

Attachment A
Proposer's Information Form

PROPOSER (Please Print):

Name: FC Parking, Inc.

Address: 5401 Patton Drive, Suite 103. Lisle, Illinois 60532

Telephone: 833-FCVALET Email: contact@fcvalet.com

Contact Person, Title, Email, and telephone: David Deeter - Director of Business Development
david.deeter@fcvalet.com

331-481-3092

Proposer, if selected, intends to carry on the business as (check one):

- Individual Joint Venture
 Partnership
 Corporation

When incorporated? 1998

In what state? IL

When authorized to do business in California? 2019

Other (explain): _____

ADDENDA

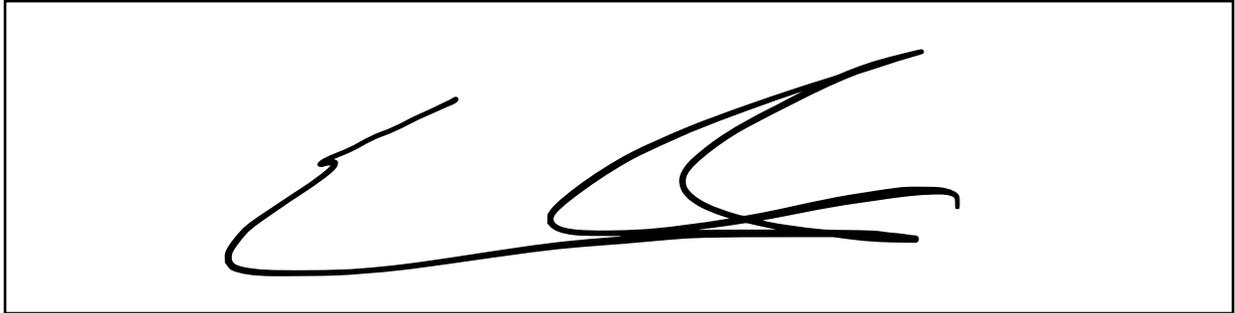
To assure that all Proposers have received each addendum, check the appropriate box(es) below. Failure to acknowledge receipt of an addendum/addenda may be considered an irregularity in the Proposal:

Addendum number(s) received: 1; 2; 3; 4; 5; 6;

Or _____ No Addendum/Addenda were received (**check and initial**).

PROPOSER'S SIGNATURE

No proposal shall be accepted which has not been signed in ink in the appropriate space below:



ATTACHMENT A – PROPOSER INFORMATION CONTINUED...

1. If Proposer is **INDIVIDUAL**, sign here:

Date: _____
Proposer's Signature

Proposer's typed name and title

2. If Proposer is a **PARTNERSHIP** or **JOINT VENTURE**; at least two (2) Partners shall sign here:

Partnership or Joint Venture Name (type or print)

Date: _____
Member of the Partnership or Joint Venture Signature

Date: _____
Member of the Partnership or Joint Venture Signature

3. If Proposer is a **CORPORATION**, the duly authorized officer shall sign as follows:

The undersigned certify that he/she is respectively:

Signature  and Chief Executive Officer
Title

Of the corporation named below; that they are designated to sign the Proposal Cost Form by resolution (attach a certified copy, with corporate seal, if applicable, notarized as to its authenticity or Secretary's certificate of authorization) for and on behalf of the below named CORPORATION, and that they are authorized to execute same for and on behalf of said CORPORATION.

Corporation Name (type or print):

By: Estlin Rydman Date: 11/21/2025

Title: Chief Executive Officer

RFP RESPONSE

Monterey Street Parking Garage Operation

Friday, November 21, 2025

PARKING

ENTER CLEARANCE 7'6"

AMOR
SALINAS

Jenny Davila

Public Works Administrative Supervisor

jenny.davila@salinas.gov

FC Parking - West Coast

1901 Newport Blvd, Suite 350

Costa Mesa, California 92627

Chapter 1 – Proposal Summary

Overview

FC Parking is pleased to submit this Proposal to provide full-service parking management, customer service, and facility oversight for the Monterey Street Parking Garage. Our firm brings more than 27 years of experience managing high-volume parking facilities, complex mobility environments, and customer-facing operations requiring exceptional professionalism, transparency, financial controls, and service reliability.

FC Parking's approach is centered on **three principles** that directly align with the City's objectives:

1. Operational Excellence & Professional Service Delivery

Our trained ambassadors, onsite manager, and regional support ensure consistent daily garage operations, proactive maintenance reporting, and reliable customer support. FC Parking's internal service model is rooted in its proven ICARE values of Integrity, Caution, Accountability, Respect, and Empathy ensuring every patron interaction contributes positively to the City's public image.

2. Transparency, Accuracy, and Financial Integrity

FC Parking's GPS-verified timekeeping, daily operational logs, revenue controls, and structured reporting procedures ensure accuracy in all staff hours, revenue deposits, maintenance documentation, and financial statements. Our internal auditing processes and layered supervision allow the City to maintain full confidence in the integrity of the garage's financial operations.

3. Cost-Conscious Service With Strategic Modernization Investment Options

The City will benefit from a lean, cost-competitive staffing model designed specifically for this garage. FC Parking will assume operations using existing 2016-era equipment—requiring no capital investment from the City—while offering an optional roadmap for future modernization such as license plate recognition (LPR), digital permit systems, enhanced reporting dashboards, and improved customer communication tools.

FC Parking brings INC 5000 financial strength and small-firm attentiveness, allowing us **to provide key money for potential PARCS upgrades** and act as a true value-added partner in the City's modernization efforts.

Key Features & Distinguishing Strengths of This Proposal

- ***All-Inclusive Labor Rates*** - Management fees, startup fees, etc. all included.
- **Fully documented maintenance reporting**, daily inspections, and safety walk-throughs aligned with the City's requirements.
- **GPS-based labor verification and audit-ready revenue reporting** for full accuracy and transparency.
- **Forbes 5 Star & AAA 5 diamond customer service model**, staff training, and hospitality standards with industry-leading retention rates.
- **Ability to stabilize operations immediately** using the City's existing 2016 PARCS equipment.
- **Optional technology upgrade roadmap** based on needs, performance goals, and long-term cost efficiency.
- **Bilingual staff capability** to better serve the City's diverse resident and visitor populations.
- **Regional leadership support**, providing additional oversight, quality control, and resilience.

