



Request for Proposals (RFP)

RFP#25-0003

Parking Operator Services

Solicitation Issue Date:

April 7, 2025

Proposal Package Due Date:

May 16, 2025, at 2:00 PM CT

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SECTION 1: INTRODUCTION

Section 1.1: Purpose of the Request for Proposals

The Birmingham Parking Authority (BPA) announces a Request for Proposals (this “RFP”). The purpose of this RFP is to solicit proposals from qualified parking management firms and parking operators to provide professional parking management of ambassadors, security, event management, and enforcement services for BPA’s off-street public parking facilities (an “Operator”). Additionally, this RFP seeks parking operators who have proven experience in managing a public on-street parking system. The BPA manages approximately 8,100 parking spaces across seven (7) parking decks and three (3) surface parking lots.

Section 1.2: City of Birmingham Overview

The City of Birmingham was founded in 1871 and has a long history of iron manufacturing. Known as the Magic City, Birmingham has a population of nearly 200,000 people and is the central hub of the Greater Birmingham region with a population of 1.1 million, making it the largest population and economic region in the state of Alabama.

Birmingham is the home of the University of Alabama at Birmingham (UAB), which is ranked 15th in federally funded research among public universities. Additionally, the City of Birmingham is also home to Jefferson State Community College and Lawson State Community College. These educational institutions help to support Birmingham’s knowledge-based economy and large medical research industry. Additionally, Birmingham has a large banking industry and is the location of the Region’s Bank’s national headquarters.

Birmingham has a vibrant nightlife with multiple restaurants and bars clustered along 2nd Avenue North in Downtown Birmingham. Major attractions in Birmingham include the Birmingham Civil Rights Institute, Boutwell Auditorium, Regions Field, Protective Stadium, Railroad Park, and the Birmingham Jefferson Convention Complex (BJCC), which includes Legacy Arena and the new Coca-Cola Amphitheater, opening in early Summer 2025.

Section 1.3 Birmingham Parking Authority Overview

The Birmingham Parking Authority was formed in 1972 through an act of the Alabama State Legislature, which established the Authority as a separate entity of the City of Birmingham for the purpose of developing and managing off-street parking facilities. BPA manages seven (7) parking decks and three (3) surface parking lots in the downtown area, totaling approximately 8,100 parking spaces.

BPA’s mission is to be a positive partner in the continued progress and economic development of Birmingham by providing a unified, high-quality, and industry-leading parking experience that improves access to the places people work, shop, live, and enjoy.

The Birmingham Parking Authority is dedicated to meeting the parking needs of residents, commuters, and visitors in the Downtown area and surrounding neighborhoods while addressing the concerns of citizens and business leaders. BPA has seven core values, which include agility and

responsiveness, customer service, efficiency, fiscal responsibility, innovation and technology, transparency, and visibility.

Section 1.4: Overview of the Off-street Parking Program

This summary provides an overview of the off-street parking program, including parking decks and surface lots. The details provided in this section are for informational purposes only. Additional information on parking operations at these facilities can be provided to Operators upon request.

A. Parking Decks

The BPA operates seven (7) city-owned parking decks that contain a total of approximately 7,250 parking spaces. BPA parking decks are operated using WPS pay-in-lane pay stations and the ParkMobile app. All parking decks are gated, allowing self-parking. There are no nested parking spaces in BPA's off-street parking system. A brief description of the parking decks operated by BPA is provided below.

1. **Deck 2:** Located at 801 North 19th Street, Deck 2 is a 10-level parking deck that provides approximately 1,472 parking spaces. This parking facility primarily serves the needs of the Birmingham City Hall, Boutwell Auditorium, and events at the BJCC. Deck 2 is conveniently located near the City Walk BHAM public space under the interstate. Based on FY 2023 transaction data, the peak parking occupancy at Deck 2 was during March and October 2022, at approximately 41%. This results in approximately 850 or more available parking spaces on a normal operating day. This presents an opportunity to provide parking to other existing or proposed land uses. Parking demand at Deck 2 is expected to fluctuate based on events at the BJCC and Boutwell Auditorium. Event coordination with these partners is essential to the operations of Deck 2.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: Free	Monthly Permit: \$70.00	Monday - Sunday
Each Additional Hour: \$1.00		24 Hours a Day
Daily Max: \$9.00		

2. **Deck 3:** Located at 401 North 20th Street, Deck 3 is a 9-level parking deck that provides approximately 1,339 parking spaces. This facility primarily serves the needs of downtown office buildings, retail, and restaurants along 20th Street. Based on FY 2023 transaction data, peak parking occupancy at Deck 3 was approximately 46% in October 2022. This results in approximately 720 or more available parking spaces on a normal operating day. The remaining vacancy presents an opportunity to provide parking to other existing or proposed land uses within the heart of downtown.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: Free	Monthly Permit: \$100.00	Monday - Sunday
Two Hours: \$3.00	Executive Permit: \$110.00	24 Hours a Day
Each Additional Hour: \$1.00		
Daily Max: \$9.00		

3. **Deck 4:** Located at 2128 4th Avenue North, Deck 4 is a 9-level deck that provides approximately 673 spaces. This parking facility serves the needs of the Cathedral of Saint Paul, First Presbyterian Church, and other nearby land uses. Based on FY 2023 transaction data, Deck 4's peak occupancy was seen in August 2022 at approximately 15%. This results in approximately 570 or more available parking spaces on a normal operating day. The existing occupancy of Deck 4 allows parking opportunities for future land uses on surrounding surface lots.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: Free	Monthly Permit: \$95.00	Monday - Sunday
Two Hours: \$3.00		24 Hours a Day
Each Additional Hour: \$1.00		
Daily Max: \$9.00		

4. **Deck 5:** Located at 2012 5th Avenue North, Deck 5 is a 7-level deck that provides approximately 408 spaces. This parking facility is within walking distance of 20th Street, serving the needs of its primary customer, the Financial Center. Based on FY 2023 transaction data, Deck 5 has the highest parking occupancy rates of all BPA facilities, with Deck 5's peak parking occupancy occurring in February 2023 at approximately 69%. This results in approximately 120 or more available parking spaces on a normal operating day.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: Free	Monthly Permit: \$100.00	Monday - Sunday
Two Hours: \$3.00	Executive Permit: \$110.00	24 Hours a Day
Each Additional Hour: \$1.00		
Daily Max: \$9.00		

5. **Deck 6:** Located at 2010 2nd Avenue North, Deck 6 is a 7-level deck that provides approximately 638 spaces. This parking facility primarily serves the needs of nearby residents at The Frank and City Federal buildings and restaurant and event venues along 2nd Avenue. Based on FY 2023 transaction data, Deck 6's peak occupancy occurred in August 2022 at approximately 50%. This results in 310 or more available parking spaces on a normal operating day. This presents an opportunity for street-level retail tenants of Deck 6 to utilize the deck for off-street parking.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: Free	Monthly Permit: \$100.00	Monday - Sunday
Two Hours: \$3.00	Executive Permit: \$110.00	24 Hours a Day
Each Additional Hour: \$1.00		
Daily Max: \$9.00		

6. **Deck 7:** Located at 1702 5th Avenue North, Deck 7 is an 8-level deck that provides approximately 1,607 spaces. This parking facility serves the needs of the U.S. Courthouse, Kelly Ingram Park, and Regions corporate office. Deck 7 is the largest in BPA's off-street parking portfolio, with FY 2023 transaction data revealing Deck 7's peak occupancy at 35% in February 2023. The results in more than 1,000 or more available parking spaces on a normal operating day in Deck 7 that could be used for future developments on nearby surface lots.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: Free	Monthly Permit: \$85.00	Monday - Sunday
Two Hours: \$3.00		24 Hours a Day
Each Additional Hour: \$1.00		
Daily Max: \$9.00		

7. **Deck 8:** Located at 2021 3rd Avenue South, Deck 8 is an 11-level deck that provides approximately 1,114 spaces. The parking facility is the closest BPA facility to the UAB campus and primarily serves the needs of the university, healthcare employees, and the adjacent SpringHill Suites by Marriott Hotel. Based on FY 2023 transaction data, Deck 8's peak parking occupancy was approximately 41% in October 2022. This results in approximately 650 or more available parking spaces on a normal operating day and presents an opportunity to provide parking for UAB students, staff, and visitors.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: \$2.00	Monthly Permit: \$80.00	Monday - Sunday
Two Hours: \$1.00		24 Hours a Day
Daily Max: \$9.00		

B. Surface Parking Lots

BPA owns and operates three (3) surface lots, which total approximately 820 parking spaces. The Morris Avenue lots are operated using WPS pay-in-lane pay stations, whereas the Avondale Lot is operated using ParkMobile payments only. A brief description of surface lots operated by BPA is provided below.

1. **Avondale Lot:** Located at 109 41st Street South, the Avondale Lot provides approximately 160 off-street parking spaces in the Avondale Village neighborhood.

Daily Rates	Monthly Rates	Hours of Operation
Weekday: First Hour: \$2.00 Daily Max: \$5.00 Flat Rate after 5 PM: \$5.00	Monthly Permit: N/A	Monday - Sunday
Weekends: \$5.00 per day		24 Hours a Day

2. **Morris Avenue Lot 1:** Located at 20th Street and Morris Avenue, this facility provides approximately 119 off-street parking spaces and serves the needs of employee parking along Morris Avenue.

Daily Rates	Monthly Rates	Hours of Operation
Hourly Rate: N/A	Monthly Permit: \$51.00	Monday - Sunday
		24 Hours a Day

3. **Morris Avenue Lot 2:** Located at 23rd Street and Morris Avenue, this facility provides approximately 542 parking spaces, serving the needs of local restaurants and businesses along Morris Avenue.

Daily Rates	Monthly Rates	Hours of Operation
First Hour: \$1.00	Monthly Permit: \$43.00	Monday - Sunday
Each Additional Hour: \$1.00		24 Hours a Day
Daily Max: \$4.00		

C. Monthly Parking Permit Issuance History

The BPA issues monthly parking permits allowing customers to park in the parking decks and at two surface lots. The Operator will coordinate with the BPA to ensure permit holders can efficiently access their designated BPA facility. The BPA will retain management of the monthly parking program, process and approve monthly parking applications, space permitting, and collection of monthly parking fees and required deposits. The Operator will integrate its parking management system with BPA's monthly permit database to ensure permit holders are included in the Operator's tracking of parking access credentials. A brief overview of the average monthly permits issued by BPA by facility is provided in the table below.

Facility	FY 2021	FY 2022	FY 2023	FY 2024
Deck 2	1,027	1,081	1,213	1,314
Deck 3	1,192	1,313	1,322	1,225
Deck 4	556	647	309	170
Deck 5	364	400	405	441

Facility	FY 2021	FY 2022	FY 2023	FY 2024
Deck 6	565	574	486	527
Deck 7	1,081	1,298	1,023	810
Deck 8	1,001	1,019	950	552
Morris Avenue Lot 1	133	140	265	145
Morris Avenue Lot 2	569	590	557	518
Total	6,492	7,061	6,529	5,700

Monthly permit rates by facility are provided in a consolidated table below.

Facility	Monthly Rate	Executive Rate
Deck 2	\$70.00*	N/A
Deck 3	\$100.00	\$110.00
Deck 4	\$95.00	N/A
Deck 5	\$100.00	\$110.00
Deck 6	\$100.00	\$110.00
Deck 7	\$85.00	N/A
Deck 8	\$80.00	N/A
Avondale Lot	N/A	N/A
Morris Avenue Lot 1	\$51.00	N/A
Morris Avenue Lot 2	\$43.00	N/A

*City of Birmingham employees receive a discounted monthly rate of \$55.00.

Historical permit revenue data can be furnished upon request.

D. Transient Parking and Validations

The BPA offers hourly rates for transient parkers and maintains a validation program for local businesses and institutions. Transient parking is operated using WPS pay-in-lane pay stations, cashiers, and the ParkMobile app. Hourly rates vary by location. A compiled hourly rate table of BPA's existing rates is provided below. Throughout the proposed term of any contract resulting from this RFP (the "Agreement", the BPA desires to make market-based rate adjustments to monthly, transient, and special event rates. The BPA intends to work with the selected Operator to identify appropriate market-based rate adjustments.

Currently, BPA collects payment for transient parking via cash, credit card, and mobile payments. In conjunction with the initiation of the Operator, it is BPA's desire to convert to a cashless parking system.

Facility	First Hour	Second Hour	Additional Hours	Daily Max
Deck 2	Free	\$1.00	\$1.00	\$9.00
Deck 3	Free	\$3.00	\$1.00	\$9.00
Deck 4	Free	\$3.00	\$1.00	\$9.00
Deck 5	Free	\$3.00	\$1.00	\$9.00

Facility	First Hour	Second Hour	Additional Hours	Daily Max
Deck 6	Free	\$3.00	\$1.00	\$9.00
Deck 7	Free	\$3.00	\$1.00	\$9.00
Deck 8	\$2.00	\$1.00	\$1.00	\$9.00
Avondale Lot	\$2.00	\$1.00	\$1.00	\$5.00
Morris Avenue Lot 1	N/A	N/A	N/A	N/A
Morris Avenue Lot 2	\$1.00	\$1.00	\$1.00	\$4.00

The Operator shall oversee the collection of transient (hourly or flat rate) parking customer fees when vehicles use BPA parking facilities, process parking tickets using the provided parking access and revenue control systems and collect fees. The BPA will direct the Operator on which locations or dates to operate a pay-on-entry or a pay-on-exit basis. The Operator is also required to keep and maintain parking validations. The Operator shall work with the BPA to modernize and expand its validation program. Historical transient and validation revenue data can be furnished upon request.

E. Event Parking

The BPA provides event parking rates at select BPA-operated parking facilities. Event parking varies by location and ranges from a \$5.00 to \$30.00 flat rate. A consolidated table of event parking rates is provided below. Event parking is operated as pay-on-entry at BPA facilities. Coordination between BPA and event venues is critical to successful event management. The Operator shall be tasked with event parking management and coordination with local event venues.

