RMS allows for the management of all exception transactions. Specialists provide aggregated exception counts along with a detailed exception issues log for more accurate tracking and reporting of exception transactions. By integrating with the POS system, RMS allows processing of lost and unreadable tickets to ensure maximum revenue capture.

In addition, centralized monitoring and reporting of all exception transactions ensures accurate tracking that can be used to develop action plans to reduce or eliminate lost revenue.

Customer Service Initiatives

Amenities & Other Services

SP+ offers a comprehensive package of amenity and customer service programs that provide an array of benefits to its parkers and building management. These programs not only make the parking experience more enjoyable, but also convey a sense of the facility owner's sensitivity to and appreciation of the needs of its parking customers. In doing so, the programs serve to enhance the value of the parking properties while creating a customer-friendly parking experience.



Premier Amenity Programs

Our customer amenity programs send a clear message to the parking public that your facility goes the extra mile when it comes to customer conveniences.

SPokesSM Bicycle Use Program

Monthly parking customers at participating parking facilities can use a custom-designed beach cruiser bike free of charge. Customers can check out these bikes for exercise, sightseeing or other personal enjoyment, or even for errands that otherwise would require automobile use. The bikes come equipped with baskets, lights, locks, and safety helmets. We provide all necessary informational and supporting materials. In addition, we store the bikes at the parking facility.

CarCare Maintenance Services

Under an agreement with us, a car care company will pick up a customer's car from one of our locations, contact the customer with an estimate, service the car during normal working hours and return it to the facility before the end of the business day. All the customer needs to do is notify the parking facility manager, who contacts the nearby participating service shop. No advance reservations are required, and the car care company provides this service at no cost to the parking facility.

Courtesy Umbrellas

Courtesy umbrellas, embossed with either **SP+** or the property's logo (depending on the client's preference), can be loaned to customers on rainy days.

Amenity Bay

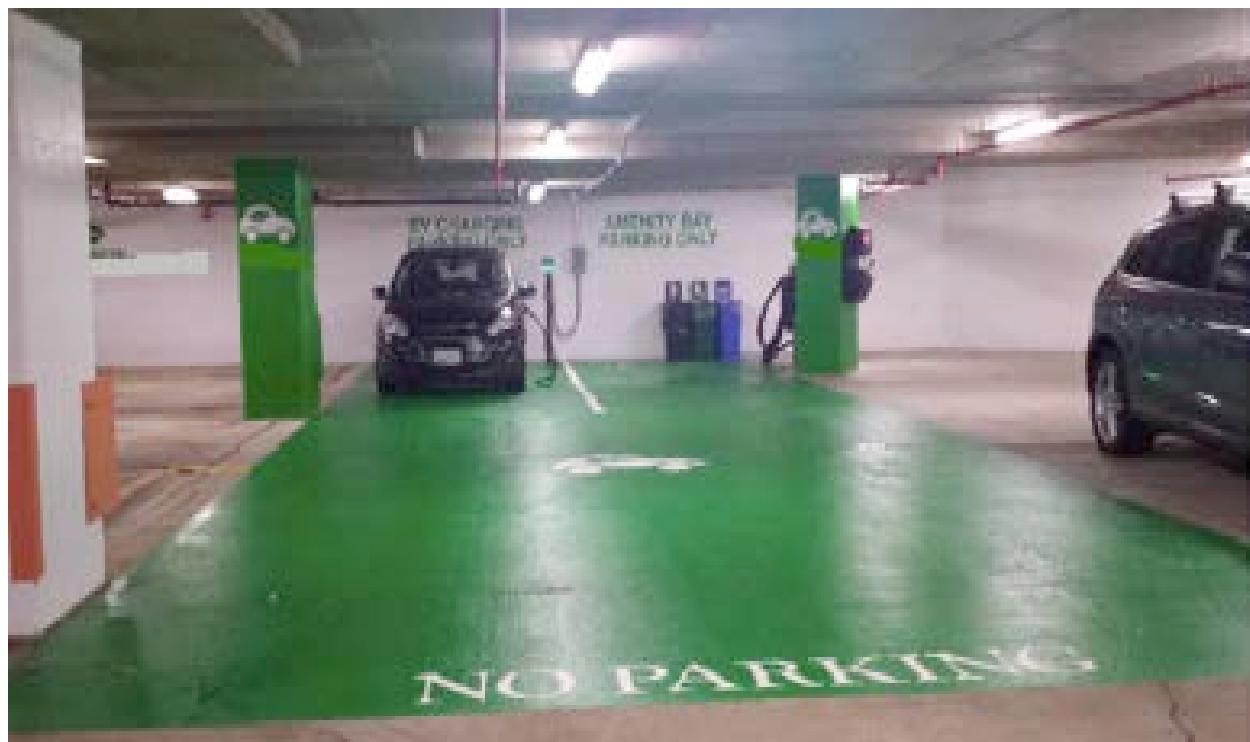
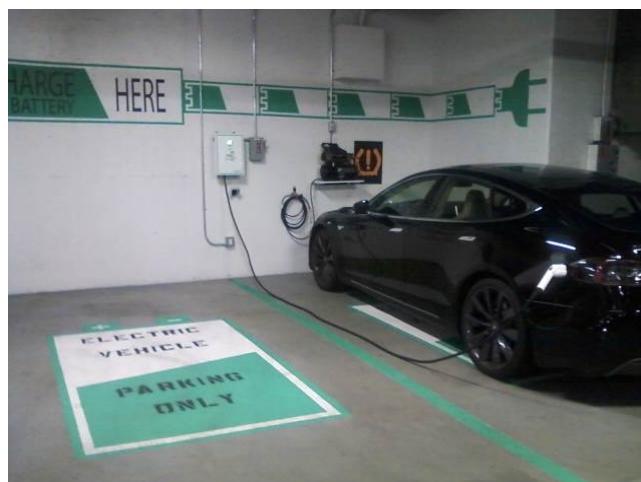
SP+ proposes adding an Amenity Bay in the garage as a tenant amenity, a value added service that has become popular at many of our flagship locations. Each Amenity Bay would include an option to bundle the space(s) with an EV charging station, as illustrated in our picture below. The Amenity Bay itself includes a commercial vacuum, windshield washing squeegee and fluid, heavy duty jumper cables, and a portable air pump with tire pressure gauge. The convenience of having such products in house allows tenants the assurance that all basic car needs are no further than a few steps away.

Car Wash Service & Detailing Service

A car wash service can be used as a marketing tool by offering, on a limited basis, a free car wash for new monthly parkers. Specific programs can be designed for individuals interested in weekly or monthly car washes, thus increasing car wash revenue.

Preferred Parking for Hybrid Vehicles and Scooters

We assess the viability of offering preferred parking spaces as a means of rewarding and incentivizing the use of hybrid vehicles and scooters.



Driver Assistance Services

Several free amenity services can be provided by our employees to help parking facility customers. These include:

- ⊕ Locating lost cars
- ⊕ Jump-starting dead batteries
- ⊕ Inflating flat tires
- ⊕ Changing tires
- ⊕ Escorting patrons to vehicles
- ⊕ Assisted or self-service cleaning of windshields and headlights
- ⊕ Replenishment of windshield wiper fluid
- ⊕ Creating customized local maps



Customer Appreciation Days

As a “thank-you” to customers for their patronage, our facilities roll out customer appreciation days periodically throughout the year. Most typically, customer appreciation days involve the distribution of the following items at least once a quarter:

- ⊕ Beverages such as coffee, hot chocolate, or bottled water
- ⊕ Candy
- ⊕ Newspapers
- ⊕ Travel mugs, umbrellas, and other promotional items

Centralized Contact Center

Through our centralized Contact Center, we bring a national customer service expertise to local markets to enhance consistency and performance. A team of trained Contact Center professionals offers easy availability to meet customer needs. Whether via e-mail, phone, or other communication channels, our customer support team is readily accessible by parking customers. Centralized databases provide the team with customer-related information on a city-by-city basis to ensure that customers receive a quick response and the highest level of service.

Quality Amenities Promote Customer Loyalty

Most of these programs are available at little or no cost to the owners of the facilities. However, increased customer loyalty pays handsome dividends in terms of enhanced location revenue, as people prefer to park at a facility where they feel more comfortable and know that their business is appreciated.

Issue Resolution

It is simply not enough just to identify when a customer has an issue. When customers feel that it is necessary to voice a complaint, we take the necessary steps to ensure that the complaint is heard and resolved to the best of our ability.

Most customer complaints are handled at the local level. Usually, a customer would contact our Facility Manager or the client representative to voice a complaint. Once the Facility Manager receives the complaint, he or she will work to resolve the issue. Whenever management receives a complaint, that manager is responsible for ensuring the complaint is resolved.



There are two other means by which complaints can be registered: Through the Contact Us link on the company website (www.spplus.com), customers may register complaints via the link; or by phone (312-274-2000). In addition, the company website provides names and phone numbers of upper-level managers who can be contacted directly via telephone or email. All complaints are registered in a database and automated email notifications are sent to representatives of the company based on the allegation type. All complaints are investigated and all findings are electronically recorded in the database. Complaints received by telephone are routed to the appropriate manager for resolution.

Issue Resolution Training

Our employees receive specific training on administering customer complaints through our *Three Keys to Customer Satisfaction* classroom-based training program and our **SP+ University** web-based training system. The training focuses the following step-by-step process of handling customer complaints.

- ⊕ Identify and confirm the issue
- ⊕ Identify the root cause of the issue
- ⊕ Fix the issue
- ⊕ Confirm the customer is satisfied

Customers Who Want to be Heard

These customers can be the most challenging because sometimes they are angry or upset to the point where they feel they need to complain. Some of these customers are looking to "vent" their frustrations and they want an employee to be their listener. Employees are trained to listen effectively to them to identify the issue. Employees remain professional, patient, and offer a solution. They remember the "Magic" and "Deadly" words and phrases discussed during training and choose the most appropriate words when offering a solution.

Above all, employees never take the customer's words personally. If a customer does not want to accept a solution, the supervisor is called. They will always be available to assist with these situations. By using the appropriate approach to resolve customer issues, we provide a professional level of service and perform the responsibilities of our position.

Being Prepared

Providing the best in service with the different types of customers every day can be the biggest challenge of customer service. Below are some tips that employees are given to help them remain professional with all types of customer situations:

+ *Keeping Cool*

Staying calm helps employees remain professional and in control of any situation. Here are some tips employees are trained to remember to help them remain calm:

- Make eye contact when possible.
- Keep your voice at an even pitch and your words clear.
- Treat everyone with respect.
- Don't take the bait—if the customer is being difficult or uncooperative, don't join in and be difficult towards the customer.

+ *Saying the Right Thing*

Saying the right words the right way makes the difference between a satisfied customer and a difficult situation:

- Turn "You" statements into "I" statements. For example, instead of saying, "You said..." use "I heard..."
- Avoid using phrases that don't offer any type of help. For example, "I can't help you," "It's not my job," "That's against policy."
- Offer only information that you know is accurate. If you are not sure of an answer, call your supervisor. Keep your instructions simple.

+ *Showing Sensitivity*

Some customers may want to express their dissatisfaction with our facility, while others want to talk about an issue that has nothing to do with our operations. Whether a customer is unhappy about the facility rates or because their son is failing math, some tips employees are trained to remember to help the situation are listed below.

- Listen attentively and express your understanding.
- Apologize for any inconvenience the customer may have experienced and offer any information that may help better explain the situation: "I am sorry you couldn't find our facility. Due to construction we had to temporarily remove our signage."
- If you don't understand what the customer is saying, ask for clarification: "I am not sure I understand, could you please repeat that for me?"

⊕ Dealing with Angry People and Difficult Situations

There will be times when employees encounter rude or angry people. Our employees are trained to keep in mind the following:

- There are no difficult people; only people who behave in a difficult manner.
- Don't take it personally. Most likely, these types of customers are going to be rude no matter who is working at the facility.
- Your job is to state and follow the policy, not to enforce it. If a situation gets out of hand, call your supervisor.

Our Employees

Hiring & Pre-Employment Screening



SP+'s hiring and pre-screening process helps retain qualified employees for the long-term. In addition to reducing turnover costs, this gives our clients and parking customers the opportunity to establish the personal relationships and trust that facilitates a positive and profitable parking environment.

Automated Recruiting Solutions

SP+ uses the iCIMS onboarding system for all of our recruitment and hiring. iCIMS powers **SP+**'s automated online application process and provides our Management Team access to a broad pool of qualified candidates in a centralized database. Applicants have the ability to apply 24/7 from anywhere with Internet access which enables our managers to access and review their credentials for consideration of any opportunities existing at their locations. Our decision to mandate the electronic storage of all candidate data in a single web-based system has streamlined the recruiting and hiring process.



iCIMS is also integrated with a third-party job posting delivery service which enables us to post our current job openings to multiple free and paid external job boards in a single transaction. This process greatly enhances the quality of hiring decisions and compliance with employment regulations.

Screening, Background, & Drug Checks

We use a comprehensive pre-employment screening program to make sure that only the most qualified candidates are chosen for employment. Pre-employment screening is an effective risk management tool that promotes a safe and profitable workplace by helping to limit the uncertainty inherent in the hiring process. Our pre-screening techniques significantly reduce potential violence, theft, financial loss, sexual harassment and other workplace problems.

Every employee is vetted through a background check specifically geared to their job duties and responsibilities. These checks include (depending on the position) Social Security Number validation, criminal background (including applicable arrest record), motor vehicle record, credit, and employment and education verification. All operations candidates also must pass a pre-employment drug test.

Preliminary Pre-Interview Screening

At the front-end of the process, we often use a professional telephone interviewing service to pre-screen candidates before they are invited in for formal interviews. Hiring managers are trained in how to narrow down the potential pool of applicants to qualified individuals, and how to thoroughly check employment and personal references.

Prior Operator Employee Retention

When we assume management responsibility of an existing parking operation from another operator, we typically consult with the client and interview existing personnel in an attempt to retain those qualified employees who have an operating history at that particular facility. Our experience has been that replacing existing staff members—who often are quite knowledgeable about existing conditions and the personal idiosyncrasies of regular parkers—merely for the sake of change often is unnecessary and, in fact, counterproductive since their retention usually enhances and facilitates a smooth transition. Thus, our preference is to retain qualified staff members when possible, and to focus instead on teaching them new techniques as necessary in the context of our performance standards and expectations.

Employee Training / SP+ UniversitySM

Our reputation for excellence in on-site management is built on a comprehensive, award-winning training strategy. The process identifies and develops the skills and behaviors required to enable all of our employees to perform up to our stringent expectations.

The National Parking Association's Certified Parking Professional (CPP) [formerly Certified Parking Facility Manager (CPFM)] program establishes an industry-wide standard of parking operational knowledge that is accepted by all parking management companies. We lead the industry with the most CPP and CPFM managers of any parking company in the United States. In addition, we lead the industry with the most CAPP (Certified Administrator of Public Parking by the International Parking Institute) managers of any parking company in the United States.



Most importantly, we recognize that every location has unique, individual requirements for defining and carrying out operational excellence. To that end, we consult with our clients to ensure that all operational expectations and location-specific needs are identified and addressed in the development of our training solutions.

Extensive Curriculum to Achieve Goals & Inspire Great Work

Our programs offer a learning experience that challenges and teaches our employees how to run a successful operation that is both profitable and focused on delivering impeccable customer service to our parking and transportation clients. Employees benefit from the knowledge and best practices compiled by top industry experts who work with a wide range of clients and business models.

Please see the following page for a list of our programs.

Leadership Programs

- ⊕ Manager Training Program
- ⊕ Hospital Leadership Academy
- ⊕ Manager in Training
- ⊕ Supervisor Training

Customer Service

- ⊕ 5 Diamond Service
- ⊕ Customer Support Online
- ⊕ Conflicts of Interest
- ⊕ Customer Service 101
- ⊕ Creating Winning First Impressions
- ⊕ Helping & Keeping Clients
- ⊕ Handling Difficult Customers
- ⊕ Providing Quality Service
- ⊕ Providing Service Excellence
- ⊕ Three Keys to Customer Satisfaction
- ⊕ Telephone Skills
- ⊕ What the Guest Wants

Professional Development

- ⊕ Art of Facilitation
- ⊕ Creating Presentations
- ⊕ Email Etiquette
- ⊕ Influencer
- ⊕ Individual Listening Skills
- ⊕ Problem Solving
- ⊕ Project Management
- ⊕ Presentations That Work
- ⊕ Time Management

Safety & Risk

- ⊕ Bloodborne Pathogens
- ⊕ First Observer Training
- ⊕ Hazard Communication
- ⊕ Environmental Protection & Compliance
- ⊕ Motor Vehicle Safety Training
- ⊕ OSHA
- ⊕ Proper Lifting Techniques
- ⊕ Robbery Procedures
- ⊕ Safety Orientation Training
- ⊕ Traffic Control

Sales

- ⊕ Customer Loyalty Improvement
- ⊕ Development Customer Relationships
- ⊕ Introducing SP+ to Clients
- ⊕ Mastering Cold Calls
- ⊕ Review, Research & Qualify the RFP
- ⊕ Negotiating & Starting Right

Management & Leadership

- ⊕ Business Writing
- ⊕ Communication Skills
- ⊕ Change Management
- ⊕ Conflict Management
- ⊕ Delivering Effective Feedback
- ⊕ Delegation
- ⊕ Doing Performance Reviews
- ⊕ Diffusing Tense Situations
- ⊕ Developing a Strong Leadership Team
- ⊕ Effective Leadership
- ⊕ Employee Motivation
- ⊕ Empowering Millennials
- ⊕ Employee Performance Recognition
- ⊕ Essential Multicultural Communication
- ⊕ Individual Leadership Power
- ⊕ Interviewing & Hiring Procedures
- ⊕ Leader vs. Boss
- ⊕ Motivating Staff / Retaining Talent
- ⊕ Performance Goals & Expectation
- ⊕ Running Effective Meetings
- ⊕ Team Problem Solving
- ⊕ Using Leadership Basics
- ⊕ Working Well With Others

Organizational

- ⊕ Code of Business Conduct
- ⊕ Information Security Awareness
- ⊕ New Hire Fundamentals
- ⊕ Preventing Harassment & Discrimination
- ⊕ Preventing Workplace Violence
- ⊕ Standard Operating Procedures (SOP)
- ⊕ Valuing Diversity in the Workplace

Operational

- ⊕ Claims Management
- ⊕ Cashier Procedures
- ⊕ Cashier Shift Report
- ⊕ Cleared Transaction
- ⊕ Client View to Review Statements
- ⊕ Coupon & Hangtag Administration
- ⊕ Controlling Labor Costs
- ⊕ Creating a Facility Budget
- ⊕ Creating a Labor Analysis Report
- ⊕ Equipment Meters
- ⊕ Field Assessments
- ⊕ Ingress / Egress Reports
- ⊕ Intro to Financial Statements
- ⊕ Key Card Reconciliation
- ⊕ Kronos
- ⊕ Manual Tickets
- ⊕ Monthly Parker AR
- ⊕ Monthly Variance Letter
- ⊕ Operational Excellence Program
- ⊕ Operations Dashboard
- ⊕ Ramp Control
- ⊕ Revenue Management
- ⊕ Remote Management Services
- ⊕ SciQuest Procure-to-Pay
- ⊕ Segregation of Duties
- ⊕ Shuttle Bus Driver Technical Skills
- ⊕ SP+ Hyperion Application Training
- ⊕ Ticket to Tape Audit & Activity
- ⊕ Valet & Hand Issued Tickets
- ⊕ Valet Attendant Procedures
- ⊕ Validations to be Billed

Frontline Training, Right from the Start

Training new frontline employees begins on day one with an orientation session that formally introduces the employee to our organization, history and culture. In addition, to set out the specific technical and customer service training programs the employee will be required to attend. Orientation is promptly followed by technical skills training, which provides employees with the knowledge to begin contributing to facility performance right from the start.

Mastering the Three Keys to Customer Satisfaction

Within the first three months of employment comes the enhancement of customer service skills through our targeted Three Keys to Customer Satisfaction training. Our reputation for outstanding customer service has been built on our custom training sessions that emphasize facility and employee appearance, constructive customer relations and positive resolution of customer inquiries and concerns.

+ *Key #1—First Impressions: Facility and Employee Appearance*

Employees learn the importance—both for themselves and the parking facility—of maintaining a well-groomed appearance. As the company's classroom trainers point out, in just ten seconds a typical customer forms eleven distinct impressions about us and the service to be received.

+ *Key #2—Successful Customer Interactions*

Cashiers, valet attendants and bus drivers regularly interact in some way with our customers. To make sure these interactions proceed smoothly, Company trainers emphasize the importance of looking good, warmly greeting customers, communicating in a polite and professional manner, and saying good-bye with a sincere thank you.

+ *Key #3—Effectively Resolving Customer Issues*

Some customers want information, some want solutions and some just want an ear to bend. Training helps frontline employees to identify the issue and the appropriate approach to take.

Recognizing & Rewarding Exceptional Customer Service: Our Kudos Program

To reward an employee's exceptional customer service or exceeding operational standards as noted by co-workers, managers and customers, we'll feature the employee in our corporate communications and on our Intranet. The employee will also receive a certificate of appreciation and a gift card. The employee's manager can additionally authorize the employee to select a gift through a designated online thank you service.

Industry Leading Training Approach

We believe the wide array of management skills that we require necessitates the use of multiple training methodologies. In addition to our robust on-demand computer-based training library, many courses are offered through virtual instructor-led sessions. To supplement and reinforce key concepts and behaviors we provide micro-learning opportunities through the use of our video library. The blended approach coupled with management and trainer coaching form a comprehensive, effective approach providing all employees with the tools they need.

The website also houses related materials to support continuing education and career development. Our corporate training department downloads status information from the web site to assist management in assessing the training progress of individual employees.

Ongoing Support and Reinforcement

Training is one component to developing a successful workforce. With a de-centralized training team, we have the ability to provide on-site support and development for both managers and staff. Through our site visit assessments areas of opportunities are intensified, action plans established and development activities are provided to ensure all individuals are set up for success.

Technology in Training

Communication and immediate access to answers ensures our employees are prepared for any and all situations. Through the development of our video library we provide just in time, bite sized training assets to our employees. Internally we have developed an app to ensure corporate communications are delivered to all levels of the organization, no matter where they are located.

Specific Training Plans for Managers

+ Facility Managers

New facility managers participate in an independent training program which includes a workbook and a supplemental video that emphasize the development of leadership skills; keys to recruiting, interviewing, hiring and training skilled employees; understanding the disciplinary process; and meeting our demanding customer service standards.

In addition, we provide our facility managers with several local resources to augment and complete their training. Each facility manager receives a computer-based training program that guides the manager through the company's online information computer database system. This computer-based training itself is then supplemented with a job and accounting guide.

+ Senior Managers

Our senior managers participate in a similar self-directed training program that focuses on supervisory skills as well as planning, organization, delegation and motivation. The training program design also allows managers to practice their new skills while on the job.

This supervisory skills development package is complemented with an orientation at our corporate headquarters, where each senior manager spends time enhancing his or her skills in the fields of hiring and payroll processing, revenue control and auditing procedures, profit and loss statement analysis, budget forecasting, and marketing for maximum profitability.

Monitoring Employee Performance

We augment our training program with a multi-faceted monitoring system designed to ensure satisfactory on-the-job performance.

Training Compliance

To guard against any new employees “slipping through the cracks,” our corporate training department monitors compliance reports to verify that each new employee has participated in the appropriate training programs.

In-House Auditing

Members of our in-house auditing team visit locations on an annual basis to evaluate employee performance in technical as well as customer service proficiency.

Senior Manager Audits

Senior managers supplement our in-house audits by performing their own regional audits three times a year.

Customer Surveys

Customer surveys are routinely and randomly conducted so that our parkers can provide direct feedback and observations regarding the quality of our employees.

Women's Advisory Forum

SP+ recognizes that having a more diversified workforce at every level will create a more innovative and successful enterprise. **SP+** has created the Women's Advisory Forum (WAF) which is dedicated to fostering growth, leadership and success for women in the company. Our goal is to support the organization in achieving meaningful gender diversity when every level of leadership, from facility manager and above, is more reflective of the gender mix of the entire company.



The principal objective of the WAF is to advance an environment of inclusion that ensures that the most talented and innovative **SP+** professionals have the necessary resources and opportunities to contribute to the company's future growth. The WAF has established a robust plan to recruit a more diverse workforce, retain more female talent and encourage an executive level that addresses the sensitivity of gender stereotypes in the workplace.

Employee Appearance & Uniforms



We require all of our employees to be neatly uniformed and well-groomed at all times. Experience has demonstrated that proper attire and grooming also serve to enhance employee performance.

Our customary uniform consists of a white shirt with a black tie, black blazer/vest, black slacks and black, well-shined shoes. We do, however, frequently work with our clients to create uniforms that are specifically designed and tailored to be consistent with a property's distinctive logo, colors and design scheme.



