

Parking Management Services for Various County Agencies

RFP# PNC2116816P1

<p>Lanier Parking Meter Services, LLC 233 Peachtree Street NE, Suite 2600 Atlanta, GA 30303</p> <p>(Group 1)</p>	<p>LAZ Parking 404 Washington Ave., Suite 640 Miami Beach, FL 33189</p> <p>(Group 1)</p>	<p>SP Plus Corporation 200 E. Randolph Street, Suite 7700 Chicago, IL 60601</p> <p>(Group 1)</p>
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Evaluation Criteria

Project Specific Criteria

<p>1. Ability of Professional Personnel: (Maximum 20 Points)</p> <p>Describe the qualifications and relevant experience of the Project Manager and all key staff that are intended to be assigned to the management of the Broward County Facilities Management parking facilities. Include resumes for the Project Manager and all key staff described, including subcontractors.</p> <p>a. Provide an organizational chart for this project indicating key staff and a detailed staffing plan for managing the facilities. Points Value: 10</p>	<p>RPS/Lanier offers Broward County the most experienced leadership team in municipal parking and mobility in the industry. As thought leaders and operators of the most diverse operating portfolio in the complex world of municipal parking management, we fully understand the high level of resources, expertise and support required to properly support and manage Broward County's parking program.</p> <p>We offer our most experienced and knowledgeable executives to ensure a successful transition and implementation of our services for each municipality. RPS/Lanier also puts our management personnel working in public-sector environments through the CPP Program via the National Parking Association.</p> <p>Our Subject Matter Experts: Jack Skelton, CAPP, Executive Vice President, under the Republic Parking brand and has overseen its Municipal Division for years. Jack has over twenty-five (25) years of parking management experienced focused on municipal parking. Steve Resnick, CAPP, Executive Vice President, has more than 25 years of experience in the parking industry, and is responsible for the Company's municipal division portfolio. Isaiah Mouw, CAPP, CPP, Vice President, LEED GA, has worked in the parking industry for 11 years, and has managed nearly every facet of parking management in a municipal setting; on and off-street, as well as possessing a comprehensive background in citation management. Andrew Tedrick, Executive Vice President, joined Lanier Parking Solutions in 2016. Proposed Project Manager - Robert Beltran, CPP, joined Lanier Parking as an Area Manager in 2016. He is a qualified professional with extensive experience in managing and coordinating various aspects of parking, such as client relations, sales, financial reporting, facility maintenance, and facility development/planning.</p> <p>Resumes provided - See pages 29 -32</p> <p>a. Organization Chart Provided - See page 32</p>	<p>Rob Maroney, Vice President of Government Services Rob Maroney has been a member of the parking and transportation profession for over 15 years and brings extensive experience in municipal and government operations, management and consulting. Chris Walsh, Regional Vice President of Florida Christopher has been a leader in the parking industry since 1996 and started his career with LAZ Parking as a Regional Vice President who successfully expanded our Mid-Atlantic presence. Luis Macedo, General Manager of Florida Luis is our General Manager for the Florida region for over 10 years and has been in the parking business for more than twenty-two years. David Zell, RPA, Director Business Development – Florida - David is the Director of Business Development with LAZ Parking. He has over 30 years of combined experience in the parking industry and commercial real estate field. Alex Garcia, Director of Operations / IT Specialist Alex has over 15 years of diverse parking experience. Alex has a wide range of knowledge having directed parking operations at large scale self-park and valet facilities. Francisco Cano – Parking Operations Manager, Broward / Palm Beach Francisco has been with LAZ Parking since 2013 overseeing our Broward and Palm Beach counties operations from our Broward Financial Center office. Carlos Marengo, Municipal Parking Services Manager (our recommended candidate) Carlos Marengo brings over 10 years of professional parking experience starting his career with LAZ in 2008. Claudia Majdak, HR Manager & Director of Recruiting- Claudia is an experienced human resources manager with exceptional recruiting skills in the facility services industry. Ms. Majdak is involved in all aspects of the hiring process with LAZ Parking.</p>	<p>Our team and their experience of over 15 years in the Port operations is unmatched by any of our competitors. SP+ Municipal Services is confident that no other parking management firm can match the management support that SP+ provides to its employees in the field. Our philosophy of providing the highest level of customer service and operations is achieved with our management team structure and our award winning training and development programs.</p> <p>The management team will consist of the following individuals: Chester Escobar is currently the Vice President of SP+ for South Florida and Puerto Rico. He oversees all operations and leads all market development efforts in these regions. Ashley Gonzalez is our Regional Director of Business Development for over a year at SP+. Soren Swensen is currently a Senior Manager for SP Plus Corporation. Cathy Raphael, Facility Manager, is responsible for preparing and reviewing billing packages with corporate office and port and coordinate convention center activities with parking garage staffing. Toni Bell, Assistant Facility Manger, has been with SP+ since 2014 and is responsible for recruiting and training qualified personnel for each position and develop these employees to meet performance standards. Ramon Soero, Assistant Facility Manger, has been with SP+ since 2014 and is responsible for managing the day-to-day operations of the Port Everglades parking facilities.</p> <p>Resumes provided - See pages</p> <p>a. Organizational Chart Provided - See page 214</p>
<p>b. Describe the qualifications and relevant experience of all subcontractors that will be used to provide services, including shuttle bus services. Also describe your history of working with the subcontractor. Points Value: 10</p>	<p>b. Our community efforts include hiring qualified subcontractors from the local community, including hiring employees from local employment programs, lending support to local initiatives, using local vendors whenever possible, and joining community chapters and charities. We believe it is our duty to improve the communities in which we serve, and in Broward County the case is no different. While we have not worked with these particular subcontractors in the subject operations, please note the following subcontractors we have identified to serve our proposed operations on behalf of Broward County:</p> <p>Ann's Cleaning Services has more than ten (10) years of experience in many kinds of cleaning; ranging from residential to construction cleaning. Ann's has mastered techniques that allows them to do quality work efficiently. Clients are using Ann's services based on their reputation and referrals based on quality services.</p> <p>Authenus Staffing is introducing great companies to great people, helping businesses thrive and individuals succeed. Authenus are experts in maintaining long-term contractual relationships with companies across many industry sectors, utilizing innovative technology and their passion for people to provide the best experience possible. Authenus uses their extensive resources and tailored search process to identify the top candidates for respective job openings.</p> <p>Waterfront Wall Finishes is a fully licensed, insured, and bonded business with 20 years of experience in renovations and refinishing. They provide a variety of services including interior and exterior painting, cleaning, coatings, and consultations.</p>	<p>b. Express Employment Professionals will help LAZ Parking with their immediate needs for Customer Service, Parking Garage Housekeeping and Traffic Control Associates. LAZ Parking has also hired and will be working with PREMIERE CONSULTING GROUP, a Florida ACDBE / DBE Certified, Service-Disabled Veteran, Minority-Owned, Small Business, Diversity and Parking Consulting Firm to serve as their CBE Diversity Compliance / Liaison / Consultant.</p>	<p>b. Ann Janitorial Service has helped provide the best janitorial services for Broward County over the past 2 years. Ann's Janitorial provides Class A Services to Fort Lauderdale airport as well. Ann's trained employees provide porter services, traffic control services, and customer service. SP+ Municipal Services has 2 years of experience working with Ann's Janitorial.</p> <p>SDA is a full-service firm providing all of your auditing, tax, accounting and consulting needs. The audit approach at S. Davis & Associates, P.A. is based on close, honest communication with our clients. We understand the need to help clients feel at ease with auditing so as to more expertly manage their business. SDA performs high quality and efficient audits for both the public and private sectors. SP+ Municipal Services has 5 years of experience working with S. Davis & Associates.</p>