Section 1.5: Overview of Existing Facility Conditions

The BPA operates seven (7) structured parking facilities that are in a state of good repair. Structured facilities range from 37 years to nearly 50 years old. BPA is actively addressing outstanding maintenance and repair items. Maintenance and repairs are tracked using MaintainX, a computerized maintenance management system. The Operator will incorporate MaintainX into its routine inspections of BPA-operated facilities. Operators can schedule a time to perform self-guided tours of BPA-operated facilities. The Operator will perform routine housekeeping as needed to ensure a fully functional parking facility. In December 2024, the BPA solicited bids for Parking Deck Repair/Maintenance. Repairs and maintenance will be performed as a part of a separate contractor agreement.

Section 1.7: Overview of the On-street Parking Program

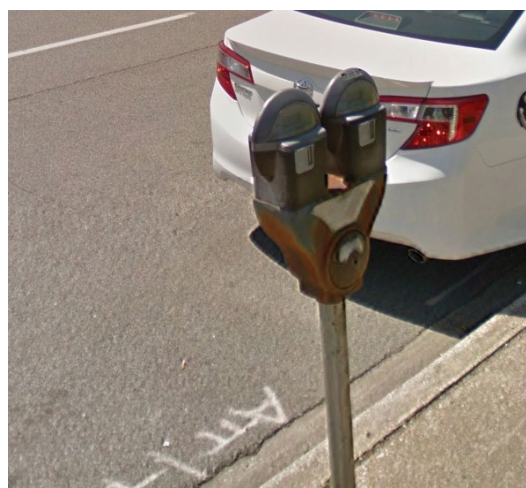
Currently, the City of Birmingham Department of Transportation manages the on-street parking and curb lane system. Birmingham's curb lane system consists of approximately 3,900 metered on-street parking spaces, 280 freight loading zones, and 140 passenger loading zones. Curb space in Birmingham is also allocated to bus stops, taxi stands, and outdoor dining areas. Typical days and hours of on-street operations are Monday – Friday, 8:00 AM – 6:00 PM. On-street parking rates vary by space type. A table detailing on-street parking rates is provided below.

Space Type	First Rate	Additional Rate
15-minute meters	\$0.25	N/A
30-minute meters	\$0.50	N/A
Two-hour meters	First 30-minutes: \$0.50	Each additional 15 minutes: \$0.25
Three-hour meters	First hour: \$1.00	Each additional 15 minutes: \$0.25
Ten-hour meters	Each hour: \$0.50	N/A

On-street parking in Birmingham is operated using a mixture of single-space and dual-head Duncan meters and the ParkMobile app. A depiction of Birmingham's typical on-street parking infrastructure is provided below.



Single-Space Duncan Meter



Dual-Head Duncan Meter

All spaces in Birmingham's metered parking system are equipped with ParkMobile decals to enable mobile payment. Currently, Birmingham's on-street parking system does not incorporate a text-to-pay option for payment.

Birmingham's on-street parking system does not include a Residential Permit Parking (RPP) program. However, it is expected that as parking management increases in the city, the City of Birmingham will establish an RPP program to serve the needs of residents.

Although the BPA does not currently operate the on-street parking system in Birmingham, the Operator should demonstrate its ability to successfully manage an on-street parking program. If the City of Birmingham elects to delegate on-street parking management to the BPA, the Operator will need to scale its duties to incorporate on-street parking and curb lane management, parking enforcement, citation management, collections, and adjudication, and booting and towing services.

Section 1.6: Ticket Citation Collection Overview

Currently, the BPA does not issue citations at BPA-operated parking facilities. As the BPA modernizes its approach to parking operations, the BPA may elect to implement parking enforcement

measures at select facilities. The Operator will provide parking enforcement services as requested by the BPA.

On-street parking enforcement in the City of Birmingham is managed by the Birmingham Police Department, and citation management is overseen by the Traffic Citation Division. Citations can be paid by mail, in-person, or online. A list of parking violations and the associated fine amounts is provided in this section.

Parking Violations	Fine Amount
Parking semitrailer truck or tractor over one hour on public way	\$50.00
Stopping in an intersection or crosswalk	\$50.00
Improper parking more than 12 inches from the curb	\$30.00
Parking in alley	\$30.00
Blocking alley (with vehicle)	\$30.00
Parking on a narrow street	\$30.00
Stopping, standing, or parking - hazardous or congested place	\$30.00
No parking to corner	\$30.00
Standing or parking on one-way streets or roadways	\$40.00
Parking broken down or inoperative vehicle	\$30.00
Unlawfully driving a vehicle other than a bicycle across or upon any curb or paved or unpaved sidewalk (parked)	\$30.00
Parked on the street for:	
Advertising vehicle for sale	\$50.00
Washing, greasing or repair (other than emergency repair)	\$50.00
Storage	\$40.00
Parked near schools or parks	\$30.00
Priority in right to occupy parking space	\$30.00
Parking on private property without permission	\$30.00
Parking in front yard	\$50.00
No parking anytime	\$30.00
Prohibited parking during certain hours	\$30.00
Parked passenger or freight loading zone	\$25.00
Parking, stopping, standing bus other than at bus stop	\$30.00
Parking, stopping, standing taxicab other than at taxi or cabstand	\$30.00
Taxi unoccupied over 15 minutes in cabstand	\$30.00
Other vehicle parking in bus lane or stop or cabstand	\$30.00
Parking in prohibited zone between safety zone and curb	\$40.00
Unlawful parking in designated space	\$30.00
Parking on city hall lots	\$30.00
Parking on municipal owned property	\$30.00
Parking over line at meter	\$30.00
Meter violation	\$15.00

Parking Violations	Fine Amount
Overtime parking at meter	\$15.00
Parking overtime except at meter	\$15.00

SECTION 2: RFP OVERVIEW AND GENERAL TERMS

Section 2.1: BPA Authority and Oversight

The Birmingham Parking Authority is responsible for operating and maintaining City of Birmingham-owned parking decks. In addition to operating City of Birmingham-owned parking facilities, the BPA owns and operates the Avondale and Morris Avenue surface lots. The Birmingham Parking Authority is able to operate parking facilities owned by public and private organizations to enhance the parking experience in the City of Birmingham.

Section 2.2: Key Objectives of this Procurement

- A. Obtain a service provider that is willing to work in partnership with the BPA to improve Birmingham's public off-street parking system.
- B. To establish an ambassador approach to customer service while automating BPA-operated parking facilities.
- C. To streamline the day-to-day operation at BPA-operated facilities and leverage technology enhancements.

Section 2.3: Parking Goals

- A. Create a unified and high-quality parking experience that serves the needs of customers, stakeholders, and supporters.
- B. To spur economic development and serve as an active partner in Birmingham's continued progress.
- C. Leverage technology and innovation to drive an efficient, financially sustainable, and industry-leading program.

Section 2.4: RFP General Terms and Conditions

- A. Terms and Conditions: Operator agrees to abide by all the terms and conditions contained in this RFP. Any exceptions to the requirements of this RFP shall be noted in writing, with detailed explanation, and included with Operator's Proposal. Operator acknowledges that taking exceptions to this RFP may cause the Proposal to be rejected.
- B. Discussions and Questions: All questions must be submitted in writing and directed to BPA's procurement point of contact (as specified in Section 3.6 of this RFP) in order to

be considered. Operator shall not attempt to discuss any aspects of the request with any other party except for the recipient at the email address described in this RFP. No verbal agreements will be considered during the proposal process. BPA reserves the right to reject the Proposal of any Operator violating this provision.

- C. Completeness: All requested information must be completed, signed, and submitted with the Proposal to constitute a proper Proposal. The entire package must be complete with all signatures and information. Failure to complete or comply with any part of the specifications or requirements in this RFP may constitute a basis for rejection. It is within the right of BPA to reject any or all Proposals resulting from this RFP.
- D. Errors: Operator or its authorized representatives are expected to fully inform themselves as to the conditions, requirements, and specifications before submitting Proposals. Operator is cautioned not to obliterate, erase, or strike over any printed material as set forth in this RFP. In quoting prices, wherever Operator has made an error and has corrected, all such corrections should be initialed by the person signing the Proposal. If errors occur in the extension of prices in the Proposal, the unit prices shall govern. Failure to comply with this provision may result in rejection of Operator's Proposal. All documents submitted must be legible.
- E. Changes/Modifications: No changes or modifications shall be made to any BPA forms without the approval of BPA. If changes or modifications are made without the approval of BPA, the Proposal submitted by Operator may be rejected.
- F. No Reimbursement: BPA will not reimburse Operator for any costs associated with the preparation and submission of any Proposal, or for any travel and/or per diem costs incurred.
- G. Submitted Material: All requests, responses, inquiries, or correspondence relating to or in reference to this RFP, submitted by Operator, shall become the property of BPA when received. Once an award is made, all excess copies of Operator's Proposal may be destroyed.
- H. Disclaimer: This is a Request for Proposal. This is not an offer or contract. The submission of a Proposal in response to this RFP does not impose any legal obligations upon BPA, nor does it create any contractual or quasi-contractual relationship between BPA and any Operator. BPA reserves the right to reject or disregard any or all Proposals, to negotiate with any or all Operators, and/or to enter a Contract or Contracts with any Operator or Operators for any or all of the services described herein. BPA is not obligated to respond to any statement or Proposal. This RFP is subject to errors, omissions, modifications, withdrawal, or cancellation without notice.
- I. Reserved Rights: BPA reserves the right (a) to reject any or all Proposals or any part thereof; (b) to waive any irregularities and/or technicalities on the Proposals; (c) to accept the Proposal that is in the best interest of BPA; (d) to obtain clarification or additional information for any Proposal; (e) to reject any Operator who has previously failed to perform properly, or complete on time, any services for BPA; and (f) to reject any Operator whom investigation shows Operator is not in a position to perform the services as specified in this RFP.

SECTION 3: RFP SCHEDULE AND PROCESS

Section 3.1: Schedule

The procurement of a parking operator associated with this RFP will be determined solely by the Birmingham Parking Authority. This is a competitive bid process, and as such, the BPA will develop a schedule for the preparation of proposals and other events. The deadlines and key events for this RFP process are as follows, some of which are set forth in more detail in the sections that follow.

#	Deadlines and Key Events	Date
1	Issuance of RFP	April 7th, 2025
2	Virtual Pre-proposal Conference (Mandatory)	April 14th, 2025
3	Self-Guided Facility Tours (Optional)	<i>See instructions in Section 3.5</i>
4	Deadline for Written Questions	April 23rd, 2025
5	Addenda (if any) issued and BPA Question Response Deadline	April 29th, 2025
6	Proposals Due	May 16th, 2025, at 2:00 PM CT
7	Proposal Review Period	May 19, 2025 – June 18, 2025
8	Finalist Demonstrations and Interviews	June 23, 2025 – June 24, 2025
9	Contract Negotiations	June 30, 2025 – July 31, 2025
10	Vendor On-boarding and Transition Period	4 – 6 weeks following contract negotiations and BPA board approval

Section 3.2: Submission of Written Questions

Operators are permitted to submit written questions from the time of the RFP release until the date designated in the schedule above. If BPA determines it is in its best interest to increase the question and or response period, BPA reserves the right to extend the deadline date. All questions shall be submitted via email to BPA's point of contact as identified in **Section 3.6** of this RFP.

Section 3.3: BPA Response to Written Questions

BPA will respond to questions based on its ability to specifically address inquiries relevant to the services requested in this RFP and the submission of proposals in response to this RFP ("Proposals"). Written responses must be provided on or before the date designated in the schedule above. BPA reserves the right not to answer questions if it determines that such questions are not pertinent to this procurement. All questions and written responses will be compiled and submitted as an addendum on the date designated in the schedule above.

Section 3.4: Proposals Due

Proposals are due on the date detailed in **Section 3.1**. Proposals must be submitted electronically to the point of contact as set forth in **Section 3.6** of this RFP. Email submissions must be time-stamped before the submission deadline for consideration. It is incumbent on the Operator to confirm the submission and receipt of their submitted proposal. Proposals not received before the deadline stated above will not be considered.

Section 3.5: Virtual Pre-proposal Conference and Parking Facility Tours

The BPA, or its designee, will host a mandatory Virtual Pre-proposal Conference per the schedule detailed in **Section 3.1**. Operators must contact the BPA point of contact for login information to the mandatory Virtual Pre-proposal Conference. At least one (1) representative for the Operator's organization must be in attendance for further consideration.

Operators may contact BPA's designated point of contact to schedule a self-guided tour of BPA-operated facilities. Tours may be scheduled before the proposal due date as defined in the schedule in Section 3.1.

Section 3.6: BPA Procurement Point of Contact

Unless otherwise specified, Brett Wood, the BPA's on-call consultant, is the Birmingham Parking Authority's primary point of contact for the purposes of this RFP. Communication should be sent to:

Brett Wood

Wood Solutions Group

Phone: (919) 412-0145

Email: brett@woodsolutionsgroup.com

Restrictions on Communications with BPA Staff: From the date of the release of this RFP until the execution of a Contract, all contacts with personnel employed by or under contract with the Birmingham Parking Authority are restricted. During this same period, no prospective Operator shall approach personnel employed by or under contract with the Birmingham Parking Authority or any other parties participating in the evaluation of Proposals and any other related matters. An exception to this restriction will be made for Operators who, in the normal course of business under a current contract with the affected agencies, may need to discuss legitimate business matters concerning their ongoing work with the contracting agency. All communications shall be directed to the BPA Procurement Point of Contact.

Violations of these conditions may be considered sufficient cause by the Birmingham Parking Authority to reject a Operator's submittal, regardless of any other consideration.

Section 3.7: Operator Questions, Interpretations, Addenda, and Authority Response

The Birmingham Parking Authority intends to answer written questions from any Operator who is considering submitting a proposal. However, no interpretation or clarification of any part of this RFP will be made orally to any Operator. Questions received by the BPA up until the deadline date, as scheduled in **Section 3.1**, will be answered. All questions must be submitted via email to the BPA's point of contact. The BPA will not respond to telephone inquiries or visits by Operators or their representatives regarding any aspect of this RFP.

To facilitate the processing of Operator questions, Operators must include a reference to the RFP # in the subject line of the email message and shall reference the RFP section/subsection (e.g., Section 5.4 Security questions, etc.). The BPA will endeavor to issue responses to Operator's questions by the deadline date, as scheduled in **Section 3.1**, and will send the responses to all questions to all Operators.