Uniform Options

integrity + technology + innovation + initiative + knowledge + creativity



(SAMPLE)

Broward County Operations Manual

Fort Lauderdale, Florida



INNOVATION IN OPERATION®

www.spplus.com

Parking Facilities Operations Manual

Table of Contents

A. PARKING STAFF	5
Machine Attendants	5
Maintenance Staff	6
Facility Manager	6
B. CUSTOMER SERVICE TRAINING	8
Overview	8
Policy	8
Customer Service Coordinator	8
Customer Service Refresher Training	8
Standard Parking's Three Keys to Customer Satisfaction	8
New Hire Orientation	8
Technical Training	9
The Three Keys Classroom Training	9
Sample Training Forms	9
C. FACILITY MAINTENANCE PROGRAM	10
Overview	10
Housekeeping	10
Equipment Maintenance	10
Maintenance Task Check Lists	10
Maintenance Tasks	11
Concrete Deterioration	15
Cracks	15
Concrete Spalling	15
Leaching	15
Rust	15
Maintenance Schedules	15
Daily Maintenance Schedule	16
Weekly Maintenance Schedule	18
Monthly Maintenance Schedule	18
Quarterly Maintenance Schedule	19
Semi-Annual Maintenance Schedule	20
Annual Maintenance Schedule	20

D. SPECIAL EVENT OPERATIONS	21
Special-Event Parking	21
Staffing	22
Rates and Signage	22
Tickets	23
Payment Process	23
Exiting Traffic	23
E. AMENITY PROGRAMS	24
Amenities	24
Services Available to Transient and Monthly Parkers	24
Battery Boosts	24
Neighborhood Maps	25
Security Escorts	25
Self-Serve Windshield & Headlight Cleaning Stations	25
Tire Change and Portable Tire Inflation Services	26
Tire Inflation Stations	26
Windshield and Headlight Cleaning Service	26
F. EQUIPMENT OPERATIONS / MAINTENANCE	28
Validations	28
Monthly Parkers	29
Office Cash Register	29
Pay station Floats	29
Filling the pay station with float	29
Auditing A Pay station	30
Audits	30
Revenue Collection from Pay station	30
Printing Credit Card Report from Pay station	31
Removing Note and Coin Vaults	31
IC Verifier	31
Equipment Maintenance	31
Loading tickets in ticket dispenser	31
Troubleshooting the ticket dispenser	31
Troubleshooting the pay station	32
Walking customers through issues	32

G. REVENUE REPORTING	34
Cashier Shift Report	34
Pay stations Sheet	35
Events Sheet	35
Manager's Entry Report	35
Batch Report Sheet	36
Validation Sheet	36
Daily Sales Recap Sheet	36
AS400 Input Sheet	36
Compiling Paperwork for the Head Office	37
H. EMERGENCY PROCEDURES	38
Fire Emergencies	38
Robbery / Attempted Robbery	39
Security	39
Lobby Area	39
Rowdy Patrons	39
Loitering	40
Soliciting	40
ACCIDENTS AND INJURIES	40
General	40
Manager/Supervisor	41
Gasoline Leak	41
EMERGENCY PHONE NUMBERS	42
I. VALET PROCEDURES	43
Rules of the Road	43
Military Time	43
Cashier Shift Report	43
Equipment Inspection and Maintenance	44
Securing the Facility and Keeping it Safe	44
Radio Communications	44
Closing a Shift	45
VEHICLE RESPONSIBILITY	45
Driving Route	45
Picking up the Customer's Vehicle	45
Procedures to start the customer's vehicle:	45
Driving the Customer's Vehicle	46
Parking the Customer's Vehicle	46
Retrieving the Customer's Vehicle	46
Vehicle Safety	47
Vehicles That Won't Start	47
Tipping	47
J. EMPLOYEE APPEARANCE	47

A. Parking Staff

The following information describes the current staffing levels of the parking operation at the Broward County Parking Facilities. There are several employee designations that make up the parking staff. Beneath each designation or title is an outline of the job duties and responsibilities for each employee.

Machine Attendants

Reports to: Facility Manager

Assisting Patrons

Courteously assisting patrons by answering any questions they may have. If the patron is experiencing a problem, the Attendant should assist them to the best of his/her ability and if necessary direct the patron to the Facility Manager for further assistance. The assisting of patrons also includes helping those with special needs throughout the facility in order to provide the greatest level of accessibility for public parkers.

Traffic Control

Controlling traffic at the entrances and exits. The machine attendants will be responsible for directing heavy traffic during unanticipated rush periods and special events, in order to maximize ingress / egress efficiencies throughout the Parking Facilities. The attendants will ensure a safe and orderly traffic environment at all times of facility operation.

Processing Tickets

Accurately processing all cash and tickets through their stations in accordance with established policies and procedures. Attendants will document all lost tickets to provide accountability for parking revenue.

Posting Transactions

Accurately and completely preparing and posting transactions to specified reports. Attendants are responsible for reporting cash and credit card transactions for the daily reports that are submitted to **SP+** Corporate Office.

Maintenance

Assisting in the maintenance and repair of parking equipment and any general maintenance tasks as directed by the Facility Manager.

Reporting

Reporting any known observed or suspected violations of company policy, safety hazard or any unusual occurrence or matter to the Facility Manager in a timely manner.

Knowledge of Garage

Having a thorough knowledge of all areas of the garage. Attendants are also responsible for being knowledgeable of validation programs, amenity programs and other promotional events occurring within the facility to better serve parking patrons. Please refer to Section E - Attachment 3 for area map.

Appearance

Maintaining a neat and clean appearance and being in complete uniform at all times. Attendants will be provided with the uniform and laundry service needed to maintain fresh clean uniforms each day of the facility's operation.

Knowledge of Streets and Landmarks

Having a thorough knowledge of the streets and landmarks in the area of the facility and all major roads in and out of the city.

Maintenance Staff

Reports to: Facility Manager, Night Manager, Assistant Manager

Daily Schedules

Responsible for the day-to-day maintenance of the facility, garbage and litter collection, dusting all rails, ledges and all mirrors, hand sweep curbs and ramps between levels. Wash down all entrance and exit ramps. Maintenance of golf cart. Maintain cleaning supplies requests. Report any maintenance issues to Facility Manager or to Lead Hand. Completion of all maintenance checklists and reports.

Traffic Control

Assist the Attendant controlling traffic at the entrances and exits and at the shipping and receiving area of the garage located at the Front Street entrance/exit. Ensure maintenance activities are completed while maintaining smooth traffic flow throughout the facility.

Knowledge of Garage

Having a thorough knowledge of all areas of the garage for cleaning purposes and to assist patrons as necessary. Please refer to Section E - Attachment 3 for area map.

Appearance

Maintaining a neat and clean appearance and being in complete uniform at all times.

Equipment Maintenance

All mechanical equipment at entrances and exits, fireboxes and windshield refilling stations must be dusted and filled on a regular basis. Evening maintenance personnel are to complete the LPI on a daily basis. Scrubber/sweeper must be kept in working condition and clean at all times.

Specific Instructions

Islands and adjacent entrance/exit lanes should be free of dirt, stains, gum and other foreign matter, and present an appearance of overall cleanliness. All painted surfaces should be checked for paint touch-up. Islands and adjacent entrance/exit lanes should be scrubbed or wash down each night. Lanes adjacent to the islands should be degreased, scrubbed and washed thoroughly by machine or by power washer.

Facility Manager

The Facility Manager is responsible for the management of the Broward County Parking Facilities operations and reports directly to the Regional Manager of **SP+** and senior management of Broward County Parking Facilities.

Customer Service

Assisting monthly tenants with their accounts and any inquiries. Assist transient customers with the automated payments. During peak times helps with traffic control. Facility Manager should also serve as the main liaison between **SP+** and the Client. The Facility Manager is ultimately responsible for ensuring customer satisfaction.

Knowledge of Garage

Having a thorough knowledge of all areas of the garage. Please refer to Section C - Attachment 3 for area map.

Revenue Control

Reviews all audits and reports as per methods established by **SP+**. Preparation of all monthly reports to be include in the Landlord Statement. Maintain all monthly records with respect to the AS400 and McGann systems. Prepares all monthly reports as request by Corporate or the Landlord in a timely manner. Reviews all correspondence in and out of the Parking Office. Process all payment requests and forward to the CSO for payment on behalf of the client.

Staff /Training

Adhere to all Corporate Head Office staff training manuals when they apply to this specific location. Submit all payroll and payroll changes on a biweekly basis. Review all new hires applications and contact references. Maintain on-going communication with site staff. Assist with any changes to reporting measures.

Scheduling

Preparing all work schedules for regular and overtime hours to ensure that the facilities are properly staffed during regular and peak operating hours.

Supervising Special Events

Supervising special functions as they relate to the parking facilities in order to ensure that incoming customers are served efficiently and properly. The logistics of a large number of cars in a short period of time requires that the manager understand the impact of event parking and is able to control and manage this activity and to communicate with his/her staff.

Reviewing Damage Claims

Monitoring and reviewing all damage claims in order to assign proper responsibility for damages. Recommending and implementing plans or programs to improve safety of operations to prevent the occurrence or reoccurrence of similar claims.

B. Customer Service Training

Overview

As a company, one of our strategic objectives to continued success is the customer service our frontline employees deliver to every customer. To support that objective, the corporate Training Department has developed and implemented training and reward and recognition programs: *Three Keys to Customer Satisfaction* and *Strive for Excellence*. This module provides information needed manage to these required programs.

Policy

Every new hourly employee is required to complete our customized three-phase training program entitled the *Three Keys to Customer Satisfaction*. The three phases consist of an orientation, technical skills training, and a classroom-based training program focused on customer service.

Customer Service Coordinator

A central Customer Service Coordinator (CSC) is assigned to all **SP+** locations for managing all of the logistics associated with this training program. The CSC is not necessarily responsible for the individual training of front line staff members. The CSC will conduct the training of the Facility Managers who will then relay that training to their staff members. The CSC is responsible to ensure that the training given to the front line staff members complies with corporate standards and practices.

You will note below that within each phase, there is either an Acknowledgement Form or Training Record listed. These forms must be signed by the employee after completing each phase and then placed in the new employee's personnel record. The training must be completed within the first 90 days of employment to be considered in compliance with **SP+** policy.

Customer Service Refresher Training

Refresher Training revisits the customer service training the employee received during the first 90 days of their employment with **SP+**. Refresher training is required for each employee on an annual basis. However, it can be administered as needed to individual employees. Once the Facility Manager identifies an employee is deficient in a particular area of customer service, the manager schedules and administers the refresher training.

This refresher training should be documented the same way as a regular training session. Once completed, those documents should be placed in the employees' personnel file for future reference.

Standard Parking's Three Keys to Customer Satisfaction

SP+'s *Three Keys to Customer Satisfaction* is a 3-step program to train frontline employees both the technical and customer service aspects of their position. This system is designed to introduce newly hired employees to the company, train the employee on the technical and customer service skills and monitor performance through evaluation.

New Hire Orientation

New Hire Orientation Folders and Templates are available through iProcure. The folders are imprinted with information about the company, as well as a brief overview of the *Three Keys to Customer Satisfaction* training program. The available templates will allow you to add location specific information into their New Hire Orientation Folders. The new employee should receive the *New Hire Orientation Folder* on the date of hire. This information will help your employee become prepared to respond effectively to customer requests. It is the responsibility of the Facility Manager to create the templates for the specific locations.

Please note that your location will be charged for the shipping costs of the materials only. Your CSC will be able to help you order the orientation materials.

It is important that new hires be introduced to the other employees within the first week of employment. This will help the new employees feel welcomed more quickly. Also, tour the facility so that the employees can find their way around easily. The first day of work is also a good opportunity for you to personally go through the New Hire Orientation Folder. This will allow your new hire to ask specific questions about the information presented.

Technical Training

The second phase of the training program is technical training or "on the job training" (OJT). This phase of training teaches frontline employees their specific technical responsibilities. A "coach," usually a seasoned employee, is assigned at each location to conduct this training. Coaches receive *Coaching Guides* for their use. The employee receives the appropriate *Operations Procedures Booklet* to supplement the on-the-job technical training. Upon completion of the technical training, the new hire must sign the Technical Skills Training Record. If you have questions, contact your CSC or Regional Training Specialist.

Your CSC will be able to help you order the technical training materials.

Please note that maintenance staff members are to be given specific blocks of instruction by the Facility Manager. These "blocks" of instruction will outline for the maintenance staff member his/her job responsibilities and scope. It will inform them of the materials that are at their disposal to complete the tasks, how those materials are properly utilized and where they are stored within the facility. The outline or blocks of instruction is based upon the location specific maintenance checklist that can be found in the Facility Maintenance section of this manual.

The maintenance staff is also required to participate in the Three Keys to Customer Satisfaction training. This will give them the information needed to give the best opportunity to have a successful customer interaction.

The Three Keys Classroom Training

The final phase of this training program is the classroom-based training session. This phase is the most important component since it focuses on providing the highest level of customer service. Contact your CSC regarding scheduling your employee for a session. In rare cases, some locations are not able to offer a classroom-based program to their employees. In these isolated cases, the *Three Keys to Customer Satisfaction Workbooks* can be used as self-directed workbooks.

Your CSC will be able to help you order the *Three Keys to Customer Satisfaction* materials.

Sample Training Forms

As noted in the bracketed area above, there are several forms that are used as tools during the training process. Several of these forms have been attached for reference examples. These training forms should be treated as examples only and should remain in this manual for future reference.

C. Facility Maintenance Program

Overview

A good maintenance program protects the investment of the facility and makes the facility more attractive to customers. This module outlines the three categories of maintenance: Housekeeping, Equipment Maintenance, and Structural System Maintenance. Each category involves different types of preventative maintenance tasks that help to prolong the life of the facility.

Several factors establish a good maintenance program. These factors are:

- A list of maintenance tasks by category.
- A schedule of how often the task should be performed.
- A budget to cover the costs.
- Management audit procedures to verify completion.

Housekeeping

Housekeeping refers to general cleaning and chores that are performed to maintain the appearance and safety of the facility.

Equipment Maintenance

Equipment maintenance refers to the cleaning and maintenance of all the equipment found in your facility such as parking equipment, all heating, ventilation and air conditioning (HVAC) systems, elevators entrance areas, and electrical systems to name a few.

Maintenance Task Check Lists

Since parking structures are regularly exposed to all types of weather, especially moisture, it is imperative that the facility is regularly inspected and kept clean. All elements of a parking structure will be more durable when a proper maintenance schedule is followed. The following Maintenance Task List addresses each category and the associated tasks. The list also details how often each task should be performed.

Maintenance Tasks

Category: Housekeeping						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
General Cleaning	<ul style="list-style-type: none"> Sweep and wash floors in high traffic pedestrian and vehicle areas. Empty trash, ashtrays. Wash office, booth windows. Clean stairs, handrails and ledges. Clean elevator entrance areas. Windshield washing stations Fluid top-ups Check Air stations 	<ul style="list-style-type: none"> Sweep curbs. Wash bathroom walls. Cashier booth walls. Expansion joints. Lobby, office windows. Parking equipment. Garbage Can Lids 	<ul style="list-style-type: none"> Wash trash cans inside and out. 		<ul style="list-style-type: none"> Hose down parking floors. Apply appropriate degreasers and industrial detergents to remove grease from floors. 	<ul style="list-style-type: none"> Pressure wash Parking Facilities. – Use of third party provider. Reschedule Pressure wash.
Entrance/ Exit	<ul style="list-style-type: none"> Clean equipment islands to include planters where applicable. Remove grease drippings. 	<ul style="list-style-type: none"> Wipe down plants at entrance/exit areas. 				
Painting		<ul style="list-style-type: none"> Touch up paint columns, curbs and equipment islands. 		<ul style="list-style-type: none"> Check appearance of striping, signs and walls. <p>Check for rust spots on:</p> <ul style="list-style-type: none"> Doors and doorframes. Handrails and guardrails. Pipe guards, exposed pipes, conduits 	<ul style="list-style-type: none"> Repaint curbs. 	

SAMPLE

Category: Housekeeping (Continued)						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Doors	Proper opening, closing (regular and mechanical).		Lubricate mechanized doors.			
Landscaping	<ul style="list-style-type: none"> Remove trash around entrance areas 					

Category: Equipment Maintenance						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Parking Equip.	<ul style="list-style-type: none"> Check proper operation. Dust. 	<ul style="list-style-type: none"> Wash. 	<ul style="list-style-type: none"> Wax equipment housings. 	<ul style="list-style-type: none"> Check for corrosion. 		<ul style="list-style-type: none"> Check service contract or follow manufacturer's preventative maintenance instructions.
Electrical	<ul style="list-style-type: none"> Examine light fixtures. Replace burned out light bulbs. 			<ul style="list-style-type: none"> Examine exit lights. Examine emergency lights. 		<ul style="list-style-type: none"> Inspect special units.
Plumbing and Drainage	<ul style="list-style-type: none"> Check proper operation of sanitary facilities. Remove snow and ice. Check for missing drain covers, cracked covers Notify maintenance if drains are blocked 	<ul style="list-style-type: none"> Check floor drains, sump pump. Check hoses. 	<ul style="list-style-type: none"> Check proper irrigation. Check backwater valves (located at lowest floor level). 	<ul style="list-style-type: none"> Clean and flush trench drains. 	<ul style="list-style-type: none"> Check for proper irrigation and drainage. 	

Category: Equipment Maintenance (Continued)						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Fire System	<ul style="list-style-type: none"> Check that fire extinguishers are in place, charged and operable. 		<ul style="list-style-type: none"> Check for proper operation. Check for corrosion. 			
Signs	<ul style="list-style-type: none"> Check illuminated signs. Change Windmaster. 	<ul style="list-style-type: none"> Check sign placement. 		<ul style="list-style-type: none"> Check for cleanliness and legibility. 		
Pipes	<ul style="list-style-type: none"> Identify Leaks, notify Maintenance Block stalls if required 			<ul style="list-style-type: none"> Check for corrosion. 		
Security Systems	<p>Check for proper operation:</p> <ul style="list-style-type: none"> Closed circuit TV. Audio surveillance. Panic buttons. Stair door alarms. 					

Category: Structural System Maintenance						
Task	Daily	Weekly	Monthly	Quarterly	Semi-Annually	Annually
Roofing / Water-proofing			<ul style="list-style-type: none"> Check for leaks in roofing, joint sealants in floors, expansion joints, windows, doors, walls, floor membrane areas. 	<p>Check for:</p> <ul style="list-style-type: none"> Floor surface deterioration. Water leakage. Cracking of concrete. Rust of steel. 		<p>Per engineer's recommendations:</p> <ul style="list-style-type: none"> Repair. Replace protective coating on concrete floor.

Concrete Deterioration

The causes of concrete deterioration are freezing and thawing, corrosion of steel and other metals, and movement of the structure due to changes in temperature. These causes can interact and compound the rate of deterioration.

Salt, moisture, vehicles, and oil can help speed the deterioration process. The important areas to consider are the entrances and exits that have the most exposure to de-icing salts. In addition, gutter lines, curbs and adjacent areas and walls are also exposed to de-icing compounds.

The accumulation of water and salt on a concrete surface greatly increase the chance of deterioration. Leaking water produces stains on walls and will eventually cause damage to the structure. Worse yet, leaking water will cause reinforcing steel or steel elements to rust.

Vehicles and leaking oil can also make a facility susceptible to damage. Vehicles carry ice, salt and other debris into the facility. As well, vehicles leak oil and gas onto the facility surface creating a hazardous situation. Backing into interior or exterior walls or equipment or dislodging wheel stops all compromise the integrity of the parking structure and the safety of the facility.

Monitor these signs of deterioration during your facility inspections. Although a preventative maintenance program is a good defense against deterioration, it is only half the solution. Deterioration results in cracking, spalling, leaching, and rusting.

Cracks

Cracks most commonly occur in concrete slab surfaces and may expose steel reinforcements. These reinforcements suffer the effects of moisture and de-icing salts and eventually corrode. Be sure to have the facility inspected by a concrete structural engineering firm on a periodic basis. The best time to inspect for cracks is 30 – 40 minutes after the surface is washed down. Once the surface water has drained and evaporated, the cracks will appear darker.

Concrete Spalling

Spalling are chips of concrete that have broken away from the surface. If spalls are not properly repaired or sealed, a pothole will form on the concrete surface.

Leaching

This process occurs when water and moisture penetrate cracks and openings in the concrete. Once penetrated, the water begins to dissolve the concrete. This leaching process begins to weaken the concrete and creates a harmful dripping water solution powerful enough to damage steel and vehicle paint finishes.

Rust

Rusting steel-reinforcing cables close to the concrete surface can produce rust stains. Rust stains result from a poorly sealed concrete surface where water has penetrated the interior of the concrete slab.

Maintenance Schedules

For your reference, use the following Maintenance Schedules to document the various maintenance tasks required at your facility on a scheduled basis.

Daily Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:			
------------------	---------------	-------	----------------------	--	--	--

General Maintenance	Floors	Elevators	Stairwells	Lobby	Walls	Doors	Bathrooms	Comments
Wash								
Sweep								
Free of obstacles								
Free of water								
Free of ice/snow								
Free of oil								
Free of graffiti								
Lights are operational								
Sufficient lighting								
Light fixtures are clean								
Elevators are level to floor								
Clean handrails								
Operating properly								
Empty trash/ash trays								
Additional Comments:								

Cashier Booth	Complete	Comments
Neat and clean		
Clean area surrounding booth		
Adequate supplies		
Empty trash		
Wipe windows		
Sweep/mop		

Entrance/Exit/Ramps	Complete	Comments
Change windmaster sign		
Sweep spitter area		
Clean ramp curbs		

Daily Maintenance Schedule Continued

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Equipment	Complete	Comments
Dust		
Gate arms straight and operational		
Protective padding in good condition		
Ticket spitters print clearly		
Paint as needed		
Correct time on tickets		
Check HVAC units for mechanical ventilation		
Check that all fire extinguishers are in place and operable		
Check carbon monoxide monitor for proper operation		

Signage	Complete	Comments
Wash/dust		
Good condition		
Check illumination		

Landscaping	Complete	Comments
Remove Trash		

Snow/Ice Removal	Complete	Comments
Plow sidewalks and drives		
Shovel sidewalks and drives		
Apply salt, sand, or gravel to sidewalks and drives		

Weekly Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Sweep curbs		
Check expansion joints		
Clean bathroom walls		
Clean cashier booth walls		
Clean stair floors		
Clean lobby		
Clean office windows		
Check all hoses		
Wash parking equipment		
Check parking equipment for proper operation		
Check all HVAC units for proper operation		
Clean elevator cab doorsills and landing doorsills		
Check floor drains and sump pump		
Check sign placement		
Gardening, mowing, trimming weeds		

Monthly Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Clean elevator glass backs		
Clean stair windows		
Clean trash cans		
Wax equipment housings		
Lubricate doors and hardware		
Check appearance of signs		
Check appearance of signs		
Check appearance of curbs		
Check for proper irrigation		
Check fire protection system		
Check for leaks in roofing		
Check for leaks in floor joint sealants		
Check for leaks in expansion joints		
Check for leaks in windows		
Check for leaks in doors		
Check for leaks in walls		
Check backwater valves		
Check fans and motors on all HVAC		
Check HVAC units for water damage		
Clean and replace filters on all HVAC		
Check for leaks in floor membranes		

Quarterly Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Elevators	Complete	Comments
Floors		
Doors		
Windows		
Glass		
Backs		
Follow manual recommendations		
Painting (check for rust)		
Door and frames		
Handrails and guardrails		
Pipe guards, exposed pipes, conduits		
Other metal		
Striping		
Signs		
Walls		
Structural System		
Floor surface deterioration		
Water leakage		
Cracking of concrete		
Rust of steel		
Equipment		
Check handrails and guardrails		
Check exit lights		
Check emergency lights		
Check HVAV system		
Doors and Hardware		
Lubricate mechanized doors		

Semi-Annual Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Pressure wash parking floors		
Perform elevator local code inspections		
Check elevator/manlift limit switches		
Check for proper irrigation and drainage		
Check roofing deterioration		

Annual Maintenance Schedule

Location Number:	Day: Date:	Time:	Manager's Signature:
------------------	---------------	-------	----------------------

Responsibilities	Complete	Comments
Inspect electrical units		
Perform preventative maintenance on all elevators		
Check service contract for parking equipment or follow preventative maintenance instructions		
Repair structural system as necessary		
Replace protective concrete floor coating as necessary		

D. Special Event Operations

Special-Event Parking

By definition, special-event parking is utilized for concerts, sports events and other large public gatherings where the majority of customers arrives and departs around the same time. Many daily facilities generate additional income by special-event parking on weekends and evenings, while other facilities were developed primarily for special-event parking.

Whenever planning for a special event that will affect the Broward County Parking Facilities, the following items must always be considered:

Staffing

Special event staffing requirements often differ from regular facility operations. Additional staffing may be required for cashiering, traffic control, security, and flagging. In many cases these additional staffing levels may be reduced after the peak ingress period of an event is over.

Commencement of Operations

Typically, Special Event operations commence two hours prior to the regularly scheduled starting time of the event. This is also the case at the Broward County Parking Facilities. This time can vary depending upon the type of event, the weather and projected attendance.

Rates and Signage

When an event rate will be charged for the special event, then existing signs must be covered or replaced with special-event rate signs. These signs should be prominently displayed for customers entering the facility.

Tickets

When possible, it is suggested that a facility distribute different tickets for the event than those used during the day. This will allow better control over the event and provide clear distinction between regular daily customers and those parking for the special event.

Payment Process

The most efficient method to collect money is to have customers pre-pay when they enter the facility. Usually entry of customers is more staggered before rather than after the event. This allows for a smoother transition of customers entering the facility than if all customers were paying at the exit.

Exiting Traffic

After a special event has ended and event customers are exiting the facility, it is important that these customers are allowed to exit as quickly as possible. In many cases, gate arms can be raised and traffic control officers can be retained to expedite the egress process.

The following information pertains to the Special Event Operations at the Broward County Parking Facilities.

Please note that all special event operations commence two hours prior to the regularly scheduled starting time of the event.

Staffing

“Special Events” such as hockey matches, basketball games and concerts are identified in advance and employee schedules made accordingly. Additional staffing for flagging and entrance cashiering is added to the regular evening schedule. At the Broward County Atlanta Portfolio Parking Facilities, this staff consists of two machine attendants and two “flaggers” and is referred to as “Event Staff”. They are also “Occasional Staff” or part time staff members that cover holidays and fill vacant shifts during weekends.

Flagging consists of a uniformed attendant being stationed at the entrances to the Broward County Parking Facilities. They are given a safety vest that is worn over the outermost garment. (Over their jacket or shirt) A traffic control flashlight and/or flag is also given to them to assist them in attracting special event customers.

Flagging staff members should be stationed in such a manner as to insure their safety from oncoming traffic as well as remaining as visible as possible to that same traffic. Their position should also not interfere with a driver’s ability to read special event signage.

Each vehicle passing either entrance of the garage should be “flagged or waived” into the facility. When this is done properly, it increases the potential for gaining additional event patronage.

Rates and Signage

During special events in which it is determined that a pre-pay operation is warranted, (determined by the events projected attendance) the current prevailing special event rate will apply to all vehicles wishing to gain entrance to the Broward County Parking Facilities.

The ticket dispenser rate code is changed from “A” which calculates the regular transient rates to “B, E”. This setting calculates the prevailing special event rate for both cash and credit card customers.

Customers paying cash are issued a free exit ticket once the revenue is collected. They are also issued a second ticket that serves as their receipt.

Credit card customers pay the same rate during events and do so by swiping their card and using the same card to exit. These customers are issued a ticket through the ticket dispenser.

This revenue will be collected at each of the entrances to the facility. A machine attendant will be on hand to facilitate this transaction.