Understanding of the City's Objectives

FC Parking understands the City's priority to maintain a safe, clean, efficiently operated parking garage that serves local businesses, visitors, and surrounding community destinations. FC Parking meets or exceeds all requirements outlined by The City in the RFP documents. Our proposal directly satisfies each requirement through a defined operating plan, strong staffing model, well-structured daily/weekly reporting, and a management philosophy rooted in transparency and service accountability.

Commitment to Partnership

FC Parking views this potential opportunity as a long-term partnership built on trust, operational clarity, and reliability. Our firm is committed to:

- Rapid transition with no disruption of service
- Direct, accessible communication with City staff
- Support for the City's long-term goals for mobility and parking modernization
- Continuous improvement and proactive issue resolution
- Maintaining a safe environment for patrons, staff, and City assets

Chapter 2 – Profile on the Proposing Firm(s)

2.1 Firm Overview

FC Parking is a national parking management and mobility services provider with over 27 years of continuous operating experience. Established in 1998, we manage a diverse portfolio of parking facilities, transportation programs, valet operations, security services, and more across the United States.

Today, FC Parking services 150+ locations, parks and manages over 5.3 million vehicles annually. We maintain a 98% client retention rate across all operating agreements. Our organization specializes in delivering accountable, outcome-driven, customer-focused parking operations with exceptional transparency, documented procedures, strong financial controls, and a commitment to continuous improvement.

2.2 Organizational Structure & Capacity

FC Parking operates through a dual-coast structure, enabling rapid response, consistent quality control, and experienced regional leadership for all operating sites.

West Coast Regional Headquarters

1901 Newport Blvd, Suite 350
Costa Mesa, California 92627

This office houses regional leadership, training teams, recruiting personnel, and field operations support for all western U.S. properties, including California.

Corporate Headquarters

5401 Patton Drive, Suite 103
Lisle, Illinois 60532

This location provides national-level oversight, finance and accounting, risk management, HR, technology support, and executive leadership.

Local Operating Structure for Monterey Street Garage

Operations for the Monterey Street Parking Garage will be supported by:

- Onsite Garage Manager – responsible for daily operations, reporting, maintenance tracking, staff supervision, and communication with City representatives.

- AM Ambassador – responsible for opening duties, daily inspections, customer service, and maintenance logging.
- PM Ambassador – responsible for evening coverage, monitoring activity during peak hours, and completing end-of-day reporting needs.
- West Coast Regional Operations Director – provides oversight, site audits, training, and performance management.
- Corporate Support Teams – HR, payroll, revenue auditing, safety, and technology.

This structure ensures operational coverage, supervision, and financial transparency consistent with City expectations.

2.3 Financial Stability, Capacity & Resources

FC Parking is a financially stable organization with the operating capacity, insured requirements, staffing depth, and management experience to support multiyear municipal contracts. The firm maintains:

- Full insurance coverage including general liability, garagekeepers liability, workers' compensation, and auto insurance. FC Parking, at our sole cost and expense and for the full term of the Agreement or any extension thereof, shall obtain and maintain, at a minimum, all of the insurance requirements outlined within the Sample Agreement document in Attachment C.
- Sufficient operating capital to staff, train, and support new contract mobilizations without requiring advance funding.
- FC Parking has the ability to furnish two (2) years of audited financial statements, as required by the RFP. Audited financials will be provided upon execution of an NDA.
- Dedicated financial controls including GPS-verified timekeeping, dual-verification revenue processes, and internal audit procedures.

With gross annual revenues exceeding \$20MM, FC Parking's size, experience, and resources ensure the financial stability expected of a long-term municipal partner.

2.4 Participating Firms / Subconsultants

FC Parking will act as the Prime Proposer and does not anticipate using subcontractors for garage management, revenue collection, or daily operations. Should a specialized subcontractor be required, FC Parking will work with the City to identify pre-approved

or City-preferred partners and ensure all oversight and costs flow through FC Parking as the primary contractor. At this time, no subcontractors are included in this proposal.

2.5 Litigation / Claims History (Past Five Years)

FC Parking has not been involved in any litigation or lawsuits involving public agencies, municipalities, or private clients related to parking operations, garage management, or mobility services within the past five years.

FC Parking has also not been required to pay claims, settlements, or damages resulting from performance issues, contract disputes, or operational failures for any public or private projects during the same period.

Chapter 3 – Qualifications of the Firm

Project Name	Client	Description	Total Project Cost	% of work firm was responsible	Period work was completed	Client Contact (name, title, phone)
One Chicago	One Chicago	5 Level Commercial Parking Facility	~\$5mm	100%	Ongoing since 2022 We still manage the parking facility and other service on site	Wes Olker 847-902-2641 wes@jdlcorp.com
Veterans Affairs Fresno & Long Beach	Veterans Affairs Fresno & Long Beach	2 Hospital campuses with parking management, valet parking, and shuttle services.	~\$7mm	49%	Ongoing since 2019 We still manage the parking facility and other service on site	Mauricio Ruiz 562.735.9426 - Mauricio.Ruiz@va.gov
Village of Hinsdale	Village of Hinsdale, IL	Municipal Parking Project	~\$50,000	100%	2007	Contact has retired
Village of LaGrange	Village of LaGrange, IL	Municipal Parking Project	~\$50,000	100%	1999	Contact has retired

Did your firm meet the project schedule: Yes to all.

FC Parking has a proven record of adhering to both schedule and budget across municipal projects in the Villages of Hinsdale, LaGrange, Downers Grove, Glen Ellyn, and Wheaton. These projects involved complex parking and logistics needs that were delivered within the established operational and financial expectations. Our performance remains consistent across larger ongoing engagements as well, including One Chicago and the Veterans Affairs campuses.

Chapter 4 – Work Plan or Proposal

4.1 Understanding of the City’s Objectives

FC Parking understands that the City of Salinas seeks a professional, reliable, and customer-focused operator for the Monterey Street Parking Garage who can deliver:

- A clean, safe, welcoming parking experience for residents and visitors
- Consistent and reliable daily garage operations, including opening/closing, inspections, cleaning, and equipment checks
- Accurate and fully documented revenue controls and financial reporting
- Responsive maintenance reporting with clear documentation, photographs, and follow-up
- Staff who are professional, well trained, and trained in public-facing customer service
- Effective communication with the City, including timely reporting, problem escalation, and transparency
- A long-term operational partner capable of adapting to changing demand, seasonal peaks, and future modernization opportunities

FC Parking’s Work Plan is built around these objectives and fully meets or exceeds each requirement outlined in the RFP.