Clarification or interpretations and any supplemental instructions, if issued, will be issued in the form of a written Addenda by email to all parties. Each Operator shall be responsible for ensuring they have received all issued Addenda. Any and all Addenda will be issued to all Operators and shall become part of this RFP. The Birmingham Parking Authority and the City of Birmingham will not be held responsible for any information, explanations, or interpretations related to this RFP. Proposals shall not use the information, explanations, or interpretations related to this RFP as a basis for a claim against the Birmingham Parking Authority, City of Birmingham, or any consultant of the BPA.

Section 3.8: Proposal Submittal Process

The Operator should submit one (1) electronic Proposal, one (1) Personnel Staffing Plan and one (1) confidential cost proposal ("Confidential Cost Proposal") to the BPA's point of contact. Following the submittal of the Proposal, Personnel Staffing Plan and Confidential Cost Proposal, the Operator shall confirm receipt of the submittal by contacting the BPA's point of contact. **In order to receive the Confidential Cost Proposal and Personnel Staffing Plan documents, Operators should contact the Procurement Point of Contact to indicate interest in the project and receive all documentation.**

Section 3.9: Operator's Minimum Qualifications

Minimally, Operators shall meet the following qualifications.

- A.** The Operator must at least have a US-based headquarters, and the majority of its staff must be based in the United States of America.
- B.** The Operator must have provided similar services for at least five (5) municipalities with populations exceeding 200,000 residents. The services provided must include parking operations at off-street and/or on-street parking facilities.
- C.** The Operator must have at least five (5) years of parking industry experience. Operators may include experience doing business as a parking operator under a previous name as a part of their minimum qualification experience or demonstrating industry leadership and expertise. Experience must include successfully managing and operating at least one (1) self-service/automated parking operation which includes multi-story parking decks that offer general public and event parking.
- D.** Be free from any legal and regulatory matters that might prevent the Operator from fulfilling the terms and conditions of the executed Contract.
- E.** Demonstrate financial stability and viability, which is necessary to fulfill the commitments of the executed Contract.
- F.** Meet and maintain the minimum insurance requirements as described in this RFP for the entire term of the executed Contract.
- G.** Employ and maintain a qualified and experienced project manager with a minimum of five years (5) of experience in the management, operation, and maintenance of parking decks, surface parking lots, and an on-street parking system to perform the duties required in the executed Contract.
- H.** Have all licensing requirements by all applicable laws for engaging in parking facilities management, in the enforcement of off-street and on-street parking sites, as well as in the provision of security guard services or subcontracts with a firm that meets all of the licensing

requirements of all applicable laws. The Operator shall be responsible for ensuring that subcontractors maintain licensure and appropriate resources throughout the Contract term.

- I. Demonstrates experience in providing high-quality customer service and maintaining an ethical and moral code of conduct while performing the duties required in the executed Contract.
- J. Demonstrates experience in the marketing, promoting, and advertising of off-street and on-street parking facilities to maximize utilization of the facilities and generation of revenues.
- K. Demonstrates experience collecting and remitting parking fees and performing monthly reconciliations to ensure accurate remittance of funds.

Section 3.10: Proposal Requirements

Operators shall provide a comprehensive Proposal describing in detail the organization and procedures that would be provided in meeting the parking management and enforcement at BPA-operated parking facilities. Specific guidelines, requirements, and provisions follow this section and should be address in the Proposal. The following are the minimum Proposal requirements that will be evaluated:

- A. Complete description of the organization(s) providing the services along with descriptions of all services, data, and equipment provided in response to the BPA's proposed program operations.
- B. A proposal for staffing levels during hours of operation for each of the BPA-operated parking facilities.
- C. A proposal for the development/enhancement of BPA's parking Ambassador program, conversion to a cashless parking operation, and description of the roles and responsibilities of parking Ambassadors after BPA converts to a predominately automated parking operation.
- D. A proposal is required to upgrade the Parking Access and Revenue Control Systems (PARCS) equipment, software, and other technologies to successfully deliver the services outlined in this RFP. The Operator must provide technical specifications and fee estimates from three (3) different vendors for the proposed PARCS equipment. Fee estimates should clearly itemize all costs and fees associated with the PARCS equipment. The fee estimate shall detail the costs of BPA procuring PARCS equipment directly from the vendor compared to the costs of the Operator procuring equipment on BPA's behalf and amortizing said cost over the life of the contract. Additional information regarding the PARCS equipment may be included at the Operator's discretion. The Operator must disclose any and all financial interests, relationships, or affiliations that exist between the Operator and each of the PARCS vendors proposed. This includes, but is not limited to, ownership stakes, commission agreements, partnership agreements, or any other form of financial benefit. The Operator must make their PARCS recommendation in good faith and based on the suitability and performance of the equipment for the project requirements. By submitting a proposal, the Operator agrees to these terms and acknowledges that failure to comply with the disclosure requirements may result in penalties, including but not limited to, contract termination. The BPA will not be required to implement the Operator's recommended hardware or software to commence with the selected parking operator services. Parking operator services shall be independent of the selection, procurement, and implementation of PARCS equipment.

- E. A procedure for ensuring the daily deposit of receipts/funds into the bank account(s) designated by the BPA.
- F. A proposal for off-street parking management and special event strategies.
- G. A proposal for security services at each of the BPA-operated parking facilities.
- H. A proposal for on-street parking management services, meter maintenance, and conversion to a contactless payment predominant operation.
- I. A proposal for parking compliance management and enforcement of on-street parking facilities in the City of Birmingham.
- J. A proposal for an adjudication process that enables customers to contest issued citations and includes an administrative review process before transferring adjudication to the municipal court system.
- K. A proposal for ticket revenue collections to include a notification process and scofflaw action, including a detail of collection experience (percent of ticket revenue after dismissal) for comparable clients where on-street parking enforcement is managed.
- L. A proposal for arrangements to handle vehicle immobilization services in the City of Birmingham that adheres to the State of Alabama statutes and minimum requirements. Vehicle immobilization services should include both booting and towing operating procedures.
- M. The proposal needs to contain at least three recent references from municipalities or parking authorities of comparable size.
- N. The proposal must include the Operator's financial statements for the last five years.
- O. A Confidential Cost Proposal, including the proposed baseline management fee, expenses associated with PARCS equipment upgrades and parking operations, and an incentive management fee proposal for new revenue sources generated at BPA-operated facilities.

Section 3.11: Proposal Format

Proposals must be received by the submittal date detailed in **Section 3.1**. Proposals and Confidential Cost Proposals must be emailed to the BPA Point of Contact. All Proposals and Confidential Cost Proposals must be submitted in PDF and MS Excel, respectively. Files names should include the RFP #, the proposer's name, and the submittal name (e.g., RFP#25-0003_ParkingOperator_Proposal, RFP#25-0003_ParkingOperator_ConfidentialCostProposal).

To ensure submittals can be reviewed accurately, each page of the Proposal and Confidential Cost Proposal must be numbered consecutively, include the Operator's name, and reference to the section title of the RFP. Identify each section (and, to the degree feasible, each subsection) with clearly distinguishable and labeled "tabs" that align and are linked to the Table of Contents so that specific sections can be easily referenced.

Operators shall comply with all RFP instructions and conditions when responding to this RFP. Failure to conform to these instructions may cause disqualification. The Birmingham Parking Authority, in its sole discretion, may reject any nonconforming Proposals.

Proposals should be designed to illustrate an understanding of the Operator's competency and expertise in meeting the requirements of this RFP. Proposals should be prepared simply and

economically, providing a straightforward, concise description of the capabilities of the Operator and the solution they are proposing. Emphasis should be on completeness and clarity of content.

The Operator shall ensure that adequate and accurate responses are provided. It is the responsibility of the Operator to provide complete answers to each requirement, even if that results in redundant, duplicate material within the Proposal. Additionally, in the event the Operator provides an alternative approach to an RFP requirement in its proposal, such alternatives should be in addition to the services required in the RFP and highlighted as an alternative solution for evaluation by the Evaluation Committee. The Evaluation Committee shall not be required to search for answers in other sections of the Proposal.

A. Part 1: Business and Technical Proposal

When developing the Proposal, please be sure to take into consideration all requirements stated in this RFP, including all exhibits, schedules, addenda, and riders to such documents.

Please structure the Proposal as follows. Part I of the proposal should follow the order below, and each section and subsection should be numbered so they are clearly identifiable.

1. Section 1: Cover Letter

The Cover Letter should be delivered on the Operator's letterhead with the original signature of the individual or official authorized to submit a binding proposal on behalf of the Operator and affixed with the corporate seal, if any.

2. Section 2: Executive Summary

Provide an Executive Summary of the most significant aspects of the Proposal in terms of satisfying the requirements of the RFP. This Executive Summary must provide a high-level overview of the Proposal in such a way as to demonstrate a broad understanding of the Birmingham Parking Authority's needs and objectives and all of the RFP requirements. Operators must summarize their understanding of the goals stated in the RFP, the intended results of the parking operation, the scope of work, and any issues related to the Contract that the Operator believes need to be addressed. Additionally, Operators must discuss in detail any assumptions they have made which in any way require or include the leveraging of any BPA resources. The Executive Summary shall not mention the dollar amount proposed for the Contract.

3. Section 3: Approach and Work Plan

a. Statement of Work (SOW) and Roles and Responsibilities

Proposals must include a proposed Statement of Work outlining the tasks to be performed by the Operator in response to the requirements of this RFP. The SOW will be refined during the selection and negotiation process, leading to a Contract between the parties. The SOW should include a preliminary implementation schedule and a method for functional testing. The implementation schedule should also include the method of purchasing, delivery, and installation of any hardware and software,

taking into consideration the procurement provisions of the Birmingham Parking Authority and the City of Birmingham.

The Contract will include penalties if the final implementation schedule is not met. A user manual, demonstration, and documentation of hardware and software will be required from Operators during the short-listing process.

In keeping with sound project management practices, the Birmingham Parking Authority requires that the Operator provide periodic reports based on the SOW and the implementation schedule, which indicate specific estimates of work remaining (detailed by milestones, deliverables, and tasks) on an ongoing basis until completion of the Contract. The proposed SOW shall fully explain the assumptions and expectations the Operator has of the Birmingham Parking Authority with respect to legacy systems (policies and technology), conversion, and other implications on the operation of the Birmingham Parking Authority and the City of Birmingham.

Additionally, any components, equipment, or infrastructure, as may be required for the Operator by this RFP, which is implemented and accepted before the expiration of the Contract term shall be, and will remain, under full warranty by the Operator until the close of the Warranty Period. The Operator will ensure that all equipment remains in a state of good repair and qualifies for any Warranty provided by the original equipment manufacturer.

b. Implementation Approach

The Operator shall recommend an approach for the implementation of parking operations and related services for BPA-operated parking facilities within an expeditious but achievable timeline.

The Proposal shall provide detailed descriptions of how the Operator anticipates accomplishing the services in this RFP relative to methodology, tools, personnel, roles, responsibilities, phasing, etc., with the objectives of demonstrating to the Birmingham Parking Authority that the Operator understands the tasks and level of effort involved to provide each of the required deliverables; and identify what is required of the BPA and City of Birmingham in order for the Operator to implement the plan.

For each approach section, the Operator should provide a high-level introduction and description of its approach to implementing the specific service. Additionally, the implementation approach must contain a narrative detailing the Operator's strategy for implementing a service. The narrative shall include, but not be limited to, the Operator's approach to the following: A) Management, B) Operations and Staffing Requirements, C) Implementation Timeline, D) Required Technology and

Implementation, E) Testing and On-going Quality Assurance, F) Reporting, G) Assumed Responsibility of the Client.

4. Section 4: Background and Experience

a. Organization Structure

Describe your company's history, including a brief description of your company's experience and background, particularly within the local market, company objectives, and philosophies.

Describe the Operator's total organization, including any proposed subcontractors required to perform the services detailed in this RFP. Provide an organizational chart for the overall organization showing each entity within the organization, as well as the chain of authority from the chief executive to the Project Manager directly responsible for this Project.

Clearly identify any partners and describe in detail the roles that each will have in the development, operation, and/or management of services detailed in this RFP. Please describe their organizations, annual revenues, and the length of time they have been in business.

Clearly identify any Subcontracts that the Operator intends to use to provide any of the services necessary to fulfill the requirements of this RFP. Please describe their organizations, annual revenues, and the length of time they have been in business. The BPA seeks to support Disadvantaged and Minority Business Enterprises in Birmingham, Alabama. As such, the BPA has set a **15% DBE/MBE participation goal** for the Contract. Consideration will be provided as to whether the primary firm and/or its subcontracts are within the State of Alabama and/or a small, woman-owned, minority-owned, veteran-owned, or disadvantaged-owned business.

Provide an organizational chart detailing the operating relationship between the Operator and any and all partners, subcontractors, or third parties that will play a role in this project, including those that will interface directly with the Birmingham Parking Authority.

Describe any current or planned business or other contractual obligations that may have an influence on the capability of the Operator, partners, subcontractors, or third parties to meet the requirements of this RFP.

Describe in detail the roles and responsibilities of the Operator, partners, subcontractors, or third parties in any current or planned business or other contractual obligations.

b. Key Personnel

Describe any key personnel, along with their qualifications and experience, which are part of the Proposal. At a minimum, “key personnel” shall include but are not limited to Project Manager, Operations Manager, Assistant Manager, and overall supervisor. This section shall include full resumes for key personnel, project experience, and credentials. The Operator should state which key personnel, if any, have credentials such as Certified Administrator of Public Parking (CAPP) or Certified Parking Professional (CPP).

c. Experience and Ability

Provide a detailed statement describing the Operator’s experience with municipal parking operations and related services and the Operator’s ability to implement and maintain such operations and services.

Describe in detail the Operator, partners, subcontractors, or third parties, qualifications, and capabilities to provide the services necessary to meet the requirements as detailed in this RFP.

Explain how the Operator will ensure that personnel performing the work for the Birmingham Parking Authority are qualified, trained, and proficient.

Include a list of up to five (5) parking operations previously managed by the Operator. To ensure the Operator has operating experience in a similarly situated city, at least three (3) of the previously managed parking operations should be located within five hundred (500) miles of Birmingham, AL. If three (3) previously managed parking operations are not within five hundred (500) miles of Birmingham, AL, the Operator shall detail how its previous parking experience has prepared it for providing parking operator services in Birmingham, AL. Provide a detailed description of the practices demonstrating your firm’s history and ability to provide outstanding customer service and implement an ambassador approach to parking management.

d. Financial Capability

For each entity described in Section 4.a – Organizational Structure, provide a description of the Operator’s and the applicable partners, subcontractors, and third-parties financial status, such as audited financial statements and annual reports, for the five (5) most recent years.