Prior to the “pre-sale” operation commencing at Broward County Parking Facilities, there are steps that need to be taken to ensure the swift ingress of customers into Broward County Parking Facilities.

These include:

- The placement of the special event signage.
- Signage should be placed in such a manner as to avoid hindering the entrance of vehicular traffic into the Parking Facilities.
- The special event signage and rate should be visible from both directions of traffic.

Note: It is recommended that all other rate signage be covered so that no confusion is created when the customer entering makes note of the conflicting rates.

The appropriate amount of change or "float" should be on hand prior to the commencement of the pre-sale operation. The current amount on hand for special events is \$300.00 in small denominations. As a back up to this fund, the cashier inside the parking office has additional change to supplement the pre-sale operation.

Tickets

The beginning and ending ticket numbers are collected from the various entry points prior to the Special Event operation. These tickets are recorded and compared with the ending tickets pulled once the operation is completed.

The revenue collected is reconciled to the number of tickets pulled during the event. The closing loop meter number is also reconciled to the number of credit cards used to gain entrance and the tickets issued. The Facility Manager investigates any variances resulting from this audit.

Note: Because the receipt tickets are not issued to every customer, they are not part of the post event audit process.

Payment Process

Once the customer enters the facility, they proceed as they would during a normal operation to the ticket dispenser/pay station. A machine attendant is stationed on the equipment island ready to interact with the customer and make the transaction.

As previously stated, the most efficient method to collect money is to have customers pre-pay when they enter the facility. The type of event scheduled dictates this. Usually entry of customers is more staggered before rather than after the event. This allows for a smoother transition of customers entering the facility than if all customers were paying at the exit.

Once the transaction is made, the customer is offered a ticket from the ticket dispenser that will serve as an exit ticket when they are ready to exit. As previously noted, they are also given a second ticket that serves as the customer receipt.

Exiting Traffic

During an event egress, it is important that event-parking customers are allowed to exit as quickly as possible. Having the ability to facilitate this process is very important to repeat event patronage.

For instance, if a customer is inconvenienced at a facility, they are less likely to return to that facility for fear of being subjected to the same situation again.

As a result, it is important to have staff members trained to handle this high volume period. In a situation where backup in Broward County is affecting many customers on more than one parking level, the gates may be raised to allow for a swifter egress. The potential revenue loss from credit card customers can be weighed against the repeat business gained by taking this dramatic customer service measure.

E. Amenity Programs

Amenities

SP+, in cooperation with Broward County Parking Facilities, offers a unique package of amenity and customer service programs that provide a variety of benefits to its transient and monthly parkers. These programs not only make the parking experience more enjoyable, but also convey a sense of sensitivity to and appreciation of the needs of its parking customers. In doing so, the programs serve to enhance the value of the parking property itself.

Amenities are services to facility customers that are either complimentary or self-service based. Some amenity programs because of their nature, such as Books-to-Go, are services available to monthly parking customers only. Some services may have charges for services attached but find the parking operation in a role of facilitator rather than provider.

At the Broward County Parking Facilities, there are several amenity programs available to both monthly and transient customers alike. They include:

- Battery Boosts
- Neighborhood Maps
- Security Escorts
- Self-Serve Windshield & Headlight Cleaning Stations on each level.
- Tire Change and Portable Tire Inflation Services
- Tire Inflation Station on P1 Levels
- Windshield & Headlight Cleaning Service

Programs for monthly parkers only include:

- Books-to-Go
- Films-to-Go
- Speedy Car Care

There is also a Complete Car Care Service available located on P4. However, this is an amenity that **SP+** is able to only offer directions to the service provider. There are business cards available in the parking office as well for customers wishing to obtain this service.

It is important to know that customers may obtain amenity services 24-hours a day and seven days a week. The only situation that would prohibit the administering of services within the Parking Facilities would be if there were to be only one staff member on duty. In this rare situation, the on-duty parking attendant would be regulated to the parking office. Contact may be made on behalf of the customer to involve security in assisting in the parker's needs.

The information to follow contains more specific information on how to take advantage of the amenity services provided by **SP+** at the Broward County Parking Facilities. Should an employee have questions as to how to administer the amenity programs and he or she cannot find the answer in this section, contact your Facility Manager immediately for further instructions.

Services Available to Transient and Monthly Parkers

Battery Boosts

If a transient or monthly parking customer has need of this service, an appropriate staff member should obtain the following information:

- The customer name and phone number
- The location of the vehicle requiring assistance
- Color, Make and Model of vehicle
- At what time the customer will be available to allow us access to the vehicle.

Once this information is gathered, the employee that will provide the service must gather the following equipment from the management office prior to administering this service to ward against injury:

- The battery boost device. (Fully Charged)
- Goggles
- Gloves

Once at the vehicle it is important that the red handle or the positive side is connected to the positive terminal of the dead battery. This terminal is typically labeled with a "+" sign. Subsequently the negative power should be attached to the negative terminal and is marked with a "-" sign.

Once the battery boost device is properly attached to the vehicle, instruct the parker to attempt to start their vehicle. If the car does not start, check connections and try again.

NOTE: Battery boost devices should be kept fully charged while stored in the management office.

Neighborhood Maps

The management office of Broward County Parking Facilities provides maps of the surrounding area to Standard Parking. These full color maps show a topical depiction of the healthcare center area. These maps are available upon request for any customer of Broward County Parking Facilities.

Security Escorts

If a customer contacts the parking office and requests an escort for security purposes, every effort should be made to assist the customer in this potentially delicate situation. Coordination with the customer is important. For example, is the parker going to visit the parking office for assistance or would he/she prefer to be met in the elevator lobby. The following information must be obtained prior to providing this service:

- The customer name and phone number
- The location of the vehicle
- Color, Make and Model of vehicle

Once this information is gathered, it should be noted in the manager's log for future reference should an incident ensue during the course of providing the escort.

As with many of the services offered by **SP+**, in the unlikely event that only one employee is on duty during this time of need, security should be contacted and coordination be made with them to assist the parking customer.

Self-Serve Windshield & Headlight Cleaning Stations

These stations are provided to all customers of the Parking Facilities. They are located throughout the facility on each level. Contained in these stations is a windshield cleaning squeegee which is submerged in the station in a cleaning solution and paper towels for wiping away the excess solution. Customers are welcome to utilize these stations 24-hours a day, 7 days a week.

Tire Change and Portable Tire Inflation Services

SP+ offers complimentary tire changing services for vehicles that cannot be inflated sufficiently enough for the driver to safely travel to a vehicle service provider or a local mechanic shop for proper repair of the tire. We will also change a customer's tire if it is perceived that there is potential danger for the driver during operation of the vehicle. An example of this would be if a customer had a nail in the tread or a large and deep cut on the side-wall of the tire.

The Broward County Parking Facilities parking office also offers complimentary tire inflation for vehicles in the Parking Facilities. This is done through the use of a small electric air pump that plugs into the accessory outlet inside the vehicle.

In order to obtain either service, as with other services, some coordination will be necessary with the customer requesting the service. This is due to our use of their materials (jack and tools) and vehicle outlet to accomplish the tasks. They do not need to be present during the actual changing or inflating process.

Because our ability to administer these services depends on our having access to the vehicle being serviced, we need to obtain the keys to the vehicle from the customer. In order to do this, we must determine if the parker is going to visit the parking office to drop off their keys or would he/she prefer to be met at their vehicle and at what time. The following information must be obtained prior to providing this service:

- The customer name and phone number
- The location of the vehicle requiring assistance
- Color, Make and Model of vehicle

Once the service is provided, the customer will receive a phone call from **SP+** informing them of the status of their vehicle.

As with several of our customer amenity programs that require **SP+** staff intervention, this too requires a minimum of two staff members on duty when the service is requested. The office must not be left unattended.

Tire Inflation Stations

There are stationary tire inflation stations located on P1 and P4 levels. These stations are very similar to the ones found in gas stations. The difference being most gas stations now charge for air inflation services. The stations at the Broward County Parking Facilities are complimentary to both transient and monthly parkers alike.

The use and operation of these machines are very user friendly. Simply push the button on the face of the compressor and it starts. Once done, add the sufficient amount of air to the tire to safely operate. The customer should then travel directly to a tire repair service provider for proper repair.

Windshield and Headlight Cleaning Service

If a customer requests this service, we will provide it. The following information must be obtained prior to providing this service:

- The customer name and phone number
- The location of the vehicle requiring assistance
- Color, Make and Model of vehicle

Depending on the location of the vehicle, the materials at the self-service cleaning stations may be used to provide this service.

Once the service has been provided the customer will receive a phone call from **SP+** informing them that the service has been provided.

SAMPLE

F. Equipment Operations / Maintenance

Automated parking equipment compromises of the following components: entry and exit terminals, pay stations, monthly transponders, antennas and the office fee computer/cash register. All of the above equipment functions individually for their respective functions and interacts collectively to the central McGann software.

The transient customers arriving at the facility can enter the facility by either taking a ticket from the entry terminal or by using a credit card.

- **Entering the facility**

Transient customers can enter the Parking Facilities two ways. First, by pushing the white button to the left of the ticket-dispensing slot on the face of the dispenser. Once the ticket is retrieved from the dispenser, the gate will rise to allow access. The second method of gaining access is to insert a valid credit card at the entry terminal. Once accepted the entry gate arm will rise to allow access.

- **Exiting the facility**

Customers that have taken a ticket can pay either at the pay-stations located on the P3 level in each wing of the facility or by visiting the parking office located centrally between the two exit lanes. Credit card and cash payments are processed in the parking office as well.

Another option is to remit payment by credit card at the exit terminal with the same credit card that was used to gain entrance to the facility.

If paying at the pay station, the ticket is inserted in the reader. The system will calculate the parking fee and display the charges on the monitor. The voice prompt will inform the customer to pay the displayed amount either by cash or credit card. If the customer pays by cash, the proper change is dispensed at the bottom of the pay station. If desired, they can push the receipt button for a receipt, which will be dispensed in the receipt tray.

If the customer pays with a credit card, the credit card is inserted in the same place where the ticket was inserted. The pay station then dials out to get an authorization and then validates the ticket once the authorization has been received. A receipt is printed and the credit card and the ticket are returned to the customer. The customer then takes the ticket to their vehicle and inserts the validated ticket in the exit terminal, which will allow the customer to leave the facility.

Customer that entered using their credit card and did not take a ticket, upon exiting will return to their vehicles and drive up to the exit terminal. They will insert the same credit card that was used at the entry terminal. The system will calculate the charges and display it on the exit terminal. The system will then take the charges and send it to the IC verifier and print a receipt for the customer. The customer will retrieve their credit card and their receipt. At this point the gate will lift to allow the customer to exit the facility.

Validations

Transient customers, who anticipate having their parking validated, enter the facility by taking a ticket from the entry terminal. The customer will then receive a chaser ticket from the company that they are visiting, if the company being visited has a valid validation agreement.

At the exit terminal, they will insert the original ticket and then insert the chaser ticket once the charges are displayed on the terminal. Once the tickets are processed, the gate will lift and allow

the customer to exit the facility. If the customer has outstayed the value of their "chaser" ticket, the customer is then responsible for the difference in the amount above the validated amount. For instance, a customer may park for three hours and have only received a two-hour validation in the form of a chaser ticket. The customer is then responsible for remitting payment for the one-hour rate.

Monthly Parkers

Customers that wish to purchase a monthly permit can complete an application at the parking office. They will receive a transponder upon paying a deposit for the transponder. The transponder is activated in the McGann software and issued to the customer. The customer is then instructed to attach the transponder to the inside of the windshield, on the drivers' side.

Upon entering the facility, the customer must slowly approach the equipment island and allow the antenna to read the transponder and lift the gate to allow access to the facility. Upon exiting the facility, the same process is required.

Office Cash Register

The parking office has a central cash register that is used to process a customer's transaction. The office cash register is also used to validate a monthly customer that may have forgotten their transponder in a different vehicle. At the office cash register, payments and be made with either cash or credit cards.

Pay station Floats

The pay stations have to maintain a certain level of operating float (or change) to ensure that customers receive their proper change if they pay with cash. The pay station will dispense five dollar bills, ten dollar bills, one and two dollar coins, quarters, five and ten cents. The amount of cash float in the pay station is dependent on the amount of cash usage and can be changed accordingly.

Filling the pay station with float

Before filling the pay station with the float, a status report is required form the pay station. To obtain a status report, an inventory card is required. Take the inventory card to the pay station and enter it in the reader. Press the 'status' button displayed on the screen. Press the 'more' button and then the 'summary' button. The pay station will print a summary status report. This report will show the coin safe value, note safe value, coin tubes values, coin hopper values and the note dispenser values.

Enter the tube, hopper and the note dispenser values in the excel spreadsheet called Pay station Floats. The sheet contains three columns for each pay stations. Enter the values from the status report in to the 'actual' columns. Determine as to what needs to be added and insert those values in the 'to be added' columns. The third column is called 'total'.

Take the money and the pay station float sheet to the pay station and insert the inventory card. Press the 'inventory' button. If you are filling the coin tubes, press the 'tubes' button. This will allow you to fill the tubes in the pay station. Insert the coins one by one in the coin acceptor. The system will read each type of coin and add it to the inventory. Once the tubes are filled, press the 'exit' button.

If you are adding to the coin hoppers, press the 'hoppers' button. Then press the 'fill' button. Select the 'bottom' or the 'top' button depending on which hopper you are filling. Press the '+1' and or '+10' and or '+100' buttons ad required. Example, if you are filling 111 dollars, press the

‘+100’ button once, ‘+10’ button once and the ‘+1’ button once. The screen will display “111” \$1.00. If you have made an error, press the ‘reset’ button and re-enter the correct amount. Once you have entered the correct amount and verified against the pay-station float sheet, press the ‘save/exit’ button. Repeat the same procedures for the other hopper if required.

If you are adding to the bins, press the ‘bins’ button. Then press the ‘fill’ button. The screen will display \$5.00, \$10.00 and \$100.00. Select the correct bin that you are adding to. Then press ‘+1’ and or ‘+10’ and or ‘+100’ button to the desired amount being added. If an error is made, press the ‘reset’ button and repeat the above instructions. Once the correct amount is displayed on the screen, press the ‘save/exit’ button.

Once each fill action is done and exited, the pay station will print a fill report. Once all the cash has been added to the pay station, print the status summary report as mentioned at the start. The status summary report total amount should match, in each category, to your pay station float sheet totals. Press the ‘exit’ button and retrieve the inventory card.

The pay station has been successfully filled.

Repeat the above procedures to all pay stations.

Auditing A Pay station

The pay stations must be audited at least once a month to ensure that they are functioning properly and that the operating floats are correct.

Audits

To audit the pay station, take the inventory card to the pay station. Insert the inventory card in the pay station. Press the ‘status’ button. Press the ‘more’ button. Press the ‘summary’ button and obtain a status summary report. Then press the ‘exit’ button. Then press the ‘inventory’ button. Press the ‘tubes’ button. Press the ‘empty’ button. Press each category of coin tubes to be emptied. Once each coin tube is emptied, proceed to the next tube until all coin tubes are empty. Press the ‘exit’ button. Then press the ‘hoppers’ button. Press the ‘empty’ button. Press the ‘bottom’ button. This will start the process of emptying the bottom hopper. Wait until the hopper is empty and then empty the top hopper in the same manner.

Once both the hoppers are emptied, press the ‘exit’ button. Then press the ‘bins’ button and then the ‘empty’ button. Unlock the bill dispenser lock and remove the bills from each bin. Ensure that you note as to which bins each bills were removed from. Press the ‘exit’ button and return to the office with the cash.

In the office, use the excel spreadsheet called Pay station Audits. Enter the status report values in the column called ‘report’. Physically count all the coins and the bills from the pay station and enter the values in the column called ‘actual’. At the bottom of each pay station section, you will see the total report values and the total actual values. They should be equal and your variance should be zero. If there is an amount in the variance cell, inform the facility manager and investigate.

Revenue Collection from Pay station

All cash revenue must be collected from the pay stations on a daily basis. The credit card batch closes automatically each night. Credit card reports have to be printed from each pay station. The pay stations must be emptied at busier hours in order to deter the possibility of theft.

Printing Credit Card Report from Pay station

Take the inventory card to the pay station and insert the card. Press the 'other' button. Then press the 'report' button. The system will start a new application. The credit card option will be displayed. Press the 'page down' button. Then scroll down to the appropriate date to print the credit card settlement report. Press the 'exit' button and exit out to the main screen.

Removing Note and Coin Vaults

Take the inventory card, empty bill vault and empty coin vault to the pay station. Print the status summary report (as noted above). Unlock the bill vault and remove the vault. Insert the empty bill vault and lock. Unlock the coin vault and remove. Insert the empty coin vault and lock. For each vault removal, the pay station will print a report. This report shows the breakdown for each bill and coin denomination and totals for bill and for coins. Take the vaults to the office. Empty the vaults and physically verify that the amount match to what the reports states. If you have a discrepancy, notify the manager.

IC Verifier

Credit card payments made at the exit terminal are sent to the IC Verifier in the McGann computer. These transactions are batched twice each day and sent to the bank for authorization. To send the batch to the bank, you should be in the 'Card Access System' window. Click on 'access' from the top of the window menu. Then click on 'credit card' and then 'IC Verifier'. Then click on 'transmit batch'. This will start the process of transmitting to the bank.

Once the process has completed, click on 'access', click on 'credit card', click on 'IC Verifier' and click on 'settlement/end of day'. When the process is completed, click on 'access', click on 'credit card', click on 'IC Verifier', click on 'settlement report'. Then click on 'reports'. Once the report is displayed on the screen, save it to the computer by clicking on 'save as' in the credit card folder. Once the file is saved, print the report. This report will show all credit card transactions.

To obtain a credit card summary report, click on 'access', click on 'credit card', and click on 'IC Verifier' and click on 'charge card report'. The system will ask of the start and end date. Enter the date required and select Visa, Master Card and American Express. Select the summary option and the capture option. This will display the credit card summary report on the screen. Print the report.

Equipment Maintenance

Loading tickets in ticket dispenser

Remove empty ticket box. Remove cardboard lid on new ticket box. Remove packing material from box. Discard any malformed tickets at the start (bent, folded, etc.). Install box in direction of arrow. Insert lead ticket into empty receiving slot (stripe facing back of dispenser). Push in until empty indicator is gone (the red dot) and some resistance from the mechanism is felt. Perform a test print to ensure tickets are loaded correctly.

Troubleshooting the ticket dispenser

If the dispenser does not work correctly check the following. Is there a car on the loop (or large metal object)? The dispenser will not issue two tickets to one car (or what it thinks is the same car). If the Mag-head cannot encode properly the tickets are rejected. Check that the ticket does not get stuck in the printer or the mag-unit. Reset the loop detectors if the hardware seems to otherwise be okay. Reset the dispenser as well if needed. Do this by turning the power off using the breaker, count to ten, and then power up.

Troubleshooting the Pay Station

There are various types of problems that can cause the pay station to malfunction. These problems can be mechanical and or software related. Do not attempt to correct a problem if it is something related to the software.

Walking customers through issues

There are various types of problems that can cause the pay station to malfunction. These common problems can be easily resolved by tracing the issue through various methods. For instance, if a customer's ticket is not being read at the pay station, ask the customer to cancel the transaction and try again. If this fails ask the customer to come to the parking office. Try scanning the ticket in the office. If the ticket is still not being read, it means that the magnetic stripe on the ticket has been demagnetized or damaged.

Another common problem that arises at pay stations is that the customer's bills are not accepted by the pay station. First, ensure that the amount owing is displayed on the monitor. If not, ask the customer to cancel the transaction and start again. Once the amount owing is displayed on the monitor, a green light on the bill acceptor should light up. If this does not happen, the bill acceptor unit is not functioning. Ask the customer to either pay the ticket with a credit card or ask them to come to the parking office, if they choose to pay cash.

Take the inventory card to the pay station and insert in the pay station. Once the main menu screen is displayed, press the 'exit' button. This allows the software to re-initialize the pay station. You should hear a bill acceptor turning. Once you hear that sound and the voice prompt, it means that the pay station has initialized successfully. If you do not hear the turning sound, you will have to power down the whole pay station. You will have to switch the breaker, located at the lower front end of the pay station, into the off position.

Then press the off button on the UPS, located at the top of the pay station. Wait of approximately twenty seconds and then switch the breaker back to the on position. It will take approximately sixty-second for the pay station to reboot. You should hear the turning sound in the bill acceptor, once the pay station is rebooting. If you do hear the sound, they bill acceptor is initialized. The above procedures should be used to clear a bill jammed in the bill acceptor. If the problem still persists, call PG Park.

Sometimes a customer's ticket or credit card maybe stuck in the reader. Ask the customer to press the cancel button to cancel the transaction. The ticket and or the credit card should be returned to the customer. If this does not resolve the problem, take the inventory card and the pay station keys to the pay station. You may have to open the pay station door without inserting the inventory card. Open the pay station door. This will sound the alarm. Silence the alarm by pressing the 'silence' button. Open the RWPV head by pulling back on the lever. Lift the head and remove the ticket or the credit card. Once the RWPV has been cleared, close the head and insert the inventory card. Once the main menu appears on the screen, shut the pay station door and press the 'exit' button. This should reinitialize the pay station.

Another common problem is that the customer will not get a receipt. This may be because they did not press the receipt button. Ask them to insert the ticket back and push the receipt button. If this still does not resolve the problem, go to the pay station with the inventory card to the pay station. Insert the inventory card and open the pay station door. Check if there is receipt paper in the print, located on the inner side of the pay station door. If the paper has run out, load with a new roll.

Sometimes the bill dispenser will not dispense bills as change. There are two reasons for this problem. Either the bill dispenser is low or has run out of bills or a bill has jammed in the

dispenser. Take the inventory card to the pay station. Insert the card and take a status summary report. If there are enough bills, open the pay station door and open the bill dispenser lock. Pull the dispenser unit out and roll the track for each bin to ensure that there is no bill jammed in the track.

Also do a visual inspection along the track to ensure that they are clear of any jam. If you do find a bill jammed, carefully remove the bill and ensure that all bins have enough bills and are properly placed ready to dispense. Push the bill dispenser unit back in its place and lock. Close the pay station door and lock. Remove the inventory card and let the pay station initialize. If this does not resolve the bill-dispensing problem, call for repair.

Attachments

Several of the forms mentioned in this section as well as copies of reports generated by the equipment are attached for future reference.

SAMPLE

G. Revenue Reporting

Various categories of revenue are collected at the Broward County. They can be grouped into transient, monthly, special events and validations. These revenues are collected either in the form of cash or credit cards or check. They are collected either at the pay stations located on all P3 levels, at the exit terminals or in the parking office.

Cashier Shift Report

At the parking office, revenue can be collected by cash, credit card or check. The office cash register is staffed twenty-four hours a day. The day is divided into three shifts. Each attendant is required to log on to the cash register at the start of his or her shift. They are accountable for all transactions on the cash register during their shift. After the individual shift ends, each attendant has to complete a shift report.

There is a substantial amount of information recorded on the cashier shift report. This information audited by the reports generated by the access control system is used to audit the cashiers transactions and verify that all revenues have been handled properly and are accounted for.

Once the shift is closed, the attendant has to log out by pressing the F3 key. The register will prompt for the password that is assigned to each cashier. Once the password is entered, the register will close the shift and print a report called cashier journal report. The attendant then has to complete a **SP+** cashier's shift report.

The cashier shift reports are then audited by the supervisor to ensure accuracy. Tickets are collected each night and sorted. The supervisor or the manager then enters the cashier shift report in the **SP+** spreadsheet. The workbook contains sheets for each cashier report, each pay station, events, manager entry sheet, monthly batch sheet, validation sheet, daily sales recap sheet and AS400 input sheet.

In the cashier sheet, the manager or the supervisor enter the information provided by the attendant. In the first cashier's sheet, the starting and ending ticket numbers of tickets issued during the day is also entered. The starting ticket numbers are copied from the previous days ending ticket numbers. The ending ticket number for the current day is obtained from McGann by printing 'ticket type' report. Proper date and time information must be entered into the McGann system to accurately obtain that days information.

This report shows the last ticket number issued for all six-ticket dispensers. Enter these ticket numbers in each dispenser's respective category in the shift report. The sheet will calculate the number of tickets issued for each ticket dispenser and the total number of tickets issued for the facility. The total ticket issued quantity will show in the 'lot control' section on the sheet in the 'ticket issued' cell.

In the 'lot control' section, enter the 'cars on lot at start' by referring to the previous days 'lot control' section's 'car on lot at finish'. Enter the number of transactions processed for revenue tickets in the 'revenue ticket' section. Information will be carried into the 'void and mutilated cell from the information entered earlier. Enter the same number in 'actual car count' as in the 'cars on lot at finish'.

Print 'attendant totals' report from McGann for each shift. To print the report, enter the correct date and the exact time the shift started and closed, Enter in the sheet (below each of **SP+**'s cashier shift report sheet) the dollar values and the transaction count for each respective category of validation.

This will conclude entering the information in the first cashier shift report. Go to the next tab in the workbook and enter the information for the next attendant's report. You will not enter the starting and ending ticket number in any of the following cashiers' reports.

Pay stations Sheet

Once the collected revenues are removed from the pay stations, the reports generated by the pay station and various reports from McGann are used to enter in the revenue-reporting workbook.

To determine how much of the operating float has to be removed from the cash collected, use the spreadsheet called 'Pay Station Total Report'. Enter the total net amount, credit card amount, note safe amount and coin safe amount from the reports generated by the pay stations. These values are printed on the 'notebox pull' and 'coinbox pull' reports. The sheet will then calculate the exact amount of cash deposit that has to be made and the exact amount that has to be removed for each respective pay station's operating float.

For each pay station, the following information is entered using the 'notebox pull' report and or 'coinbox pull' report. Enter the dollar value and the starting and ending transactions numbers for each pay station in the corresponding fields.

Print the 'validation' report from McGann. Enter the correct date for which the information is required. Enter the stating time as '00:00' and the ending time as '23:59'. Make sure that the following types of transactions are selected for the information. Fee computation, pay stations, lags time readers, express parc and credit cards. Enter the dollar values and the number of transactions for each respective validation in the validation sheet (below Standard Parking's PS1 shift report sheet).