4.2 Operational Approach

FC Parking’s operational plan focuses on ensuring operational continuity, safety, cleanliness, revenue protection, and customer satisfaction. The approach emphasizes daily routines supported by a dedicated onsite Manager, Ambassador-level staff, and Regional Operations oversight.

- **AM Ambassador: 5:30 a.m. – 1:00 p.m.**
- **Mid Ambassador: 1:00 p.m. – 8:30 p.m.**
- **PM Ambassador: 8:30 p.m. – 1:00 a.m.**
- **Onsite Manager: 7:00 a.m. – 3:00 p.m.**

This structure ensures:

- Continuous coverage from **5:30 a.m. to 1:00 a.m.**
- Operational overlap between shifts for consistent communication

- Alignment with morning commuter activity, daytime business traffic, and evening theater crowds
 - A manager present during key handoff periods to enforce standards and ensure service continuity
-

4.3 Major Tasks & Subtasks

Below is the required “full description of major tasks and subtasks” per the RFP.

Major Task 1 – Daily Garage Operations

Subtasks include:

- **Pre-Shift & Safety:** GPS timeclock verification, opening procedures, equipment (gate) checks, and daily safety walkthroughs (stairwells, elevators, lighting, cameras, trip hazards).
- **Facility Upkeep:** Cleaning duties including trash removal, debris pickup, wiping down pay stations, and sweeping entry/exit lanes.
- **Customer Interaction:** Providing customer service, wayfinding, visitor assistance, and bilingual support at all points of contact.
- **Monitoring & Reporting:** Verifying equipment operational status; monitoring behavior concerns and loitering (with escalation); and logging all conditions and observations into the Daily Activity Log.

AM Ambassador ensures the garage begins each day in a fully prepared state, **Mid Ambassador** maintains steady coverage during shift changes and business-day peaks, **PM Ambassador** ensures strong evening presence during the facility’s evening event hours.

Major Task 2 – Revenue Control & Financial Procedures

FC Parking follows strict dual-verification models to protect public revenue.

Subtasks include:

- Verify equipment functionality pre-collection; assist customers at pay stations and troubleshoot minor issues.
- Document and immediately report equipment outages that affect revenue.
- Coordinate weekly revenue deposits and prepare Monthly Revenue Statements with supporting receipts.

- Maintain auditable logs for cash collection/reconciliation, device uptime, gate cycles, error codes, and maintenance.
- Ensure all financial procedures follow best practices and create a clear audit trail.

Major Task 3 – Maintenance Reporting & Facility Condition Management

Subtasks include:

- Complete daily maintenance logs with photos and descriptions
- Report all safety-related issues within 24 hours
- Coordinate repairs under the \$1,000 operator-authorization threshold where applicable
- Track completion, follow-up, and vendor performance
- Perform weekly deep-clean assignments (stairwell sweep, graffiti removal, etc.)
- Ensure that all equipment rooms, storage areas, and mechanical spaces remain orderly and secure

FC Parking's ambassadors and manager serve as "first detectors," ensuring the City is never unaware of emerging issues.

Major Task 4 – Staffing, Training & Supervision

Subtasks include:

- Recruit, screen, and complete background checks for all proposed staff
- Onboard team members through FC Parking's training process
- Conduct ongoing customer service, safety, and facility care training
- Provide bilingual support at the garage (where available)
- Implement attendance monitoring and schedule coverage plans
- Regional Operations team conducts monthly audits for quality control

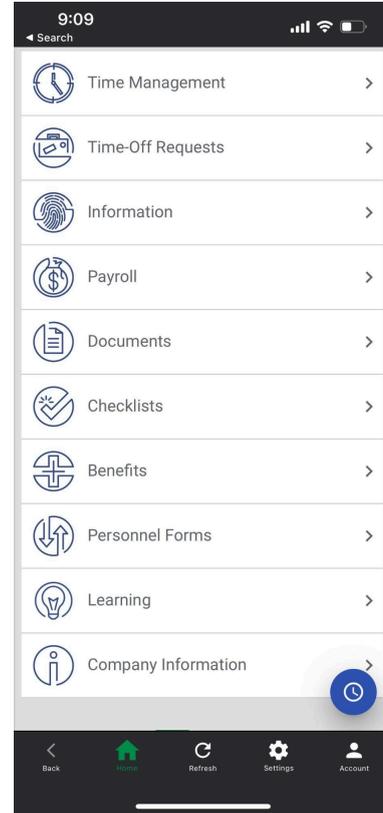
Policy Snippets

All of our policies are available to every associate at all times through our Human Capital Management (HCM). **Facility Audits, Employee Training, and Customer Service** are just a few of the items available at the employee's fingertips.



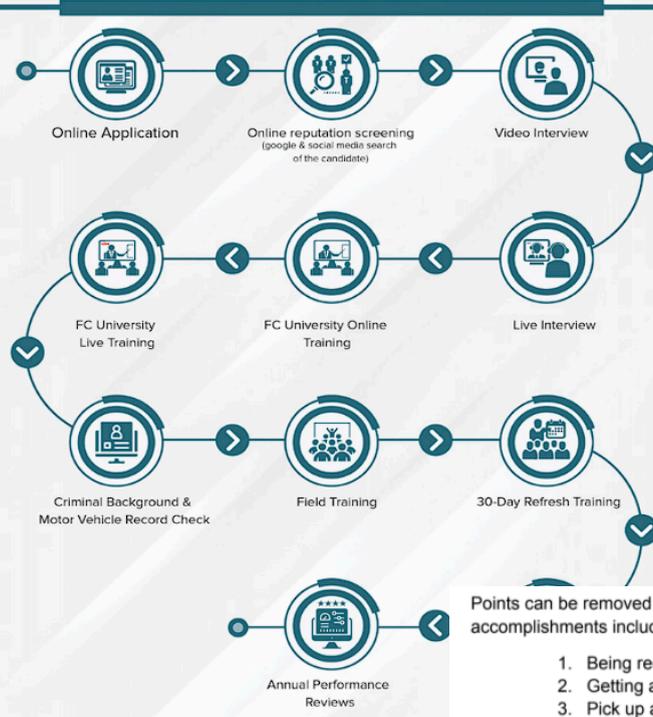
Manager: _____
 Employee: _____
 Date: _____