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SP Plus Corporation
200 E. Randolph Street, Suite 7700
Chicago, IL 60601

(Group 1)

Evaluation Criteria

Project Specific Criteria

2. Project Approach: (Maximum 20 Points)
a. Describe the prime Vendor's approach to the project. Include how the prime Vendor will use subcontractors in the project.
Points Value: 10

RPS/Lanier tailors our approach to identify practical solutions and stimulate positive working relationships throughout the communities in which we work. Our community efforts also include hiring from community employment programs, lending support to local initiatives, using local vendors whenever possible, and joining community chapters and charities. We believe it is our duty to improve the communities in which we serve. Subcontractors will be used as follows: Ann's Cleaning Service: Will be used to handle our day to day cleaning of all facilities at both the FMD and Port. Authenus Staffing: Will be used to supplement our staffing. They will mostly help us fill customer service positions and maintenance position at the FMD facilities. They will help us fill cashier positions at the Port facilities. HCT-CPA: Will be used to perform the required outside independent audit of both groups. Waterfront Wall Finishes, LLC: Will be used for pressure washing cleaning services. Leslie Saunders: Will be providing insurance for shuttle services.

a. LAZ is committed to providing our clients with superior customer service through on-going technological and administrative automation, based upon our corporate goal of being the "highest quality" provider of parking management services. Laz will use Express Employment Professionals will help with their immediate needs for Customer Service, Parking Garage Housekeeping and Traffic Control Associates. LAZ Parking has also hired and will be working with PREMIERE CONSULTING GROUP to serve as our CBE Diversity Compliance / Liaison / Consultant

Our focus is to provide the best possible customer service, protect Broward County and Port Everglades assets, monitor and report, and keep traffic flow moving in an orderly manner. With the technology and experience, SP+ will continue to provide the best possible service for the Port. We also want to also make sure the payment process is as effortless as possible for customers exiting the facility.

 Subcontractors will be used to provide cleaning services and auditing, tax, accounting and consulting needs.

b. Describe your revenue collection procedures, auditing procedures and Payment Card Industry Data Security Standards.
Points Value: 5

b. Coupled with the transactional platforms part and parcel of technology manufacturers' back-end systems, RPS/Lanier uses an in-house, integrated, computerized accounting system and accompanying revenue control procedures and protocol to account for our clients' revenues, payroll, accounts payable, location, contract management and reporting functions. RPS/Lanier's independent Internal Audit Department serves to provide additional oversight capacity for our regional and field teams, as well as enforce our Company's internal controls, ensuring RPS/Lanier's management personnel and front-line team members have individual accountability for their work. A series of record-keeping and reporting procedures are incorporated into RPS/Lanier's SOP Manual(s). Revenue Collection Processes
 RPS/Lanier uses an integrated and computerized accounting system that includes revenue, payroll, accounts payable, property and contract management, and reporting. The systems are specific to the parking industry and can report client information as needed. RPS/Lanier Parking Solutions has a comprehensive system of internal cash controls on site and off.
 Revenues are recorded by revenue category, location, and shift daily.
 A complete audit trail of cash exists from ticket distribution to the final deposit in the bank.
 Revenue reports are always supported by validated deposit slips.
 Executive management reviews reports; weekly and monthly. Monthly revenue reports are prepared by location, summarizing daily revenue by category.
Auditing Procedures
 RPS/Lanier performs a corporate audit on all revenue generated paperwork and tickets on a random basis. During this review, categories such as lost tickets, voided tickets and cash shortages are analyzed.