Events Sheet

If there is an event, a separate sheet is used in the workbook. This tab is called 'events'. The rate structure is changed from McGann from 'A' rate to 'B' and 'E' rate. The first and last ticket number issued for the 'B' and the "E" rate is manually taken from each ticket machine. Once the event is finished a report is prepared. The information from the report is then entered in the 'events' sheet. The starting and the ending ticket numbers are entered and the revenue collected. Ensure that all ACC coupons collected during the event time are deducted from the dollar value.

Manager's Entry Report

In this sheet, designed specifically for Broward County Parking Facilities, the information entered is with respect to credit cards, coupons, number of transactions for various rates and cash deposited. Credit card revenue for all devices is entered in the top part of the sheet. The totals of each type of credit card are entered for the office cash register. For each pay stations, the credit card report is printed.

This report breaks down the dollar values of Visa, MasterCard and American Express. These values are entered for each pay station according to their respective reports. Credit cards processed through the exit terminals and the office cash register are batched and sent to the bank. This is done through the McGann software and is called IC Verifier. Once the batch has been processed, the report generated by the IC Verifier is entered in the spreadsheet.

All credit card transactions that are declined are also entered in the sheet. All previous declines that have been resubmitted and are approved are also entered in the sheet. The report from the IC Verifier prints the summary for these transactions.

All coupons that are collected from each attendant's shift are also entered in the cell called 'coupons'.

The sheet also contains a section where each cash deposit amount is also entered. These deposit amounts are entered from each deposit slip prepared for cash deposit. This also includes all checks and cash deposit made for monthly parking and event revenue.

The last section on the spread sheet is used to calculate the day, hourly, evening and weekend revenue collected. To complete this section of the spreadsheet, a report called 'parking fee' report has to be generated from the McGann software. Ensure that the correct date is used for the information. Enter the start and end time for a twenty-four hour period. Once the report is generated, enter the information in the spreadsheet in the corresponding fields. The information that is entered is the ticket numbers.

Batch Report Sheet

This sheet is required to ensure that all payments made by monthly customers are correctly applied to their respective account generated on the AS400. The monthly customer that pays is entered in this sheet. The information that is required is the customer's account number (generated by the AS400 and provided by the A/R associate), the customer's complete name, amount paid and the mode of payment. If the payment is made by check, enter the check number. Ensure that the customer numbers entered for each customer is correct and corresponds to the correct customer.

Validation Sheet

The validation sheet pulls all the information from the cashiers' reports. This sheet shows the summary of all validations for the day. Nothing needs to be entered manually in this sheet.

Daily Sales Recap Sheet

This sheet is part of **SP+**'s revenue report system. All information that is entered in the cashier sheet, pay station sheets, events sheet, manager sheet and the batch sheet is pulled to the daily sales recap sheet. The purpose of this sheet is to take the information of various types of revenue and collectively organize it. This sheet also acts as an intermediate sheet for the AS400 input sheet (described next). The daily sales recap sheet gives a detailed snap shot of revenue collected for transients, monthly and events. It also breaks it for each attendant shift and for each pay station.

The daily sales recap sheet also takes any shortages or overages from each shift and pay stations and shows the deposits. It also categorizes the different types of credit cards and revenue collected for each attendant and pay station

The daily sales recap sheet also gives a detailed snap shot of number of tickets that were issued and number of vehicles that entered and left the facility for the day.

AS400 Input Sheet

This is the final sheet of **SP+**'s revenue reporting system. This sheet again pulls all the information from the daily sales recap sheet and places it in prospective categories. The AS 400 input sheet is a snap shot of all information that is available in the daily sales recap.

The AS400 input sheet is used to enter the daily revenue information in the AS400 and has to be accurate. All the information that is entered in the workbook flows to this sheet ultimately. If any error is made in any one of the previous sheets, this will be entered incorrectly in the AS400. If the AS400 input sheet does not balance, the system will not allow the window to close and hence will not enter the incorrect information.

On the first of each month, line 90 and 91 has to be completed. Otherwise nothing else needs to be entered in this sheet.

Compiling Paperwork for the Head Office

Once the information has been entered in the workbook, it has to be printed, compiled and sent to the Head Office. Different number of copies is required for different sheet. One complete set of all relevant backup and the completed workbook has to be kept on site.

Two copies are sent to the head office.

The first has one AS400 input sheet, daily sales recap, validation and monthly batch report if any.

The second has one AS400 input sheet, daily sales recap sheet, manager's sheet, validation sheet, monthly batch report if any, original copies of the cashier shift reports, original reports from the office cash register, pay station total report, pay station credit card reports and IC Verifier report and all deposit slips.

Once the paperwork reached the Head Office, the information is entered in **SP+**'s revenue management system. The AS400 input sheet and the monthly batch, if any, is entered in the AS400. All the information then flows ultimately to the client statements that are generated each month.

SAMPLE

H. Emergency Procedures

An "emergency" is defined as any situation that has the potential to cause individuals or property injury or damage.

The following information outlines the policies and procedures to be adhered to in an emergency situation. This program should be part of each new employees training and facility orientation. Should an emergency situation arise that is not covered in this section of the Broward County Parking Facilities operating manual, notify your Facility Manager and/or Senior Manager at once for direction. Once the emergency situation is effectively handled, the Facility Manager should update this policy manual to reflect the successful measures taken to interact and defuse that emergency.

Fire Emergencies

At the Broward County Parking Facilities, fire alarm pull stations are located near stairwells, elevator landings and other common areas on each level of the garage. All pull stations are armed with an audible alarm that will activate when the cover is removed. In the event that this occurs, simply reset the control panel and the alarm will be silenced. Investigate the area to be sure that fire or smoke does not exist.

IF FIRE IS DETECTED:

The manager must ensure the protection of the facility and its occupants by performing tours of the garage every 1/2-hour and instructing the attendant(s) to perform the following task should fire or if smoke is detected:

1. Activate the nearest fire alarm pull station. When the alarm is activated, it will be heard on all levels and strobe lights will flash on all levels.
2. The Fire Department (MBFD) will be notified by calling 911.
3. Notify the Facility Manager/supervisor on duty and provide information as to the nature, location and status of the fire.
4. All garage personnel, with two-way radio communications, will monitor channel two and await further instructions from the manager on duty.
5. Monitor garage traffic in and out until the nature of the emergency is determined. Traffic already at the garage exits will be allowed to leave. All access into the garage will be stopped. This policy will remain in effect until the Fire Department has given the "All Clear."

Do not attempt to fight the fire unless it appears to be confinable:

Use the nearest fire extinguisher and fire hoses only if:

- The fire is small;
- Your back is towards an exit ;and
- You have been trained how to use the fire extinguisher.

If the fire is serious, begin to evacuate occupants in an orderly manner. Use emergency stairwells. Assist handicapped or other persons with special needs during the evacuation.

In the event you become caught in heavy smoke, crouch down below the smoke level, or as close to the floor as possible. Take short breaths, breathe through your nose, and crawl to escape.

The manager/supervisor will remain at the facilities until fire department arrives and if possible will assign an attendant to meet the Charlotte Fire Department and escort them to the fire scene.

Once the fire department has arrived on the scene, the manager/supervisor should describe the location and severity of the fire to the Fire captain and assist them in any way he/she can without risking injury.

WHEN THE FIRE DEPARTMENT ARRIVES, THEY ARE IN CONTROL OF THE SITUATION AND ALL RADIO CONVERSATIONS SHOULD CEASE UNTIL THEY HAVE GIVEN THE "ALL CLEAR" AND THE ALARM HAS BEEN SILENCED.

Robbery / Attempted Robbery

If a robbery or attempted robbery of a customer is reported, notify the police immediately by calling 911. If no phone is available, notify the garage office via two-way radio or report to the garage office.

Once the office staff is notified, they will contact both building security and the police. While that is being accomplished, offer to escort the victim to the main office area. If he/she refuses, stay with the person until help arrives.

If a robbery is attempted in the parking office, the employee involved should follow these procedures:

1. Remain calm.
2. If you are able, activate the panic button located behind the counter in the office.
3. Comply with the request of the robber as calmly and quickly as possible.
4. Pay special attention to the appearance of the assailant. Prepare yourself to give as detailed of a description as possible. Notice as much information about the robber as you can. The following details will aid police in apprehending the perpetrator: Hair, skin and eye color, height, weight, clothes, tattoos, scars, accent

DO NOT DO ANYTHING TO UPSET THE ROBBER

Manager/supervisor will be notified of the incident as soon as possible.

Security

The most important part of security is communication. It is recommended that all employees working inside the facility have a two-way radio with them at all times. If at any time an employee requests assistance, it must be met with prompt support.

Lobby Area

The lobby areas should be monitored at all times by the office staff and maintenance personnel. If any incidents other than normal events are noticed, security should be notified immediately. If security is unavailable, the manager on duty should be notified.

Rowdy Patrons

There are usually two types of rowdy customers. One is simply rowdy by nature and will most likely cause damage to the property or its occupants. The other consists of a customarily "normal" person who is under the influence of alcohol or a drug. If these individuals are observed in the Parking Facilities, notify security at once.

Until security arrives, they must be closely watched and made aware that they are being watched. In most cases, they will not appreciate it but will leave without causing damage.

If they do damage to anything in the garage, then the manager must respond appropriately by attempting to do the following:

1. If a rowdy customer causes damage to the garage, then the manager will attempt to retrieve personal information from the individual(s) (i.e. driver's license, name and address). If this does not seem possible after attempting to talk with the individual(s), then a call to security must be placed.
2. If a customer's car is damaged as a result of the carelessness or total disregard by a rowdy customer, then you simply note the customer license plate number, the type and color of the vehicle and supply the customer whose vehicle was damaged with the information obtained about the offender.

Loitering

No one is allowed to loiter inside the garage. Any person who is noticed wandering or hanging out in the garage must be questioned. If the person does not have a vehicle parked in the garage, then they have no reason for being there and should be asked to leave.

If the person states that they are waiting for someone, they must be asked to wait in the lobby. If they refuse, then an attendant will be assigned to that level until the person the individual is waiting for arrives or until the individual leaves. If the individual(s) become a problem, or if they do not leave after several requests, call security and have them removed.

If a vagrant person comes onto the property, they must be asked and or persuaded to leave. These individuals should be treated with respect and should not be forcibly removed by any of the staff. If the person becomes a problem, have an attendant stand by to make sure they don't bother the customers and call security.

Soliciting

No soliciting is allowed on the property. If an individual attaches fliers to vehicles they must be stopped and informed that (i) soliciting is not allowed on the property, (ii) he/she will be held responsible for any damage to any of the vehicles. Remove all fliers from the vehicles.

ACCIDENTS AND INJURIES

General

If you witness or are informed of a vehicular accident, you must contact the manager/supervisor on duty and relay the following information.

1. Location of the accident
2. Any injuries sustained
3. Number of vehicles and or persons involved
4. Type of damage sustained

An incident report form must be completed and forwarded to Special Risk Services. As the Broward County Parking Facilities is a self-park and valet facility, the form is used primarily for insurance documentation purposes only.

In the event a personal injury has occurred, follow the steps listed below:

1. Do not move the victim
2. Try to get information of the type of injury that person has sustained and inform the manager so they can make the necessary call to 911.

Once the appropriate care has been administered, the applicable safety incident form should be completed as soon as possible after the incident. Contact your Senior Manager for further instruction.

Manager/Supervisor

When you receive a call from one of your staff members, or a customer, that an incident has occurred you should:

- Note the time you became aware of the incident.
- Who you received the information from.
- Direct a member of your attendant staff or yourself, depending on the severity of the situation, to investigate the report.
- Collect all necessary information from the individual(s) involved.
- If an injury has occurred, find out as much information from the victim as possible.
- If the injury appears to be serious in nature or the victim requests medical assistance, then call 911 and inform them of the victim's injuries and location of incident.

WE ARE NOT DOCTORS OR POLICE OFFICERS; WE CAN NOT DETAIN, ARREST OR HEAL PEOPLE. PLEASE DO NOT ATTEMPT TO DO SO UNDER ANY CIRCUMSTANCE.

Assist the individuals involved as much as possible and control the situation until the proper authorities arrive.

Gasoline Leak

When a gas leak is discovered, you should follow the necessary steps listed below to ensure the safety of the garage and its occupants.

- If the leak is confinable, spread a soluble product under the leak and monitor until the car leaves or the leak stops.
- Make sure there is no smoking or other exposed flame allowed in the area.
- If you are not able to control the leak with the use of soluble product call the fire department, then you must make every attempt to contact the owner of the vehicle so he/she can remove the car from the garage. If you are not able to contact the owner, call a tow service and have the vehicle removed from the garage.
- Every attempt should be made to contact the owner of the vehicle so that they may remove the vehicle from the Parking Facilities.
- Security should be notified.

In either event, turn the exhaust fans on throughout the level.

EMERGENCY PHONE NUMBERS

FIRE DEPARTMENT	911
POLICE DEPARTMENT	911
AMBULANCE/PARAMEDICS	911
Environmental Spill Reporting	XXX-XXX-XXXX
Poison Hotline	XXX-XXX-XXXX
XXXXX Equipment Software	XXX-XXX-XXXX
Building Security	XXX-XXX-XXXX
Broward County	XXX-XXX-XXXX
Facility Manager	XXX-XXX-XXXX
Senior Manager	XXX-XXX-XXXX
Regional Manager	XXX-XXX-XXXX
Regional Vice President	XXX-XXX-XXXX

SAMPLE

I. Valet Procedures

Welcome to your first day as a Valet Attendant at **SP+**! We are very excited that you have chosen to work with us. As a company, our continued success depends on the service you provide everyday to our parking customers. When customers evaluate the quality of **SP+**, they do not think of an office or the field management team; rather they think of you and the service you deliver. The service you provide is so important that we have set specific standards for each frontline employee to meet with every customer.

This Valet Attendant Procedures Booklet is a tool that you will use during your training to help familiarize you with the technical skills, tools and information needed to properly perform your job.

Our company goal is to support, reward and recognize your efforts in delivering our high standards of customer service. Please use this booklet and as a reference tool as you grow with us here at **SP+**. Again, welcome aboard! We are happy to have you!

Rules of the Road

In any organization there are going to be some rules of the road we all must follow to ensure we are providing the best service possible to our customers as well as supporting our co-workers. Here are some basic rules of the road that we live by here at **SP+**.

- It is critical for you to be on time. When you are on time, it helps ensure that we smoothly transition from one shift to the next. It is also a courtesy to the other employees. When you are late, someone else has to cover for you.
- Ask your manager what the earliest time is you will be able to clock in at before you start your shift. Some managers prefer that you clock in no more than 10 minutes prior to your assigned start time.
- Be attentive to the work schedule by documenting it for your reference.
- If you need to change the schedule, discuss the change with your Facility Manager first.
- **Attendance policy:** You are responsible for ensuring that proper notice of absence or late arrival is given directly to your supervisor / manager. (See your **SP+** Employee Handbook for more details)

Military Time

Time clocks and parking equipment may use military time to calculate hours. Military time follows a 24-hour period and does not account for a.m. and p.m. Because of the 24-hour clock, there is less confusion when referring to times and calculating hours. This becomes very important especially where time cards are concerned. Hours between 2400 and 1159 signal a.m. hours while hours 1200 to 2359 signal p.m. hours. The simplest and quickest way to calculate military time is to understand that all numbers higher than 1200 constitute p.m. The next time you see or hear something like "2235 hours" use simple subtraction to find the civilian time: 2235 - 1200 = 10:35 p.m.

Cashier Shift Report

At the beginning of each shift you must complete the top portion of the Cashier Shift Report which includes:

- Name
- Date
- Shift
- Facility number
- Opening ticket numbers

Equipment Inspection and Maintenance

You are responsible for inspecting the equipment at the start of every shift. Remember to complete a general inspection of the fee computer. While you are not expected to become an equipment repair person, you are asked to perform a few simple maintenance tasks to keep the facility running. These tasks include changing journal tape and ribbon.

Securing the Facility and Keeping it Safe

If applicable, you will need to perform a lot inventory and place Balance Due Envelopes in vehicles, as well as put all equipment in closed mode. All doors and windows should be locked on all vehicles. Be courteous to the next employee by leaving your work area clean. Also ensure that you clock out within the time frame stipulated by your manager. Check your pockets before leaving work to ensure that you do not leave the facility with keys or tickets.

- Perform a lot inventory and place Balance Due Envelopes on vehicles.
- Put all equipment in the proper “closed” mode.
- Lock all windows and doors.
- Clock out as stipulated by your manager

There are general safety practices for our facility. Report oil spills or other hazards in the facility such as vehicle leaks, suspicious persons, lights that are out and broken doorknobs to your supervisor.

Radio Communications

If your job requires the use of a radio to communicate information regarding your customers or your job keep the following in mind:

- Remain professional and polite at all times.
- Never use inappropriate or profane language. Do not tell jokes or socialize.
- When you begin your radio transmission, identify who you are calling and identify yourself.
- When you the communication ends, sign off.
- Should a disagreement occur over the air, end the communications immediately.

Use the following pre-established universal radio codes.

Radio Code	Description
10-4	Copy; acknowledge message
10-7	Out of service

10-8	In service
10-9	Repeat
10-10	Out of service, end of shift
10-19	Come to office
10-20	Your location
10-21	Telephone the office
33	Emergency

Radio Alphabet Codes

A — Adam	N — Nora
B — Boy	O — Ocean
C — Charles	P — Paul
D — David	Q — Queen
E — Edward	R — Robert
F — Frank	S — Sam
G — George	T — Tom
H — Henry	U — Union
I — Ida	V — Victor
J — John	W — William
K — King	X — X-ray
L — Lincoln	Y — Yellow
M — Mary	Z — Zebra

Closing a Shift

It is your responsibility to complete the Cashier Shift Report neatly and accurately. This ensures that all tickets and cash collected during your shift are properly recorded.

VEHICLE RESPONSIBILITY

Driving Route

The supervisor will designate a route that you must follow every time you park and retrieve a customer's vehicle.

- Review a map of the route with written directions.
- Drive an alternative route if the routine route is unavailable.

Picking up the Customer's Vehicle

- Before you give the customer the ticket, you must pre-inspect the vehicle for damage.

Procedures to start the customer's vehicle:

- Inspect the vehicle and note any pre-existing damage on the ticket.
- Give the appropriate portion of the ticket to the customer.
- Never force the key into the ignition.

- When you start the vehicle, turn on the lights and open the driver's side window about three inches.
- Adjust the seat so you can drive the vehicle safely.
- Never place trash or items in the vehicle.
- Do not adjust the radio, except to turn down the volume.
- Do not touch any personal belongings in the vehicle.
- Never eat, drink or smoke in a customer's vehicle.
- Do not sleep or rest in a customer's vehicle.

Driving the Customer's Vehicle

- Always treat the vehicle with respect and drive carefully.
- Obey all traffic laws.
- Honk the horn when driving into the facility.
- Never drive a vehicle with the doors open.
- Check the vehicle height for clearance.
- Never drive the vehicle to another facility or deviate from the route unless authorized.

Parking the Customer's Vehicle

- Be aware of spare tires and trailer hitches when parking. Use a spotter as necessary.
- Never park a vehicle that will block doorways or aisles.
- Never park a vehicle in a stall that leaks.
- Never park a vehicle with the bumper touching a wall.
- Turn off the lights and close the window.
- Return the seat to its original position.
- Verify that all car wheels are straight.
- Set the parking brake.
- Remove the keys. Never leave keys in your pocket or in the vehicle.
- Never leave a vehicle unattended with the engine running or the keys in the ignition.
- Leave appropriate portion of ticket in vehicle.
- Tag and store the keys.

Retrieving the Customer's Vehicle

- Verify that you have the correct set of keys and tag before retrieving the vehicle.
- Always hustle when retrieving a vehicle.
- Follow the same procedures as parking the vehicle.

- When starting a diesel vehicle, turn the key slightly until the coil light goes off before turning the key completely.
- If you are unsure on how to start a vehicle, do not guess. Call your supervisor for assistance.

If the customer is present when you pull up the vehicle, follow these procedures:

- Verify the claim check before giving the keys to the customer.
- If the customer does not have a claim check, direct the customer to your supervisor.
- Open the driver's door and all passenger doors, if applicable.
- Make sure that the customer is completely seated in the vehicle and then close the door softly.
- Do not wait for a tip.
- Never give anyone information regarding other customers or their vehicles.

Vehicle Safety

- Always check vehicle vs. facility clearance beams before parking an oversized vehicle.
- Be aware of antennas and all external mirrors when parking the vehicle.
- Before parking a vehicle with a trailer, gain approval from the supervisor. Always have someone guide you into the parking stall.
- All vehicles brake and drive differently. Drive slowly and make wide arcing turns instead of tight turns. Always be aware of the facility's surroundings.
- Be alert and cautious at all times and when backing up.

Vehicles That Won't Start

- Carefully turn the steering wheel. If the wheels are locked, the vehicle won't start.
- Double check the ticket for special instructions on starting the vehicle such as a kill switch.
- Make sure that the vehicle is in Park and, if required, your foot is on the brake.
- Check for a release button that allows the ignition to work.
- Do not jump-start a vehicle without a supervisor's approval. Contact your supervisor immediately.

Tipping

You must provide the same level of service to all customers, regardless of the amount of tip received or when you receive the tip.

J. Employee Appearance



We require all of our employees to be neatly uniformed and well-groomed at all times. Experience has demonstrated that proper attire and grooming serve to enhance employee performance.

Our customary uniform consists of a white shirt with a black tie, black blazer/vest, black slacks and black, well-shined shoes. We do, however, frequently work with our clients to create uniforms that are specifically designed and tailored to be consistent with a property's distinctive logo, colors, and design scheme. Please see below and the following pages for a few examples of uniform options, including a new shirt design specifically made for the Hawaii region (shown below).

SAMPLE



+ integrity + technology + innovation + initiative + knowledge + creativity

SP+



SP+ Municipal Services
1330 SE 4th Ave, Suite D,
Fort Lauderdale, FL 33316
Web site: www.spplus.com
Find parking: www.parking.com

INNOVATION IN OPERATION®

www.spplus.com



MIAMIBEACH



3

Past Relevant
Performance

3. Past Relevant Performance

Describe prime Vendor's experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion, both on time and within budget, for the past five years. Provide a minimum of three projects with references. Include specific name(s) and location(s) of parking lots or parking systems managed, with key information on each location, including fee structure. Identify any projects which the prime Vendor procured and/or installed meter or other parking management equipment or systems for the parking site(s).



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[City of Miami Beach Parking Department](#)

Contact Name: [Charles Dike](#) Title: [Senior Management](#) Reference date: [07/19/2019](#)

Contact Email: charlesdike@miamibeachfl.gov Contact Phone: [305-673-7000 x26445](#)

Name of Referenced Project: [Cashiers / Attendants](#)

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Cashiers / attendant labor at municipal parking facilities.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[Miami Cruise Terminal A / RCCL](#)

Contact Name: [Michael Fettes](#)

Title: Manager

Reference date: 07/17/2019

Contact Email: mfettes@rccl.com

Contact Phone: 305-609-6813

Name of Referenced Project:

Contract No.

Date Services Provided:

to

Project Amount:

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Garage and traffic management.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Vendor's Organization:			<input checked="" type="checkbox"/>	
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Timeliness of:			<input checked="" type="checkbox"/>	
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Cooperation with:			<input checked="" type="checkbox"/>	
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Additional Comments: (provide on additional sheet if needed)

[Excellent partners. Wonderful to work with.](#)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2116816P1, Parking Management Services for Various County Agencies

Reference for: [SP+ Municipal Services](#)

Organization/Firm Name providing reference:

[Downtown Parking Corporation](#)

Contact Name: [Greg Walker](#) Title: Vice President Reference date: [07/19/2019](#)

Contact Email: gawoll9@gmail.com Contact Phone: [410-336-4692](#)

Name of Referenced Project: [411 Caroline Lot Management](#)

Contract No.	Date Services Provided:	Project Amount:
Location 61236	01/01/1999 to 06/20/2019	\$ 100,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

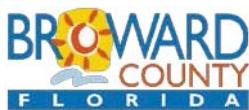
Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

RFP No. PNC2116818P1 Parking Management Services for Parks and Recreation - Various Locations

Reference for:

Organization/Firm Name providing reference:

Stiles Property Management

Contact Name: **Christine Jarro** Title: **General Manager** Reference date: **07/30/2019**

Contact Email: **Christine.Jarro@Stiles.com** Contact Phone: **786-853-8849**

Name of Referenced Project:

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Parking management

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Vendor's Organization:			<input checked="" type="checkbox"/>	
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Timeliness of:			<input checked="" type="checkbox"/>	
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Cooperation with:			<input checked="" type="checkbox"/>	
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

SP+ is a valued partner to Stiles Property Management. They really listen to the clients needs and deliver on goals and objectives. They are very upfront and honest without over promising.

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

RFP No. PNC2116818P1 Parking Management Services for Parks and Recreation - Various Locations

Reference for: [SP Plus Parking](#)

Organization/Firm Name providing reference:

[CBRE](#)

Contact Name: [Daisy Armenteros](#) Title: [Real Estate Mgr](#) Reference date: [7/31/19](#)

Contact Email: daisy.armenteros@cbre.com Contact Phone: [305-358-3811](#)

Name of Referenced Project: [777 Brickell](#)

Contract No.	Date Services Provided:	Project	Amount:
	2016 to Present		

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

a. Vendor's Experience

Describe prime Vendor's experience, during the last five (5) years, managing parking programs and facilities in similar size and scope of services in comparison to Broward County Facilities Management garages and parking facilities. Provide number of years you have managed the facility. List locations with verifiable references. Include name, location, type of facility, hours of operation, number of spaces, type of parking services or products, number of fulltime employees and gross annual revenue from the management of the facilities.

Company Background and Experience

SP Plus Corporation (Nasdaq: SP) provides professional services through its specific operating groups and service lines to property owners and managers in all markets of the real estate industry.



SP+ COMPANY STATISTICS	
Employees:	23,000
Total Facilities:	3,400+
Total Spaces Managed:	2.1 Million
Cities Operated In:	350
Gross Annual Receipts:	\$4 Billion
Airports Operated:	70
Shuttles Operated:	750

Continuity of Ownership

SP+ was originally founded in 1929 and has been continually providing parking management services for ninety years. The legal name of the company that would be a party to the management agreement will be SP Plus Corporation. SP Plus Corporation currently operates under the following DBA names.