For each entity described in Section 4.a – Organization Structure, detail the entity’s total annual review for the most recent five (5) years, number of employees, products and services, affiliated companies, and other descriptive information.

e. Legal Issues History

For the purposes of this section, the scope of each question includes the Operator and any partners, subcontractors, or third parties. Review the list of questions below and provide a response of Yes, No, or Not Applicable (N/A). If Yes, please provide additional details.

Question	Yes	No	N/A
Q1. During the five (5) most recent years, has the Operator, partners, subcontractors, or third parties been subject to any bankruptcy, insolvency, reorganization, liquidation, or receivership proceedings?			
Q1 Explanation: If yes, please explain.			

Question	Yes	No	N/A
Q2. During the five (5) most recent years, has the Operator, partners, subcontractors, or third parties been subject to any litigation, investigation, or proceeding before or by an arbitrator or Government Authority that is continuing or threatened against the Operator, partners, subcontractors or third parties involving:			
1. Operator default or claims of breach by a Government Authority or failure to perform services in accordance with the terms of one or more agreements with Government Authorities?			
2. Conviction of a criminal offense, including, but not limited to, fraud, embezzlement, or dishonest acts with respect to obtaining, attempting to obtain, or performing a transaction or contract for a Government Authority, or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, receiving stolen property, tax evasion, or violating federal criminal tax laws?			
3. Violation of federal or state antitrust states related to the submission of offers or proposals or the commission of any unfair trade practices?			
4. Tax and securities law violations, including fraud and delinquency?			
5. Ethics, conflict of interest, corrupt practice, and/or campaign contribution violations?			
6. Breach of duty of good faith and fair dealing?			

7. Violation of the U.S.A. Patriot Act provisions pertaining to business practices.			
Q2 Explanation: If Yes to any of the above, please explain. Specify which violation is being explained.			

Question	Yes	No	N/A
Q3. During the five (5) most recent years, has the Operator, partners, subcontractors, or third parties been convicted of any criminal violation(s) of any environmental or health and safety laws?			
Q3 Explanation: If yes, please explain.			

Question	Yes	No	N/A
Q4. Is there, or has there been during the five (5) most recent years, any litigation or governmental or regulatory action pending or threatened against the Operator, partners, subcontractors, or third parties that might have a bearing on the ability of the Operator, partners, subcontractors, or third parties to provide services to the Birmingham Parking Authority or City of Birmingham (e.g., litigation with any state; or litigation between the aforementioned organization and any third party provider of required services to the State, etc.)			
Q4 Explanation: If yes, please explain.			

Question	Yes	No	N/A
Q5. Has the Operator, partners, subcontractors, or third parties been principally involved in any legal or administrative actions directly with the State of Alabama or any municipality in this State?			

Q5 Explanation: If yes, please explain.

Question	Yes	No	N/A
Q6. Is the Operator or any of its partners, subcontractors, or third party's delinquent in any taxes or other monetary obligations owed to the City of Birmingham?			
Q6 Explanation: If yes, please explain.			

f. Affirmation of Due Diligence

By submitting a Proposal, Operators are representing that they have examined and are thoroughly familiar with the elements of this RFP, including the data and information pertaining to parking utilization, actual physical items, facilities, services, or functions essential to satisfactory implementation, management, and administration of parking operations for the Birmingham Parking Authority and City of Birmingham's facilities ("Due Diligence") and the services to be provided under the ensuing Contract. Please affirm the representations in this RFP with respect to Due Diligence.

5. Section 5: References

The Operator shall provide three (3) references for locations of similar size and scope. References shall include a contact person, phone number, and email address. Failure to provide suitable references may be cause for the rejection of this proposal.

6. Section 6: Insurance Requirements

The Operator shall procure and maintain the required insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of this agreement for the duration of the contract. The selected Contract shall pay the cost of such insurance.

- a. The amount of insurance shall not be less than:

- i. General Liability: Minimum of **\$5,000,000** commercial general aggregate liability coverages with **\$2,000,000** for each occurrence. Policy to include coverage for operations, contractual liability, personal injury liability, products/completed operations liability, broad-form property damage (if applicable) and independent contractor's liability (if applicable) written on an occurrence form.
- ii. Automobile Liability: Minimum of **\$2,000,000** combined single limit per occurrence for bodily injury and property damage for owned, non-owned, and hired autos.
- iii. Umbrella Liability: Minimum of **\$10,000,000** per occurrence and aggregate.
- iv. Workers' Compensation and Employee Liability: Workers' Compensation limit as required by the Labor Code of the State of Alabama and employer's liability with limits not less than **\$1,000,000** per accident.

B. Part 2: Confidential Cost Proposal

The Operator shall submit its Confidential Cost Proposal in a separate document from its business and technical Proposal. The Confidential Cost Proposal shall include an itemized list of all projected expenses, including the Operator's recommended PARCS equipment, a proposed monthly management fee totaled to the annual cost over the life of the contract, and a Proposal for an Incentive Management Fee on new revenue streams implemented by the Operator. A Confidential Cost Proposal template has been provided for this RFP. Any revenues or expenses not considered in the Confidential Cost Proposal template can be included in rows designated as "other."

1. Revenues

The Operator shall detail projected revenues by revenue source for the entire BPA operation. Historic revenues by facility can be furnished upon request.

2. Expenses

The Operator shall detail the projected Payroll & Benefits and Operating Expenses. Projected expenses shall be based on the Operator's approach to providing the services detailed in this RFP. In addition to providing the rolled-up expenses, the Operator shall provide a list of itemized expenses for the service sectors detailed in this RFP, which includes General Operations, Ambassador Program, Security Services, Enforcement Service, and Event Management.

The Operator shall detail the projected capital expenses associated with the roll-out of services in this RFP. Additionally, the Operator shall detail the amortized cost associated with purchasing new PARCS equipment and any service fees associated with providing PARCS equipment, parking management systems, or other proposed technology enhancements detailed by the Operator.

3. Base Management Fee and Incentive Management Fee

The Operator shall submit its proposed management fee for providing the services detailed in this RFP. The Operator shall detail its management fee in dollars. The Operator shall develop its proposed management fee with and without purchasing PARCS equipment.

The Operator shall develop an Incentive Management Fee associated with revenue generated for new sources. This Proposed fee shall detail the percentage of revenue allocated to the Operator from new revenue sources.

Section 3.12: Confidential Cost Proposal Template

A Confidential Cost Proposal Template is provided in the Appendix. Operators shall utilize this template as a basis for their cost proposal.

SECTION 4: RFP EVALUATION PROCESS

BPA intends to review and score Proposals based on each Operators individual responses and technical expertise. BPA anticipates selecting one (1) Operator to support the intended goals and outcomes of this RFP. Members of BPA's selection committee will review Operator's responses. The following sections provide guidance on the overall breakdown of scoring and the proposal evaluation process.

Section 4.1: Evaluation Committee and Selection Process

The BPA will review proposals after receipt and review of satisfaction of minimum requirements. Those Operators who do not meet minimum qualifications may be eliminated from consideration based on the judgement of the BPA's Evaluation Committee. The "BPA Evaluation Committee" will consist of BPA executive staff, City of Birmingham stakeholders, and other community stakeholders as defined by the BPA.

The overall scoring for the proposals will be based on the following scoring structure.

A.	Methodology and Resources	25 Possible Points
B.	Capability and Experience	25 Possible Points
C.	Implementation Schedule	20 Possible Points
D.	DBE/WMBE Participation	10 Possible Points
E.	Confidential Cost Proposal	20 Possible Points

Operators will be initially short-listed based on qualifications and satisfaction of minimum requirements, using the scoring criterion in A – D above. Following that short-list, those Operators will be invited to interview with the BPA's Evaluation Committee for final selection. After interviews, the Evaluation Committee will re-score finalists based on the scoring criterion A – E above. BPA reserves the right to select the highest ranked Operator based solely upon the Proposal if the Proposal has the requested information. Once BPA determine the highest ranked Operator, BPA will engage in negotiations for the services and the Contract.

Section 4.2: Confidential Cost Proposal Evaluation

Operators shall submit Confidential Cost Proposals separately from the main Proposal as defined in Section 3.11.B. Confidential Cost Proposals will be evaluated after the first short-listing of candidates based on qualifications and satisfaction of minimum requirements. Confidential Cost Proposals will be utilized in the final decision-making process post-interview.

SECTION 5: GENERAL PROPOSED SCOPE OF SERVICES

This section outlines expectations and requirements of Operator to operate the Birmingham Parking Authority's off-street parking operations, including surface parking lots and parking garages. Changes are permitted with policy changes enacted by the Birmingham Parking Authority and the City of Birmingham municipal code revisions.

Each of the services detailed in the section will be the baseline required duties of the selected parking operators. These duties should be used to determine staffing levels, technology enhancements, and the Operator's monthly management fee. Each deliverable shall be delivered to the BPA in a timely manner and in accordance with the Contract schedule. In its Proposal, each Operator shall address each provision and required service as set forth in the scope of services; if not, please explain why not. The selected Operator, at a minimum, shall perform the following duties.

Section 5.1: Management and Operations

The Operator shall supply labor and manage off-street parking facilities for the use and benefit of the public, customers seeking hourly, daily, and monthly parking access, and other leaseholders. The Operator shall oversee the day-to-day operations of all BPA-operated parking facilities and manage on-site staff associated with the Ambassador program and security services.

The Operator shall permit no other activity or use of the BPA-operated parking facilities without the express prior written permission of the BPA. Special events involving BPA-operated parking facilities must be approved in advance by the BPA. The Operator shall provide any additional services required to accommodate any special events. The cost of additional services shall be paid from the operating revenues generated by BPA-operated parking facilities. The Operator shall prepare and submit monthly and annual operating budgets to the BPA for review and approval.

In addition to the following sections, the Operator shall operate and manage BPA-operated parking facilities in accordance with BPA and City of Birmingham approved Operating Standards. In the event of a conflict between this section and the final Contract between BPA and the selected Operator, the Contract shall supersede the proposed scope of services set forth in this section.

Section 5.2: Staffing

The Operator shall provide adequate personnel to properly manage, operate, maintain, and secure each parking facility daily. The Operator shall develop a staffing plan for personnel management and shall hire, train, and supervise enough personnel to operate the facilities in accordance with this Scope of Services, Operating Standards, and commonly accepted industry best practices. When developing a staffing plan, the Operator shall consider the staff needed to provide a streamlined parking operation that relies primarily on technology to offer an automated parking experience.

If required by the BPA, the Operator shall conduct background checks and submit them for review in accordance with applicable law. The Operator shall assess the experience and skills of existing BPA staff to determine if any staff meet the qualifications needed to provide the duties detailed in this Scope of Services. If, based on the Operator's determination, the existing staff does not meet the staffing qualifications, the Operator is not bound to hire existing staff.

The Operator and its selected staff shall maintain the highest degree of professionalism, courtesy, integrity, and ethics while performing its duties. The Operator shall conduct its operations in an orderly and appropriate manner to provide high-quality customer service and shall refrain from any and all conduct that might diminish the customer's experience or create a negative impression of the BPA.

Section 5.3: Unified Comprehensive Parking Permit, Citation, and Parking Access and Revenue Control Management System

The Operator shall work with the BPA to identify and implement an appropriate Parking Management System (PMS) software as a service (SaaS). The selected PMS SaaS shall meet or exceed the following functionality:

- A. The PMS must be able to track and report hourly and daily parking transactions.
- B. Manage permit and account data for individuals, businesses, and large groups. Permits will be issued using a mixture of prox cards and virtual permits.
- C. Provide online permit registration and allow permit holders to log in to the platform to manage and update their personal account and payment information.
- D. Allow companies to designate a permit manager and allow for bulk permit management.
- E. Perform daily settlement and automated reconciliation.
- F. Include a real-time dashboard that provides insights into parking utilization, utilization trends, and transaction behavior at each facility and the system as a whole.
- G. Provide daily, weekly, monthly, quarterly, and annual reports for all transaction types by facility.
- H. Include a waiting list management system.
- I. Integrate with parking access and revenue control equipment, contactless payment solutions, license plate recognition cameras, parking guidance systems, real-time occupancy signage, security cameras, handheld payment equipment, citation issuance hardware, etc.
- J. Manage payments, late notices, and collections.
- K. Incorporate a parking validation system and discounted permits.
- L. Event parking registration/pre-booking through BPA's and event venue's websites.
- M. Comply with Payment Card Industry Data Security Standards (PCI DSS Level 1 Compliant).
- N. Have a guaranteed uptime of 99% with liquidated damages clauses for failure to maintain required uptime.
- O. Customer service and support must be available during BPA's business hours.
- P. The selected PMS shall provide on-site training for the BPA team.
- Q. BPA staff must be able to update parking permit rates, change permit types, and establish eligibility criteria.

It is the BPA's intent to integrate parking permit and parking citation functions within the off-street parking system. Additionally, if on-street parking management is delegated to the BPA, the selected back-office management platform must be able to integrate all on-street parking sales, mobile app transactions, and citations into a unified, comprehensive system. The BPA expects this complete parking system to increase overall parking efficiency and system productivity and improve customer service. The BPA's intent is to incorporate all BPA-operated parking facilities and potentially Birmingham's on-street parking system into a unified parking management system that will improve the parking experience. The selected PMS must facilitate online payments for parking permits and integrate with hardware and software payment solutions. Additionally, the selected back-office management platform must allow for the seamless transition of permit data by uploading BPA's existing permit database PARIS by IntegraPark.

Section 5.4: Security

The Birmingham Parking Authority seeks to provide a safe parking experience for visitors, permit holders, and employees. To ensure BPA facilities safely protect persons and property, the Operator shall provide security services for all BPA-operated facilities.

BPA will have an existing contract for security services that the Operator may elect to incorporate into their operational approach. To provide a high level of security while also ensuring efficient coverage of BPA facilities, security services should provide a mixture of in-person, roving, and camera-based security monitoring. Based on BPA security needs, the Operator shall provide security services for BPA facilities during the following time periods.