b. Collection and Deposit of and Accounting for Gross Receipts will be handled by the parking manager who will perform these functions daily:
 1. In order to minimize "exposed" cash, the parking attendant will deposit cash into a drop safe located onsite.
 2. Receipts are reconciled and prepared for bank deposit by the administrative staff - typically during daytime business hours.
 3. Each day LAZ Parking will perform a detailed reconciliation to verify and properly account for all parking revenues. .
 Revenue Reports
 Accounts Receivables Monthly Parking/Validation Billing – PARIS (Parker Accounts Receivable Information System), is an industry specific billing and accounts receivables system for people who own or operate parking facilities with monthly contract parking, permits, or validations. Because PARIS was built specifically for the parking industry, it offers features no generic receivables system can; such as tracking parkers by building tenant, category (reserved, non-reserved, etc.), and access card.
 LAZ Parking employees a full-time auditor who covers South Florida. His visits to the operations are unannounced and his findings open to our client's review. Our audit procedures are broken into several disciplines:
 LAZ Parking managing the network and security infrastructure and maintains the health of the network with security checks and monitoring. LAZ Parking's solution facilitates PCI compliance by providing a comprehensive internet security perimeter, network segmentation and by implementing security policies that are in line with the tools and methodologies necessary for organizations to achieve Payment Card Industry (PCI) compliance, PCI DSS (PCI Data Security Standard) v2.0

b.SP+'s cash and revenue control and auditing procedures accurately identify actual daily transactions and sales while also protecting and safeguarding parking revenues. These procedures (which can vary slightly for any given location depending upon the facility's specific equipment and bookkeeper staffing) are summarized on pages 78-81.
 SP+ watches over client revenues and facilities more carefully than any other parking operator. Ensuring the integrity and objectivity of parking facility operations is critical to evaluating and improving the financial performance of client properties. SP+ accomplishes these objectives through multiple levels and types of audits, ranging from self-audits, regional office audits, internal audits, and unannounced facility audits.
 As part of an effort to ensure the security of customer credit card information throughout our organization, SP+'s internal audit department has created specific policies and procedures related to Payment Card Industry (PCI) compliance. Those policies and procedures are included as part of our internal audit program and our auditors along with our regional management staff check for PCI compliance at every location. SP+ has adopted a comprehensive policy to ensure company-wide compliance with all 12 requirements of the PCI DSS. Because the corporate network environment may be different than the field locations and regional office environments as it relates to storing, processing and/or transmitting cardholder data, the Company has developed a specific policy to address compliance requirements at our field locations and regional offices to ensure compliance across our organization.

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c. Describe your Customer Service Initiatives: Cost Saving Initiatives and the potential integration of an Online Parking Reservation System. Also describe/provide your Standard Operating Procedures for Self-Parking, Employee Parking and Valet Parking, and your Employee Motivation and Training Program
Points Value: 5

c. New hires undergo a comprehensive customer service training program. We then partner a new hire with an experienced employee who serves as a coach/mentor to the new associate. This mentor monitors the new hire's performance and reports directly to upper management to ensure a gold standard of customer service is being met.
Other Services
 Help patrons find their vehicles, Jump start vehicles with dead batteries, after a written liability waiver has been signed by the patron, Provide resources and contacts for locksmith service if needed. Provide air to inflate flat tires and Provide patrons up to 1 gallon of gas.
 One of the largest customer enhancement options, RPS/Lanier, through third-party firms, also has the ability to customize and brand a parking application for Broward County. It creates awareness and continuity to branding the parking program offering a fully customized platform for customers to have one app, to pay-by-cell, pay for a violation, or even allowing customers to find available parking all virtually online and through the app. The park-by-cell app would match applicable branding found on signage, uniforms, an enhanced website and more, creating a strong and easily recognizable brand.
 All new-hire Lanier parking enforcement ambassadors attend a mandatory parking enforcement specialist class for civilians at Broward College. This 16-hour course is designed to teach our ambassadors how to function in the position of a Parking Enforcement Specialist. Satisfactory completion of the course certifies participants under Florida Statute 316.640 as a Parking Enforcement Specialist and allows them to function within the guidelines of these statutes. The course is approved by and meets the requirements of the Criminal Justice Standards and Training Commission. We've had a 100% successful graduation rate

c. Customer Care Center - Operation of the LAZ Customer Care Center (remote monitoring) which provides virtual customer service to customers from equipment devices in the facility and allows management to see in real time customer questions and resolutions from their facility.

c. SP+ owns and operates the most memorable and customer friendly consumer parking website, Parking.com. Broward County's Various County Agencies will be prominently listed on Parking.com, allowing the facility to be presented to consumers conducting parking searches for nearby destinations.
 SP+ offers a comprehensive package of amenity and customer service programs that provide an array of benefits to its parkers and building management. These include: SPokesSM Bicycle Use Program; CarCare Maintenance Services; Courtesy Umbrellas
 SP+ proposes adding an Amenity Bay in the garage as a tenant amenity which includes a commercial vacuum, windshield washing squeegee and fluid, heavy duty jumper cables, and a portable air pump with tire pressure gauge as well as Car Wash Service & Detailing Service.
 Employee Training / SP+ UniversitySM Our reputation for excellence in on-site management is built on a comprehensive, award winning training strategy. The process identifies and develops the skills and behaviors required to enable all of our employees to perform up to our stringent expectations. Our programs offer a learning experience that challenges and teaches our employees how to run a successful operation that is both profitable and focused on delivering impeccable customer service to our parking and transportation clients. Employees benefit from the knowledge and best practices compiled by top industry experts who work with a wide range of clients and business models.
 Sample Operations Procedure Manual included on page 116.

3. Past Performance: (Maximum 15 Points)

Vendor should provide references for similar work performed to show evidence of qualifications and previous experience. Refer to **Vendor Reference Verification Form** and submit as instructed.

a. Describe prime Vendor's experience, during the last five (5) years, managing parking programs and facilities in similar size and scope of services in comparison to Broward County Facilities Management garages and parking facilities. Provide number of years you have managed the facility. List locations with verifiable references. Include name, location, type of facility, hours of operation, number of spaces, type of parking services or products, number of fulltime employees and gross annual

Vendor Reference Verification Forms submitted and verified.

a. RPS/Lanier's diverse parking operations encompass a vast geography and multiple service offerings in world-class cities across the country. RPS/Lanier provided a list of municipal client references (page 81).