New Hire Training Checklist	
Initials	Procedure / Policy
	*I have attended FC University (orientation) and successfully graduated. *I understand the uniform policy and have received my uniform and will adhere to the uniform policy.
	Starting and Ending a Shift *I understand how to sign into Paycom. *I understand how to clock in, how to log my break(s) and how to clock out at the end of my shift. *I know that if I am scheduled for a break or meal break, that I must log the breaks into Paycom.
	Scheduling *I understand how to view my schedule with Paycom and will check my schedule daily. *I understand how to request time-off.
	Guest Service Standards *I understand AIDET which stands for: A stands for _____ I stands for _____ D stands for _____ E stands for _____ T stands for _____



FC EMPLOYEE ONBOARDING

We hire for personality; we train for proficiency!



Team members will accumulate points for infractions of our attendance policy. Here is a list of the infractions and the points association with them:

Type of Infraction	Points Added
Late 7 minutes or more for a shift	0.50
Failure to take a scheduled 30-minute lunch	0.25
Excused Absence	0.50
Unexcused Absence	1.00
Unexcused Absence without 2-hour notice	1.50
Unexcused Absence on a Holiday or Peak Weekend	Additional +1.00
No Call No Show	4.00

Points can be removed from the associates balance for completing positive accomplishments. Some of these accomplishments include:

1. Being recognized with the ICARE (point balance goes to zero)
2. Getting a 100% on a comp shop interaction (point balance goes to zero)
3. Pick up a shift that Management deemed difficult to fill
4. Property positive recognition
5. Helping cover private events
6. No call offs or tardies for 60 days
7. At the associates annual review the Manager can determine if the associate has earned the ability to have their points reduced or balance removed.

Major Task 5 – Customer Service & Public Interaction

FC Parking's customer service program is built on measurable excellence, demonstrated performance, and an employee-first culture that drives exceptional guest experiences. Across our national portfolio, FC Parking maintains an **average guest satisfaction score of 9.4/10**, a reflection of our ICARE customer service standards and our operational commitment to responsiveness, professionalism, and hospitality.

We pair large-business resources with small-business attention to detail—giving the City the benefit of:

- **Better Service** driven by consistent training, oversight, and accountability
- **Custom Solutions** tailored to the specific needs of each facility and community
- **Cost Savings** achieved through labor-efficient practices, proactive maintenance, and optimized staffing

To strengthen customer service outcomes, FC Parking uses **bonus programs and performance incentives** that reward ambassadors and managers for meeting service, safety, and facility upkeep benchmarks. These programs create a culture of pride, ownership, and accountability that directly improves the experience of City patrons.

Performance Incentives Summary

- **100% Secret Shop Score:**
 - 2025 YTD: 95 team members rewarded with 204.5 PTO days.
 - 2024: 87 recipients rewarded with 203 PTO days.
- **ICARE Recipients:**
 - 2025 YTD: 15 Recipients.
 - 2024: 55 recipients.
- **Monthly Bonus:**
 - 2025 YTD: 84 recipients rewarded with 139 PTO days.
 - 2024: 119 recipients rewarded with 263 PTO days.
- **Leadership Call Winners:**
 - 2025 YTD (Jan-Oct): \$1000 total.
 - 2024 (Jan-Dec): \$1300 total. FC Parking uses bonus programs and performance incentives to reward ambassadors and managers for meeting service, safety, and facility upkeep benchmarks.

This results in **73% higher employee retention vs industry average.**

We offer competitive wages, healthcare benefits and 401(k) participation to all employees. This results in **73% higher employee retention vs industry average.**

FC Parking also leverages our FC University (FCU) training platform to ensure that every team member receives structured development in areas including:

- Customer recovery and service follow-up
- De-escalation and conflict management
- Hospitality, professionalism, and communication
- Safety, cleanliness, accessibility, and risk prevention

This combination of structured training, data-driven performance scoring, and meaningful incentives results in a consistently high level of service throughout every shift creating a public experience that reflects positively on the City of Salinas.

Subtasks include:

- Assist drivers with garage navigation, kiosk issues, payment processes
 - Provide courteous, elevated hospitality through FC's ICARE standards
 - Collect informal feedback and escalate service issues to Manager/City
 - Support theater events, downtown activities, and peak periods as directed
 - Provide conflict de-escalation and coordinate with security or police as needed
-