- ⊕ SP+ Parking
- ⊕ Standard Parking
- ⊕ Central Parking
- ⊕ SP+ Airport Services
- ⊕ SP+ Healthcare Services
- ⊕ SP+ University Services
- ⊕ SP+ Municipal Services
- ⊕ SP+ Residential Services
- ⊕ SP+ Office Services
- ⊕ SP+ Retail Services
- ⊕ SP+ Hospitality Services
- ⊕ SP+ GAMEDAY
- ⊕ SP+ Facility Maintenance
- ⊕ SP+ Event Logistics
- ⊕ SP+ Transportation

Portfolio of Services

Our ability to deliver a portfolio of services as a single provider simplifies the administrative burden on our clients while enabling them to leverage the economic benefits of having a single relationship. Because our clients have only one reporting relationship to manage, we're able to

more effectively and efficiently deliver a range of services than typically possible through multiple providers.

We're built on integrity and innovation, laser-focused on delivering the highest level of service to our customers and clients. We've set the industry standard in integrating new technologies, on-line interactive marketing programs, parking amenities and customer service programs, revenue control, financial reporting, expense containment, employee professionalism, and proactive management. Our operations maximize facility profitability while at the same time making parking a first-class, enjoyable experience. As a public company subject to the requirements of the Securities Exchange Act of 1934 and the Sarbanes-Oxley Act, we adhere to accounting, internal control and reporting standards that are more rigorous than those typically followed by our non-public competitors.

We invite you to learn more about **SP+** at www.spplus.com.

Accredited Parking Organization

SP Plus Corporation is the first commercial parking operator to be certified by the International Parking Institute (IPI) as an Accredited Parking Organization (APO). We are the first parking operator to achieve Accreditation with Distinction – which represents the top 5% of the industry.



The APO program was established in 2015 to set industry standards that develop, ensure and support a high level of professionalism and competency in parking management. To earn the APO designation, an organization must demonstrate its commitment to ongoing evaluation and improvement of program outcomes throughout its operations.

The APO benefit to the County of Broward is the confidence and peace of mind that you have an operating partner who has demonstrated against a high standard that it has the right approach, mindset, and ability to perform at a high level and represent your organization professionally.

SP+ Municipal Services

SP+ Municipal Services, a division of SP Plus Corporation, offers a wide-array of parking management services backed by the collective capabilities we employ in operating approximately 3,400 parking facilities in over 350 cities throughout the United States and Canada, and collecting over \$4 billion in annual gross receipts.

We manage parking (on and off-street), meter management and enforcement operations, provide maintenance services, and operate shuttle bus and ground transportation operations serving airports and institutions throughout the United States and Canada.

A major focus of our company is the provision of parking management services to municipalities, institutions, and governmental agencies, and with over 200 such organizations as our clients, we are the most experienced municipal parking managers in the country. We have a dedicated Municipal On and Off-Street team that specializes in municipal parking operations.

Municipal Parking Operations

SP+ operates well over 100 publicly owned parking operations across North America including on-street and off-street facilities owned by municipalities, counties, improvement districts, transit districts, port authorities, public universities, airport boards, state governments and federal governments (both U.S. and Canada). Please see our references below.

Client Name: **City of Miami Beach Parking Facilities – Miami Beach, Florida**
Project Description: **SP+** provides parking management for multiple parking garages and surface lots totaling over 8,000 off-street parking spaces serving the entertainment areas and beaches throughout the city.

Service Dates: 2001 – Present
Staff Assigned: 80 – 110 (depending on events)
Hours of Operation: Operating Hours Vary
Annual Revenue: \$20 Million
Client Contact: Saul Frances, Parking Department Director
(305) 673-7505
saulfrances@miamibeachfl.gov

Client Name: **City of Richmond Parking System - Richmond, Virginia**
Project Description: **SP+** provides parking management for seventeen (17) city-owned parking facilities totaling 6,004 off-street parking spaces including facilities serving the 258,000-square-foot Richmond Convention Center, the 13,500 seat Richmond Coliseum and the Landmark Theatre. **SP+** also provides enforcement, of 1,500 paid and 5,000 time limited on-street parking spaces.

Service Dates: 2012 – Present
Staff Assigned: 89
Hours of Operation: Operating Hours Vary
Annual Revenue: \$26 Million
Client Contact: Lynne Lancaster, Interim Deputy Director of General Services
(804) 646-6006
lynne.lancaster@richmondgov.com

Client Name: **City of Annapolis Parking System - Annapolis, Maryland**
Project Description: **SP+** and the City of Annapolis entered into a 10-year contract which began operation on March 1, 2016. **SP+** is responsible for providing turnkey parking management and shuttle services for the City of Annapolis. The program consists of 1,400 off-street spaces and over 500 on-street parking spaces. Our team also provides parking enforcement services for the City expansive residential parking program through the use of license plate recognition technology.

Service Dates: 2016 – Present
Staff Assigned: 31
Hours of Operation: Operating Hours Vary
Client Contact: Rick Gordon, Director of Transportation
(410) 263-7964
rickgordon@annapolis.gov

Client Name: **City of Oakland Parking Facilities - Oakland, California**
Project Description: **SP+ (under the operating name of Oakland Parking Partners) provides parking management services for eight (8) garages and eight (8) surface lots totaling 4,068 parking spaces.**
Service Dates: **2014 – Present**
Staff Assigned: **22**
Hours of Operation: **Operating Hours Vary**
Annual Revenue: **\$3 Million**
Client Contact: **Michael Ford, Manager
(510) 238-7670
mford@oaklandnet.com**

Client Name: **City and County of Denver Parking Facilities – Denver, Colorado**
Project Description: **SP+ provides parking management services for the Denver Performing Arts Complex Garage, the Denver Justice Center Garage, and the Cultural Center Garage totaling 3,311 parking spaces. These busy facilities serve city/county government offices, the county courthouse and jail and arts/entertainment venues.**
Service Dates: **2009 – Present**
Staff Assigned: **10 (Extra staff added for events)**
Hours of Operation: **Operating Hours Vary**
Annual Revenue: **\$10 Million**
Client Contact: **Wady Burgos, Program Administrator
(720) 913-1790
wady.burgos@denvergov.org**

In addition to the above highlighted municipal operations, **SP+** also manages the following municipal and government-owned operations (on-street, off-street, or both) across North America.

Arizona

- ⊕ State of Arizona (Phoenix) – Off-Street

California

- ⊕ City of Anaheim – Off-Street
- ⊕ City of Antioch – On-Street
- ⊕ City of Fremont – Off-Street (Centerville Train Depot)
- ⊕ City of Fresno – Off-Street
- ⊕ City of Fullerton – Off-Street
- ⊕ City of Glendale – On-Street
- ⊕ City of Los Angeles – On-Street & Off-Street
- ⊕ City of Mountain View – Off-Street (Event Only)
- ⊕ City of Oakland – Off-Street
- ⊕ City of Palo Alto – On-Line Marketing
- ⊕ City of Sacramento – Off-Street
- ⊕ City of San Jose – Off-Street

- ⊕ City of San Leandro – On-Street
- ⊕ City of San Mateo – On-Street & Off-Street
- ⊕ City of Santa Monica – Off-Street
- ⊕ City of South San Francisco – Interactive Marketing Services
- ⊕ City of Stockton – On-Street & Off Street
- ⊕ City of Vallejo – On-Street Enforcement
- ⊕ Alameda – Contra Costa Transit District – Off-Street
- ⊕ Los Angeles Metropolitan Transportation Authority (METRO) – Enforcement
- ⊕ Port of San Francisco (San Francisco) – Off-Street
- ⊕ San Francisco Municipal Transit Authority (SFMTA) (San Francisco) – Off-Street
- ⊕ San Francisco Unified School District (San Francisco) – Off-Street
- ⊕ Santa Clara Valley Transportation Authority (San Jose) – Off-Street
- ⊕ Solano County Transit (SolTrans) (Vallejo) – Off-Street

Colorado

- ⊕ City of Aurora - On-Street & Off-Street
- ⊕ City and County of Denver – Off-Street
- ⊕ City of Colorado Springs – Off-Street
- ⊕ City of Manitou Springs – On-Street & Off-Street
- ⊕ City of Westminster – Off-Street
- ⊕ Regional Transportation District (RTD) (Denver) – Off-Street

Connecticut

- ⊕ Town of Greenwich - On-Street & Off-Street

Florida

- ⊕ Broward County (Fort Lauderdale) - Off-Street
- ⊕ City of Jacksonville Beach – Off Street
- ⊕ City of Miami Beach – Off-Street
- ⊕ City of Saint Petersburg – Off-Street
- ⊕ City of Tampa – On-Street (maintenance only)
- ⊕ Lee County – Off Street
- ⊕ Miami Parking Authority – Off-Street
- ⊕ Port Everglades (Fort Lauderdale) – Off-Street

Georgia

- ⊕ City of Atlanta – On-Street
- ⊕ City of Decatur – On Street Enforcement & Off-Street

Illinois

- ⊕ Chicago Park District Parking System (Chicago) – On-Street & Off-Street
- ⊕ Chicago Transit Authority (CTA) (Chicago) – Off-Street
- ⊕ City of Evanston – On-Street
- ⊕ Village of Oak Park – Off Street
- ⊕ Cook County (Chicago) – Off Street
- ⊕ Metropolitan Rail Corporation (METRA) (Chicago) – Off-Street

Louisiana

- ⊕ City of Gretna – On-Street
- ⊕ City of New Orleans – On-Street
- ⊕ Port of New Orleans (New Orleans) – Off-Street

Maryland

- ⊕ City of Annapolis – On-Street & Off-Street
- ⊕ Howard County (Ellicott City) – On-Street
- ⊕ Maryland Stadium Authority (Baltimore) - Off-Street
- ⊕ Parking Authority of Baltimore City (Baltimore) – Off-Street

Massachusetts

- ⊕ City of Attleboro – On-Street & Off-Street
- ⊕ Greater Attleboro-Taunton Regional Transit Authority (GATRA) (Attleboro) – Off-Street
- ⊕ Malden Redevelopment Authority (Malden) – Off-Street
- ⊕ Massachusetts Bay Transportation Authority – Off-Street
- ⊕ Massachusetts Port Authority (Massport) (Boston) – Off-Street
- ⊕ City of Chelsea – On Street

Michigan

- ⊕ City of Birmingham – Off-Street
- ⊕ Main Street Pontiac (Pontiac) – On Street & Off-Street

Minnesota

- ⊕ City of St. Paul – Off-Street

Mississippi

- ⊕ City of Jackson – Off-Street

Missouri

- ⊕ City of Kansas City – Off-Street

Montana

- ⊕ City of Great Falls – On-Street & Off-Street

New Jersey

- ⊕ Camden County Improvement Authority (Camden) – Off-Street
- ⊕ City of Bloomfield – On-Street & Off-Street
- ⊕ New Jersey Casino Reinvestment Development Authority (Atlantic City) – Off-Street
- ⊕ New Jersey Liberty State Park (Jersey City) – Off Street
- ⊕ New Jersey Transit Authority – Off-Street

New Mexico

- ⊕ State of New Mexico (Albuquerque) – Off-Street

North Carolina

- ⊕ City of Charlotte / Mecklenburg County – Off-Street
- ⊕ Town of Kure Beach – Off-Street
- ⊕ Town of North Topsail Beach – Off-Street

Ohio

- ⊕ Cincinnati Redevelopment Authority – Off-Street
- ⊕ City of Cleveland – Off-Street
- ⊕ City of Grandview Heights – On-Street & Off-Street
- ⊕ Hamilton County Riverfront Complex (Cincinnati) – Off-Street
- ⊕ Port Authority of Cincinnati – Off-Street

Oklahoma

- ⊕ Tulsa Parking Authority – Off-Street

Oregon

- ⊕ City of Portland – Off-Street

Pennsylvania

- ⊕ AMTRAK (Philadelphia) – Off-Street
- ⊕ City of Harrisburg – On-Street & Off-Street
- ⊕ City of Philadelphia – Off-Street
- ⊕ Montgomery County (Norristown) – Off-Street

South Carolina

- ⊕ City of Beaufort – On-Street & Off-Street
- ⊕ US General Services Administration (Columbia) – Off-Street

Tennessee

- ⊕ City of Nashville – Off-Street

Texas

- ⊕ City of Dallas – On-Street & Off-Street
- ⊕ City of Fort Worth – Off-Street
- ⊕ Fort Worth Transportation Authority – Off-Street
- ⊕ Tarrant County (Fort Worth) – Off Street
- ⊕ Texas Department of Transportation – Toll Monitoring & Courtesy Patrol
- ⊕ US Postal Service (Fort Worth) – Off-Street

Virginia

- ⊕ City of Hampton – Off-Street
- ⊕ City of Richmond – On-Street & Off-Street

Washington

- ⊕ City of Seattle – Off-Street
- ⊕ City of Vancouver Park 'N Go Garage – Off-Street
- ⊕ King County (Seattle) – Off-Street

Wisconsin

- ⊕ Milwaukee County (Milwaukee) – Off-Street
- ⊕ State of Wisconsin (Madison) – Off-Street

b. References Facilities

For each of the facilities referenced provide the numbers of: entry and exit points, automated and staffed pay stations, automated vehicles tolling lanes, and total transactions. Describe the parking access and revenue control equipment hardware and the software system used at each facility.

City of Miami Beach	
Years of Experience	15 years of experience
Number of Garages	11 Garages
Number of Spaces	8,250
Number of Employees	60 employees
Number of Pay stations	60 pay stations
Number of Entrances and Exits	27 entrance lanes, 25 exit lanes
Revenue	\$14,000,000 revenue
Number of Transactions	1.2 million transactions
Software and Equipment	Skidata
Additional Information	Car wash and advertisement

Royal Caribbean Cruise Lines (Port of Miami)	
Years of Experience	2 years of experience
Number of Spaces	1,100 spaces
Number of Employees	14 employees
Number of Pay stations	8 pay stations
Number of Entrances and Exits	3 entrances and 2 exits
Revenue	\$5,300,000+ revenue
Number of Transactions	72,000 transactions
Software and Equipment	24/7 operation using Flash valet

Brickell City Center	
Years of Experience	5 years of experience
Number of Valet Operations	4 valet operations
Number of Spaces	2,190 spaces
Number of Employees	24/7 operation with 55 full time employees
Number of Pay stations	13 pay stations
Number of Entrances and Exits	13 entrances and 12 exits
Revenue	\$6,400,000+ revenue
Number of Transactions	\$780,000 transactions
Software and Equipment	Amano McGann (commercial) Flash Valet (valet operation) CVPS (residential operation)
Additional Information	Car wash



4

Shuttle Bus

4. Shuttle Bus

a. Shuttle Bus Fleet

Describe what your fleet of Mini and Mid-Size shuttle buses will consist of and how you will maintain the fleet to meet the requirements as described in the Scope of Work. Describe the Motor Coach that will be used for Port tours and special events.

Fort Lauderdale Transportation

During the term of this Agreement, Fort Lauderdale Transportation, Inc. shall be responsible for providing and managing a readily available shuttle bus fleet to meet the scheduling requirements of the Port, during the cruise season, starting the month of October through May and continue as required by Port during the off season, June through September.

Fort Lauderdale Transportation, Inc. understands that throughout the year they may be required to provide shuttle services for tours and special events and that it is required to maintain a readily available fleet of shuttle buses.

Our fleet will consist of sixteen mini-buses (14 to 17-passengers), five of which are wheelchair accessible and mid-size mini-coaches (23 to 30-passengers) with rear luggage storage.

In the event Motorcoaches are required with a capacity of 40 to 55-passengers, Fort Lauderdale Transportation, Inc. will make the necessary arrangements to procure this vehicle type.

14 Passenger to 17 Passenger Example
Wheelchair Accessible



23 to 30 Passenger Example



40-55 Passenger Example



Fort Lauderdale Transportation has been providing this shuttle service since early 2001 and for the past 19 years has learned the needs of the port and the passengers who depend on this shuttle to get them where they need to go and for the cruise passenger shuttles specifically, that baggage handling assistance is required. Shuttle bus services for non-cruise passengers will not require baggage handling.



5

Location

RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)

The completed and signed form and supporting information (if applicable, for Joint Ventures) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting information may affect the Vendor's evaluation. Provided information is subject to verification by the County.

A Vendor's principal place of business location (also known as the nerve center) within Broward County is considered in accordance with Evaluation Criteria. The County's definition of a principal place of business is:

1. As defined by the Broward County Local Preference Ordinance, "Principal place of business means the nerve center or center of overall direction, control and coordination of the activities of the bidder [Vendor]. If the bidder has only one (1) business location, such business location shall be considered its principal place of business."
2. A principal place of business refers to the place where a corporation's officers direct, control, and coordinate the corporation's day-to-day activities. It is the corporation's 'nerve center' and in practice it should normally be the place where the corporation maintains its headquarters; provided that the headquarters is the actual center of direction, control, and coordination, i.e., the 'nerve center', and not simply an office where the corporation holds its board meetings (for example, attended by directors and officers who have traveled there for the occasion).

The Vendor's principal place of business in Broward County shall be the Vendor's "Principal Address" indicated with the Florida Department of State Division of Corporations, for at least six months prior to the solicitation's due date.

Check one of the following:

The Vendor certifies that it has a principal place of business location (also known as the nerve center) within Broward County, as documented in Florida Department of State Division of Corporations (Sunbiz), and attests to the following statements:

1. Vendor's address listed in its submittal is its principal place of business as defined by Broward County;
2. Vendor's "Principal Address" listed with the Florida Department of State Division of Corporations is the same as the address listed in its submittal and the address was listed for at least six months prior to the solicitation's opening date. A copy of Florida Department of State Division of Corporations (Sunbiz) is attached as verification.
3. Vendor must be located at the listed "nerve center" address ("Principal Address") for at least six (6) months prior to the solicitation's opening date;
4. Vendor has not merged with another firm within the last six months that is not headquartered in Broward County and is not a wholly owned subsidiary or a holding company of another firm that is not headquartered in Broward County;
5. If awarded a contract, it is the intent of the Vendor to remain at the referenced address for the duration of the contract term, including any renewals, extensions or any approved interim contracts for the services provided under this contract; and
6. The Vendor understands that if after contract award, the County learns that the attestation

was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis exercise any contractual right to terminate the contract. Further any misleading, inaccurate, false information or documentation submitted by any party affiliated with this procurement may result in suspension and/or debarment from doing business with Broward County as outlined in the Broward County Procurement Code, Section 21.119.

If the Vendor is submitting a response as a Joint Venture, the following information is required to be submitted:

- a. Name of the Joint Venture Partnership
- b. Percentage of Equity for all Joint Venture Partners
- c. A copy of the executed Agreement(s) between the Joint Venture Partners

[SP Plus Corporation](#)

Vendor does not have a principal place of business location (also known as the nerve center) in Broward County.

[USA Parking Office](#)

1330 SE 4th Ave, Suite D,
Fort Lauderdale, FL 33316

Vendor Information:

Vendor Name:

[Chester Escobar](#)

[Vice President](#)

[SP Plus Corporation](#)

August 7, 2019

Vendor's address listed in its submittal is:

5

6

The signature below must be by an individual authorized to bind the Vendor. The signature below is an attestation that all information listed above and provided to Broward County is true and accurate.

Authorized
Signature/Name

Title

Vendor Name

Date

+ integrity + technology + innovation + initiative + knowledge + creativity

SP+



Chester Escobar
Vice President, S. Florida & Puerto Rico
444 Brickell Ave., Suite 200
Miami, FL 33131
Phone: (305) 372-5151 ext. 106
Email: cescobar@spplus.com

INNOVATION IN OPERATION®

www.spplus.com

Price shall be inclusive of Living Wage Ordinance requirements, annually adjusted.

	Annual Total Year 1	Annual Total Year 2	Annual Total Year 3
MANAGEMENT FEE:			
Midport Garage Annual Management Fee:	\$32,400.00	\$32,400.00	\$32,400.00
PAYROLL EXPENSES:			
Salaries & Wages Fringe Benefits: Wages for employees, including management	\$222,198.00	\$228,863.94	\$235,729.86
Payroll Taxes: Wage Taxes	\$17,471.60	\$17,995.75	\$18,535.62
Workers Compensation: Workers Compensation Insurance	\$6,278.80	\$6,467.16	\$6,661.18
Total Annual Payroll Expenses:	\$ 245,948.40	\$ 253,326.85	\$ 260,926.66
OTHER EXPENSES:			
Audit Fees: On-site external audit, as well as an audit of corporate and office records.	\$4,000.00	\$4,120.00	\$4,243.60
Personnel Record Checks: Pre-employment criminal background check	\$2,216.80	\$2,283.30	\$2,351.80
Contract Labor: Yearly garage pressure cleaning and striping		\$0.00	\$0.00
Contract Cleaning: Daily garage cleaning	\$87,240.00	\$89,857.20	\$92,552.92
Armored Car Services: Collection of daily revenues	\$6,384.00	\$6,575.52	\$6,772.79
Patron Car Damage: Deductible and voluntary settlement of patrons' claim for vehicle damage or loss of contents	\$1,320.00	\$1,359.60	\$1,400.39
Signage: Special events signage, sandwich board signage, directional services, etc.	\$600.00	\$618.00	\$636.54
Towing: Tow a vehicle or tow to relocate vehicle		\$0.00	\$0.00
Postage: Postage stamp and packages	\$60.00	\$61.80	\$63.65
Equipment Rental-Golf Carts: Golf cart rentals and maintenance	\$9,000.00	\$9,270.00	\$9,548.10
General Liability Insurance: Insurance (per agreement insurance requirements)	\$23,237.00	\$23,934.11	\$24,652.13
Printing/Ticket Stock: Yearly expense to purchase spitter tickets	\$3,000.00	\$3,090.00	\$3,182.70
Licenses & Fees: city of jurisdiction Occupational License for project specific location only	\$201.00	\$207.03	\$213.24
Office Supplies: Including but not limited to water, paper, ink cartridges, etc.	\$6,000.00	\$6,180.00	\$6,365.40
Cost of Fuel/Service: Fuel for Broward County vehicle	\$500.00	\$515.00	\$530.45
Operating Supplies: Janitorial supplies, unexpected issues, etc.	\$20,000.00	\$20,600.00	\$21,218.00
Wearing Apparel: Uniforms for all employees and accessories	\$600.00	\$618.00	\$636.54
Contingency for Other Operating Costs & Expenses: Funds available for unforeseen conditions, emergency situations, etc. (5% of Annual Operating Expense Budget)	\$90,090.00	\$92,792.70	\$95,576.48
Total Annual Other Expenses:	\$ 254,448.80	\$ 262,082.26	\$ 269,944.73
TOTAL OVERALL ANNUAL OPERATING EXPENSE BUDGET:	\$ 532,797.20	\$ 547,809.12	\$ 563,271.39

Price shall be inclusive of Living Wage Ordinance requirements, annually adjusted.

	Annual Total Year 1	Annual Total Year 2	Annual Total Year 3
MANAGEMENT FEE:			
Northport Garage Annual Management Fee:	\$24,300.00		
PAYROLL EXPENSES:			
Salaries & Wages Fringe Benefits: Wages for employees, including management	\$165,229.00		
Payroll Taxes: Wage Taxes	\$13,103.70		
Workers Compensation: Workers Compensation Insurance	\$4,709.00		
Total Annual Payroll Expenses:	\$ 183,041.70		
OTHER EXPENSES:			
Audit Fees: On-site external audit, as well as an audit of corporate and office records.	\$3,000.00		
Personnel Record Checks: Pre-employment criminal background check	\$1,662.00		
Contract Labor: Yearly garage pressure cleaning and striping			
Contract Cleaning: Daily garage cleaning	\$65,430.00		
Armored Car Services: Collection of daily revenues	\$4,500.00		
Patron Car Damage: Deductable and voluntary settlement of patrons' claim for vehicle damage or loss of contents	\$990.00		
Signage: Special events signage, sandwich board signage, directional services, etc.			
Towing: Tow a vehicle or tow to relocate vehicle			
Postage: Postage stamp and packages			
Equipment Rental-Golf Carts: Golf cart rentals and maintenance	\$9,000.00		
General Liability Insurance: Insurance (per agreement insurance requirements)	\$17,428.00		
Printing/Ticket Stock: Yearly expense to purchase spitter tickets	\$3,000.00		
Licenses & Fees: city of jurisdiction Occupational License for project specific location only	\$100.00		
Office Supplies: Including but not limited to water, paper, ink cartridges, etc.	\$6,000.00		
Cost of Fuel/Service: Fuel for Broward County vehicle	\$500.00		
Operating Supplies: Janitorial supplies, unexpected issues, etc.	\$10,000.00		
Wearing Apparel: Uniforms for all employees and accessories	\$300.00		
Contingency for Other Operating Costs & Expenses: Funds available for unforeseen conditions, emergency situations, etc. (5% of Annual Operating Expense Budget)	\$67,567.00		
Total Annual Other Expenses:	\$ 189,477.00		
TOTAL OVERALL ANNUAL OPERATING EXPENSE BUDGET:	\$ 396,818.70	\$ -	\$ -

Price shall be inclusive of Living Wage Ordinance requirements, annually adjusted.