Vendor Reference Verification Forms submitted and verified.

a. LAZ Parking has a long history of successfully providing services for many municipal locations Over the last 3 years we have had contracts expire, properties sold but LAZ FLORIDA has not lost a single location due to poor service or failure to execute our contractual duties under an agreement

Eleven (11) References provided from various agencies and municipalities. References verified by include:
 City of Berkeley, CA; City of Worcester, MA; The Ohio State University - Columbus, OH; and the City of South Miami, FL

Vendor Reference Verification Forms submitted and verified.

a. SP Plus Corporation is the first commercial parking operator to be certified by the International Parking Institute (IPI) as an Accredited Parking Organization (APO). We are the first parking operator to achieve Accreditation with Distinction – which represents the top 5% of the industry. SP+ operates well over 100 publicly owned parking operations across North America including on-street and off-street facilities owned by municipalities, counties, improvement districts, transit districts, port authorities, public universities, airport boards, state governments and federal governments (both U.S. and Canada). References provided.

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Project Specific Criteria

<p>b. For each of the facilities referenced provide the numbers of: entry and exit points, automated and staffed pay stations, automated vehicles tolling lanes, and total transactions. Describe the parking access and revenue control equipment hardware and the software system used at each facility. Points Value: 5</p>	<p>b. References provided include: City of Delray Beach, Delray Beach, FL implementing a 2,400 space on-street parking program; City of Wilton Manors, Wilton Manors, FL operations consisting of 155 on-street metered spaces, along with 3 surface parking lots, for a total of 451 parking spaces throughout the City's Arts and Entertainment District; Macon-Bibb County, Macon, GA completed turn-key on-street paid parking and enforcement solution, as well as management of County-owned parking facilities (comprised of 1,800 spaces).</p>	<p>b. City of Berkeley, CA - Spaces: 949 Facilities: 3 Garages Equipment: Amano & Secom; City of Worcester, MA - Spaces: 4,075 Facilities: 4 high turnover off street garages and on street meter parking in Downtown Worcester; The Ohio State University - Columbus, OH – Revenue Control: : 3M (Federal APD), T2 Systems Permitting and Parking Enforcement, Digital Payment Technology pay stations, Genetec License Plate Recognition, Pay by cell Staffing: 47 Gross Revenues: \$45 Million Facilities: 17 garages, 138 surface lots, 153 on street meters, 46 pay stations and campus wide parking enforcement functions.; City of South Miami, FL - Revenue Control: Digital Payment Technology, Duncan, Enforcement Technologies Spaces: 1,400 Facilities: On street Meters.</p>	<p>b. City of Miami Beach- Number of Garages - 11 Garages; Number of Spaces - 8,250; Number of Employees - 60 employees; Number of Pay stations - 60 pay stations; Number of Entrances and Exits - 27 entrance lanes, 25 exit lanes; Revenue - \$14,000,000; Number of Transactions - 1.2 million transactions; Software and Equipment - Skidata Brickell City Center - Number of Valet Operations - 4 valet operations; Number of Spaces - 2,190 spaces; Number of Employees - 24/7 operation with 55 full time employees; Number of Pay stations -13 pay stations; Number of Entrances and Exits - 13 entrances and 12 exits; Revenue \$6,400,000+; Number of Transactions - \$780,000 transactions; Software and Equipment - Amano Mcgann (commercial) Flash Valet (valet operation) CVPS (residential operation). Royal Caribbean Cruise Lines (Port of Miami) Years of Experience - 2 years of experience; Number of Valet Operations/Number of Spaces - 1,100 spaces; Number of Employees - 14 employees; Number of Pay stations - 8 pay stations; Number of Entrances and Exits - 3 entrances and 2 exits; Revenue - \$5,300,000+ revenue; Number of Transactions - 72,000 transactions; Software and Equipment - 24/7 operation using Flash valet.</p>
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<p>4. Location: Refer to Vendor's Business Location Attestation Form and submit as instructed. A Vendor with a principal place of business location (also known as the nerve center) within Broward County for the last six months, prior to the solicitation submittal, will receive five points; a Vendor not meeting all of the local business requirements will receive zero points. The following applies for a Vendor responding as a Joint Venture (JV): if a member of the JV has 51% or more of the equity and meets all of the local business requirements, the JV will receive three points; if a member of the JV has 30 to 50% of the equity and meets all of the local business requirements, the JV will receive two points; and if a member of the JV has 10% to 29% of the equity and meets all of the local business requirements, the JV will receive one point. Points Value: 5</p>	<p>Local Address for LANIER PARKING SOLUTIONS (10338) 101 NE 3RD AVE FORT LAUDERDALE, FL 33301-1920</p>	<p>LAZ Parking has maintained an office in Ft. Lauderdale for its Broward and Palm Beach County operations since April 2015. This office is located at 500 E Broward Blvd. Suite 128. The front page of our current lease, copy of our most recent rent statement, copies of current Ft. Lauderdale business licenses and State of Florida</p>	<p>USA Parking Office 1330 SE 4th Ave, Suite D, Fort Lauderdale, FL 33316</p>
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5. Price:
(Maximum 30 Points)

Pricing (Item Response Form) must reflect all management fees, total operating expense budget and services for Group 2 as defined in Scope of Work and as indicated and entered on the Item Response Form in BidSync and as per the Special Instructions and Bid Comments. Additionally, Excel Budget Worksheets supporting the proposer's total pricing for management fee per location and associated operating expenses should be completed and returned with Vendor's submittal and made part of the Item Response Form in BidSync. If there are discrepancies in price between the Budget Worksheets and the BidSync Item Response Form, BidSync pricing will prevail.
Points Value: 40

Provided

Provided

Provided

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(Group 2 and 2A)

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Evaluation Criteria

Project Specific Criteria

1. Ability of Professional Personnel:
(Maximum 20 Points)

Describe the qualifications and relevant experience of the Project Manager and all key staff that are intended to be assigned to the management of the Ports parking facilities. Include resumes for the Project Manager and all key staff described, including subcontractors.

a. Provide an organizational chart for this project indicating key staff and a detailed staffing plan for managing the facilities.

Points Value: 10

RPS/Lanier offers Broward County the most experienced leadership team in municipal parking and mobility in the industry. As thought leaders and operators of the most diverse operating portfolio in the complex world of municipal parking management, we fully understand the high level of resources, expertise and support required to properly support and manage Broward County's parking program.