Task 6 – Reporting, Communication & City Coordination

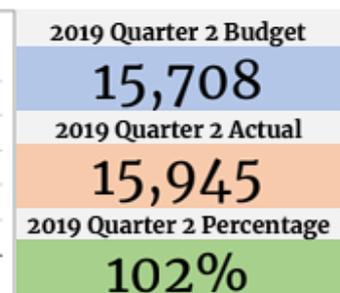
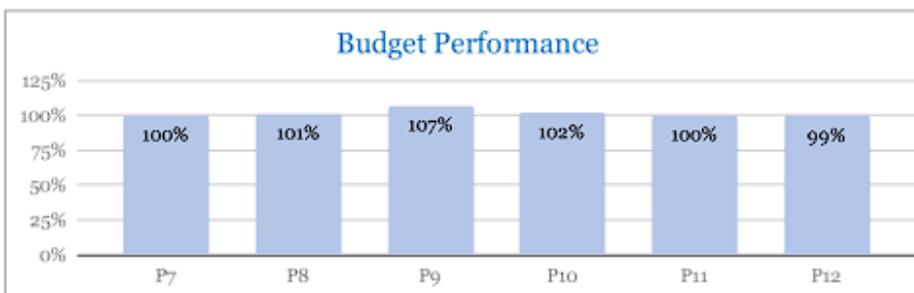
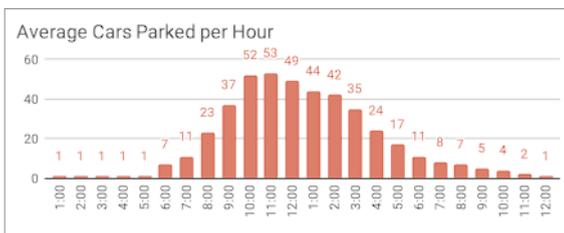
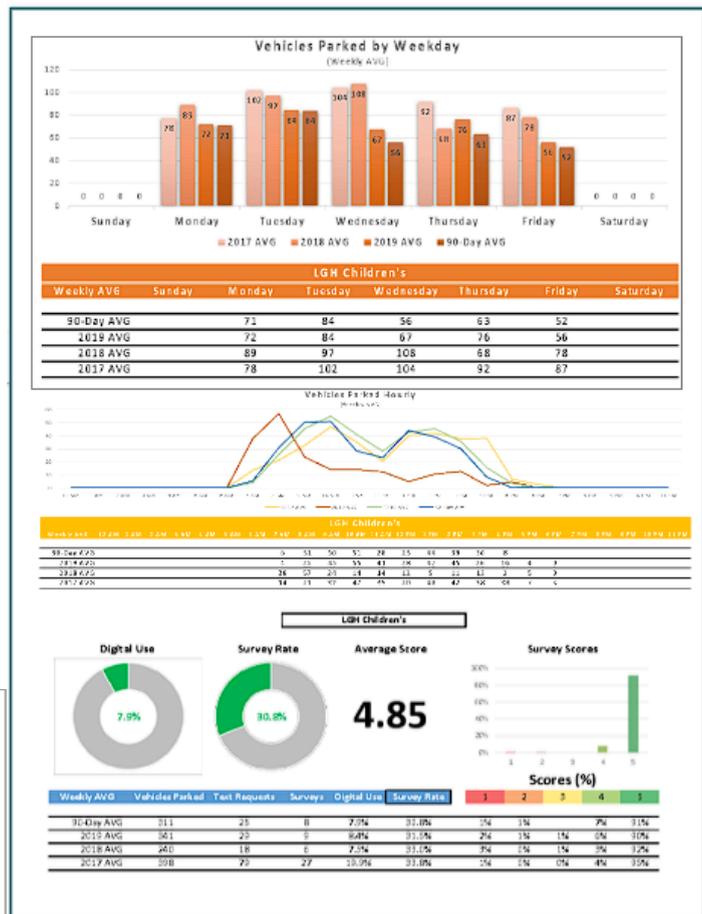
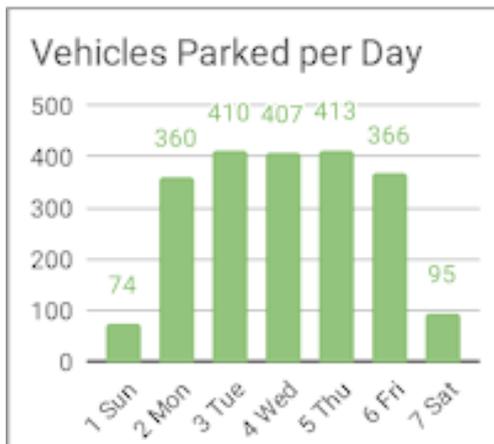
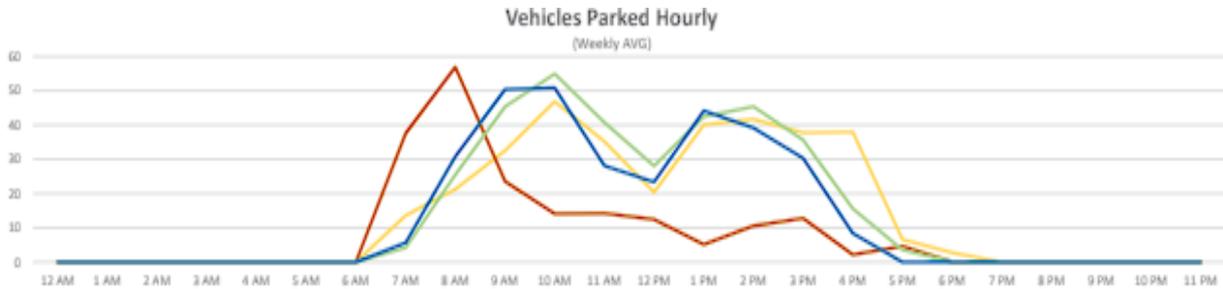
Subtasks include:

- Daily activity log submitted to City
- Weekly summary including: Issues addressed; Equipment status; Safety concerns; Customer feedback; Staffing notes
- Monthly Operating Statement with detailed expenses and receipts
- Monthly meeting with City designee for performance review
- Immediate reporting of urgent matters (damage, vandalism, outages, hazards)

Clear and proactive communication is a foundational FC Parking expectation. FC Parking has the ability to furnish an operating statement including a complete detailed statement of revenues and expenses, with receipts to support all expenditures; as required by the RFP. Said operating statement will be provided upon execution of an NDA.

Sample Reports

FC Parking provides robust, audit-ready reporting tools that not only pull all standard PARCS system reports but also analyze the underlying PARCS data to reveal trends, inefficiencies, and revenue risks, helping our clients achieve **15 percent or more** in operational savings through informed, data-driven decisions.



4.4 Approach to Meeting the City's Schedule

FC Parking will meet or exceed the City's operational schedule requirements through:

- **Onsite Manager** – 40 hours/week
 - **19.5 hours/day of continuous staffing** (5:30 a.m.–1:00 a.m.)
 - **Manager overlap** during transition periods
 - Consistent supervision and cross-shift continuity
 - **Ability to increase or reduce coverage** based on City needs or seasonal demand
 - Every shift is supported by GPS-verified attendance, ensuring coverage and accountability.
-

4.5 Transition and Start-Up Plan

FC Parking will begin recruitment **immediately upon notice of intent to award**, allowing us to identify, screen, and select the most qualified candidates before the transition date. Drawing on our national recruiting network, we attract top talent through **creative pay structures, bonus programs, benefits**, and a culture that emphasizes employee development and recognition.

Our compensation and incentive programs are designed to retain and elevate high performers. This approach has enabled FC Parking to **retain 80% or more of existing staff** – including management – during transitions at other facilities, ensuring operational stability and preserving valuable local knowledge.