- Decks 2, 3, 4, 5, 7: An Ambassador shall provide a security presence from 7:00 AM – 7:00 PM. From 7:00 PM – 7:00 AM, the Operator shall provide at least one roving Security Officer to perform periodic security checks.
- Deck 3: An Ambassador or Security Officer shall provide in-person camera monitoring at the central dispatch 24 hours a day, 7 days a week. This staff member shall be responsible for answering phone calls for security and customer service needs.
- Deck 6 and 8: An Ambassador shall provide a security presence from 7:00 AM – 7:00 PM. From 7:00 PM – 7:00 AM on weekdays and 24 hours a day on weekends and holidays, an in-person Security Officer shall provide security services.
- Avondale Lot and Morris Avenue Lots: Shall have roving security monitoring, 24 hours a day, 7 days a week.

Deck 3 serves as BPA's central dispatch location and shall have in-person security coverage at all times. The central dispatch location shall have the ability to connect with the Birmingham Police Department and other governing agencies as requested by the BPA. Enhancements to BPA's security equipment are desired, and BPA seeks to establish a modern command center for security services.

Additionally, security procedures must be established to safeguard all monies collected by the Operator's employees on behalf of the BPA and the City of Birmingham. The Operator agrees that all funds collected on behalf of the BPA and City of Birmingham are and shall remain the sole property of

the Authority and the City, and the Operator shall immediately inform the BPA of any and all daily shortages with documentation. The Operator shall deposit all money collected from any and all BPA-operated facilities into an account to be designated by the BPA at the close of each day or by noon of the following business day for collections that occur after typical banking business hours.

The Operator must ensure the security of all vehicles under its control and shall be responsible for any damage to or theft of any such vehicle(s). All vehicles used by the Operator for parking duties within BPA facilities and the City of Birmingham shall be kept neat and clean and will bear a parking system name and logo mutually agreed upon by the BPA and the Operator.

All security staff must wear identifiable uniforms denoting personnel as security services. The BPA will work with the Operator to finalize the design of security staff uniforms. The Operator shall provide an example of their recommended security staff uniforms, and any other distinguishing features related to providing security services.

Section 5.5: Performance Tracking and Notifications

The Operator shall track and handle all complaints from the public regarding parking and/or parking enforcement daily in a courteous and professional manner. All customer complaints shall be documented in the PMS, and customer complaint response time and the resolution reached by the Operator shall be tracked therein.

The Operator shall note any hazardous conditions or damage that might appear to warrant action and report these conditions to the BPA by telephone and in a written report notice stating the perceived hazard or other dangerous conditions. The notification shall be within 24 hours of the observed hazard. BPA will coordinate with the Operator to establish a preferred reporting protocol and designate the database in which reports will be managed.

The Operator will track the performance of all parking enforcement staff by individual officers and the collective parking enforcement team. Parking enforcement services are expected to be scaled to include the on-street parking system if its management is delegated to the BPA. Performance tracking elements shall include, but are not limited to:

- A. The number of license plates scanned hourly and daily.
- B. The number of violations identified.
- C. The number of violations identified that result in a citation.
- D. The number of citations issued that were written in error.
- E. The number of citations issued that result in citation payment.
- F. The number of citations issued that are contested in an adjudication process.
- G. The number of contested citations that are dismissed based on the adjudication process and the reason for dismissal.
- H. The number of contested citations that are upheld based on the adjudication process.

Additional performance tracking elements associated with the management of Birmingham's on-street parking system are provided in Section 7 of this RFP.

Section 5.6: Reporting

The Operator shall submit to the BPA within fifteen (15) days after the close of each calendar month a complete report of all monies collected and any reimbursable expenditures, as defined by the contract, made during each previous month. Reports submitted shall include, at a minimum, the following:

- A. Original bank deposit slips and any other financial documents concerning the transfer of cash.
- B. Daily ticket logs.
- C. Complaints received and remedial action reports.
- D. A financial and statistical report concerning the management and operation of BPA-operated parking facilities. The Operator will coordinate with the BPA to determine which elements will be included in these monthly reports.
- E. All incident reports, whether associated with police activity or managed internally by the Operator.
- F. A daily cash shortage report compiled for the month.
- G. A monthly cash shortage report.
- H. A monthly utilization report by facility, by day.
- I. A monthly off-street parking board report detailing, at a minimum, by parking facility, the following elements:
 - 1. The number of spaces leased
 - 2. Revenue associated with monthly leased parking permits
 - 3. Revenue associated with transient parking tractions
 - 4. Revenue associated with parking validations
 - 5. Revenue associated with event parking
 - 6. Any other revenue generated by BPA-operated parking facilities
 - 7. Revenue per space
- J. A monthly on-street parking reconciliation report.

Section 5.7: Parking Systems Management and Operations Manual

The Operator shall develop and maintain an updated Policies and Procedures Manual that is specifically designed for the BPA-operated lots, garages, on-street parking enforcement (if/when initiated), and comprehensive parking management software system. The management manual shall consist of, but is not limited to, the following:

- A. Staff requirements
- B. Instructions on Ambassador's roles and responsibilities
- C. Instructions on Security Staff roles and responsibilities
- D. Instructions on Customer Service
- E. Instructions on Parking Enforcement Officer roles and responsibilities
- F. Employee Handbook Protocols and Procedures
- G. New Hire Training including, but not limited to:
 - 1. Defensive Driving and Driver Safety
 - 2. Division of Occupational Safety and Health Administration (OSHA) training

3. Parking Enforcement Officer Safety
4. Interpersonal Communication, Conflict Resolution, and De-escalation
5. Sexual Harassment Recognition and Prevention
6. Adjudication and Courtroom Testimony and Procedures
7. First Responder Training - Suspicious Activities, Terrorism, Active Shooter, and Improvised Explosive Device
- H. Communications Policy and Instructions on Media Relations
- I. Outline specifications for audit/transaction report needs and coordination with the BPA to develop necessary daily and monthly reporting requirements
- J. Procedures for collection of monthly parking fees, special event fees, transient revenue, parking validations, and any other sources of revenue
- K. An on-street parking enforcement schedule defining enforcement zones, routes, and enforcement methodology
- L. Parking compliance monitoring and enforcement policies and procedures

Section 5.8: Technology Integration

The BPA seeks to have a fully integrated parking system. All technologies should seamlessly interact with each other to enhance the customer experience. Although BPA currently uses WPS parking access and revenue control system (PARCS) equipment, it is the intent of the BPA to work with the Operator to determine if a PARCS equipment upgrade is needed. If it is determined that the PARCS equipment must be upgraded, the BPA will work with the Operator to refine PARCS equipment specifications. The BPA shall retain the sole and final decision for the type and configuration of PARCS equipment selected, procured, and implemented at BPA-operated parking facilities. The Operator shall incorporate BPA's selected PARCS equipment into its operation plan. At a minimum, Operators should detail their ability to develop a fully integrated parking system that includes the following technologies and data sources:

- A. Entry/Exit Barriers and Gates
- B. Pay-in-Lane and Pay-on-Foot pay stations
- C. All Contactless Payment Solutions, including online and mobile app solutions
- D. Parking Validation Systems and Scanners
- E. Prox Card readers
- F. Stationery and Mobile License Plate Recognition cameras
- G. Parking Guidance Systems and Sensors
- H. Real-time Occupancy and Wayfinding Signage
- I. Digital Signage
- J. Directional Signage external to BPA facilities
- K. Pre-booking software solutions
- L. Parking Management Systems
 - a. PMS must provide BPA with real-time payment and access management
- M. Automated Billing
 - a. Automatic cut-off for non-payment
 - b. Automatic cut-off and bill-back for overuse of flex permits
- N. Video Intercoms

- O.** Security and CCTV Cameras
- P.** Multi-screen Monitor, Control Room Console, Central Computer
- Q.** Handheld Devices
- R.** Wireless Communication Network and Cloud Based Server
- S.** Electric Vehicle Charging Stations
- T.** Data Analytics Tools
- U.** Customer Support Systems

The Operator should provide a systems integration process and timeline for BPA-operated parking facilities. The submitted integration process and schedule should reflect three options:

Option 1: BPA continues to use WPS PARCS equipment and enhances the system with supportive technology.

Option 2: BPA or the Operator procures new PARCS equipment and enhances the system with supportive technology.

Additionally, the Operator should submit their experience developing fully integrated parking systems in similarly sized parking operations.

The Operator shall implement the proposed system integration process and align it with the recommended timeline. The Operator shall work with the BPA to ensure the system integration process occurs as intended.

Section 5.9: PCI Compliance

The Operator shall agree that at all times, it will remain in strict compliance with all terms, provisions, regulations, and rulings relative to the then most current provisions and requirements of the Payment Card Industry Data Security Standards ("PCI DSS"), as developed and promulgated by the PCI Security Standards Council, as well as with all state and federal requirements relative to credit card payments. The Operator shall pay all costs and expenses to ensure that equipment and software are in strict compliance with PCI DSS during the term of this Contract. The Operator shall agree to defend and indemnify the Birmingham Parking Authority and its employees, the BPA Board of Directors, and the City of Birmingham from and against any claims, actions, suits, or proceedings of any type whatsoever arising out of or in any way connected with the Operator's breach of the terms of this paragraph.

Section 5.10: Birmingham Parking Authority's Responsibilities

The Birmingham Parking Authority, through its CEO or their designee, will coordinate the appropriate resources to assist with the initial orientation of the Operator and its Project Manager. The BPA will provide existing procedures and policies regarding the operation of BPA facilities. The BPA will work with the Operator to modernize its procedures and policies to ensure the efficient operation of BPA facilities and align with industry best practices.

The BPA reserves the right to set parking rates for all transaction and permit types.

The BPA shall provide the Operator with the designated bank account(s) for the deposit of all funds associated with this Contract.

The BPA will coordinate with the City of Birmingham and the Operator to provide City Ordinances, regulations, and schedules of penalties for parking violations in the City. Additionally, the BPA will coordinate with the City of Birmingham to provide the Operator with information regarding the location of off-street and on-street parking infrastructure, hours of operation, rates, and meter infrastructure. If on-street parking management is delegated to the BPA, the Operator shall scale its operations to ensure the efficient management of off-street and on-street parking operations.

During the Contract, the BPA may negotiate with the selected Contract for an increase or reduction in the responsibilities of the selected Contract. These may include, but are not limited to, changes in requested hours of operation, locations of parking facilities, or the addition or reduction in the scope of the Operator's duties.

From time to time, the City of Birmingham may amend its ordinances and schedule of parking regulations pertaining to parking enforcement. The Operator will be required to change its procedures as necessary in order to conform to the amended ordinances and schedule of parking regulations, at no change in price unless mutually agreed upon with the BPA.

SECTION 6: PROPOSED OFF-STREET PARKING PROGRAM APPROACH

Section 6.1: Off-Street Operator Management Services

A. General Operator Service

The Operator shall oversee general day-to-day operations for the BPA. This includes management of BPA's future Ambassador program, Security Services, Enforcement Management, Event Management, and Vehicle Immobilization. In the subsequent sections, the Operator shall detail its unique approach to providing these services. Additionally, the Operator shall detail its approach to performing back-of-house operations, such as Staffing and Hiring, Data Integrations, PARCS Technology Maintenance and Management, Revenue Collections, Performance Tracking, and Auditing. The Operator shall work collaboratively with the BPA to ensure a fully functional parking operation that meets or exceeds industry standards. The goal for the BPA's parking operation is to attain the International Parking and Mobility Institute Accredited Parking Organization (APO) with Distinction status, and the Operator should consider APO criteria as they develop their unique approach to parking operations for the BPA.

1. Personnel Staffing Plan and Hiring Procedures

The Operator shall provide a detailed Personnel Staffing Plan. This plan shall detail the recommended approach to staffing General Operations, the Ambassador Program, Security Services, Enforcement, Event Management, and other positions required to provide the services detailed in this RFP. The BPA seeks a streamlined staffing plan that minimizes staffing redundancies and employee downtime at BPA facilities. The Operator's staffing plan should reflect a modern approach to parking management that incorporates automated parking facilities in a cashless operation.

2. Organizational Chart and Job Descriptions

The Operator shall provide an operational organizational chart detailing the recommended positions and staff quantities. The organizational chart shall detail management oversight for frontline staff and highlight the chain of command between the proposed project manager and the BPA.

Additionally, the Operator shall provide Job Descriptions for each recommended position. Job Descriptions shall include recommended hourly and annual compensation rates for staff. All job descriptions shall detail the roles and responsibilities of staff managed by the Operator.

3. Proposed Project Manager

The Operator shall designate their recommended Project Manager. The Project Manager shall serve as the primary point of contact for the Operator. The recommended Project

Manager shall meet all minimum qualifications detailed in the RFP. The Operator shall provide a full resume and three references of their recommended Project Manager. Although not required, a Project Manager who maintains the distinction of Certified Administrator in Public Parking or Certified Parking Professional is preferred. The Operator shall detail the roles and responsibilities of the Project Manager and their proposed level of collaboration with BPA leadership. The roles and responsibilities should be comprehensive in nature and cover the duties needed to perform the services detailed in this RFP fully. The BPA retains the right to accept or reject a recommended Project Manager. If the Operator recommends a Project Manager that is not acceptable to the BPA, the Operator will work with the BPA to identify a mutually agreed upon Project Manager to provide the services detailed in this RFP. The management of the BPA contract and associated operations shall be the sole assignment and primary priority of the recommended Project Manager.

4. On-site Management Team

The Operator shall detail the recommended On-site Management Team. The On-site Management Team should include any Deputy Project Managers, Team Leads, or Executive Staff associated with the Operator's recommended organizational chart. If a particular person has been identified to fulfill a role on the On-site Management Team, the Operator shall submit their full resume.

5. Hiring Process and Transition Plan

The Operator shall detail its recommended Hiring Process. This process should detail the Operator's approach to identifying quality staff, the new hire interview process, staff selection criteria, and employee onboarding. Additionally, the Operator shall detail its approach to interviewing existing BPA personnel to determine if they meet hiring criteria. The Operator shall detail its recommended Employee Transition Plan. The recommended Transition Plan shall incorporate uninterrupted operations of BPA facilities. As a part of the Hiring Process and Transition Plan, the Operator shall provide a high-level outline and timeline for these processes.