We offer our most experienced and knowledgeable executives to ensure a successful transition and implementation of our services for each municipality. RPS/Lanier also puts our management personnel working in public-sector environments through the CPP Program via the National Parking Association.

Our Subject Matter Experts:

Jack Skelton, CAPP, Executive Vice President, under the Republic Parking brand and has overseen its Municipal Division for years. Jack has over twenty-five (25) years of parking management experienced focused on municipal parking.

Steve Resnick, CAPP, Executive Vice President, has more than 25 years of experience in the parking industry, and is responsible for the Company's municipal division portfolio.

Isaiah Mouw, CAPP, CPP, Vice President, LEED GA, has worked in the parking industry for 11 years, and has managed nearly every facet of parking management in a municipal setting; on and off-street, as well as possessing a comprehensive background in citation management.

Andrew Tedrick, Executive Vice President, joined Lanier Parking Solutions in 2016.

Proposed Project Manager - Robert Beltran, CPP, joined Lanier Parking as an Area Manager in 2016. He is a qualified professional with extensive experience in managing and coordinating various aspects of parking, such as client relations, sales, financial reporting, facility maintenance, and facility development/planning.

Resumes provided - See pages 29 - 32

a. Organization Chart Provided - **See page 32**

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The management team will consist of the following individuals:

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Ashley Gonzalez is our Regional Director of Business Development for over a year at SP+.

Soren Swensen (Project Manager) is currently a Senior Manager for SP Plus Corporation. He manages a portfolio of 20 different properties.

Cathy Raphael, Facility Manager, is responsible for preparing and reviewing billing packages with corporate office and port and coordinate convention center activities with parking garage staffing.

Toni Bell, Assistant Facility Manger, has been with SP+ since 2014 and is responsible for recruiting and training qualified personnel for each position and develop these employees to meet performance standards.

Ramon Soero, Assistant Facility Manger, has been with SP+ since 2014 and is responsible for managing the day-to-day operations of the Port Everglades parking facilities.

Resumes provided - See pages 198 - 213

a. Organizational Chart Provided - **See page 214**

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

Points Value: 10

b. Our community efforts include hiring qualified subcontractors from the local community, including hiring employees from local employment programs, lending support to local initiatives, using local vendors whenever possible, and joining community chapters and charities. We believe it is our duty to improve the communities in which we serve, and in Broward County the case is no different. While we have not worked with these particular subcontractors in the subject operations, please note the following subcontractors we have identified to serve our proposed operations on behalf of Broward County:

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Waterfront Wall Finishes is a fully licensed, insured, and bonded business with 20 years of experience in renovations and refinishing. They provide a variety of services including interior and exterior painting, cleaning, coatings, and consultations.

b. Ann Janitorial Service has helped provide the best janitorial services for Broward County over the past 2 years. Ann's Janitorial provides Class A Services to Fort Lauderdale airport as well. Ann's trained employees provide porter services, traffic control services, and customer service.

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

SDA is a full-service firm providing all of your auditing, tax, accounting and consulting needs. The audit approach at S. Davis & Associates, P.A. is based on close, honest communication with our clients. We understand the need to help clients feel at ease with auditing so as to more expertly manage their business. SDA performs high quality and efficient audits for both the public and private sectors.

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

Fort Lauderdale Transportation has been providing this shuttle service since early 2001 and for the past 19 years has learned the needs of the port and the passengers who depend on this shuttle to get them where they need to go and for the cruise passenger shuttles specifically, that baggage handling assistance is required. Shuttle bus services for non-cruise passengers will not require baggage handling.

SP+ Municipal Services has 15 years of experience working with Fort Lauderdale Transportation Services.

2. Project Approach: (Maximum 20 Points)

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

Points Value: 10

a. At RPS/Lanier we embrace accountability, not only in our operations, but to our clients' stakeholders and parking populations. We understand that a government contract on behalf of Broward County is more than simply the outsourcing of a vendor service; it is an implied arm (or extension) of a government body. Hence, the entire basis of our approach is founded on the premise of working collaboratively with our clients and key stakeholder groups to forge and perpetuate a transparent, proactive, efficient, sustainable and accountable "public parking partnership."

We emphasize user-friendly themes, where common sense, customer service and community engagement rule the day. Our community efforts also include hiring from community employment programs, lending support to local initiatives, using local vendors whenever possible, and joining community chapters and charities. We believe it is our duty to improve the communities in which we serve.

a. Our focus is to provide the best possible customer service, protect Port Everglades assets, monitor and report, and keep traffic flow moving in an orderly manner. With the technology and experience, SP+ will continue to provide the best possible service for the Port. Once the new equipment is installed, we will recommend that the Port install the upgraded intercoms to allow us to monitor all lane and customer touch points from our remote monitoring center.

Remote Management Services adds an array of IP cameras and T1-connected voice to all customer interaction points, including entrance and exit lanes, pay-on-foot stations, pedestrian access points, and elevators.

Using Command Center professionals, RMS allows for the management of all exception transactions. Specialists provide aggregated exception counts along with a detailed exception issues log for more accurate tracking and reporting of exception transactions.

Parking Management Services for Various County Agencies

RFP# PNC2116816P1

Lanier Parking Meter Services, LLC
233 Peachtree Street NE, Suite 2600
Atlanta, GA 30303

SP Plus Corporation
200 E. Randolph Street, Suite 7700
Chicago, IL 60601

(Group 2 and 2A)

(Group 2 and 2A)

Evaluation Criteria

Project Specific Criteria

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

Points Value: 5

b. RPS/Lanier uses an integrated and computerized accounting system that includes revenue, payroll, accounts payable, property and contract management, and reporting. The systems are specific to the parking industry and can report client information as needed. RPS/Lanier Parking Solutions has a comprehensive system of internal cash controls on site and off.