Once onboarded, staff enter a structured **30/60/90-day performance review cycle** delivered through FC University (FCU). These milestone reviews include customer service scoring, operational competency checks, safety performance, and professionalism standards. This structured development ensures that all new and existing team members meet FC Parking's expectations and deliver reliable service from day one.

Our goal is clear: to provide **service equal to or better than the City's current operation on the very first day** of FC Parking management. Through immediate recruitment, proven retention methods, structured onboarding, and consistent oversight, we ensure a seamless operational transition with no loss of quality, professionalism, or customer experience.

Week 0-1: Pre-Launch - General

- Finalize insurance certificates, and staffing approvals
- Conduct site visit with City staff
- Review equipment and current operating conditions
- Finalize hiring and background checks

Week 2: Pre-Launch - Onboarding & System Setup

- Classroom and field training for staff
- Establish reporting formats and communication protocols
- Create Daily Log templates, maintenance logs, and inspection sheets

Week 3: Pre-Launch - Soft Launch

- Mock operations, equipment testing, walk-through with City
- Final adjustments to procedures

Day 1: Official Launch

- Regional Leadership onsite + Full staff present
 - Begin City-approved reporting schedules
-

4.6 Demonstration of Ability to Achieve City Objectives

This Work Plan demonstrates FC Parking's ability to:

- Maintain a clean, safe, welcoming garage
- Ensure steady hands-on management with full coverage, daily embedded staff
- Deliver accurate financial and operational reporting
- Maintain strong communication with the City
- Provide customer service that supports the City's public image
- Remain adaptable to future modernization and equipment upgrade

Chapter 5 - Proposed Innovations

FC Parking takes a technology-agnostic, operationally driven approach to innovation. Our focus is not on selling a “preferred system,” but on helping the City select and implement the solutions that produce the best long-term results, the highest uptime, the lowest maintenance cost, and the most efficient labor usage for this specific facility.

Because our team has operated hundreds of facilities equipped with every major PARCS manufacturer, LPR platform, pay-on-foot system, validation platform, and revenue control technology, we bring a unique and practical understanding of:

- What equipment **performs reliably** in real-world environments
- Which solutions actually **reduce labor hours**
- Which systems drive up technician call-outs, maintenance costs, or downtime
- **Which expensive solutions are unnecessary** for a garage of this size
- **Which lower-cost solutions still deliver** robust functionality and value

This operational experience combined with our technology-agnostic philosophy makes our innovation program fundamentally different: every recommendation is based on **evidence, performance, cost-benefit analysis**, for what will truly work for the City of Salinas’ 435 space garage.

5.1 Technology-Agnostic Advisory Approach

FC Parking does not promote any specific manufacturer or PARCS platform. Instead, our role is to:

- Evaluate the City’s existing 2016-era system & Identify functional gaps, degraded components, and pain points
- Outline what can be repaired, refreshed, or extended
- Provide side-by-side comparisons of modernization options
- Match technology solutions to **your facility’s volume, layout, usage patterns, and budget**

Why this matters:

Many parking operators recommend the systems **they profit from** or a bulk pricing purchasing agreement with—even if those systems are mismatched to the facility. FC Parking does the opposite: we tailor recommendations *exclusively to the City's needs*.

5.2 Innovation Through Operational Efficiency and Labor Reduction

While new equipment can improve the customer experience, its greatest value often comes from **reducing labor costs and minimizing unnecessary staff interventions**.

Examples of labor savings from the right technology:

- **Fewer customer service interruptions**
Modernized pay stations and gate equipment reduce the number of times staff must leave their duties to handle machine issues.
- **Reduced maintenance call-outs**
Reliable hardware decreases the need for costly technician visits—which can be one of the largest hidden expenses in parking operations.
- **Quicker troubleshooting**
Systems with intuitive interfaces allow onsite staff to resolve many issues themselves, without vendor intervention.
- **Automated validations and mobile payments**
Reduce the friction and time demands associated with manual ticket handling or cashier tasks.
- **Improved uptime = lower soft labor cost**
Staff spend less time compensating for equipment outages and more time on customer service and facility care.

FC Parking's deep experience allows us to forecast these impacts and provide the City with a clear, data-based understanding of the lifecycle cost of each option.

5.3 Equipment Performance Evaluation & Upgrade Roadmap

Should the City desire, FC Parking will develop a **comprehensive modernization roadmap**, which may include:

- PARCS refresh or replacement

- License Plate Recognition (LPR) integration
- Digital permit and monthly parker platforms
- Tap-to-pay, mobile pay, or contactless kiosks
- Validation platforms with cloud-based merchant dashboards
- Remote monitoring dashboards for uptime and alerts
- Increased automation for labor-light operations

Key Innovations We Provide to Support This Roadmap:

- **Total Cost of Ownership Analysis (TCO)**
Includes equipment costs, maintenance plans, call-out fees, labor efficiency gains, and expected uptime.
- **Brand-agnostic comparisons**
We present at least two to four system options, comparing features, reliability, maintenance cycles, and cost-effectiveness.
- **Data-Driven Recommendation**
Based on actual usage patterns from the Monterey Street Garage, including transient peaks (e.g., Maya Cinema patrons) and monthly parker behavior.

This ensures the City is never overpaying for features it does not need.

5.4 Customer-Facing Innovation Enhancements

While FC Parking will operate the existing system as-is, the City may choose to add enhancements that improve the user experience, such as:

- **QR code customer support signage**
Directs users to help features or troubleshooting instructions.
- **Mobile pay** to reduce kiosk congestion and maintenance.
- **Optional bilingual digital messaging** to support Salinas' demographic composition.

These enhancements improve service consistency and reduce pressure on onsite staff.

5.5 Operational Process Innovations

Beyond technology, FC Parking provides procedural innovations proven across other engagements:

- **Daily maintenance logs with photo documentation**
Enhances issue tracking and reduces facility risk.
- **Predictive maintenance spotting**
Identifies equipment degradation before outages occur.
- **Standardized customer recovery protocol**
Ensures efficient, consistent handling of complaints or service issues.
- **Daily, Weekly, Monthly operational scorecards**
Covering uptime, safety compliance, customer interactions, and facility cleanliness.
- **Quarterly performance reviews with the City**
Focused on continuous improvement and strategic adjustments.