	Annual Total Year 1	Annual Total Year 2	Annual Total Year 3
MANAGEMENT FEE:			
Surface Lot 18 Annual Management Fee:	\$12,150.00	\$12,150.00	\$12,150.00
PAYROLL EXPENSES:			
Salaries & Wages Fringe Benefits: Wages for employees, including management	\$82,614.00	\$85,092.42	\$87,645.19
Payroll Taxes: Wage Taxes	\$6,551.00	\$6,747.53	\$6,949.96
Workers Compensation: Workers Compensation Insurance	\$2,354.55	\$2,425.19	\$2,497.94
Total Annual Payroll Expenses:	\$ 91,519.55	\$ 94,265.14	\$ 97,093.09
OTHER EXPENSES:			
Audit Fees: On-site external audit, as well as an audit of corporate and office records.	\$1,500.00	\$1,545.00	\$1,591.35
Personnel Record Checks: Pre-employment criminal background check	\$831.30	\$856.24	\$881.93
Contract Labor: Yearly garage pressure cleaning and striping	\$0.00	\$0.00	\$0.00
Contract Cleaning: Daily garage cleaning	\$32,715.00	\$33,696.45	\$34,707.34
Armored Car Services: Collection of daily revenues	\$0.00	\$0.00	\$0.00
Patron Car Damage: Deductible and voluntary settlement of patrons' claim for vehicle damage or loss of contents	\$495.00	\$509.85	\$525.15
Signage: Special events signage, sandwich board signage, directional services, etc.	\$0.00	\$0.00	\$0.00
Towing: Tow a vehicle or tow to relocate vehicle	\$0.00	\$0.00	\$0.00
Postage: Postage stamp and packages	\$0.00	\$0.00	\$0.00
Equipment Rental-Golf Carts: Golf cart rentals and maintenance	\$0.00	\$0.00	\$0.00
General Liability Insurance: Insurance (per agreement insurance requirements)	\$8,714.00	\$8,975.42	\$9,244.68
Printing/Ticket Stock: Yearly expense to purchase spitter tickets	\$1,000.00	\$1,030.00	\$1,060.90
Licenses & Fees: city of jurisdiction Occupational License for project specific location only	\$0.00	\$0.00	\$0.00
Office Supplies: Including but not limited to water, paper, ink cartridges, etc.	\$1,200.00	\$1,236.00	\$1,273.08
Cost of Fuel/Service: Fuel for Broward County vehicle	\$500.00	\$515.00	\$530.45
Operating Supplies: Janitorial supplies, unexpected issues, etc.	\$1,500.00	\$1,545.00	\$1,591.35
Wearing Apparel: Uniforms for all employees and accessories	\$200.00	\$206.00	\$212.18
Contingency for Other Operating Costs & Expenses: Funds available for unforeseen conditions, emergency situations, etc. (5% of Annual Operating Expense Budget)	\$33,783.00	\$34,796.49	\$35,840.38
Total Annual Other Expenses:	\$ 82,438.30	\$ 84,911.45	\$ 87,458.79
TOTAL ANNUAL OPERATING EXPENSE BUDGET:	\$ 186,107.85	\$ 191,326.59	\$ 196,701.88

Price shall be inclusive of Living Wage Ordinance requirements, annually adjusted.

	Annual Total Year 1	Annual Total Year 2	Annual Total Year 3
MANAGEMENT FEE:			
Surface Lot 19 Annual Management Fee:	\$10,500.00	\$10,500.00	\$10,500.00
PAYROLL EXPENSES:			
Salaries & Wages Fringe Benefits: Wages for employees, including management	\$82,614.00	\$85,092.42	\$87,645.19
Payroll Taxes: Wage Taxes	\$6,551.00	\$6,747.53	\$6,949.96
Workers Compensation: Workers Compensation Insurance	\$2,354.55	\$2,425.19	\$2,497.94
Total Annual Payroll Expenses:	\$ 91,519.55	\$ 94,265.14	\$ 97,093.09
OTHER EXPENSES:			
Audit Fees: On-site external audit, as well as an audit of corporate and office records.	\$1,500.00	\$1,545.00	\$1,591.35
Personnel Record Checks: Pre-employment criminal background check	\$831.30	\$856.24	\$881.93
Contract Labor: Yearly garage pressure cleaning and striping		\$0.00	\$0.00
Contract Cleaning: Daily garage cleaning	\$32,715.00	\$33,696.45	\$34,707.34
Armored Car Services: Collection of daily revenues		\$0.00	\$0.00
Patron Car Damage: Deductible and voluntary settlement of patrons' claim for vehicle damage or loss of contents	\$495.00	\$509.85	\$525.15
Signage: Special events signage, sandwich board signage, directional services, etc.		\$0.00	\$0.00
Towing: Tow a vehicle or tow to relocate vehicle		\$0.00	\$0.00
Postage: Postage stamp and packages		\$0.00	\$0.00
Equipment Rental-Golf Carts: Golf cart rentals and maintenance		\$0.00	\$0.00
General Liability Insurance: Insurance (per agreement insurance requirements)	\$8,714.00	\$8,975.42	\$9,244.68
Printing/Ticket Stock: Yearly expense to purchase spitter tickets	\$1,000.00	\$1,030.00	\$1,060.90
Licenses & Fees: city of jurisdiction Occupational License for project specific location only		\$0.00	\$0.00
Office Supplies: Including but not limited to water, paper, ink cartridges, etc.	\$1,200.00	\$1,236.00	\$1,273.08
Cost of Fuel/Service: Fuel for Broward County vehicle	\$500.00	\$515.00	\$530.45
Operating Supplies: Janitorial supplies, unexpected issues, etc.	\$1,500.00	\$1,545.00	\$1,591.35
Wearing Apparel: Uniforms for all employees and accessories	\$200.00	\$206.00	\$212.18
Contingency for Other Operating Costs & Expenses: Funds available for unforeseen conditions, emergency situations, etc. (5% of Annual Operating Expense Budget)	\$33,783.00	\$34,796.49	\$35,840.38
Total Annual Other Expenses:	\$ 82,438.30	\$ 84,911.45	\$ 87,458.79
TOTAL ANNUAL OPERATING EXPENSE BUDGET:	\$ 184,457.85	\$ 189,676.59	\$ 195,051.88

Price shall be inclusive of Living Wage Ordinance requirements, annually adjusted.

	Annual Total Year 1	Annual Total Year 2	Annual Total Year 3
MANAGEMENT FEE:			
T2/T4 Garage (Under Construction) Annual Management Fee:		\$24,300.00	\$24,300.00
PAYROLL EXPENSES:			
Salaries & Wages Fringe Benefits: Wages for employees, including management		\$170,185.87	\$175,291.45
Payroll Taxes: Wage Taxes		\$13,496.81	\$13,901.72
Workers Compensation: Workers Compensation Insurance		\$4,850.27	\$4,995.78
Total Annual Payroll Expenses:	\$ -	\$ 188,532.95	\$ 194,188.94
OTHER EXPENSES:			
Audit Fees: On-site external audit, as well as an audit of corporate and office records.		\$3,090.00	\$3,182.70
Personnel Record Checks: Pre-employment criminal background check		\$1,711.86	\$1,763.22
Contract Labor: Yearly garage pressure cleaning and striping		\$0.00	\$0.00
Contract Cleaning: Daily garage cleaning		\$67,392.90	\$69,414.69
Armored Car Services: Collection of daily revenues		\$4,635.00	\$4,774.05
Patron Car Damage: Deductible and voluntary settlement of patrons' claim for vehicle damage or loss of contents		\$1,019.70	\$1,050.29
Signage: Special events signage, sandwich board signage, directional services, etc.		\$0.00	\$0.00
Towing: Tow a vehicle or tow to relocate vehicle		\$0.00	\$0.00
Postage: Postage stamp and packages		\$0.00	\$0.00
Equipment Rental-Golf Carts: Golf cart rentals and maintenance		\$9,270.00	\$9,548.10
General Liability Insurance: Insurance (per agreement insurance requirements)		\$17,950.84	\$18,489.37
Printing/Ticket Stock: Yearly expense to purchase spitter tickets		\$3,090.00	\$3,182.70
Licenses & Fees: city of jurisdiction Occupational License for project specific location only		\$103.00	\$106.09
Office Supplies: Including but not limited to water, paper, ink cartridges, etc.		\$6,180.00	\$6,365.40
Cost of Fuel/Service: Fuel for Broward County vehicle		\$515.00	\$530.45
Operating Supplies: Janitorial supplies, unexpected issues, etc.		\$10,300.00	\$10,609.00
Wearing Apparel: Uniforms for all employees and accessories		\$309.00	\$318.27
Contingency for Other Operating Costs & Expenses: Funds available for unforeseen conditions, emergency situations, etc. (5% of Annual Operating Expense Budget)		\$69,594.01	\$71,681.83
Total Annual Other Expenses:	\$ -	\$ 195,161.31	\$ 201,016.15
TOTAL ANNUAL OPERATING EXPENSE BUDGET:	\$ -	\$ 407,994.26	\$ 419,505.09

\$ 1,300,181.60 \$ 1,336,806.55 \$ 1,374,530.24

Supplier: SP Plus Corporation

Standard Instructions to Vendors

Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Vendors are instructed to read and follow the instructions carefully, as any misinterpretation or failure to comply with instructions may lead to a Vendor's submittal being rejected.

Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync. Refer to the Purchasing Division website or contact BidSync for submittal instructions.

A. Responsiveness Criteria:

In accordance with Broward County Procurement Code Section 21.8.b.65, a Responsive Bidder [Vendor] means a person who has submitted a proposal which conforms in all material respects to a solicitation. The solicitation submittal of a responsive Vendor must be submitted on the required forms, which contain all required information, signatures, notarizations, insurance, bonding, security, or other mandated requirements required by the solicitation documents to be submitted at the time of proposal opening.

Failure to provide the information required below at the time of submittal opening may result in a recommendation Vendor is non-responsive by the Director of Purchasing. The Selection or Evaluation Committee will determine whether the firm is responsive to the requirements specified herein. The County reserves the right to waive minor technicalities or irregularities as is in the best interest of the County in accordance with Section 21.30.f.1(c) of the Broward County Procurement Code.

Below are standard responsiveness criteria; refer to **Special Instructions to Vendors**, for Additional Responsiveness Criteria requirement(s).

1. Lobbyist Registration Requirement Certification

Refer to **Lobbyist Registration Requirement Certification**. The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

2. Addenda

The County reserves the right to amend this solicitation prior to the due date. Any change(s) to this solicitation will be conveyed through the written addenda process. Only written addenda will be binding. If a "must" addendum is issued, Vendor must follow instructions and submit required information, forms, or acknowledge addendum, as instructed therein. It is the responsibility of all potential Vendors to monitor the solicitation for any changing information, prior to submitting their response.

B. Responsibility Criteria:

Definition of a Responsible Vendor: In accordance with Section 21.8.b.64 of the Broward County Procurement Code, a Responsible Vendor means a Vendor who has the capability in all respects to perform the contract requirements, and the integrity and reliability which will assure good faith performance.

The Selection or Evaluation Committee will recommend to the awarding authority a determination of

a Vendor's responsibility. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award.

Failure to provide any of this required information and in the manner required may result in a recommendation by the Director of Purchasing that the Vendor is non-responsive.

Below are standard responsibility criteria; refer to **Special Instructions to Vendors**, for Additional Responsibility Criteria requirement(s).

1. Litigation History

- a. All Vendors are required to disclose to the County all "material" cases filed, pending, or resolved during the last three (3) years prior to the solicitation response due date, whether such cases were brought by or against the Vendor, any parent or subsidiary of the Vendor, or any predecessor organization. Additionally, all Vendors are required to disclose to the County all "material" cases filed, pending, or resolved against any principal of Vendor, regardless of whether the principal was associated with Vendor at the time of the "material" cases against the principal, during the last three (3) years prior to the solicitation response. A case is considered to be "material" if it relates, in whole or in part, to any of the following:
 - i. A similar type of work that the vendor is seeking to perform for the County under the current solicitation;
 - ii. An allegation of fraud, negligence, error or omissions, or malpractice against the vendor or any of its principals or agents who would be performing work under the current solicitation;
 - iii. A vendor's default, termination, suspension, failure to perform, or improper performance in connection with any contract;
 - iv. The financial condition of the vendor, including any bankruptcy petition (voluntary and involuntary) or receivership; or
 - v. A criminal proceeding or hearing concerning business-related offenses in which the vendor or its principals (including officers) were/are defendants.
- b. For each material case, the Vendor is required to provide all information identified in the **Litigation History Form**. Additionally, the Vendor shall provide a copy of any judgment or settlement of any material case during the last three (3) years prior to the solicitation response. Redactions of any confidential portions of the settlement agreement are only permitted upon a certification by Vendor that all redactions are required under the express terms of a pre-existing confidentiality agreement or provision.
- c. The County will consider a Vendor's litigation history information in its review and determination of responsibility.
- d. If the Vendor is a joint venture, the information provided should encompass the joint venture and each of the entities forming the joint venture.
- e. A vendor is required to disclose to the County any and all cases(s) that exist between the County and any of the Vendor's subcontractors/subconsultants proposed to work on this project during the last five (5) years prior to the solicitation response.
- f. Failure to disclose any material case, including all requested information in connection with each such case, as well as failure to disclose the Vendor's subcontractors/subconsultants litigation history against the County, may result in the Vendor being deemed non-responsive.

2. Financial Information

- a. All Vendors are required to provide the Vendor's financial statements at the time of submittal

in order to demonstrate the Vendor's financial capabilities.

b. Each Vendor shall submit its most recent two years of financial statements for review. The financial statements are not required to be audited financial statements. The annual financial statements will be in the form of:

- i. Balance sheets, income statements and annual reports; or
- ii. Tax returns; or
- iii. SEC filings.

If tax returns are submitted, ensure it does not include any personal information (as defined under Florida Statutes Section 501.171, Florida Statutes), such as social security numbers, bank account or credit card numbers, or any personal pin numbers. If any personal information data is part of financial statements, redact information prior to submitting a response the County.

c. If a Vendor has been in business for less than the number of years of required financial statements, then the Vendor must disclose all years that the Vendor has been in business, including any partial year-to-date financial statements.

d. The County may consider the unavailability of the most recent year's financial statements and whether the Vendor acted in good faith in disclosing the financial documents in its evaluation.

e. Any claim of confidentiality on financial statements should be asserted at the time of submittal. Refer to **Standard Instructions to Vendors**, Confidential Material/ Public Records and Exemptions for instructions on submitting confidential financial statements. The Vendor's failure to provide the information as instructed may lead to the information becoming public.

f. Although the review of a Vendor's financial information is an issue of responsibility, the failure to either provide the financial documentation or correctly assert a confidentiality claim pursuant the Florida Public Records Law and the solicitation requirements (Confidential Material/ Public Records and Exemptions section) may result in a recommendation of non-responsiveness by the Director of Purchasing.

3. Authority to Conduct Business in Florida

a. A Vendor must have the authority to transact business in the State of Florida and be in good standing with the Florida Secretary of State. For further information, contact the Florida Department of State, Division of Corporations.

b. The County will review the Vendor's business status based on the information provided in response to this solicitation.

c. It is the Vendor's responsibility to comply with all state and local business requirements.

d. Vendor should list its active Florida Department of State Division of Corporations Document Number (or Registration No. for fictitious names) in the **Vendor Questionnaire**, Question No. 10.

e. If a Vendor is an out-of-state or foreign corporation or partnership, the Vendor must obtain the authority to transact business in the State of Florida or show evidence of application for the authority to transact business in the State of Florida, upon request of the County.

f. A Vendor that is not in good standing with the Florida Secretary of State at the time of a

submission to this solicitation may be deemed non-responsible.

- g. If successful in obtaining a contract award under this solicitation, the Vendor must remain in good standing throughout the contractual period of performance.

4. Affiliated Entities of the Principal(s)

- a. All Vendors are required to disclose the names and addresses of "affiliated entities" of the Vendor's principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County. The Vendor is required to provide all information required on the **Affiliated Entities of the Principal(s) Certification Form**.
- b. The County will review all affiliated entities of the Vendor's principal(s) for contract performance evaluations and the compliance history with the County's Small Business Program, including CBE, DBE and SBE goal attainment requirements. "Affiliated entities" of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor's principals in its review and determination of responsibility.

5. Insurance Requirements

The **Insurance Requirement Form** reflects the insurance requirements deemed necessary for this project. It is not necessary to have this level of insurance in effect at the time of submittal, but it is necessary to submit certificates indicating that the Vendor currently carries the insurance or to submit a letter from the carrier indicating it can provide insurance coverages.

C. Additional Information and Certifications

The following forms and supporting information (if applicable) should be returned with Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

1. Vendor Questionnaire

Vendor is required to submit detailed information on their firm. Refer to the **Vendor Questionnaire** and submit as instructed.

2. Standard Certifications

Vendor is required to certify to the below requirements. Refer to the **Standard Certifications** and submit as instructed.

- a. **Cone of Silence Requirement Certification**
- b. **Drug-Free Workplace Certification**
- c. **Non-Collusion Certification**
- d. **Public Entities Crimes Certification**
- e. **Scrutinized Companies List Certification**

3. Subcontractors/Subconsultants/Suppliers Requirement

The Vendor shall submit a listing of all subcontractors, subconsultants, and major material suppliers, if any, and the portion of the contract they will perform. Vendors must follow the instructions included on the **Subcontractors/Subconsultants/Suppliers Information Form** and submit as instructed.

D. Standard Agreement Language Requirements

1. The acceptance of or any exceptions taken to the terms and conditions of the County's Agreement shall be considered a part of a Vendor's submittal and will be considered by the Selection or Evaluation Committee.
2. The applicable Agreement terms and conditions for this solicitation are indicated in the **Special Instructions to Vendors**.
3. Vendors are required to review the applicable terms and conditions and submit the **Agreement Exception Form**. If the **Agreement Exception Form** is not provided with the submittal, it shall be deemed an affirmation by the Vendor that it accepts the Agreement terms and conditions as disclosed in the solicitation.
4. If exceptions are taken, the Vendor must specifically identify each term and condition with which it is taking an exception. Any exception not specifically listed is deemed waived. Simply identifying a section or article number is not sufficient to state an exception. Provide either a redlined version of the specific change(s) or specific proposed alternative language. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.
5. Submission of any exceptions to the Agreement does not denote acceptance by the County. Furthermore, taking exceptions to the County's terms and conditions may be viewed unfavorably by the Selection or Evaluation Committee and ultimately may impact the overall evaluation of a Vendor's submittal.

E. Evaluation Criteria

1. The Selection or Evaluation Committee will evaluate Vendors as per the **Evaluation Criteria**. The County reserves the right to obtain additional information from a Vendor.
2. Vendor has a continuing obligation to inform the County in writing of any material changes to the information it has previously submitted. The County reserves the right to request additional information from Vendor at any time.
3. For Request for Proposals, the following shall apply:
 - a. The Director of Purchasing may recommend to the Evaluation Committee to short list the most qualified firms prior to the Final Evaluation.
 - b. The Evaluation Criteria identifies points available; a total of 100 points is available.
 - c. If the Evaluation Criteria includes a request for pricing, the total points awarded for price is determined by applying the following formula:
$$\text{(Lowest Proposed Price/Vendor's Price)} \times \text{(Maximum Number of Points for Price)} \\ = \text{Price Score}$$
 - d. After completion of scoring, the County may negotiate pricing as in its best interest.
4. For Requests for Letters of Interest or Request for Qualifications, the following shall apply:
 - a. The Selection or Evaluation Committee will create a short list of the most qualified firms.
 - b. The Selection or Evaluation Committee will either:

- i. Rank shortlisted firms; or
- ii. If the solicitation is part of a two-step procurement, shortlisted firms will be requested to submit a response to the Step Two procurement.

F. Demonstrations

If applicable, as indicated in **Special Instructions to Vendors**, Vendors will be required to demonstrate the nature of their offered solution. After receipt of submittals, all Vendors will receive a description of, and arrangements for, the desired demonstration. In accordance with Section 286.0113 of the Florida Statutes and pursuant to the direction of the Broward County Board of Commissioners, demonstrations are closed to only the vendor team and County staff.

G. Presentations

Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) will have an opportunity to make an oral presentation to the Selection or Evaluation Committee on the Vendor's approach to this project and the Vendor's ability to perform. The committee may provide a list of subject matter for the discussion. All Vendor's will have equal time to present but the question-and-answer time may vary. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, presentations during Selection or Evaluation Committee Meetings are closed. Only the Selection or Evaluation Committee members, County staff and the vendor and their team scheduled for that presentation will be present in the Meeting Room during the presentation and subsequent question and answer period.

H. Public Art and Design Program

If indicated in **Special Instructions to Vendors**, Public Art and Design Program, Section 1-88, Broward County Code of Ordinances, applies to this project. It is the intent of the County to functionally integrate art, when applicable, into capital projects and integrate artists' design concepts into this improvement project. The Vendor may be required to collaborate with the artist(s) on design development within the scope of this request. Artist(s) shall be selected by Broward County through an independent process. For additional information, contact the Broward County Cultural Division.

I. Committee Appointment

The Cone of Silence shall be in effect for County staff at the time of the Selection or Evaluation Committee appointment and for County Commissioners and Commission staff at the time of the Shortlist Meeting of the Selection Committee or the Initial Evaluation Meeting of the Evaluation Committee. The committee members appointed for this solicitation are available on the Purchasing Division's website under [Committee Appointment](#).

J. Committee Questions, Request for Clarifications, Additional Information

At any committee meeting, the Selection or Evaluation Committee members may ask questions, request clarification, or require additional information of any Vendor's submittal or proposal. It is highly recommended Vendors attend to answer any committee questions (if requested), including a Vendor representative that has the authority to bind.

Vendor's answers may impact evaluation (and scoring, if applicable). Upon written request to the Purchasing Agent prior to the meeting, a conference call number will be made available for Vendor participation via teleconference. Only Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) are requested to participate in a final (or presentation) Selection or Evaluation committee meeting.

K. Vendor Questions

The County provides a specified time for Vendors to ask questions and seek clarification regarding solicitation requirements. All questions or clarification inquiries must be submitted through BidSync by the date and time referenced in the solicitation document (including any addenda). The County will respond to questions via Bid Sync.

L. Confidential Material/ Public Records and Exemptions

1. Broward County is a public agency subject to Chapter 119, Florida Statutes. Upon receipt, all submittals become "public records" and shall be subject to public disclosure consistent with Chapter 119, Florida Statutes. Submittals may be posted on the County's public website or included in a public records request response, unless there is a declaration of "confidentiality" pursuant to the public records law and in accordance with the procedures in this section.
2. Any confidential material(s) the Vendor asserts is exempt from public disclosure under Florida Statutes must be labeled as "Confidential", and marked with the specific statute and subsection asserting exemption from Public Records.
3. To submit confidential material, three hardcopies must be submitted in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

4. Material will not be treated as confidential if the Vendor does not cite the applicable Florida Statute (s) allowing the document to be treated as confidential.
5. Any materials that the Vendor claims to be confidential and exempt from public records must be marked and separated from the submittal. If the Vendor does not comply with these instructions, the Vendor's claim for confidentiality will be deemed as waived.
6. Submitting confidential material may impact full discussion of your submittal by the Selection or Evaluation Committee because the Committee will be unable to discuss the details contained in the documents cloaked as confidential at the publicly noticed Committee meeting.

M. Copyrighted Materials

Copyrighted material is not exempt from the Public Records Law, Chapter 119, Florida Statutes. Submission of copyrighted material in response to any solicitation will constitute a license and permission for the County to make copies (including electronic copies) as reasonably necessary for the use by County staff and agents, as well as to make the materials available for inspection or production pursuant to Public Records Law, Chapter 119, Florida Statutes.

N. State and Local Preferences

If the solicitation involves a federally funded project where the fund requirements prohibit the use of state and/or local preferences, such preferences contained in the Local Preference Ordinance and Broward County Procurement Code will not be applied in the procurement process.

O. Local Preference

Except where otherwise prohibited by federal or state law or other funding source restrictions, a local Vendor whose submittal is within 5% of the highest total ranked Vendor outside of the preference area will become the Vendor with whom the County will proceed with negotiations for a

final contract. Refer to **Local Vendor Certification Form (Preference and Tiebreaker)** for further information.

P. Tiebreaker Criteria

In accordance with Section 21.31.d of the Broward County Procurement Code, the tiebreaker criteria shall be applied based upon the information provided in the Vendor's response to the solicitation. In order to receive credit for any tiebreaker criterion, complete and accurate information must be contained in the Vendor's submittal.

1. **Local Vendor Certification Form (Preference and Tiebreaker);**
2. **Domestic Partnership Act Certification (Requirement and Tiebreaker);**
3. **Tiebreaker Criteria Form: Volume of Work Over Five Years**

Q. Posting of Solicitation Results and Recommendations

The Broward County Purchasing Division's [website](#) is the location for the County's posting of all solicitations and contract award results. It is the obligation of each Vendor to monitor the website in order to obtain complete and timely information.

R. Review and Evaluation of Responses

A Selection or Evaluation Committee is responsible for recommending the most qualified Vendor(s). The process for this procurement may proceed in the following manner:

1. The Purchasing Division delivers the solicitation submittals to agency staff for summarization for the committee members. Agency staff prepares a report, including a matrix of responses submitted by the Vendors. This may include a technical review, if applicable.
2. Staff identifies any incomplete responses. The Director of Purchasing reviews the information and makes a recommendation to the Selection or Evaluation Committee as to each Vendor's responsiveness to the requirements of the solicitation. The final determination of responsiveness rests solely on the decision of the committee.
3. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award. The awarding authority may consider the following factors, without limitation: debarment or removal from the authorized Vendors list or a final decree, declaration or order by a court or administrative hearing officer or tribunal of competent jurisdiction that the Vendor has breached or failed to perform a contract, claims history of the Vendor, performance history on a County contract(s), an unresolved concern, or any other cause under this code and Florida law for evaluating the responsibility of a Vendor.

S. Vendor Protest

Sections 21.118 and 21.120 of the Broward County Procurement Code set forth procedural requirements that apply if a Vendor intends to protest a solicitation or proposed award of a contract and state in part the following:

1. Any protest concerning the solicitation or other solicitation specifications or requirements must be made and received by the County within seven business days from the posting of the solicitation or addendum on the Purchasing Division's website. Such protest must be made in writing to the Director of Purchasing. Failure to timely protest solicitation specifications or requirements is a waiver of the ability to protest the specifications or requirements.

2. Any protest concerning a solicitation or proposed award above the award authority of the Director of Purchasing, after the RLI or RFP opening, shall be submitted in writing and received by the Director of Purchasing within five business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
3. Any actual or prospective Vendor who has a substantial interest in and is aggrieved in connection with the proposed award of a contract that does not exceed the amount of the award authority of the Director of Purchasing, may protest to the Director of Purchasing. The protest shall be submitted in writing and received within three (3) business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
4. For purposes of this section, a business day is defined as Monday through Friday between 8:30 a.m. and 5:00 p.m. Failure to timely file a protest within the time prescribed for a proposed contract award shall be a waiver of the Vendor's right to protest.
5. As a condition of initiating any protest, the protestor shall present the Director of Purchasing a nonrefundable filing fee in accordance with the table below.

Estimated Contract Amount	Filing Fee
\$30,000 - \$250,000	\$ 500
\$250,001 - \$500,000	\$1,000
\$500,001 - \$5 million	\$3,000
Over \$5 million	5,000

If no contract proposal amount was submitted, the estimated contract amount shall be the County's estimated contract price for the project. The County may accept cash, money order, certified check, or cashier's check, payable to Broward County Board of Commissioners.