Revenues are recorded by revenue category, location, and shift daily.
 A complete audit trail of cash exists from ticket distribution to the final deposit in the bank.
 Revenue reports are always supported by validated deposit slips. Executive management reviews reports; weekly and monthly. Monthly revenue reports are prepared by location, summarizing daily revenue by category.

RPS/Lanier performs a corporate audit on all revenue generated paperwork and tickets on a random basis. During this review, categories such as lost tickets, voided tickets and cash shortages are analyzed. In addition, every RPS/Lanier location is subject to an annual corporate audit.

In response, the PCI Security Council hardened standards for PCI Compliance. Citizens Parking answered this call by creating an internal IT Security team and partnering with a 24/7/365 Security Operations Center ("SOC"). Together, these teams utilize the most advanced tools to combat hacking and credit card theft.

b. SP+'s cash and revenue control and auditing procedures accurately identify actual daily transactions and sales while also protecting and safeguarding parking revenues. The cashier reports and parking tickets are reviewed by bookkeeping for accuracy. The bookkeeper verifies that the amount of the currency dropped matches the amount on the cashier report and the deposit acknowledgement received from the bank.
 Each day's parking activity goes through a series of checks and balances designed to ensure the integrity of the revenue collection process. The key to SP+'s system is the controlling, recording, and balancing of tickets, revenue, and vehicle counts as recorded by revenue control equipment. Our Daily Bank Deposit Reconciliation program, using the automated T-Recs® software1, provides assurances against theft and embezzlement, and eliminates the need to wait for monthly bank statements to reconcile bank deposit and location deposit data.
 The reconciliation function verifies that funds for all authorized Visa, MasterCard, American Express, Discover, and Diners Club transactions are received in the designated bank account at the end of the settlement process. This function also streamlines the credit card payment process by eliminating the need to use a separate credit card system for processing this payment type. SP+ has adopted a comprehensive policy to ensure company-wide compliance with all 12 requirements of the PCI DSS.
 SP+ watches over client revenues and facilities more carefully than any other parking operator. Ensuring the integrity and objectivity of parking facility operations is critical to evaluating and improving the financial performance of client properties. SP+ accomplishes these objectives through multiple levels and types of audits, ranging from self-audits, regional office audits, internal audits, and unannounced facility audits.

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(Group 2 and 2A)

Evaluation Criteria

Project Specific Criteria

c. Describe your Customer Service Initiatives: Customer Loyalty Program, Marketing and Promotional Activities, Cost Saving Initiatives and the potential integration of an Online Parking Reservation System. Also describe/provide your Standard Operating Procedures for Self-Parking, Employee Parking and Valet Parking, and your Employee Motivation and Training Program

Points Value: 5

c. At RPS/Lanier, customer service begins with the first interaction between our employee and the customer; whether answering the telephone, passing on the street, in one of our facilities, or in the work-site office, each customer has a certain level of expectation as to how they should be treated. Beyond complying with RPS/Lanier’s Mission Statement and Company Standards, there are key components to conveying the proper image to customers on behalf of our clients, and we proudly share those components with our valued employees.

RPS/Lanier believes proactive Customer Assistance bridges the relationship between our firm and our clients’ customers. Services such as Battery Jump Starts and/or Tire Repair go a long way to help customers in a bind. This is where RPS/Lanier personnel shine. We also offer Lost Car Assistance when a customer forgets where his/her car is parked. RPS/Lanier personnel assist by using a security cart or a license plate tag inventory system. We have also partnered with firms to offer a variety of Roadside Assistance services to customers. In the event of an emergency, such firms dispatch emergency services 24/7 for a flat fee, providing jump starts, flat tire repair, emergency fuel, and limited-area towing. No membership fees are charged; instead, customers pay via credit card.

Under the direction of the County, RPS/Lanier’s in-house Social Media and Marketing Department can help create a customer newsletter covering interesting local stories in Broward County, newsworthy items regarding conventions, events and happening in and around the County, and any additional information as the County deems appropriate.

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

The combined efforts of SP+ Marketing Services and SP+ Field Operations will provide Broward County with a strong direct-to-consumer front end marketing engine, coupled with superior at facility operations that will maximize performance and revenue. SP+ owns and operates the most memorable and customer friendly consumer parking website, Parking.com. Broward County’s Various County Agencies will be prominently listed on Parking.com, allowing the facility to be presented to consumers conducting parking searches for nearby destinations.

A unique feature also available to SP+ customers is the ability to access their monthly parking account directly through the mobile app. Website links play an important role in driving website traffic. In addition to the direct traffic generated through partner linking programs, they increase Google quality scores and result in improved organic search rankings.

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(Group 2 and 2A)

(Group 2 and 2A)

Evaluation Criteria

Project Specific Criteria

3. Past Performance: (Maximum 15 Points)

Vendor should provide references for similar work performed to show evidence of qualifications and previous experience. Refer to **Vendor Reference Verification Form** and submit as instructed.

a. Describe prime Vendor's experience, during the last five (5) years, managing parking programs and facilities in similar size and scope of services in comparison to Port Everglades garages and parking facilities. Provide number of years you have managed the facility. List locations with verifiable references. Include name, location, type of facility, hours of operation, number of spaces, type of parking services or products, number of fulltime employees and gross annual revenue from the management of the facilities.

Points Value: 10

Vendor Reference Verification Forms submitted and verified.

a. In March of 2019, through a merger facilitated by ParkJockey and the world's most prolific technology investor, Softbank, Republic Parking ("RPS"), a wholly-owned firm of Impark <https://www.Impark.com/>, also became part of the Citizens Parking family (Lanier Parking Solutions, AmeriPark and pk1 - <https://www.citizensparking.com/>) to form RPS/Lanier. RPS/Lanier's diverse parking operations encompass a vast geography and multiple service offerings in world-class cities across the country. Operating with the transparency and accountability of a public-sector agency, we use advanced management techniques to lead the way; integrating technology, data analytics, ambassadorship, stakeholder engagement, parking and mobility consulting (Occupancy, Turnover, Feasibility Studies, TDM, Mobility Management); and, environmentally-sustainable business practices to meet our clients' evolving needs.