*These procedural innovations translate directly into **lower operational risk, higher reliability, and a more consistent patron experience.***

CHAPTER 6 – PROJECT STAFFING

FC Parking will staff the Monterey Street Parking Garage with a professional, highly trained team supported by strong regional oversight and corporate-level resources. Our staffing model ensures that the City receives consistent operational coverage, reliable customer service, accurate reporting, and proactive facility oversight.

The proposed staffing structure for this project includes:

Position	Estimated Weekly Hours	Annual Hours
AM Ambassador	52.5	2,730
Mid Ambassador	52.5	2,730
PM Ambassador	31.5	1,638
Manager	40	2,080

- **Regional Operations Director** for field audits, staff support, and City coordination
- **Corporate Support Teams** providing HR, payroll, revenue auditing, safety, technology, and compliance

This structure ensures that the garage receives daily hands-on service backed by experienced leadership and deep organizational support.

6.1 Key Personnel Assignments

Garage Manager – [Pending Contract Award]

Role: Onsite Operations Lead

Schedule: 9:00 a.m. – 5:30 p.m.

Reports To: Regional Operations Director

Primary Responsibilities:

- Direct daily operations of the Monterey Street Parking Garage
- Supervise all Ambassadors across all three daily shifts
- Ensure completion of opening, midday, and closing checklists
- Review maintenance logs, incident reports, and customer interactions
- Serve as primary daily contact for the City
- Monitor PARCS equipment functionality and coordinate vendor support
- Oversee revenue documentation and weekly deposit coordination
- Conduct performance coaching, 30/60/90-day reviews, and ongoing training
- Ensure safety, cleanliness, and service standards across all shifts

The Manager's schedule intentionally overlaps all Ambassador shifts to ensure smooth handoffs, consistency, and oversight during high-traffic periods.

AM Ambassadors

Schedule: 5:30 a.m. – 1:00 p.m. (7.5 hours)

Reports To: Garage Manager

Primary Responsibilities:

- Perform **opening duties** including full facility walkthrough and equipment checks
- Prepare garage for morning peak traffic and commuter activity
- Conduct safety reviews of stairwells, elevators, lighting, and entrances
- Complete cleaning tasks and ensure pay stations and kiosks are operational
- Welcome early-morning patrons and support customer needs
- Log and photograph any maintenance or safety issues
- Support daily revenue control procedures

The AM Ambassador anchors the facility during its most critical opening window, ensuring the garage is safe, clean, and operational at the start of each day.

Mid Ambassadors

Schedule: 1:00 p.m. – 8:30 p.m. (7.5 hours)

Reports To: Garage Manager

Primary Responsibilities:

- Provide consistent **operational continuity between the AM and PM shifts**
- Oversee peak afternoon activity, including turnover from daytime to evening events
- Monitor kiosks and PARCS equipment during high-usage hours
- Assist customers with payment issues and general inquiries
- Conduct mid-day facility cleaning, upkeep, and condition checks
- Reinforce safety presence in stairwells, elevator lobbies, and entrances
- Document and communicate maintenance needs that arise during the afternoon
- Support special events, downtown activity, and theater traffic as required

*The Mid Ambassador is essential for **seamless daily coverage**, ensuring no gaps between morning and evening operations.*

PM Ambassadors

Schedule: 8:30 p.m. – 1:00 a.m. (4.5 hours)

Reports To: Garage Manager

Primary Responsibilities:

- Support evening theater and entertainment traffic
- Provide high-visibility customer assistance & hospitality during evening peak hours
- Monitor facility activity and help deter unwanted behavior
- Complete evening cleaning and ensure kiosks and equipment remain operational
- Conduct end-of-day walkthroughs and address final customer needs
- Document incidents, equipment issues, or unusual activity before close
- Support any required **closing procedures**
- Serve as the primary point of contact for late-night patrons

The PM Ambassador ensures the garage remains safe, clean, and supported during high evening volume, reinforcing customer service and public safety.

West Coast Regional Support

Role: Regional Leadership & Quality Assurance

Team: See Section 6.3

Primary Responsibilities:

- Provide oversight, coaching, and support to the onsite team
 - Conduct scheduled and unscheduled site audits
 - Review all reporting, maintenance logs, and customer feedback
 - Support City staff with escalated issues or long-term initiatives
 - Provide operational continuity when onsite Manager is unavailable
 - Lead performance reviews, compliance audits, and training refreshers
-

Corporate Support Teams

FC Parking's West Coast Headquarters and Corporate Headquarters (Lisle, IL) provide essential back-office support, including:

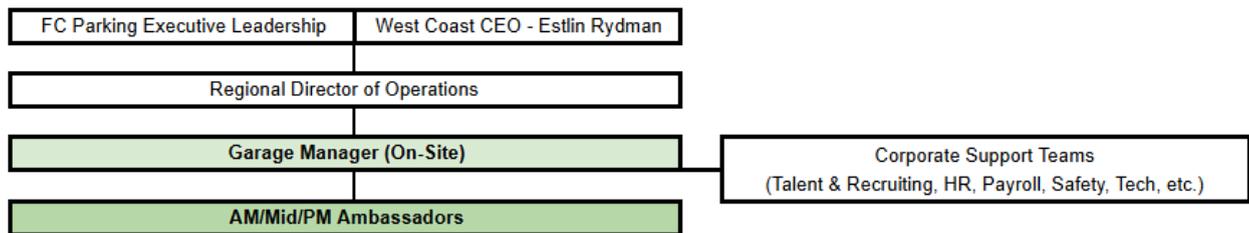
- **Human Resources**
 - Recruiting, onboarding, background checks, and employee file compliance
- **Payroll & Accounting**
 - GPS-verified timekeeping integration
 - Revenue auditing and verification
 - Weekly and monthly reporting
- **Risk & Safety**
 - Incident management support
 - Safety standards, OSHA compliance, and policy documentation

Technology Support

- PARCS troubleshooting guidance
- Assistance with vendor selection and system evaluation
- Advising on modernization and equipment upgrades

This infrastructure ensures that the onsite team is supported by a mature, experienced organization that ensures accuracy, accountability, and consistent service quality.

6.2 Project Organization Chart



6.3 Staff Resumes

Estlin Rydman, CPP - *Chief Executive Officer*

Estlin Rydman oversees FC Parking’s national parking, mobility, and hospitality operations, including all service delivery in California and the western United States. With more than 27 years of experience leading parking, transportation, and customer-focused service programs, Estlin has partnered with major healthcare systems, municipalities, mixed-use developments, and hospitality brands to improve operational efficiency, customer satisfaction, and financial accountability.