6. Benefits and Retirement

The Operator shall detail the benefits and retirement package offered to staff employed by the Operator. This detailing shall include benefits, retirement types, and employee eligibility criteria. The Operator shall detail the specific benefits employees hired by the Operator will be able to receive.

7. Employee Security Standards and Background Checks

The Operator shall detail its approach to ensuring that the Operator can maintain a safe and trustworthy environment for both customers and staff. The Operator shall detail its approach to providing comprehensive background screenings to assess criminal history, prior employment, and any potential security risks. For staff that will operate vehicles as a part of their duties, the Operator shall detail its approach to verifying driving records to

ensure that employees entrusted with handling vehicles meet safety and legal requirements. In addition to performing background screenings, employment history, and the evaluation of driving records, the Operator shall detail any additional screenings recommended to ensure a high level of safety, professionalism, and accountability within their workforce, fostering a secure and positive experience for all patrons.

8. Uniforms

The Operator shall ensure that employee uniforms maintain a professional and cohesive appearance while promoting safety and brand identity. The Operator shall detail its approach to ensure the recommended uniforms consist of easily identifiable elements such as branded shirts or jackets, pants, and hats featuring the company logo, as well as appropriate and comfortable non-slip footwear. Uniforms shall be designed to enhance visibility and employee safety and ensure employees can be distinguished from customers. The uniform should be clean, neat, and well-maintained, reflecting the company's professionalism and commitment to safety. The Operator shall designate uniforms for various positions detailed in its recommended organization chart. The recommended uniforms should help create a consistent, reliable customer experience while ensuring employees are equipped for their job duties. The Operator shall provide images of recommended uniform styles and types. The Operator will work with the BPA to finalize employee uniforms before purchasing uniforms for employees.

9. Agreement to Right of Refusal of Any Employee, Standard Operating Procedure, or Recommendation

The BPA retains the right of refusal of any employee, standard operating procedure, or recommendation provided by the Operator. The BPA may reject, in part or in whole, any element of the Operator's submittal deemed not to meet the minimum requirements detailed in this RFP or deemed not to be in the best interest of the BPA. The BPA will work with the Operator to ensure that employees, standard operating procedures, and recommendations incorporated into this Contract best meet the needs of the BPA and provide a high-quality customer parking experience.

B. Ambassador Focused Customer Service Program

The BPA intends to collaborate with the selected contractor to develop an Ambassador approach to customer service. The BPA plans to transition to a cashless parking operation, which will involve shifting existing cashier positions to an Ambassador role. When creating a staffing plan for the Ambassador program, proposers should outline their strategy for implementing a scalable program that addresses day-one operational requirements. This staffing plan must also emphasize the proposer's approach to reducing or repurposing staff as BPA's operations move toward a cashless and automated system, while still maintaining a high level of customer service. The staffing plan should take the automated parking system into account. Day-one operations should aim to streamline staffing levels while ensuring adequate coverage for BPA's needs.

The BPA seeks to be the first choice for parking in Birmingham and will focus on raising the standard for parking and enhancing downtown mobility. As such, providing an outstanding customer experience is critical to the future success of the BPA. In this section, the Operator shall detail its approach to customer service and the development of an Ambassador program. Please be sure to provide examples of any previous Ambassador programs developed by the Operator. The Operator shall develop an Ambassador program that demonstrates a comprehensive understanding of activities, event venues, and destinations in Downtown Birmingham. Additionally, the Operator shall submit their proposed approach to customer service training.

1. Customer Service Training Materials and Plan

The Operator shall provide an example of its Proposed Customer Service training materials. Additionally, the Operator shall detail its timeline and approach for ensuring that all BPA staff managed by the Operator undergo new hire and annual refresher customer service training. If the Operator recommends varying customer service training for different positions, the Operator shall provide examples of each customer service training type. All customer service training shall be provided in a digital format that requires employees to take an exam to ensure their understanding and proficiency of the materials therein. Employees must pass the customer service training with a minimum score of 80%. New hire and annual refresher customer service training scores shall be maintained as part of each employee's record and incorporated into the proposed back-off management platform.

2. General Housekeeping Services

As a part of the Ambassador program, the Operator will perform general housekeeping services to ensure BPA parking facilities provide a clean, pleasant, and high-quality customer experience. General housekeeping services may include but are not limited to sweeping and mopping, trash removal and placement of trash in designated receptacles, recycling, cleaning entrance and exit areas, cleaning sidewalks adjacent to BPA facilities, restroom cleaning, inspection and maintenance of lighting, and seasonal or event-related tasks. The Operator shall incorporate BPA's maintenance software, MaintainX, into its general housekeeping services to document its daily, weekly, and monthly housekeeping activity. The Operator shall detail its approach to providing general housekeeping services in the Ambassador program. As a part of its approach, the Operator shall detail its recommended daily, weekly, and monthly housekeeping activities and highlight how these activities will be integrated with the overall duties associated with a parking Ambassador.

3. On-site Call Center

The Ambassador program will include an on-site call center located in BPA Deck 3. This call center will provide system coverage 24 hours a day, 7 days a week. As part of its

approach to the Ambassador program, the Operator must outline how they plan to deliver on-site call center services that monitor BPA's entire parking operation.

At a minimum, the on-site call center will utilize two-way intercoms at the PARCS equipment, enabling customers to connect directly to BPA Deck 3. Additionally, the call center will have a dedicated phone number that allows customers to contact BPA for customer service requests. Finally, the on-site call center will coordinate with Ambassadors, Security, and Maintenance staff to dispatch the necessary services across BPA-operated parking facilities.

C. Security Services

The Operator shall provide security services that ensure a safe and secure parking experience for customers. Security service shall protect persons and property at all BPA parking facilities. Although BPA has a current contract with a third-party security services provider, it is the intent of the BPA to include Security Services under this operator contract. The Operator shall detail its approach to providing security services at BPA's seven parking garages and three surface lots. When developing an approach to providing security services, the Operator should refer to Section 5.4: Security in this RFP to ensure that the proposed security services meet or exceed the protocols required by the BPA. The Operator shall explain the reasoning for any recommended security services that deviate from the protocols detailed in this RFP.

1. Security Protocols and Procedures

The Operator shall detail its recommended security protocols and procedures, staffing levels, equipment, uniforms, security-related technology, and approach to emergency response. Additionally, the Operator shall provide examples of security personnel training. If the Operator intends to use a subcontractor to provide security services, the Operator shall detail the qualifications of the subcontractor and include all materials required in this RFP. The Operator's approach to providing security services shall incorporate recommended security checkpoints at each BPA facility. At a minimum, security staff will assess each BPA facility at key checkpoints to ensure a safe and secure parking facility. The Operator will work with BPA to finalize security protocols and procedures, checkpoints, staffing levels, and other elements of the security services program.

D. Enforcement Services

BPA's structured parking facilities are gated and provide secure parking access. Surface lots operated by the BPA are both gated and non-gated. To ensure parking compliance at these facilities, BPA seeks a parking operator to provide off-street parking enforcement.

1. Enforcement Protocols and Procedures for Surface Lots

The Operator shall detail its approach to providing parking enforcement services at BPA facilities. This approach should detail enforcement protocols and procedures recommended by the Operator. Additionally, the Operator shall detail any equipment required for them to perform enforcement services. In addition to enforcement services, the Operator shall detail its approach to a parking adjudication process and fine collections.

2. Vehicle Immobilization Protocols and Procedures

BPA does not utilize towing as an enforcement strategy at BPA facilities. In Birmingham, predatory towing has been identified as a major issue in the private parking sector. As such, BPA seeks to distinguish itself from non-public parking operations by providing a high-quality parking experience that also has a high rate of parking compliance.

The Proposer shall detail its approach to vehicle immobilization protocols and procedures. This approach should detail alternatives to towing that promote parking compliance. The Operator shall detail any equipment associated with its approach to vehicle immobilization. Additionally, the Operator shall detail the protocols and procedures associated with removing a vehicle immobilization device.

E. Event Parking Management

The BPA supports events in Downtown Birmingham by providing event parking. BPA seeks to enhance the event going experience by providing an outstanding parking experience that incorporates seamless ingress and egress, Ambassador assistance directing eventgoers to their destination, and sufficient staff to ensure that the BPA facility is efficiently loaded and unloaded. The Operator must meet the parking needs of eventgoers and event venues that partner with the BPA. The Operator shall detail its approach to Event Parking Management. This approach shall include the full event management life cycle.

1. Coordination with Event Venues

The Operator shall coordinate with event venues in Downtown Birmingham. Event venue coordination will be critical to ensuring that the BPA is aware of upcoming events and is prepared for event parking management. The Operator shall detail its approach to coordinating with event venues in Downtown Birmingham. This approach shall detail the frequency of event coordination meetings, and the protocols and procedures associated with ensuring the BPA is fully prepared for upcoming events.

2. Staffing Plan

The Operator will need to scale parking operations to meet the demand of events. As such, the Operator shall detail its approach to scaling up staff during events while minimizing staffing costs for the BPA. Typically, the BPA's event staffing plan at BPA Deck 2 includes four (4) cashiers, four (4) Ambassadors, and (3) off-duty officers. Special events at other BPA-operated facilities have varying staffing levels. Event

staffing levels typically occur up to five (5) hours before the start of an event and scale down to regular staffing levels within up to five (5) hours after the end of the event. Based on the Operator's understanding of event management and the number of spaces provided at BPA's event parking facilities, the Operator shall develop an Event Parking Management Staffing Plan. This Staffing Plan shall detail the number of employees needed to manage events, the proposed hours of event staff, and the protocols and procedures associated with ensuring staff levels are appropriate for varying event types.

3. Approach to Event Management

a. *Pre-booking Procedures, Platforms, and Promotions*

The Operator shall incorporate pre-booking procedures into its event management strategy. The Operator shall detail its approach to providing pre-booking for events. This approach shall detail the Operator's recommended pre-booking platform, approach to integrating pre-booking with nearby event venues, and strategy for promoting pre-booking for events. Additionally, the Operator shall provide its recommendation for pre-booking and event day parking rates.

b. *Ingress and Egress Strategy*

The Operator must maintain efficient ingress and egress during events and prevent queuing in the public right-of-way. The Operator shall detail its approach to managing event parking ingress and egress. The approach shall detail the Operator's strategies for minimizing congestion associated with events. The approach shall reflect a parking management strategy that is appropriate for a cashless parking system. Additionally, the Operator shall detail its approach for managing ingress and egress associated with pre-booked parking sessions.

c. *Recommended Event Management Technology*

The Operator shall incorporate technology that facilitates event parking management. The Operator shall detail any recommended technology to enhance the event parking experience, address ingress and egress, and collect payments for event parking. Additionally, the Operator shall detail any expenses, fees, and service charges associated with its recommended event parking technology solutions.

F. Integrated Parking Management System

1. Key Parking Management System Features

- a.** The BPA aims to implement a data-driven parking operations that utilizes technology and innovation to enhance the customer experience and improve

overall efficiency. Therefore, the Operator shall recommend a cloud-based Parking Management System (PMS) for the BPA to purchase. This system shall include an online self-service customer portal, enabling BPA customers to easily apply for parking permits and manage their profile information. Customers should be able to update their demographic and vehicle details, request new parking locations, choose payment options, renew permits, and withdraw from permit parking. Furthermore, the PMS shall allow customers to manage their status on waitlists and check their position. In addition, the PMS must support management functions that enable corporate clients to purchase and manage bulk permits for their employees.

- b. The Operator must disclose any and all financial interests, relationships, or affiliations that exist between the Operator and the PMS vendors proposed. This includes, but is not limited to, ownership stakes, commission agreements, partnership agreements, or any other form of financial benefit. The Operator must make their PMS recommendation in good faith and based on the suitability and performance of the system for the project requirements. By submitting a proposal, the Operator agrees to these terms and acknowledges that failure to comply with the disclosure requirements may result in penalties, including but not limited to, contract termination. The BPA shall retain the sole and final decision for the type of PMS implemented.
- c. BPA personnel shall have the ability to easily manage and update waitlists by location and permit holder type. BPA staff will have complete access to the PMS implemented by the Operator. This access level will allow BPA staff to effectively manage monthly permits and oversee all parking services provided by the BPA. The access granted to BPA staff will be equivalent to that of a "Power User" within the PMS.
- d. The recommended PMS shall feature a user-friendly front end and a back-end system that seamlessly integrates with the public-facing side. All platform functionalities shall be accessible and usable through a browser-based graphic user interface and a mobile-friendly website. The system shall utilize the parking permit holder's license plate as the primary permit credential, eliminating the need for physical credentials. The PMS and PARCS equipment shall allow for the assignment of access credentials using license plates and prox cards. The Operator shall coordinate with the BPA to implement license plate recognition technology at BPA-operated parking facilities. When a permit is purchased or expires, this information shall be transmitted in real-time to the enforcement system and PARCS equipment to manage access.
- e. The recommended PMS shall also allow the BPA to create blocks of permits for special user types with permission to park in designated locations, including EV

charging station spaces. It shall be designed in a way that puts the responsibility of permit management on the users themselves through the web-based interface.

- f. The recommended PMS shall include the functionality to create primary user accounts for approved users. These primary user accounts will have the ability to manage a block of permits. For example, if there is an office tenant with a lease agreement for a specific number of parking spaces, a single primary user account can be created to manage that block of permits. The primary user account will have the ability to collect and enter license plate data and user information for the permits in that block.
- g. Additionally, the recommended PMS shall feature a guest account system. Authorized users will be able to create guest accounts for visitor parking. These guest accounts will allow pre-programming of license plate information to generate a guest permit. The guest permit will not require the visitor to pay for parking. However, the authorized user managing the block of permits will be responsible for paying for the guest permit. This system functions similarly to a validation program, where authorized users can pre-validate visitors' parking in their designated parking area. The guest account system will work in conjunction with the parking validation system detailed in this RFP.
- h. The recommended system shall provide the ability to communicate announcements or pertinent information to permit holders at any individual level, to specific groups, or to the entire population. BPA shall have the ability to customize the types and fees of permits offered to users. The system shall prorate the cost of permits based on the specified billing period when the permit is applied.
- i. To ensure convenient payment options, the recommended PMS shall accept credit and debit card payments, with Apply Pay and Google Wallet as additional payment options on the mobile-friendly website. Major credit card types, including American Express, Discover, MasterCard, and Visa, shall be accepted. For all approved bank card authorization requests, the recommended system shall provide a credit card transaction receipt. Real-time authorization for credit card payments shall be provided through a P2PE-certified encryption solution, ensuring the security of all transactions.
- j. The Operator shall ensure that all aspects of the recommended credit card processing subsystem are PCI DSS Level 1-compliant, allowing BPA to maintain PCI Compliance in its parking operation.