T. Right of Appeal

Pursuant to Section 21.83.d of the Broward County Procurement Code, any Vendor that has a substantial interest in the matter and is dissatisfied or aggrieved in connection with the Selection or Evaluation Committee's determination of responsiveness may appeal the determination pursuant to Section 21.120 of the Broward County Procurement Code.

1. The appeal must be in writing and sent to the Director of Purchasing within ten (10) calendar days of the determination by the Selection or Evaluation Committee to be deemed timely.
2. As required by Section 21.120, the appeal must be accompanied by an appeal bond by a Vendor having standing to protest and must comply with all other requirements of this section.
3. The institution and filing of an appeal is an administrative remedy to be employed prior to the institution and filing of any civil action against the County concerning the subject matter of the appeal.

U. Rejection of Responses

The Selection or Evaluation Committee may recommend rejecting all submittals as in the best interests of the County. The rejection shall be made by the Director of Purchasing, except when a solicitation was approved by the Board, in which case the rejection shall be made by the Board.

V. Negotiations

The County intends to conduct the first negotiation meeting no later than two weeks after approval of the final ranking as recommended by the Selection or Evaluation Committee. At least one of the representatives for the Vendor participating in negotiations with the County must be authorized to bind the Vendor. In the event that the negotiations are not successful within a reasonable timeframe (notification will be provided to the Vendor) an impasse will be declared and negotiations with the first-ranked Vendor will cease. Negotiations will begin with the next ranked Vendor, etc. until such time that all requirements of Broward County Procurement Code have been met. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, negotiations resulting from Selection or Evaluation Committee Meetings are closed. Only County staff and the selected vendor and their team will be present during negotiations.

W. Submittal Instructions:

1. Broward County does not require any personal information (as defined under Section 501.171, Florida Statutes), such as social security numbers, driver license numbers, passport, military ID, bank account or credit card numbers, or any personal pin numbers, in order to submit a response for ANY Broward County solicitation. DO NOT INCLUDE any personal information data in any document submitted to the County. If any personal information data is part of a submittal, this information must be redacted prior to submitting a response to the County.
2. **Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync.** It is the Vendor's sole responsibility to assure its response is submitted and received through BidSync by the date and time specified in the solicitation.
3. The County will not consider solicitation responses received by other means. Vendors are encouraged to submit their responses in advance of the due date and time specified in the solicitation document. In the event that the Vendor is having difficulty submitting the solicitation document through Bid Sync, immediately notify the Purchasing Agent and then contact BidSync for technical assistance.
4. Vendor must view, submit, and/or accept each of the documents in BidSync. Web-fillable forms can be filled out and submitted through BidSync.
5. After all documents are viewed, submitted, and/or accepted in BidSync, the Vendor must upload additional information requested by the solicitation (i.e. Evaluation Criteria and Financials Statements) in the Item Response Form in BidSync, under line one (regardless if pricing requested).
6. Vendor should upload responses to Evaluation Criteria in Microsoft Word or Excel format.
7. If the Vendor is declaring any material confidential and exempt from Public Records, refer to Confidential Material/ Public Records and Exemptions for instructions on submitting confidential material.
8. After all files are uploaded, Vendor must submit and **CONFIRM** its offer (by entering password) for offer to be received through BidSync.

9. If a solicitation requires an original Proposal Bond (per Special Instructions to Vendors), Vendor must submit in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

A copy of the Proposal Bond should also be uploaded into Bid Sync; this does not replace the requirement to have an original proposal bond. Vendors must submit the original Proposal Bond, by the solicitation due date and time.

VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Vendor should complete questionnaire and complete and acknowledge the standard certifications and submit with the solicitation response. If not submitted with solicitation response, it must be submitted within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

If a response requires additional information, the Vendor should upload a written detailed response with submittal; each response should be numbered to match the question number. The completed questionnaire and attached responses will become part of the procurement record. It is imperative that the person completing the Vendor Questionnaire be knowledgeable about the proposing Vendor's business and operations.

1. Legal business name:**SP Plus Corporation**
2. Doing Business As/ Fictitious Name (if applicable):**SP+ Municipal Services**
3. Federal Employer I.D. no. (FEIN):**16-1171179**
4. Dun and Bradstreet No.:**02-064-5206**
5. Website address (if applicable): **www.spplus.com**
6. Principal place of business address: **200 E. Randolph St., Suite 7700
Chicago, IL 60601**
7. Office location responsible for this project: **444 Brickell Ave., Suite 200
Miami, FL 33131**
8. Telephone no.:**(305) 372-5151** Fax no.:**(305) 647-2904**
9. Type of business (check appropriate box):
 Corporation (specify the state of incorporation):**Delaware**
 Sole Proprietor
 Limited Liability Company (LLC)
 Limited Partnership
 General Partnership (State and County Filed In)
 Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): **851793**
11. List name and title of each principal, owner, officer, and major shareholder:
 - a) **See attached list of officers and directors**
 - b)
 - c)
 - d)
12. AUTHORIZED CONTACT(S) FOR YOUR FIRM:

Name: **Thomas L. Hagerman**
Title: **Executive Vice President**
E-mail: **thagerman@spplus.com**
Telephone No.: **(614) 805-7289**

Name: **Chester Escobar**
Title: **Vice President**
E-mail: **cescobar@spplus.com**
Telephone No.: **(305) 372-5151**

13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
21. Living Wage solicitations only: In determining what, if any, fiscal impacts(s) are a result of the Ordinance for this solicitation, provide the following for informational purposes only. Response is not considered in determining the award of this contract. Living Wage had an effect on the pricing.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

If yes, Living Wage increased the pricing by 33% or decreased the pricing by %.

Cone of Silence Requirement Certification:

The Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances prohibits certain communications among Vendors, Commissioners, County staff, and Selection or Evaluation Committee members. Identify on a separate sheet any violations of this Ordinance by any members of the responding firm or its joint ventures. After the application of the Cone of Silence, inquiries regarding this solicitation should be directed to the Director of Purchasing or designee. The Cone of Silence terminates when the County Commission or other awarding authority takes action which ends the solicitation.

The Vendor hereby certifies that: (check each box)

- The Vendor has read Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances; and
- The Vendor understands that the Cone of Silence for this competitive solicitation shall be in effect beginning

upon the appointment of the Selection or Evaluation Committee, for communication regarding this solicitation with the County Administrator, Deputy County Administrator, Assistant County Administrators, and Assistants to the County Administrator and their respective support staff or any person, including Evaluation or Selection Committee members, appointed to evaluate or recommend selection in this RFP/RLI process. For Communication with County Commissioners and Commission staff, the Cone of Silence allows communication until the initial Evaluation or Selection Committee Meeting.

The Vendor agrees to comply with the requirements of the Cone of Silence Ordinance.

Drug-Free Workplace Requirements Certification:

Section 21.31.a. of the Broward County Procurement Code requires awards of all competitive solicitations requiring Board award be made only to firms certifying the establishment of a drug free workplace program. The program must consist of:

1. Publishing a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the offeror's workplace, and specifying the actions that will be taken against employees for violations of such prohibition;
2. Establishing a continuing drug-free awareness program to inform its employees about:
 - a. The dangers of drug abuse in the workplace;
 - b. The offeror's policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Giving all employees engaged in performance of the contract a copy of the statement required by subparagraph 1;
4. Notifying all employees, in writing, of the statement required by subparagraph 1, that as a condition of employment on a covered contract, the employee shall:
 - a. Abide by the terms of the statement; and
 - b. Notify the employer in writing of the employee's conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or of any state, for a violation occurring in the workplace NO later than five days after such conviction.
5. Notifying Broward County government in writing within 10 calendar days after receiving notice under subdivision 4.b above, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee;
6. Within 30 calendar days after receiving notice under subparagraph 4 of a conviction, taking one of the following actions with respect to an employee who is convicted of a drug abuse violation occurring in the workplace:
 - a. Taking appropriate personnel action against such employee, up to and including termination; or
 - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency; and
7. Making a good faith effort to maintain a drug-free workplace program through implementation of subparagraphs 1 through 6.

The Vendor hereby certifies that: (check box)

The Vendor certifies that it has established a drug free workplace program in accordance with the above requirements.

Non-Collusion Certification:

Vendor shall disclose, to their best knowledge, any Broward County officer or employee, or any relative of any such officer or employee as defined in Section 112.3135 (1) (c), Florida Statutes, who is an officer or director of, or has a material interest in, the Vendor's business, who is in a position to influence this procurement. Any Broward

County officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement. Failure of a Vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the Broward County Procurement Code.

The Vendor hereby certifies that: (select one)

- The Vendor certifies that this offer is made independently and free from collusion; or
- The Vendor is disclosing names of officers or employees who have a material interest in this procurement and is in a position to influence this procurement. Vendor must include a list of name(s), and relationship(s) with its submittal.

Public Entities Crimes Certification:

In accordance with Public Entity Crimes, Section 287.133, Florida Statutes, a person or affiliate placed on the convicted vendor list following a conviction for a public entity crime may not submit on a contract: to provide any goods or services; for construction or repair of a public building or public work; for leases of real property to a public entity; and may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for Category Two for a period of 36 months following the date of being placed on the convicted vendor list.

The Vendor hereby certifies that: (check box)

- The Vendor certifies that no person or affiliates of the Vendor are currently on the convicted vendor list and/or has not been found to commit a public entity crime, as described in the statutes.

Scrutinized Companies List Certification:

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Vendor hereby certifies that: (check each box)

- The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4275, Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

I hereby certify the information provided in the Vendor Questionnaire and Standard Certifications:

Chester Escobar	Vice President	August 7, 2019
*AUTHORIZED SIGNATURE/NAME	TITLE	DATE

Vendor Name: **SP Plus Corporation**

* I certify that I am authorized to sign this solicitation response on behalf of the Vendor as indicated in Certificate as to Corporate Principal, designation letter by Director/Corporate Officer, or other business authorization to bind on behalf of the Vendor. As the Vendor's authorized representative, I attest that any and all statements, oral, written or otherwise, made in support of the Vendor's response, are accurate, true and correct. I also acknowledge that inaccurate, untruthful, or incorrect statements made in support of the Vendor's response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code. I certify that the Vendor's response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a response for the same items/services, and is in all respects fair and without collusion or fraud. I also certify that the Vendor agrees to abide by all terms and conditions of this solicitation, acknowledge and accept all of the solicitation pages as well as any special instructions sheet(s).

Supplier: SP Plus Corporation

LOBBYIST REGISTRATION REQUIREMENT CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

The Vendor certifies that it understands if it has retained a lobbyist(s) to lobby in connection with a competitive solicitation, it shall be deemed non-responsive unless the firm, in responding to the competitive solicitation, certifies that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances; and it understands that if, after awarding a contract in connection with the solicitation, the County learns that the certification was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis, exercise any contractual right to terminate the contract for convenience.

The Vendor hereby certifies that: (select one)

- It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if retained after the solicitation, the County will be notified.
- It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certified that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances.

It is a requirement of this solicitation that the names of any and all lobbyists retained to lobby in connection with this solicitation be listed below:

Name of Lobbyist: **George Platt**

Lobbyist's Firm: **LSN Partners**

Phone: **(954) 522-3588**

E-mail: **gplatt@lsnpartners.com**

Name of Lobbyist: **Seth Platt**

Lobbyist's Firm: **LSN Partners**

Phone: **(954) 522-3588**

E-mail: **gsplatt@lsnpartners.com**

Authorized Signature/Name: Chester Escobar Date: August 7, 2019

Title: Vice President

Vendor Name: SP Plus Corporation

Supplier: SP Plus Corporation

Office of Economic and Small Business Requirements: CBE Goal Participation

- A. In accordance with the Broward County Business Opportunity Act of 2012, Section 1-81, Code of Ordinances, as amended (the “Business Opportunity Act”), the County Business Enterprise (CBE) Program is applicable to this contract. All Vendors responding to this solicitation are required to utilize CBE firms to perform the assigned participation goal for this contract.
- B. The CBE participation goal will be established based on the expected expenditure amount for the proposed scope of services for the project. The Office of Economic and Small Business Development (OESBD) will not include alternate items, optional services or allowances when establishing the CBE participation goal. If the County subsequently chooses to award any alternate items, optional services or allowances as determined by OESBD and the Contract Administrator to be related to the scope of services, OESBD may apply the established CBE participation goal. In such an instance, the County will issue a written notice to the successful Vendor that the CBE participation goal will also apply to the alternate items, optional services or allowances. Vendor shall submit all required forms pertaining to its compliance with the CBE participation goal, as applicable. Failure by Vendor to submit the required forms may result in the rejection of Vendor’s solicitation submittal prior to the award or failure to comply with the contract requirements may have an impact on the vendor performance evaluation post award, as applicable.
- C. CBE Program Requirements: Compliance with CBE participation goal requirements is a matter of responsibility; Vendor should submit all required forms and information with its solicitation submittal. If the required forms and information are not provided with the Vendor’s solicitation submittal, then Vendor must supply the required forms and information no later than three (3) business days after request by OESBD. Vendor may be deemed non-responsible for failure to fully comply with CBE Program Requirements within these stated timeframes.
 1. Vendor should include in its solicitation submittal a **Letter Of Intent Between Bidder/Offeror and County Business Enterprise (CBE) Subcontractor/Supplier** for each CBE firm the Vendor intends to use to achieve the assigned CBE participation goal. The form is available at the following link: <http://www.broward.org/EconDev/Documents/CBELetterOfIntent.pdf>
 2. If Vendor is unable to attain the CBE participation goal, Vendor should include in its solicitation submittal an **Application for Evaluation of Good Faith Efforts** and all of the required supporting information. The form is available at the following link: <http://www.broward.org/EconDev/WhatWeDo/Documents/GoodFaithEffortEval.pdf>
- D. OESBD maintains an online directory of CBE firms. The online directory is available for use by Vendors at <https://webapps4.broward.org/smallbusiness/sbdirectory.aspx>.
- E. For detailed information regarding the CBE Program contact the OESBD at (954) 357-6400 or visit the website at: <http://www.broward.org/EconDev/SmallBusiness/>
- F. If awarded the contract, Vendor agrees to and shall comply with all applicable requirements of the Business Opportunity Act and the CBE Program in the award and administration of the contract.
 1. No party to this contract may discriminate on the basis of race, color, sex, religion,

national origin, disability, age, marital status, political affiliation, sexual orientation, pregnancy, or gender identity and expression in the performance of this contract.

2. All entities that seek to conduct business with the County, including Vendor or any Prime Contractors, Subcontractors, and Bidders, shall conduct such business activities in a fair and reasonable manner, free from fraud, coercion, collusion, intimidation, or bad faith. Failure to do so may result in the cancellation of this solicitation, cessation of contract negotiations, revocation of CBE certification, and suspension or debarment from future contracts.
3. If Vendor fails to meet or make Good Faith Efforts (as defined in the Business Opportunity Act) to meet the CBE participation commitment (the "Commitment"), then Vendor shall pay the County liquidated damages in an amount equal to fifty percent (50%) of the actual dollar amount by which Vendor failed to achieve the Commitment, up to a maximum amount of ten percent (10%) of the total contract amount, excluding costs and reimbursable expenses. An example of this calculation is stated in Section 1-81.7, Broward County Code of Ordinances.
4. Vendor shall comply with all applicable requirements of the Business Opportunity Act in the award of this contract. Failure by Vendor to carry out any of these requirements shall constitute a material breach of the contract, which shall permit the County to terminate this contract or to exercise any other remedy provided under this contract, the Broward County Code of Ordinances, the Broward County Administrative Code, or other applicable laws, with all such remedies being cumulative.
5. Vendor shall pay its CBE subcontractors and suppliers, within fifteen (15) days following receipt of payment from the County, for all completed subcontracted work and supplies. If Vendor withholds an amount from CBE subcontractors or suppliers as retainage, such retainage shall be released and paid within fifteen (15) days following receipt of payment of retained amounts from the County.
6. Vendor understands that the County will monitor Vendor's compliance with the CBE Program requirements. Vendor must provide OESBD with a Monthly Utilization Report (MUR) to confirm its compliance with the Commitment agreed to in the contract; timely submission of the MUR every month throughout the term of the contract, including amendment and extension terms, is a condition precedent to the County's payment of Vendor under the contract.

DOMESTIC PARTNERSHIP ACT CERTIFICATION FORM (REQUIREMENT AND TIEBREAKER)

Refer to Special Instructions to identify if Domestic Partnership Act is a requirement of the solicitation or acts only as a tiebreaker. If Domestic Partnership is a requirement of the solicitation, the completed and signed form should be returned with the Vendor's submittal. If the form is not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes. To qualify for the Domestic Partnership tiebreaker criterion, the Vendor must currently offer the Domestic Partnership benefit and the completed and signed form must be returned at time of solicitation submittal.

The Domestic Partnership Act, Section 16 ½ -157, Broward County Code of Ordinances, requires all Vendors contracting with the County, in an amount over \$100,000 provide benefits to Domestic Partners of its employees, on the same basis as it provides benefits to employees' spouses, with certain exceptions as provided by the Ordinance.

For all submittals over \$100,000.00, the Vendor, by virtue of the signature below, certifies that it is aware of the requirements of Broward County's Domestic Partnership Act, Section 16-½ -157, Broward County Code of Ordinances; and certifies the following: (check only one below).

- 1. The Vendor currently complies with the requirements of the County's Domestic Partnership Act and provides benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses
- 2. The Vendor will comply with the requirements of the County's Domestic Partnership Act at time of contract award and provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses.
- 3. The Vendor will not comply with the requirements of the County's Domestic Partnership Act at time of award.
- 4. The Vendor does not need to comply with the requirements of the County's Domestic Partnership Act at time of award because the following exception(s) applies: (check only one below).
 - The Vendor is a governmental entity, not-for-profit corporation, or charitable organization.
 - The Vendor is a religious organization, association, society, or non-profit charitable or educational institution.
 - The Vendor provides an employee the cash equivalent of benefits. (Attach an affidavit in compliance with the Act stating the efforts taken to provide such benefits and the amount of the cash equivalent).
 - The Vendor cannot comply with the provisions of the Domestic Partnership Act because it would violate the laws, rules or regulations of federal or state law or would violate or be inconsistent with the terms or conditions of a grant or contract with the United States or State of Florida. Indicate the law, statute or regulation (State the law, statute or regulation and attach explanation of its applicability).

Chester Escobar
Authorized Signature/Name

Vice President
Title

SP Plus Corporation
Vendor Name

August 7, 2019
Date

Supplier: SP Plus Corporation

LITIGATION HISTORY FORM

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

There are no material cases for this Vendor; or
 Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input checked="" type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, name of Parent/Subsidiary/Predecessor: Central Parking System of Pennsylvania, Inc.
	Or No <input type="checkbox"/>
Party	
Case Number, Name, and Date Filed	2: 16-cv-0 1588, Town Development Inc. v. Central Parking System of Pennsylvania, Inc., October 18, 2016
Name of Court or other tribunal	U.S. District (W.D. PA)
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Landlord sued in a breach of contract claim related to a lease that expired prior to Standard Parking and parent of Central Parking.
Brief description of the Subject Matter and Project Involved	Parking lease in Pittsburgh, Pennsylvania
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input checked="" type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

Vendor Name: SP Plus Corporation

RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)

The completed and signed form and supporting information (if applicable, for Joint Ventures) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting information may affect the Vendor's evaluation. Provided information is subject to verification by the County.

A Vendor's principal place of business location (also known as the nerve center) within Broward County is considered in accordance with Evaluation Criteria. The County's definition of a principal place of business is:

1. As defined by the Broward County Local Preference Ordinance, "Principal place of business means the nerve center or center of overall direction, control and coordination of the activities of the bidder [Vendor]. If the bidder has only one (1) business location, such business location shall be considered its principal place of business."
2. A principal place of business refers to the place where a corporation's officers direct, control, and coordinate the corporation's day-to-day activities. It is the corporation's 'nerve center' and in practice it should normally be the place where the corporation maintains its headquarters; provided that the headquarters is the actual center of direction, control, and coordination, i.e., the 'nerve center', and not simply an office where the corporation holds its board meetings (for example, attended by directors and officers who have traveled there for the occasion).

The Vendor's principal place of business in Broward County shall be the Vendor's "Principal Address" as indicated with the Florida Department of State Division of Corporations, for at least six months prior to the solicitation's due date.

Check one of the following:

The Vendor certifies that it has a principal place of business location (also known as the nerve center) within Broward County, as documented in Florida Department of State Division of Corporations (Sunbiz), and attests to the following statements:

1. Vendor's address listed in its submittal is its principal place of business as defined by Broward County;
2. Vendor's "Principal Address" listed with the Florida Department of State Division of Corporations is the same as the address listed in its submittal and the address was listed for at least six months prior to the solicitation's opening date. A copy of Florida Department of State Division of Corporations (Sunbiz) is attached as verification.
3. Vendor must be located at the listed "nerve center" address ("Principal Address") for at least six (6) months prior to the solicitation's opening date;
4. Vendor has not merged with another firm within the last six months that is not headquartered in Broward County and is not a wholly owned subsidiary or a holding company of another firm that is not headquartered in Broward County;
5. If awarded a contract, it is the intent of the Vendor to remain at the referenced address for the duration of the contract term, including any renewals, extensions or any approved

interim contracts for the services provided under this contract; and

6. The Vendor understands that if after contract award, the County learns that the attestation was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis exercise any contractual right to terminate the contract. Further any misleading, inaccurate, false information or documentation submitted by any party affiliated with this procurement may lead to suspension and/or debarment from doing business with Broward County as outlined in the Procurement Code, Section 21.119.

If the Vendor is submitting a response as a Joint Venture, the following information is required to be submitted:

- a. Name of the Joint Venture Partnership
- b. Percentage of Equity for all Joint Venture Partners
- c. A copy of the executed Agreement(s) between the Joint Venture Partners

Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.

Vendor Information:

Vendor Name: **SP Plus Corporation**

Vendor's address listed in its submittal is:

**1330 SE 4th Ave, Suite D,
Fort Lauderdale, FL 33316**

The signature below must be by an individual authorized to bind the Vendor. The signature below is an attestation that all information listed above and provided to Broward County is true and accurate.

Chester Escobar	Vice President	SP Plus Corporation	July 18, 2019
Authorized Signature/Name	Title	Vendor Name	Date

AGREEMENT EXCEPTION FORM

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, it shall be deemed an affirmation by the Vendor that it accepts the terms and conditions of the County's Agreement as disclosed in the solicitation.

The Vendor must either provide specific proposed alternative language on the form below. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.

- There are no exceptions to the terms and conditions of the County Agreement as referenced in the solicitation; or
- The following exceptions are disclosed below: (use additional forms as needed; separate each Article/ Section number)

Term or Condition Article / Section	Insert version of exception or specific proposed alternative language	Provide brief justification for change
Sample Contract 8.3 Insurance	SP Plus will provide Certificate of Insurance	SP+ will provide certificates of insurance and all applicable endorsements as required, but cannot provide full copies of our insurance policies.
Sample Contract 6.1 Termination	SP+ requests the right to cure an alleged breach.	SP+ requests the right to cure an alleged breach. (i.e. 10 days for a monetary breach and 30 days for a non-monetary breach).
Sample Contract 7. Indemnity	We have proposed language for your review.	In the event any Claim is brought against an Indemnified Party, Contractor shall, upon written notice from County, defend each Indemnified Party against each such Claim by counsel reasonably satisfactory to County, or at County's option, County may pay for an attorney selected by the County Attorney to defend the Indemnified Party at County's sole cost.

SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT FORM
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

The following forms and supporting information (if applicable) should be returned with Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

- A. The Vendor shall submit a listing of all subcontractors, subconsultants and major material suppliers (firms), if any, and the portion of the contract they will perform. A major material supplier is considered any firm that provides construction material for construction contracts, or commodities for service contracts in excess of \$50,000, to the Vendor.
- B. If participation goals apply to the contract, only non-certified firms shall be identified on the form. A non-certified firm is a firm that is not listed as a firm for attainment of participation goals (ex. County Business Enterprise or Disadvantaged Business Enterprise), if applicable to the solicitation.
- C. This list shall be kept up-to-date for the duration of the contract. If subcontractors, subconsultants or suppliers are stated, this does not relieve the Vendor from the prime responsibility of full and complete satisfactory performance under any awarded contract.
- D. After completion of the contract/final payment, the Vendor shall certify the final list of non-certified subcontractors, subconsultants, and suppliers that performed or provided services to the County for the referenced contract.
- E. The Vendor has confirmed that none of the recommended subcontractors, subconsultants, or suppliers' principal(s), officer(s), affiliate(s) or any other related companies have been debarred from doing business with Broward County or any other governmental agency.

If none, state "none" on this form. Use additional sheets as needed. Vendor should scan and upload any additional form(s) in BidSync.

1. Subcontracted Firm's Name: **Fort Lauderdale Transportation, Inc.**

Subcontracted Firm's Address: **3017 Ravenswood Road #103, Fort Lauderdale, FL 33312**

Subcontracted Firm's Telephone Number: **954-237-2961**

Contact Person's Name and Position: **Michael Solomon**

Contact Person's E-Mail Address: **msolomon@usatrans.com**

Estimated Subcontract/Supplies Contract Amount: **\$500,000**

Type of Work/Supplies Provided: **Shuttle Buses, with drivers**

2. Subcontracted Firm's Name:

Subcontracted Firm's Address:

Subcontracted Firm's Telephone Number:

Contact Person's Name and Position:

Contact Person's E-Mail Address:

RFP-RLI-RFQ LOCAL PREFERENCE AND TIE BREAKER CERTIFICATION FORM

The completed and signed form should be returned with the Vendor's submittal to determine Local Preference eligibility, however it must be returned at time of solicitation submittal to qualify for the Tie Break criteria. If not provided with submittal, the Vendor must submit within three business days of County's request for evaluation of Local Preference. Proof of a local business tax should be submitted with this form. Failure to timely submit this form or local business tax receipt may render the business ineligible for application of the Local Preference or Tie Break Criteria.

In accordance with Section 21.31.d. of the Broward County Procurement Code, to qualify for the Tie Break Criteria, the undersigned Vendor hereby certifies that (check box if applicable):

The Vendor is a local Vendor in Broward County and:

- a. has a valid Broward County local business tax receipt;
- b. has been in existence for at least six-months prior to the solicitation opening;
- c. at a business address physically located within Broward County;
- d. in an area zoned for such business;
- e. provides services from this location on a day-to-day basis, and
- f. services provided from this location are a substantial component of the services offered in the Vendor's proposal.