Operating as a boutique firm with national resources, RPS/Lanier provides optimal parking "experiences" in more than 350 cities across the US and Canada and is the preeminent industry powerhouse; with 4,600 locations and operations (100 of which contracts are exclusively public-sector parking programs), 16,000 employees, \$2.0++ Billion in client revenues, and unparalleled technological capabilities.

List of Vendor's experience and locations provided (see pgs. 146 - 153).

Vendor Reference Verification Forms submitted and verified.

a. SP+ was originally founded in 1929 and has been continually providing parking management services for ninety years. The legal name of the company that would be a party to the management agreement will be SP Plus Corporation.

SP+ Municipal Services, a division of SP Plus Corporation, offers a wide-array of parking management services backed by the collective capabilities we employ in operating approximately 3,400 parking facilities in over 350 cities throughout the United States and Canada, and collecting over \$4 billion in annual gross receipts.

We manage parking (on and off-street), meter management and enforcement operations, provide maintenance services, and operate shuttle bus and ground transportation operations serving airports and institutions throughout the United States and Canada.

A major focus of our company is the provision of parking management services to municipalities, institutions, and governmental agencies, and with over 200 such organizations as our clients, we are the most experienced municipal parking managers in the country. We have a dedicated Municipal On and Off-Street team that specializes in municipal parking operations.

SP+ operates well over 100 publicly owned parking operations across North America including on-street and off-street facilities owned by municipalities, counties, improvement districts, transit districts, port authorities, public universities, airport boards, state governments and federal governments (both U.S. and Canada).

List of Vendor's experience and locations provided (see pgs. 341-345)

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(Group 2 and 2A)

(Group 2 and 2A)

Evaluation Criteria

Project Specific Criteria

b. For each of the facilities referenced provide the numbers of: entry and exit points, automated and staffed pay stations, automated vehicles tolling lanes, and total transactions. Describe the parking access and revenue control equipment hardware and the software system used at each facility.
Points Value: 5

b. Lanier was awarded the on and off-street parking management contract for City of Delray Beach in May 17, 2017.

Lanier implemented paid on-street parking for the first time in the City of Delray Beach including meters on historic Atlantic Avenue. Lanier was successful implementing this 2,400 space on-street parking program due to our collaborative and efficient marketing campaign with press releases, fliers, Downtown Development Authority meetings, social media and other stakeholder engagements including door to door marketing.

The City of Wilton Manors hired Lanier in 2010 to manage the parking program. Lanier was awarded the inaugural Wilton Manors parking operations consisting of 155 on-street metered spaces, along with 3 surface parking lots, for a total of 451 parking spaces throughout the City's Arts and Entertainment District.

Additional Vendors were provided, see list and locations (see pgs. 146 - 153).

b. City of Miami Beach
 Years of Experience: 15 years of experience
 Number of Garages: 11 Garages
 Number of Spaces: 8,250
 Number of Employees: 60 employees
 Number of Pay stations: 60 pay stations
 Number of Entrances: 27 entrance lanes, 25 exit lanes Exits
 Revenue: \$14,000,000 revenue
 Number of Transactions: 1.2 million transactions
 Software and Equipment: Skidata
 Additional Information: Car wash and advertisement

Additional Vendors were provided, see list and locations (see pg. 346).

**4. Shuttle Bus Requirements:
 (Maximum 10 Points)**

a. Describe what your fleet of Mini and Mid-Size shuttle buses will consist of and how you will maintain the fleet to meet the requirements as described in the Scope of Work. Describe the Motor Coach that will be used for Port tours and special events.
Points Value: 10

a. RPS/Lanier understands the unique transportation challenges facing colleges, airports, municipalities, and healthcare campuses across the country today. We appropriately respond to visitors, ensure user safety, and efficiently allocate valuable parking resources to ensure an expedient service.

We perform a comprehensive facility and metrics analysis of each operation and develop detailed plans (updated annually and as needs change) tailored to the specific circumstances and requirements of its clients.

Some of the components of a shuttle operation include:
 Routing, scheduling, and signage design
 Fleet recommendation
 Preventative maintenance and safety program

(See pages 156-158)

a. During the term of this Agreement, Fort Lauderdale Transportation, Inc. shall be responsible for providing and managing a readily available shuttle bus fleet to meet the scheduling requirements of the Port, during the cruise season, starting the month of October through May and continue as required by Port during the off season, June through September.

Fort Lauderdale Transportation, Inc. understands that throughout the year they may be required to provide shuttle services for tours and special events and that it is required to maintain a readily available fleet of shuttle buses.

Our fleet will consist of sixteen mini-buses (14 to 17-passengers), five of which are wheelchair accessible and mid-size mini-coaches (23 to 30-passengers) with rear luggage storage.

In the event Motor coaches are required with a capacity of 40 to 55-passengers, Fort Lauderdale Transportation, Inc. will make the necessary arrangements to procure this vehicle type.
 (pg. 348)

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(Group 2 and 2A)

(Group 2 and 2A)

Evaluation Criteria

Project Specific Criteria

<p>5. Location: Refer to Vendor's Business Location Attestation Form and submit as instructed. Points Value: 5</p>	<p>Provided - RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)</p> <p>Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.</p> <p>(See pgs. 189 - 190)</p>	<p>Provided - RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)</p> <p>The Vendor certifies that it has a principal place of business location (also known as the nerve center) within Broward County, as documented in Florida Department of State Division of Corporations (Sunbiz), and attests to the following statements:</p> <p>(See pgs. 350 - 351)</p>
<p>6. Price: GROUP 2 (Maximum 30 Points)</p> <p>Pricing (Item Response Form) must reflect all management fees, total operating expense budget and services for Group 2 as defined in Scope of Work and as indicated and entered on the Item Response Form in BidSync and as per the Special Instructions and Bid Comments.</p> <p>Additionally, Excel Budget Worksheets supporting the proposer's total pricing for management fee per location and associated operating expenses should be completed and returned with Vendor's submittal and made part of the Item Response Form in BidSync.</p>	<p>Provided</p>	<p>Provided</p>
<p>6. Price: GROUP 2A Shuttle Bus (Maximum 30 Points)</p> <p>Note: Shuttle bus pricing (Group 2A) based on the estimated number of hours and vehicle type, will also be included in the calculation of points for price.</p> <p>Points Value: 30</p>	<p>Provided</p>	<p>Provided</p>

VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Parking Management Services for Various County Agencies

RFP# PNC2116816P1

	Lanier Parking Meter Services, LLC 233 Peachtree Street NE, Suite 2600 Atlanta, GA 30303 (Group 1 & Group 2 / 2A)	LAZ Parking 404 Washington Ave., Suite 640 Miami Beach, FL 33189 (Group 1)	SP Plus Corporation 200 E. Randolph Street, Suite 7700 Chicago, IL 60601 (Group 1 & Group 2 / 2A)
Group 2 and 2a)	Lanier Parking Meter Services, LLC	LAZ Florida Parking, LLC	SP Plus Corporation
2. Doing Business As/ Fictitious Name (if applicable):	RPS/Lanier	LAZ Florida Parking, LLC	SP+ Municipal Services
3. Federal Employer I.D. no. (FEIN):	200123013	26-1172679	16-1171179
4. Dun and Bradstreet No.:	842682999	10-851-2856	02-064-5206
5. Website address (if applicable):	www.lanierparking.com / www.republicparking.com	www.lazparking.com	www.spplus.com
6. Principal place of business address:	233 Peachtree Street NE, Harris Tower, Ste 2600 Atlanta, GA 30303	404 Washington Ave., Suite 640 Miami Beach, FL 33189	200 E. Randolph St., Suite 7700 Chicago, IL 60601
7. Office location responsible for this project:	101 NE 3rd Avenue Fort Lauderdale, FL 33301	500 E. Broward Blvd. Suite 128 Ft. Lauderdale, FL 33394	444 Brickell Ave., Suite 200 Miami, FL 33131
8. Telephone No.	(404) 881-6076	(305) 913-4882	(305) 372-5151
Fax No.	(404) 881-6077		(305) 647-2904
9. Type of business: Corporation (specify the state of incorporation), Sole Proprietor, Limited Liability Company (LLC), Limited Partnership, General Partnership (State & County Filed In), Other - Specify	Limited Liability Company (LLC)	Limited Liability Company, (LLC)	Corporation, Delaware
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name):	M10000005738	L07000100284	851793
11. List name and title of each principal, owner, officer, and major shareholder:	Ty Stafford, CEO	Alan Lazowski	Karen Garrison, Chairman
	Todd Brosius, President	Jeffrey Karp	Marc Bauman, Director
	Allen Villegas, CFO	Michael Harth	Gregory Reid, Director
	Bradley Yen, Treasurer	Michael Kuziak	Robert Roath, Director
			Wyman Roberts, Director
		(See pg. 34 for additional names)	
12. Authorized Contacts(s) for your Firm:	Andrew Tedrick, Executive Vice President - Florida atedrick@lanierparking.com (786) 417-695 Steve Resnick, Executive Vice President - Municipal Division sresnick@govtparking.com (818) 943-0390	Christopher Walsh, Regional VP cwalsh@lazparking.com	Thomas L. Hagerman, Executive Vice President thagerman@spplus.com (614) 805-7289 Chester Escobar, Vice President cescobar@spplus.com (305) 372-5151
13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any	No	No	No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted.	No	No	No
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3)	No	No	No

VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Parking Management Services for Various County Agencies			
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16. Is your firm or any of its principals or officers currently principals or officers of another organization? If	No	No	No
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or	No	No	No
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.	No	No	No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.	No	No	Yes, written response provided (see pg. 39)
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.	No	Yes, response provided see (page 52)	Yes, written response provided (see pg. 39)
21. Living Wage solicitations only: In determining what, if any, fiscal impacts(s) are a result of the Ordinance for this solicitation, provide the following for informational purposes only. Response is not considered in determining the award of this contract.	Yes	N/A	Yes
If yes, Living Wage increased the pricing by _____% or decreased the pricing by _____%.	increased the pricing by 22%	Increased the pricing by 19%	increased the pricing by 33%
Cone of Silence Requirement Certification:			
The Vendor has read Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances; and	Yes	Yes	Yes
The Vendor understands that the Cone of Silence for this competitive solicitation shall be in effect beginning upon the appointment of the Selection or Evaluation Committee, for communication regarding this solicitation with the County Administrator, Deputy County Administrator, Assistant County Administrators, and Assistants to the County Administrator and their respective support staff or any person, including Evaluation or Selection Committee members, appointed to evaluate or recommend selection in this RFP/RLI process. For Communication with County Commissioners and Commission staff, the Cone of Silence allows communication until the initial Evaluation or Selection Committee Meeting.	Yes	Yes	Yes
The Vendor agrees to comply with the requirements of the Cone of Silence Ordinance.	Yes	Yes	Yes
Drug-Free Workplace Requirements Certification:			
The Vendor certifies that it has established a drug free workplace program in accordance with the above requirements.	Yes	Yes	Yes
Non-Collusion Certification:			
The Vendor certifies that this offer is made independently and free from collusion; or	Yes	Yes	Yes
The Vendor is disclosing names of officers or employees who have a material interest in this procurement and is in a position to influence this procurement. Vendor must include a list of name(s), and relationship(s) with its submittal.	No	No	No
Public Entities Crimes Certification:			
The Vendor certifies that no person or affiliates of the Vendor are currently on the convicted vendor list and/or has not been found to commit a public entity crime, as described in the statutes.	Yes	Yes	Yes
Scrutinized Companies List Certification:			

VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Parking Management Services for Various County Agencies

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The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4275, Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and	Yes	Yes	Yes
The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and	Yes	Yes	Yes
If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.	Yes	Yes	Yes