- k. In addition to the recommended PMS, the Operator shall provide a comprehensive project implementation plan for the design and delivery of the system. The Operator shall perform Quality Assurance testing.
- l. Furthermore, the Operator shall provide toll-free live customer service telephone support during hours of paid parking operations for all aspects of the system, including registration and transaction errors.
- m. To ensure financial accountability, reporting, and revenue reconciliation, BPA personnel shall have secure access to this web-based application. This application shall provide banking and account processing reports to ensure the proper distribution of funds.
- n. Overall, the Operator shall bear all technical, operational, integration, implementation, and functional responsibility for the design, delivery, and integration of the PMS. The Operator shall also be responsible for its maintenance, management, and support in accordance with this RFP.

2. Software Demonstration and Implementation Plan

The Operator shall detail its recommended Parking Management System and how it meets the functionality required in this RFP. The Operator may provide screenshots, specification sheets, videos, or a demo test site to display the functionality of the PMS. The Operator shall detail its approach to ensuring BPA staff are fully trained and capable of leveraging all features of the recommended PMS. Additionally, the Operator shall detail its proposed implementation and integration process and timeline. The delivery of the PMS shall occur within the first 90 days of the Contract term.

3. BPA Full Platform Access Agreement

BPA staff shall maintain full access to and shall receive comprehensive training for the use of the selected Parking Management System and any and all software implemented by the Operator. BPA shall have an unlimited number of user accounts to any and all software platforms implemented by the Operator.

G. Parking Validation System

The Operator shall detail its approach to recommending and implementing a Parking Validation System for BPA-operated parking facilities. The recommended Parking Validation System shall meet the following criteria.

- 1. The Operator shall recommend a comprehensive parking validation solution that uses paper validations, QR codes, manually entered coupon codes, and/or pre-paid online accounts. The recommended system shall be web-based with the intention of various pre-approved organizations, local businesses, and City entities having logins to self-manage and create validations. The Operator shall be responsible for

providing potential validation issuers with secure online accounts, log-in credentials, and training on how to use the recommended system. The recommended system shall utilize paper validations, QR codes, or manually entered coupon codes to discount or validate parking fees. The recommended system shall support multiple validation methods such as:

- a. Paper validations – scanning or manual entry of unique codes for validation.
 - b. QR codes – validation upon scanning unique QR codes displayed on mobile devices or printed materials.
 - c. Manually entered coupon codes – entering unique codes for validation.
2. The validation shall offer flexible discounts such as percentage discounts, reducing parking fees by a specified percentage, time discounts such as one-hour validations, and dollar amount discounts deducting a fixed dollar amount from parking fees.
 3. All entities purchasing validations via the recommended system shall pay through an online system using secure payment methods.
 4. The recommended system shall provide a web-based portal for managing all validations and coupon codes, including issuing, activating, and deactivating codes. The recommended system shall offer user-friendly interfaces for both administrators and validation users.
 5. The recommended system shall track and report on code usage and associated parking transactions.
 6. The recommended validation system shall be seamlessly integrated with the overall parking management system software and hardware, as well as any legacy systems used by BPA.
 7. The recommended system shall allow BPA to adjust discount values (percentage, time-based, or dollar amount).

H. PARCS Technology Upgrade and System Integration

A proposal is required to upgrade the Parking Access and Revenue Control Systems (PARCS) equipment, software, and other technologies to successfully deliver the services outlined in this RFP. The Operator must provide technical specifications and fee estimates from three (3) different vendors for the proposed PARCS equipment. Fee estimates should clearly itemize all costs and fees associated with the PARCS equipment. The fee estimate shall detail the costs of BPA procuring PARCS equipment directly from the vendor compared to the costs of the Operator procuring equipment on BPA's behalf and amortizing said cost over the life of the contract. Additional information

regarding the PARCS equipment may be included at the Operator's discretion. The Operator shall detail its ability to operate BPA facilities using BPA's existing WPS PARCS equipment and highlight additional functionality that can be leveraged from the Operator's recommended PARCS upgrade. The Operator shall provide a detailed and comprehensive projected cost estimate for the PARCS equipment upgrade. This projected cost estimate shall itemize all hardware, software, installation, telecommunications, maintenance, and software as a service (SaaS) fee, transaction fees, and customer fees associated with the recommended PARCS equipment upgrade. The Operator shall detail its recommended PARCS equipment upgrade for each BPA facility. This approach should incorporate a comprehensive implementation timeline that reflects milestones associated with the selection, purchase, installation, and testing of PARCS equipment.

The Operator must disclose any and all financial interests, relationships, or affiliations that exist between the Operator and each of the PARCS vendors proposed. This includes, but is not limited to, ownership stakes, commission agreements, partnership agreements, or any other form of financial benefit. The Operator must make their PARCS recommendation in good faith and based on the suitability and performance of the equipment for the project requirements. By submitting a proposal, the Operator agrees to these terms and acknowledges that failure to comply with the disclosure requirements may result in penalties, including but not limited to, contract termination. The BPA shall retain the sole and final decision for the type and configuration of PARCS equipment selected, procured, and implemented at BPA-operated parking facilities. The Operator shall incorporate BPA's selected PARCS equipment into its operation plan.

The Operator shall be responsible for the installation, system testing, maintenance, and repairs associated with PARCS equipment. The cost associated with the PARCS system shall be amortized over the life of the Contract. The Operator's projected cost estimate shall reflect the unit cost and cost by BPA facilities amortized over the life of the Contract.

1. PARCS Specifications

The recommended PARCS upgrade shall, at a minimum, meet the criteria detailed below.

- a. All PARCS equipment shall maintain a 99% uptime over the life of the equipment.
- b. PCI DSS Level 1 Compliance shall be met for all credit and debit card acceptance related to hardware, software, or other system components.
- c. Terminals shall provide EMV reader that shall read the standard EMV chip for Visa, Mastercard, American Express, and Discover. The terminal shall also accept contactless payment options such as tap-to-pay, ApplePay, and GooglePay. Payments with ApplePay and GooglePay shall only require one (1) tap for devices and connect to their system so when it shows on the device that they payment has been processed, it has also been processed in the terminal.

- d. Meet ADA requirements and standards.
- e. Access door with appropriate tamper-resistant locking system (all terminals should be keyed alike and unique to this installation).
- f. Push-button intercom integrated into the face of the terminal. The intercom shall use Voice over Internet Protocol (VoIP) technology.
- g. Provide a pinhole camera at each terminal.
- h. A large color touchscreen display that is easily readable in all ambient lighting conditions.
- i. Utilize visual instructions for users to understand the sequence of events to complete a transaction.
- j. Issues audio voice instructions to complement the visual instructions.
- k. Push-button or touch screen ticket issuance, with a preference for touch screens.
- l. Illuminated ticket slot.
- m. Uniquely encoded parking tickets printed for each specific parking area.
- n. Unique machine identification number
- o. Stand-alone capabilities for each terminal in the event where network communications are lost and regardless of where on the network, communication interruption occurs. Specifically, each terminal shall provide offline transaction storage capacity for all transactional information for a minimum of two (2) consecutive days. The lane shall automatically close in the event that the minimum transaction threshold is reached and shall remain closed until the reestablishment of communications. Each terminal shall automatically upload all transaction information once communication is restored.
- p. Bar code / QR code reader to read either paper or electronic (smartphone) bar code and QR code.
- q. Ticket Stock Low and Ticket Stock Out alarm generated in PARCS software.
- r. Customers shall be given the option for a single receipt for all transactions (no auto-issued receipts. The receipt shall include:
 - i. BPA's logo, phone number and email address
 - ii. Receipt #/Transaction #
 - iii. Time, date, and lane in/out
 - iv. Length of stay
 - v. Parking fee
 - vi. Total amount
 - vii. Method of payment
 - viii. Amount paid

2. Gate Arm Specifications

In conjunction with the recommended PARCS equipment upgrade, the Operator shall recommend gate arm equipment. The Operator shall provide Straight Gate Arms and/or Articulated Gate Arms for entries and exits. All barrier gates installed by the Operator shall contain the following:

- a. Direct driver mechanism

- b. Gate with padded arm
- c. Non-resettable, mechanical gate action counter mounted in the barrier gate housing or provided in software
- d. LED lights on the gate arm
- e. Breakaway mechanisms that allows a gate arm to be broken off and re-attached

Gate arm lengths shall be variable based on the installation location. Barrier gates shall have sufficient power/resistance to ensure they cannot manually be forced open. In case of a power failure, the Operator should be able to configure the position of barrier gates so lanes will operate, allowing customers to enter and exit the facility. As part of their submittal, the Operator shall submit product data of their proposed system.

3. License Plate Recognition Equipment and Specifications

In conjunction with the recommended PARCS equipment upgrade, the Operator shall recommend a License Plate Recognition (LPR) System solution. The Operator shall be responsible for the design, construction, and implementation of structural enhancements needed to successfully install LPR equipment in BPA-operated parking facilities. The Operator shall coordinate with the BPA to develop an LPR system installation plan and shall implement this plan only upon written instruction by the BPA. An LPR system shall be installed at BPA-operated parking facilities in all public entry and exit lanes. The recommended LPR system should meet the following criteria:

- a. The LPR system will provide occupancy in real-time
- b. The LPR subsystem shall consist of all hardware and software necessary to provide a complete and functional LPR subsystem that achieves the BPA's required functionality and accuracy percentages and that does not adversely affect any function of the PARCS.
- c. The Operator shall be responsible for providing an LPR subsystem that is fully interfaced and integrated into the PARCS. The integration shall include linking the license plate number (LPN) captured at entry to the unique ticket identification (or other entry credential information) for every transaction. Should the entry information need to be obtained at an exit station to process the transaction (i.e., lost ticket, unreadable, etc.), both the LPN and ticket shall be removed from their respective active (open transactions) inventories once the vehicle has departed. The LPR subsystem shall be fully integrated with the parking validation system.
- d. The LPR database shall be used to conduct automated searches and queries for special circumstances, such as outstanding balances, unresolved incidences, prior entries with no exits, Gray/Blacklist, and police requests.
- e. LPR images shall be maintained in the active database for a 12-month duration, at a minimum.

- f. The LPR system shall keep a “Gray List” of exception transactions based upon vehicle LPN information. Exception transactions shall include lost ticket transactions, swapped ticket/media transactions, and pass back violation transactions. The Gray List shall reside on the PARCS server system's database. As an exception transaction is processed, the LPN and corresponding transaction information shall be recorded as part of the Gray List record.

As part of their submittal, the Operator shall submit product data of their proposed system.

The Operator shall furnish and install image capture cameras including any lights or shade canopies necessary at all public entry and exit lanes to provide system functionality. LPR cameras shall meet the following criteria:

- a. Devices shall be placed in theft-deterrent and vandalism-resistant housing that meets applicable code requirements for outdoor equipment.
- b. The Operator shall determine the exact location of each device and utilize existing conduit and mounting infrastructure where possible.
- c. All entry images shall pre-capture, meaning that the cameras are placed in such a position that a vehicle's LPN is photographed before the entry credential issuance to the patron or accepted by the system. If pre-capture is not feasible at a location, post-capture images should be implemented in a manner that associates the entry credential with the LPN. The Operator shall perform a site visit to determine the most efficient and effective method of installing LPR at all locations.
- d. All exit images are to be pre-capture, meaning that the cameras are placed such that a vehicle's LPN is photographed before the patron presents their parking credential at the exit.
- e. At each public entry and exit lane the LPR system shall acquire an image of a vehicle's entire license plate at a 99 percent (99%) rate for all non-exception vehicles. The intent of the 99% capture rate is to have a visual record of 99% of all non-exception license plates entering the facility.

As part of their submittal, the Operator shall submit product data of their proposed system.

4. Other Recommended Technology

The Operator shall detail any additional technology recommended for BPA facilities. Additional technology shall prioritize enhancements to the customer experience and increase the efficiency and automation of BPA-operated parking facilities. The Operator shall detail any costs associated with its recommended technology, the system integration process and timeline, and the benefits to the BPA.

5. Technology Upgrade and Transition Plan

The Operator shall detail a comprehensive timeline for the implementation and integration of all PARCS, gate arms, LPR systems, and any other hardware and software recommended by the Operator. This comprehensive timeline shall include project milestones such as system selection and procurement, installation, and system testing. Additionally, the comprehensive timeline shall detail the cost associated with the full system implementation at each designated milestone period.

I. Revenue Collections and Monthly Reconciliation Reporting

1. Revenue Collection

The Operator shall be responsible for collecting revenue, coordinating secure funds pick-ups, depositing funds into the BPA-designated, and implementing appropriate audit controls. The Operator shall perform daily audits of all transactions, and all funds received and stored resulting from off-street parking operations. Collected transient/hourly fees must be balanced each day with parking tickets collected, PARC system-generated activity reports, and all exit lane counts. Monthly parking payments collected must be compared and matched to signed parking leases. A separate account for each revenue stream must be kept in a manner in which it is auditable. The Operator's change and petty cash funds must be checked and verified each time custodianship of the funds changes hands.

The Operator shall detail its approach to providing Revenue Collection Protocols.

2. Monthly Reconciliation Reporting

The Operator shall submit to the BPA within fifteen (15) days after the close of each calendar month a complete report of all monies collected and any reimbursable expenditure, as defined by the Contract, made during each previous month. Reports submitted shall include, at a minimum:

- a. A full and comprehensive account of all revenues by facility and revenue stream, expenses incurred by facility and for the general operation of BPA facilities, any contracted expenses, and any factors included in the Confidential Cost Proposal associated with this Contract.
- b. Original bank deposit slips and any other financial documents concerning the transfer of cash.
- c. Daily ticket log.
- d. Complaints received and remedial action reports.
- e. Other financial and statistical reports concerning management and operations of parking as required by the BPA or City of Birmingham.
- f. Copy of police reports for all incidents so reported, and incident reports, non-police incidents, and in addition to the daily cash shortage report, the Operator

The Operator shall detail its approach to providing the Revenue Collection and Monthly Reconciliation Reporting detailed in this RFP. Additionally, the Operator shall

detail any additional services or reports associated with revenue collection and monthly reconciliation.