In accordance with Local Preference, Section 1-74, et. seq., Broward County Code of Ordinances, a local business meeting the below requirements is eligible for Local Preference. To qualify for the Local Preference, the undersigned Vendor hereby certifies that (check box if applicable):

The Vendor is a local Vendor in Broward and:

- a. has a valid Broward County local business tax receipt issued at least one year prior to solicitation opening;
- b. has been in existence for at least one-year prior to the solicitation opening;
- c. provides services on a day-to-day basis, at a business address physically located within the Broward County limits in an area zoned for such business; and
- d. the services provided from this location are a substantial component of the services offered in the Vendor's proposal.

Local Business Address: **1330 SE 4th Ave, Suite D,**

Fort Lauderdale, FL 33316

Vendor does not qualify for Tie Break Criteria or Local Preference, in accordance with the above requirements. The undersigned Vendor hereby certifies that (check box if applicable): The Vendor is not a local Vendor in Broward County.

Chester Escobar

Vice President

**SP Plus
Corporation**

August 7, 2019

**AUTHORIZED
SIGNATURE/NAME**

TITLE

COMPANY

DATE

Supplier: SP Plus Corporation**VOLUME OF PREVIOUS WORK ATTESTATION FORM**

The completed and signed form should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to provide timely may affect the Vendor's evaluation.

This completed form MUST be included with the Vendor's submittal at the time of the opening deadline to be considered for a Tie Breaker criterion (if applicable).

Points assigned for Volume of Previous Work will be based on the amount paid-to-date by the County to a prime Vendor **MINUS** the Vendor's confirmed payments paid-to-date to approved certified County Business Enterprise (CBE) firms performing services as Vendor's subcontractor/subconsultant to obtain the CBE goal commitment as confirmed by County's Office of Economic and Small Business Development. Reporting must be within five (5) years of the current solicitation's opening date.

Vendor must list all received payments paid-to-date by contract as a prime vendor from Broward County Board of County Commissioners. Reporting must be within five (5) years of the current solicitation's opening date.

Vendor must also list all total confirmed payments paid-to-date by contract, to approved certified CBE firms utilized to obtain the contract's CBE goal commitment. Reporting must be within five (5) years of the current solicitation's opening date.

In accordance with Section 21.31.d. of the Broward County Procurement Code, the Vendor with the lowest dollar volume of work previously paid by the County over a five-year period from the date of the submittal opening will receive the Tie Breaker.

The Vendor attests to the following:

Item No.	Project Title	Contract No.	Department/Division	Date Awarded	Prime: Paid to Date	CBE: Paid to Date
1.	Parking Management for Various Broward County Facilities	R1138035	FMD	3/1/2014	\$2,364,634	\$902,442
2.	Parking Management Service for Port Everglades	R1174806P1	Port Everglades	3/1/2014	\$8,241,070	\$948,798
3.						
4.						
5.						
6.						
7.						

Grand Total **\$10,605,704** **\$1,851,240**

Has the Vendor been a member/partner of a Joint Venture firm that was awarded a contract by the County?

Yes No

If Yes, Vendor must submit a **Joint Vendor Volume of Work Attestation Form**.

Vendor Name: SP Plus Corporation

Chester Escobar
Authorized Signature/Name

Vice President
Title

August 7, 2019
Date

VOLUME OF PREVIOUS WORK ATTESTATION JOINT VENTURE FORM

If applicable, this form and additional required documentation should be submitted with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting documentation may affect the Vendor's evaluation.

If a Joint Venture, the payments paid-to-date by contract provided must encompass the Joint Venture and each of the entities forming the Joint Venture. Points assigned for Volume of Previous Work will be based on the amount paid-to-date by contract to the Joint Venture firm **MINUS** all confirmed payments paid-to-date to approved certified CBE firms utilized to obtain the CBE goal commitment. Reporting must be within five (5) years of the current solicitation's opening date. Amount will then be multiplied by the member firm's equity percentage.

In accordance with Section 21.31.d. of the Broward County Procurement Code, the Vendor with the lowest dollar volume of work previously paid by the County over a five-year period from the date of the submittal opening will receive the Tie Breaker.

The Vendor attests to the following:

Item No.	Project Title	Contract No.	Department/ Division	Date Awarded	JV Equity Percent	Prime: Paid to Date	CBE: Paid to Date
1.	N/A						
2.							
3.							
4.							
5.							
6.							
7.							
8.							

Grand
Total

Vendor is required to submit an executed Joint Venture agreement(s) and any amendments for each project listed above. Each agreement must be executed prior to the opening date of this solicitation.

Vendor Name: SP Plus Corporation

Chester Escobar
Authorized Signature/Name

Vice President
Title

August 7, 2019
Date

AFFILIATED ENTITIES OF THE PRINCIPAL(S) CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

- a. All Vendors are required to disclose the names and addresses of "affiliated entities" of the Vendor's principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County.
- b. The County will review all affiliated entities of the Vendor's principal(s) for contract performance evaluations and the compliance history with the County's Small Business Program, including CBE, DBE and SBE goal attainment requirements. "Affiliated entities" of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor's principals in its review and determination of responsibility.

The Vendor hereby certifies that: (select one)

No principal of the proposing Vendor has prior affiliations that meet the criteria defined as "Affiliated entities"

Principal(s) listed below have prior affiliations that meet the criteria defined as "Affiliated entities"

Principal's Name: **Chester Escobar**

Names of Affiliated Entities: **Chester Escobar**
Vice President
444 Brickell, Suite 200
Miami, FL 33131

Principal's Name:

Names of Affiliated Entities:

Principal's Name:

Names of Affiliated Entities:

Authorized Signature Name:

Title:

Vendor Name:

Date: **August 7, 2019**

Security Requirements – Port Everglades

- A. The Port Everglades Department requires persons to present, at port entry, a valid driver's license, and valid reason for wishing to be granted port access in order to obtain a temporary/visitor ID badge. For persons who will visit the Port more than 15 times in a 90 day period, a permanent identification badge must be obtained and paid for by the contractor for all employees, subcontractors, agents and servants visiting or working on the port project. A restricted access badge application process will include fingerprints and a comprehensive background check. Badges must be renewed annually and the fees paid pursuant to Broward County Administrative Code, Section 42.6. For further information, please call 954-765-4225.
- B. All vehicles that are used regularly on the dock apron must have a Dockside Parking Permit. Only a limited number of permits will be issued per business entity. The fee is \$100.00 per permit/vehicle. Individuals requesting a permit must possess a valid Port-issued Restricted Access Area badge with a "Dock" destination. Requests for Dockside Parking Permits must be submitted in writing, on company letterhead, to the ID Badge Office. Applicants must demonstrate a need for access to the dock apron. Requests shall be investigated, and approved, if appropriate justification is provided. Supporting documentation must be supplied, if requested. Dock permits are not transferable and must be affixed to the lower left corner of the permitted vehicle's windshield. Should the permit holder wish to transfer the permit to another vehicle during the term of issuance, the permit will be removed and exchanged at no charge for a new permit. Only one business entity representative will be permitted on the dock at a time at the vessel location.
- C. The Federal Government has instituted requirements for a Transportation Worker Identification Credential (TWIC) for all personnel requiring unescorted access to designated secure areas within Port Everglades. The contractor will be responsible for complying with the applicable TWIC requirements. For further information, please call 1-855-347-8371, or go on line to <https://www.tsa.gov/for-industry/twic>.

SCRUTINIZED COMPANIES LIST REQUIREMENT CERTIFICATION FORM

The completed and signed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non responsive for failure to fully comply within stated timeframes.

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Vendor, by virtue of the signature below, certifies that:

- a. The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4725 Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- b. The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- c. If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

Chester Escobar
Authorized Signature/Name

Vice President
Title

SP Plus Corporation
Vendor Name

August 7, 2019
Date

Supplier: SP Plus Corporation

Workforce Investment Program Requirements:

- A. In accordance with Broward County Workforce Investment Program, Administrative Code, Section 19.211, the Workforce Investment Program (Program) this solicitation is a covered contract if the open-end contract award value exceeds \$500,000 per year or if the individual project value exceeds \$500,000 under a fixed-term contract. The Program encourages Vendors to utilize CareerSource Broward (CareerSource) and their contract partners as a first source for employment candidates for work on County-funded projects, and encourages investment in Broward County economic development through the hiring of economically disadvantaged or hard-to-hire individuals.
- B. Compliance with the Program, including compliance with First Source Referral and the Qualifying New Hires goals, is a matter of responsibility. Vendor should submit the **Workforce Investment Program Certification Form** with its response. If not provided with solicitation submittal, the Vendor must supply within three business days of County's request. Vendor may be deemed non-responsible for failure to comply within stated timeframes.
- C. The following is a summary of requirements contained in the Program. This summary is not all-inclusive of the requirements of the Program. If there is any conflict between the following summary and the language in the Program, the language in the Program shall prevail. In compliance with the Program, Vendor (and/or its subcontractors) shall agree to:
 1. be bound to contractual obligations under the contract;
 2. use good faith efforts to meet First Source Referral goal for vacancies that result from award of this contract;
 3. publicly advertise any vacancies that are the direct result of this contract, exclusively with CareerSource for at least five (5) business days;
 4. review qualifications of CareerSource's Qualified Referrals and use good faith efforts to interview Qualified Referrals that appear to meet the required qualifications;
 5. use good faith efforts to hire Qualifying New Hires (as defined by the Program) for at least fifty percent (50%) of the vacancies (rounded up) that are the direct result of this contract;
 6. obtain a hired worker's written certification, attesting to a status as a Qualifying New Hire, Economically Disadvantaged Worker, or Hard-to-Hire worker (if applicable);
 7. retain records relating to Program requirements, including: records of all applicable vacancies; job order requests to CareerSource; qualified referral lists; and records of candidates interviewed and the outcome of the interviews.
 8. provide to the County any documents and records demonstrating Vendor's compliance and good faith efforts to comply with the Program;
 9. submit to the County an annual report by January 31st and within 30 days of contract completion or expiration; and

10. ensure that all of its subcontractors comply with the requirements of the Program.
- D. Further information about the Program, Vendor's obligations, and the Qualifying New Hire's certification form may be obtained on the Office of Economic and Small Business Development website:
broward.org/econdev/Pages/WorkforceInvestmentProgram.aspx. Vendor is responsible for reading and understanding requirements of the Program.
- E. Subcontractors: Vendor's subcontractors shall use good faith efforts to meet the First Source Referral and the Qualifying New Hires goals, in accordance with the Program. The Vendor shall include in any subcontracts a requirement that the all subcontractors comply with the Program requirements. The Vendor shall be responsible for compliance by any subcontractor with the Program as it applies to their subcontract.
- F. Reporting: Vendor shall maintain and make available to County upon request all records documenting Vendor's compliance and its subcontractors' compliance with the requirements of the Program, and shall submit the required reports to the Contract Administrator annually by January 31 and within thirty (30) days after the conclusion of this contract. Failure to timely comply with reporting requirements shall constitute a material breach of this contract.
- G. Evaluation: The Contract Administrator will document the Vendor's compliance and good faith efforts as part of the Vendor's Performance Evaluation.
- H. Failure to demonstrate good faith efforts to meet the First Source Referral and the Qualifying New Hires goal shall constitute a material breach of this contract.

WORKFORCE INVESTMENT PROGRAM CERTIFICATION FORM

This form(s) should be returned with the Vendor's submittal. If not provided with solicitation submittal, the Vendor must supply information within three business days of County's request. Vendor may be deemed non-responsible for failure to comply within stated timeframes.

In accordance with the Workforce Investment Program:

SP Plus Corporation (Vendor) agrees to be bound to the contractual obligations of the Workforce Investment Program, Broward County Administrative Code Section 19.211, requiring our firm to use good faith efforts to meet the First Source Referral Goal and the Qualifying New Hires Goal.

The statement must be signed by an authorized signatory of the firm. Receipt of the signed statement from the Vendor is a matter of responsibility. A firm not offering an affirmative response in this regard will be found "non-responsible" to the solicitation and not eligible for further evaluation or award.

Chester Escobar

AUTHORIZED SIGNATURE/NAME

Vice President

TITLE

August 7, 2019

DATE

Supplier: SP Plus Corporation

Security Requirements

A. General Security Requirements and Criminal Background Screening:

1. All contractor and sub-contractor personnel requiring unescorted access to Broward County facilities must obtain a County issued contractor identification badge (contractor ID badge); except as specifically stated herein.
2. The background screening requirements for obtaining a contractor ID badge will depend on the facility to which unescorted access is being requested. Contract Administrators or designees and contractors may contact Broward County Security at (954) 357-6000 or FMsecurity@broward.org for the required background screening requirements associated with access to specific facilities. Contract Administrators will communicate all current and appropriate requirements to the contractor and sub-contractor throughout the contract period.

B. General Facilities:

1. Contractor and sub-contractor personnel servicing and requiring unescorted access to General Facilities must have a County issued contractor ID badge (contractor ID badge) which will be the responsibility of the contractor to obtain. Depending upon the request, the badge may carry electronic access privileges. The badge must be visible and worn at all times together with the contractor's company/business contractor ID badge. Similar to employee security/ID badges, requests for contractor ID badges are initially approved by the requesting agency director or designee and then submitted to Facilities Management Division (FMD) Security for final approval.
2. The issuance of a contractor ID badge for unescorted access to General Facilities requires a "Level 1" FDLE background check, which can be conducted by the Florida Department of Law Enforcement (FDLE). This "Level 1" FDLE background check is the contractor's responsibility and should be included in the bid price. FDLE background checks can be done by the contractor by phone at (850) 410-8109 or online at <https://web.fdle.state.fl.us/search/app/default>
3. Upon completion of the background check, the contractor must attach a copy of the results to the contractor's application for a contractor ID badge. The Project Manager or designee utilizing the service of the contractor will be the "Sponsor" and will either provide the contractor with a Contractor ID Badge Request Form or assist the contractor in completing an on-line application for the County issued contractor ID badge.
4. Requests for a contractor ID badge requiring an FDLE background check may require lengthy processing and review by the Broward Sheriff's Office (BSO). Contractors and subcontractors must therefore submit the request to Broward County Security at least two (2) weeks prior to the start of service by the contractor. When identification badges are ready, Broward County Security will contact the contractor to arrange pick up. Upon pick up, the applicant must present a valid Florida identification and must be accompanied by his or her supervisor. Broward County Security will then supply contractor ID badge valid for the anticipated period within which the work will be performed. The validity period must be clearly stated on the Contractor ID Badge Request Form; however, the period of validity will not exceed one (1) year. Background checks will be required for renewal of contractor ID badge. At the termination of the contract and separation of employee services, the contractor is responsible for the collection and return of all contractor ID badge to the Project Manager and/or to Broward County Security.
5. Compliance with the County's security requirements is part of the overall contract performance evaluation. Final payment will, in part, be contingent on the return of all contractor ID badges issued to contractor personnel.
6. Broward County Security is located at Governmental Center East, 115 South Andrews Avenue Fort Lauderdale, FL 33301. Telephone (954) 357-6000.
7. All contractors must wear distinctive and neat appearing uniforms with vendor's company

name. Sub-contractor personnel must also have Broward County issued contractor IDs and meet the same security requirements and uniform standards as the primary contractor.

8. Contractors will not be allowed unescorted on the job site without proper County issued contractor ID badges.

C. Facilities Critical to Security and Public Safety:

Many Broward County government facilities will have areas designated as critical to security and public safety, pursuant to Broward County Ordinance 2003-08 Sections 26-121 and 26-122, as may be amended. The issuance of a contractor ID badge for unescorted access to facilities critical to security and public safety may entail a comprehensive statewide and national background check. Unescorted access to certain facilities occupied by the Broward Sheriff's Office (BSO) and the State Attorney's Office will require a national fingerprint-based records check per the Criminal Justice Information System (CJIS) policy.

A contractor employee found to have a criminal record consisting of felony conviction(s) shall be disqualified from access to the State Attorney's Offices and certain BSO facilities. A contractor employee with a record of misdemeanor offense(s) may be granted access if the System Security Officer (CSO), Terminal Access Coordinator (TAC), and FDLE determines that the nature of the offense(s) do not warrant disqualification. Applicants shall also be disqualified on the basis of confirmations that arrest warrants are outstanding for such applicants.

D. Contractor Work Crews:

Background investigations are generally not required for each member of a contractor work crew working on county premises and outside a building or structure. Examples are landscape crews and roofers. If it is necessary to enter the building or structure unescorted, these work crew members should obtain a contractor ID badge. If not, work crew members must be escorted at all times by the project manager, or designee, and must be under the direct supervision of a foreperson for the contractor. The foreperson must be aware of the crew members' whereabouts, has completed the appropriate background check for the location and type of work being undertaken, and has been issued and is displaying a contractor ID badge.

All members of a night cleaning crew must complete a background investigation appropriate to the requirements of the facility and so should all work crew members not escorted when working at a critical county facility.

Notwithstanding, the using agency is best positioned and suited to determine the safeguards and requirements that should be in place to manage the risks and consequences associated with the roles and activities of contractor, subcontractor, and work crews, when requesting a contractor ID badge. The agency is aware of the characteristics of the client population being served by the classes of persons, the need to safeguard high-value assets, and the requirement to comply with all statutory requirements governing background investigations.

E. Other Vendors:

Consultants, delivery personnel, and vending machine operators, without a County issued contractor badge, may obtain a Visitor pass and should be escorted by County personnel when accessing and working in designated non-public and employee work areas at both general facilities and facilities critical to security and public safety.

F. Port Everglades Locations:

1. The Port Everglades Department requires persons to present, at port entry, a valid driver's license, and valid reason for wishing to be granted port access in order to obtain a temporary/visitor ID badge. For persons who will visit the Port more than 15 times in a 90 day period, a permanent identification badge must be obtained and paid for by the contractor for all employees, subcontractors, agents and servants visiting or working on the port project. A restricted access badge application process will include fingerprints and a comprehensive background check. Badges must be renewed annually and the

fees paid pursuant to Broward County Administrative Code, Section 42.6. For further information, please call 954-765-4225.

2. All vehicles that are used regularly on the dock apron must have a Dockside Parking Permit. Only a limited number of permits will be issued per business entity. The fee is \$100.00 per permit/vehicle. Individuals requesting a permit must possess a valid Port-issued Restricted Access Area badge with a "Dock" destination. Requests for Dockside Parking Permits must be submitted in writing, on company letterhead, to the ID Badge Office. Applicants must demonstrate a need for access to the dock apron. Requests shall be investigated, and approved, if appropriate justification is provided. Supporting documentation must be supplied, if requested. Dock permits are not transferable and must be affixed to the lower left corner of the permitted vehicle's windshield. Should the permit holder wish to transfer the permit to another vehicle during the term of issuance, the permit will be removed and exchanged at no charge for a new permit. Only one business entity representative will be permitted on the dock at a time at the vessel location.
3. The Federal Government has instituted requirements for a Transportation Worker Identification Credential (TWIC) for all personnel requiring unescorted access to designated secure areas within Port Everglades. The contractor will be responsible for complying with the applicable TWIC requirements. For further information, please call 1-855-347-8371, or go on line to <https://www.tsa.gov/for-industry/twic>.

G. Airport Security Program and Aviation Regulations:

1. Consultant/contractor agrees to observe all security requirements and other requirements of the Federal Aviation Regulations applicable to Consultant/contractor, including without limitation, all regulations of the United States Department of Transportation, the Federal Aviation Administration and the Transportation Security Administration, and the Consultant/contractor agrees to comply with the County's Airport Security Program and the Air Operations area (AOA) Vehicle Access Program, and amendments thereto, and to comply with such other rules and regulations as may be reasonably prescribed by the County, and to take such steps as may be necessary or directed by the County to insure that sub lessees, employees, invitees and guests observe these requirements. If required by the Aviation Department, Consultant/contractor shall conduct background checks of its employees in accordance with applicable Federal regulations.
2. If as a result of the acts or omissions of Consultant/contractor, its sub lessees, employees, invitees or guests, the County incurs any fines and/or penalties imposed by any governmental agency, including without limitation, the United States Department of Transportation, the Federal Aviation Administration or the Transportation Security Administration, or any expense in enforcing any federal regulations, including without limitation, airport security regulations, or the rules or regulations of the County, and/or any expense in enforcing the County's Airport Security Program, then consultant/contractor agrees to pay and/or reimburse the County all such costs and expenses, including all costs of administrative proceedings, court costs, and attorneys' fees and all costs incurred by County in enforcing this provision. Consultant/contractor further agrees to rectify any security deficiency or other deficiency as may be determined as such by the County or the United States Department of Transportation, Federal Aviation Administration, the Transportation Security Administration, or any other federal agency. In the event consultant/contractor fails to remedy any such deficiency, the County may do so at the cost and expense of consultant/contractor. The County reserves the right to take whatever action is necessary to rectify any security deficiency or other deficiency.
3. Operation of Vehicles on the AOA: Before the consultant/contractor shall permit any employee of consultant/contractor or any sub consultant/subcontractor to operate a motor vehicle of any kind or type on the AOA (and unless escorted by an Aviation Department approved escort), the consultant/contractor shall ensure that all such vehicle operators possess current, valid, and appropriate Florida driver's licenses. In addition, any motor vehicles and equipment of consultant/contractor or of any sub consultant/subcontractor operating on the AOA must have an appropriate vehicle identification permit issued by the Aviation Department, which identification must be

displayed as required by the Aviation Department.

4. Consent to Search/Inspection: The consultant/contractor agrees that its vehicles, cargo, goods, and other personal property are subject to being inspected and searched when attempting to enter or leave and while on the AOA. The consultant/contractor further agrees on behalf of itself and its sub consultant /subcontractors that it shall not authorize any employee or other person to enter the AOA unless and until such employee other person has executed a written consent-to-search/inspection form acceptable to the Aviation Department. Consultant/contractor acknowledges and understands that the forgoing requirements are for the protection of users of the Airport and are intended to reduce incidents of cargo tampering, aircraft sabotage, thefts and other unlawful activities at the Airport. For this reason, consultant/contractor agrees that persons not executing such consent-to-search/inspection form shall not be employed by the consultant/contractor or by any sub consultant/contractor at the Airport in any position requiring access to the AOA or allowed entry to the AOA by the consultant/contractor or by any sub consultant/contractors.
5. The provisions hereof shall survive the expiration or any other termination of this contract.

H. Water and Wastewater Services (WWS):

1. Contractors/Consultants may receive a WWS ID Badge and/or Access Card and/or Keys while working at WWS facility work sites. These items provide modified access to certain areas and systems otherwise restricted to non-WWS employees and can only be obtained from the WWS Security Manager. These items may be rescinded at the discretion of the WWS Security Officer. The WWS ID Badge, Access Card and/or Keys remain the property of Broward County and must be returned to your WWS contact person at the end of the contract/project.
2. All contractors will complete and sign the WWS Contractor/Consultant Security Memorandum and provide a copy of their Driver's License to be recorded on Schlage Card Access System Profile.
3. A lost or stolen ID Badge and/or Access Card and/or Keys must be reported to the Security Manager immediately.
4. WWS may terminate access to any contractor who acts inappropriately while on County property and has the right to contact BSO if necessary to have the contractor removed and/or file charges against them.

I. Additional Security Requirements for Parks and Recreation:

1. Contractor expressly understands and agrees that a duty is hereby created under this Contract that requires contractor to provide ongoing disclosure throughout the term of this Contract as provided for herein relative to the criminal background screening required by this Section.
2. Contractor shall perform criminal background screening as identified in Item 3 below on its officers, employees, agents, independent contractors and volunteers who will be working under this contract in any County park ("collectively referred to as "County Park Property"). Further, if contractor is permitted to utilize subcontractors under this contract, contractor shall perform or ensure that the background screening as required in Item 3 below is conducted on any permitted subcontractor, which term includes the subcontractor's officers, employees, agents, independent contractors and volunteers who will be working under this contract on County Park property.
3. Contractor shall not permit any person who is listed as a sexual predator or sexual offender on the Florida Department of Law Enforcement, Sexual Offenders and Predators Website or the United States Department of Justice, National Sex Offender Public Website, to provide any services for contractor on County Park Property. All persons subject to the criminal background screening under this contract shall be rescreened annually based on the date of initial screening.
4. Contractor shall maintain copies of the results of the criminal background screening required by this Section for the term of this contract and promptly forward copies of same to County, upon its request.
5. Contractor shall be required to furnish to County's Parks and Recreation Project Manager, on a monthly basis, an Affidavit affirming the persons listed in the Affidavit have been background screened as required in Item 3 above and have been deemed eligible by

contractor to work on County Park property. Contractor's monthly Affidavit shall update information from the previous Affidavit by reconfirming the status of persons who have previously been deemed eligible as provided for above and updating the list, when applicable, to specifically identify new persons providing services for contractor under this Contract who have been background screened as required in Item 3 above and deemed eligible to work on County Park Property. The Contract Administrator may, in his or her discretion, permit contractor to furnish the monthly Affidavit in an electronic format.

6. In the event contractor obtains, or is provided, supplemental criminal background information, including police reports and arrest information, which potentially disqualifies a person previously deemed eligible by contractor to provide services under this contract, contractor shall take immediate action to review the matter; however, during such review time and until a determination of eligibility is made by contractor based on the requirements of this Section, contractor shall immediately cease allowing the person to work on County Park Property. Additionally, contractor shall be required to inform any person background screened pursuant to this Section who is providing services under this contract, to notify contractor within forty-eight (48) hours of any arrest related to sexual misconduct which has occurred after the person was deemed eligible to work on County Park Property.
7. Contractor shall, by written contract, require its permitted subcontractors to agree to the requirements and obligations of this Section.
8. County may terminate this contract immediately for cause, with Notice provided to contractor, for a violation related to contractor's failure to perform the required background screening on its officers, employees, agents, independent contractors and volunteers who will be working under this Agreement on County Park Property. County may also terminate this contract immediately for cause, with Notice provided to contractor, if County determines contractor failed to ensure that its permitted subcontractors, as defined in Item 2 above, have been background screened as required in this section prior to performing any services under this Agreement on County Park Property. Contractor will not be subject to immediate termination in the event County determines a violation of this Section was outside the reasonable control of contractor and contractor has demonstrated to County compliance with the requirements of this Section.
9. County may terminate this contract for cause if contractor fails to provide the monthly Affidavit to County as provided for under Item 5 above, and contractor does not cure said breach within five (5) days of Notice provided to contractor.