Under his leadership, FC Parking was named to the **INC 5000 list of fastest-growing U.S. companies**. Estlin is a **Certified Parking Professional (CPP)** through the National Parking Association and serves on the association’s Education Committee. He is a past recipient of the **NPA 40 Under 40 Award**, recognizing rising leaders making significant contributions to the parking and transportation industry.

Estlin provides executive oversight, strategic direction, and long-term operational planning for FC’s West Coast portfolio, including the Monterey Street Parking Garage.

Steve Hagedorn - *Managing Partner - West Coast Operations*

Steve Hagedorn brings more than 25 years of leadership experience in Southern California parking operations, including high-volume environments. He has overseen service delivery for some of the region’s most visible public-facing properties and consistently delivers measurable improvements in service quality, facility care, and cost efficiency.

Steve oversees a team of more than 50 parking and shuttle professionals and plays a key role in operational audits, performance management, and staff development across FC's West Coast portfolio. His deep operational experience and his knowledge of regional market conditions make him an essential resource in supporting the Monterey Street Parking Garage.

Travis Physioc - *Regional Manager - West Coast*

With more than 20 years of experience in parking management and frontline team leadership, Travis Physioc has overseen operations for upscale retail centers, dining districts, municipal programs, and private clubs across Southern California. Travis is widely recognized for his strengths in hospitality leadership, frontline staff performance, and delivering consistent operational quality.

At FC Parking, Travis provides regional oversight, conducts site audits, supports training and performance reviews, and ensures that each property—including the Monterey Street Parking Garage—meets FC's standards for safety, cleanliness, customer service, and operational integrity.

Holly Leathers - *Director of Recruiting*

For more than 12 years, Holly Leathers has led recruitment and talent acquisition for FC Parking's nationwide operations, supporting more than 150 locations. She specializes in sourcing, screening, and placing high-caliber hospitality and service professionals, ensuring strong cultural fit and consistent service delivery across all client sites.

Holly has conducted more than **20,000 interviews** and has built highly effective applicant pipelines for municipal, healthcare, and hospitality accounts. Her expertise ensures rapid, high-quality staffing transitions—an essential component of FC's ability to recruit, onboard, and retain a strong team for the Monterey Street Parking Garage.

Project Manager - *TBD - either retained from current operation or hired for the role.*

Position: Garage / Project Manager

Experience: 7–12 years in parking, facility operations, or customer service leadership

Summary:

Experienced operations leader with a background managing parking facilities,



supervising frontline teams, coordinating maintenance, and delivering excellent customer service. Strong working knowledge of PARCS systems, daily inspections, safety procedures, revenue documentation, and shift-based operations. Proven ability to maintain a clean, safe facility while supporting staff performance and ensuring service continuity.

Preferred Experience:

Served as Parking Supervisor or Assistant Manager in a 300-600 space facility, managing staff scheduling, daily inspections, and maintenance coordination while supporting revenue controls and customer service (2018-Present). Prior experience as Customer Service Lead or Ambassador in a parking, hospitality, or municipal environment with responsibilities including customer assistance, equipment support, facility checks, and staff training (2014-2018).

CHAPTER 7 – PROPOSAL EXCEPTIONS

FC Parking has carefully reviewed the City of Salinas' Request for Proposals, including all conditions, requirements, specifications, and the Sample Agreement for Services (Attachment C). After a thorough evaluation, FC Parking confirms that:

We take no exceptions to the City's RFP, its requirements, or the Sample Agreement.

FC Parking agrees to comply fully with all terms, conditions, obligations, insurance requirements, operational requirements, and contractual provisions as stated. All services described in this proposal can be delivered in accordance with the City's specifications without modification or exception.

Chapter 8 – Proposal Costs Sheet and Rates

Profit and Loss Projection (12 Months)

FC Parking / Monterey Parking Garage Management RFP

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	YEARLY
Revenue (Sales)													
Transient (Theatre)	45,313	45,313	45,313	45,313	45,313	45,313	45,313	45,313	45,313	45,313	45,313	45,313	543,750
Transient (Hourly)	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	39,000
Monthly	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
Total Revenue (Sales)	58,563	58,563	58,563	58,563	58,563	702,750							
All-Inclusive Labor Costs (includes MGMT Fee)													
Manager	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	10,034	120,411
AM Ambassador	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	87,358
Mid Ambassador	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	87,358
PM Ambassador	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	52,368
Total Labor Costs	28,958	28,958	28,958	28,958	28,958	347,495							
Gross Profit	29,605	29,605	29,605	29,605	29,605	355,255							
Expenses													
<i>Reimbursable & Not Provided in RFP</i>													0
Net Profit Before Taxes	29,605	29,605	29,605	29,605	29,605	355,255							
Assumptions:													
Other Transient Revenue=15,600×2 hr avg stay (assumed) x \$1.25=15,600×\$2.50=\$39,000								Staffing Schedule		Mon-Sun	Hours		
200 Monthly Parkers x \$50 x 12 months = \$104,400								AM Ambassador	530a-1p	7.5			
								Mid Ambassador	1p-830p	7.5			
								PM Ambassador	830p-1a	4.5			
								Manager	9a-530p*	8*			

***Management Fee included. Set Up Expenses included.**

ATTACHMENT E – SAMPLE COST PROPOSAL FORMAT

(The City is looking for a submittal in this format – Content should match cost for scope of services required)

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, etc.)	Est. Hours	Hourly Rate	Extended Rate
Task 1	AM/Mid/PM Ambassador	7098	\$ 31.97	\$
			\$	\$
			\$	\$
TOTAL NOT TO EXCEED, TASK 1		8372	\$ 31.97	\$
Task 2	Manager	2080	\$ 57.89	\$
			\$	\$
			\$	\$
TOTAL NOT TO EXCEED, TASK 2		2080	\$ 57.89	\$
Task 3			\$	\$
			\$	\$
			\$	\$
TOTAL NOT TO EXCEED, TASK 3			\$	\$
TOTAL NOT TO EXCEED (TASKS 1 – 3)	Total	10452	\$	\$

Bill Rate Analysis