J. Performance Tracking, Analysis, and Reporting

1. Parking System Performance Assessments

The Operator shall conduct routine Parking System Performance Assessments to determine the performance and efficiency of BPA's parking system. At a minimum, the following reports and assessments shall be performed on a daily/weekly, monthly, quarterly, and annual basis

a. Weekly

- i. Parking occupancy baseline count
- ii. Revenue summary by day, including details on all users' entry and exit from each facility

b. Monthly Reporting

- i. Revenue Analysis By Facility – The Operator shall detail all revenues by facility and revenue stream. In this report, the Operator shall identify opportunities to increase revenue generation at each of the BPA-operated facilities.
- ii. Income Statement – The Operator shall detail the monthly budget versus actuals and perform a variance analysis that compares income versus expenses.
- iii. Compliance Tracking – The Operator shall detail rates of parking non-compliance at BPA-operated parking facilities. This report shall detail the number of violations identified, enforcement activities performed by the Operator, vehicle immobilization activity, and collection activity and aging schedule.
- iv. Security – The Operator shall report any and all accidents and incidents in a monthly report. This report shall include any insurance and/or liability claims associated with parking operations.

c. Quarterly

- i. The Operator shall compile and summarize monthly reports into a Quarterly report that evaluates trends in the performance of BPA facilities.

d. Annual Performance Report

- i. The Operator shall develop an Annual Performance Report. This report shall measure the performance of BPA parking facilities against agreed-upon key performance indicators. In addition to assessing the financial sustainability of each facility, the Operator will evaluate customer satisfaction and opportunities to improve the customer experience.

The Operator shall detail its approach to meeting the Performance Tracking, Analysis, and Reported requirements detailed in this RFP.

K. Auditing

The Operator shall detail its approach to meeting auditing requirements in this RFP. This approach shall detail the Operator's auditing protocols and procedures, as well as quality assurance procedures that will enhance the accuracy of the auditing process. The Operator shall, at a minimum, meet the internal and external auditing requirements detailed below.

1. Internal Auditing

The Operator shall perform quarterly and annual internal audits to ensure BPA facilities are operated in accordance with generally accepted accounting standards. The Operator shall produce an audit report at the end of every quarter and annually. Quarterly audit reports shall be furnished by the Operator within fifteen (15) days following the close of a quarterly (~90-day) period. Annual reports shall be furnished by the Operator within forty-five (45) days after the end of the preceding July 1 – June 30 period. In the case of the final report, if the period is less than a year in length, beginning on July 1 and ending on the last day of the Contract term, the Operator will provide an audit from July 1 to the term date. A person who is a Certified Public Accountant or a Certified Public Accounting firm shall perform the audit. This audit shall be conducted in accordance with generally accepted auditing standards, and the financial statements shall be prepared in conformity with generally accepted accounting principles.

2. External Auditing

The Birmingham Parking Authority, the City of Birmingham, and/or its designee shall have the right and privilege of examining and/or auditing the Operator's books, records, or digital accounting files for the then current calendar year and for up to six (6) months after the close of each calendar year. The Birmingham Parking Authority, City of Birmingham, and/or its designee shall also have the right, at any time, to conduct an examination or audit of on-site books, records, or digital accounting files without the necessity of furnishing the Operator with prior advance notice, and the Operator shall cooperate with the auditing party throughout the auditing process. Off-site audits shall require twenty-four (24) hours advance notice and shall be performed during normal business hours at the Parking Facilities or at the Operator's nearest office, not exceeding forty (40) miles from the parking facility where such books, records, and digital accounting files are maintained. The Operator shall fully cooperate in any such audit process. If, in the reasonable judgment of the auditing party, an audit discloses weaknesses in internal controls, errors in record keeping, or other shortcomings in the Operator's maintenance of the books, records, and/or digital accounting files, the Operator shall promptly correct the same and promptly inform the Birmingham Parking Authority in writing of the action taken to do so. Audits shall be an expense of the Birmingham Parking Authority unless an audit reveals errors in reporting of annualized income (i.e., collected Receipts less Operating Expenses) of 1% or more or Operating Expenses of 2% or more for the parking

facilities which in either case the Operator shall bear all reasonable costs of such audit and related costs (in addition to promptly paying any and all amounts due to the Birmingham Parking Authority pursuant to the audit, plus interest at a rate of ten percent (10%) per annum). The Operator shall cooperate with any independent accountant in connection with any audit and the examination, audit, and preparation of the independently certified financial, income, or tax statements for the parking facilities. Within forty-five (45) days after the end of each calendar year and upon request by the auditing party, the Operator shall provide the Birmingham Parking Authority and/or its designee with all reasonably required information relating to parking facilities managed by the Operator as to enable the auditing party to perform a comprehensive annual audit.

SECTION 7: PROPOSED ON-STREET PARKING PROGRAM APPROACH

Creating a unified and high-quality parking experience is critical to the success of the Birmingham Parking Authority. As such, the orderly operation of on-street parking is in the interests of the BPA. If the City of Birmingham elects to delegate on-street parking management to the BPA, the Operator shall assist with the day-to-day operations of on-street parking and curb lane management. The Operator shall detail its approach to providing on-street parking and curb lane management services detailed in this section. Because the BPA currently does not oversee the on-street parking system, a high-level listing of operational services that are likely to be needed for on-street parking management is provided. Based on the Operator's expertise, the Operator shall recommend any additional services needed to provide a comprehensive approach to parking and curb lane management. The services detailed in this section of this RFP will not be a core part of the services provided by the Operator but may be a part of an expanded scope of services requested by the BPA. If the Operator's scope of services is expanded to include on-street parking and curb lane management, the Birmingham Parking Authority and the City of Birmingham will negotiate with the Operator to establish a formal scope of services and Contract agreement.

Section 7.1: On-street Parking System Management

A. On-street Parking Ambassador Program

The Operator shall detail its approach to developing an on-street parking Ambassador program. The on-street parking Ambassador program should align with the principles, protocols, and procedures associated with BPA's future Ambassador program (described in Section 6.1.B). Additionally, the Operator shall incorporate parking Ambassador principles into its compliance monitoring and enforcement approach.

1. Customer Compliance and Education

The Operator shall detail its approach to improving Customer Compliance and Education. This approach shall detail any recommended educational material or strategies to enhance compliance with on-street parking regulations in the City of Birmingham. The Operator shall detail its recommended strategies and highlight previously successful approaches it has implemented in other cities.

2. Comprehensive Customer Service Plan

The Operator shall detail its approach to developing a Comprehensive Customer Service Plan. This approach shall include customer service-related protocols and procedures that should be interwoven into the Operator's approach to meeting the services detailed in this RFP. The Operator shall provide an example of a previously implemented customer service plan developed for a city in which the Operator served as the Operator.

B. On-street Parking Payment Solutions

The Operator shall detail its approach to enhancing on-street parking payment solutions in an asset-lite or asset-free parking environment. This approach shall detail the Operator's experience successfully launching mobile app and contactless payment-only parking zones. To enhance the customer experience and increase the feasibility of contactless payments, the Operator shall detail its approach to providing multiple mobile apps and a text-to-pay option across Birmingham's on-street parking system. Additionally, the Operator shall provide an example of on-street parking signage to facilitate the customer's understanding of their parking payment options.

C. Residential Permit Parking

The Operator shall detail its approach to launching and managing a Residential Permit Parking (RPP) program. This RPP program shall leverage virtual permitting solutions and an online portal that allows permit holders to manage their permits via a web-based platform. The Operator shall detail conditions in which, based on their experience, an RPP program would be initiated. Additionally, the Operator shall detail any expected challenges to launching and managing an RPP system successfully. The Operator shall detail any technology solutions, including the Operator's recommended parking management system, enforcement handhelds, and mobile LPR vehicles associated with managing an RPP system.

D. Compliance Monitoring and Enforcement Activity

The Operator shall detail its approach to providing Compliance Monitoring and Enforcement across Birmingham's on-street parking system. This approach shall detail any and all technology solutions recommended by the Operator, including the specifications of enforcement handhelds and mobile LPR vehicles, the staffing levels recommended to provide efficient enforcement of the on-street parking system during its current hours of operation, and staffing considerations if the hours of enforcement were expanded to align with industry best practices for on-street parking. Additionally, the Operator shall detail its recommended hours and days of operation for a modern on-street parking system that is similar in size to the City of Birmingham.

The Operator shall detail its approach to developing compliance monitoring and enforcement routes, protocols, and procedures needed to enable the efficient monitoring of the on-street parking system and examples of on-street parking operations in which the Operator has implemented its recommended approach. Additionally, the Operator shall detail its approach to ensuring the accuracy of issued citations, protocols for providing photographic

documentation of violations, and minimization of citations written in error to meet a maximum threshold of 2% of citations written in error.

Additionally, the Operator shall detail its approach to monitoring Enforcement Activity. The Operator shall detail its approach to developing enforcement officer report cards that evaluate the number of license plates assessed to monitor compliance, the number of violations identified, the number of identified violations that result in the issuance of a citation, and the accuracy of issued citations.

E. Contesting Citations, Administrative Review, and Parking Adjudication Process Involvement

1. Contesting Citations

The Operator shall detail its approach to and experience developing a process to contest citations. The contested citation process shall allow customers to contest citations via multiple options, which shall include but are not limited to, in-person, by mail, and online. The Operator shall recommend a citation management platform that tracks citation issues of the adjudication life cycle, monitors enforcement officer activity, and allows customers to see evidence associated with a citation during the adjudication process.

2. Administrative Review Process

The Operator shall detail its approach to and experience developing an Administrative Review Process. The Administrative Review Process shall, at a minimum, provide customers who contest a citation with a review of the accuracy of evidence associated with the citation to ensure the citation was not written in error. The Administrative Review Process will also serve as the first tier in the Adjudication Process, allowing customers to receive a determination on the contested citation without applying to the municipal court system. The Operator shall detail its approach to providing the staff and technology necessary to implement an Administrative Review Process.

3. Adjudication Process Involvement

The Operator shall detail its approach to participating in the Adjudication Process. This approach shall detail the Operator's experience interfacing with parking programs that include an Adjudication Hearing Officer and/or Municipal Court Systems. The Operator shall detail its recommended level of involvement in the Adjudication Hearing Officer and/or Municipal Court Systems. At a minimum, the Operator shall detail its approach to ensuring citation data is transferred to any additional tiers in the Adjudication Process. Additionally, the Operator shall detail its approach to ensuring that enforcement staff are able to testify in any additional tiers in the Adjudication Process.

F. Vehicle Immobilization

The Operator shall detail its approach to and experience establishing a Vehicle Immobilization program. The Operator shall detail its recommended protocols and procedures for implementing the boot and/or towing of scofflaw vehicles in the public right-of-

way and vehicles parked illegally in areas that impact roadway safety. The Operator's approach to implementing a Vehicle Immobilization program shall include, at a minimum, recommended educational materials that inform scofflaw violators of the Vehicle Immobilization process, descriptions of the Operator's recommended vehicle immobilization device, protocols for the removal of a vehicle immobilization device, and the identification of a vehicle storage facility in the City of Birmingham.

G. Outstanding Citation and Debt Collection

The Operator shall detail its approach to performing collections associated with outstanding citations and monies owed to the City of Birmingham. The Operator shall provide examples of collection letters (dunning notices) and detail its approach to tracking debt throughout the aging process. The Operator shall detail its recommended collection timeline, milestones in the collection process, and any escalating fees associated with outstanding debt.

H. Monthly Reconciliation and Remittance

The Operator shall detail its approach to providing Monthly Reconciliation and Remittance of revenues associated with the on-street parking system. The Operator shall detail its approach to completing the reconciliation and remittance process within fifteen (15) days after the close of each calendar month. Additionally, the Operator shall detail reports associated with collecting all monies and any reimbursable expenditures.

Section 7.2: Curb Lane Management

In addition to managing Birmingham's on-street parking system, responsibility to monitor, implement, and enforce curb lane management may be delegated to the BPA. If this occurs, the Operator may be responsible for ensuring for the adherence of curb lane rules and regulations. The following provides a high-level description of curb lane management responsibilities that could be expanded in this scope of work.

A. Loading and Unloading/Smart Loading Zones

1. Enforce loading zone regulations and monitor designated areas where vehicles are permitted to load and unload goods and passengers.
2. Assist with the identification of areas in need of designated loading zones and expand Birmingham's network of loading zones.
3. Coordinate with the BPA to implement smart loading zone technology to facilitate the use and enforcement of loading zones.

B. Mobility Protection and Enforcement

1. Enforce regulations associated with the prevention of parking in bike lanes or areas designated for non-motorized vehicles and pedestrian.
2. Coordinate with the BPA and City of Birmingham to manage the use of micromobility and bikeshare zones, corrals, or other areas in the curb lane.

C. Automated Enforcement Approach

1. Explore automated enforcement management strategies, leveraging technologies such as mobile and stationary license plate recognition technology, remote camera enforcement, citation/invoice by mail, and citation-by-app or SMS.
2. Participate in technology pilot programs to test the applicability and scalability of automated enforcement technology solutions.
3. Coordinate with the BPA and City of Birmingham for automated enforcement system deployment.

D. Bus Lane and Bus Stop Enforcement

1. Enforce regulations associated with no parking in bus lanes or bus stops.
2. Coordinate with the BPA and City of Birmingham to enhance signage associated with bus stop regulations.
3. Integrate bus stops and no parking areas into Birmingham's curb lane system.

E. Valet Parking Enforcement

1. Coordinate with the BPA and City of Birmingham to designate Valet pick-up/drop-off zones.
2. Enforce Valet pick-up/drop-off zone limitations and prevent vehicle spill-over to on-street parking spaces and no parking areas.

F. Rideshare Zone Enforcement

1. Coordinate with the BPA and City of Birmingham to designate rideshare pick-up and drop-off locations throughout Birmingham's curb lane system.
2. Enforce no parking regulations associated with rideshare zones.
3. Participate in the development of rideshare geo-zones to structure the pick-up and drop-off of passengers.

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