

Exhibit A

SCOPE OF WORK

Project Background:

The City of Salinas desires efficient and professional parking enforcement operations citywide which includes the city's commercial districts, residential permit parking program, schools, street sweeping restrictions, and parking restrictions and wishes to engage these services without incurring capital outlay or adding City employees. Therefore, the city is seeking proposals from organizations that can provide Parking Enforcement Services with the goal to increase parking citation issuance. The City is seeking a multi-year contract with a qualified, professional and highly motivated firm or consortium to perform daily permit parking enforcement services. The selected provider shall work with the City's Citation Processing and Administrative Review contractor, including provision of compatible equipment with their systems.

Description of Project (include need and objectives of the project):

The City of Salinas intends to improve effectiveness in the management of its downtown parking assets including several city-operated parking lots and two parking garages. The City has identified that improving revenue through citation issuance is critical to the success of any parking management program. The City also intends to improve on-street parking management in its commercial areas. The City currently has one residential permit parking district next to a commercial parking area adjacent to one of its major hospitals. The City also anticipates increasing on-street parking enforcement at school areas during pick-up and drop off operations. The City also is planning to implement new parking restrictions that will support street sweeping operations.

The attached maps shows commercial areas throughout the City and the location of the residential permit parking program.

The commercial or business districts generally have 2-hour parking. However, certain street segments may have 20-minute zones to 90-minute zones. Within the next two years, the City plans to begin a parking study in its downtown that is anticipated to create parking zones and pricing that better support the downtown economics.

Scope of Services

Contract Parking Enforcement personnel will provide enforcement services citywide, issuing parking citations to violators. The chosen contractor is expected to provide all equipment needed for enforcement operation, including but not limited to vehicles, handheld devices for uploading citation information and uniforms. Said equipment shall be compatible with systems of the City's citation processing contractor, Data Ticket.

Issuance of Parking Citations

The contractor's staff will be responsible for issuing citations for parking permit violations citywide. Citations must include the make, model, color, and style of vehicle, license tag number or Vehicle Identification Number (VIN), violation code number and description, base fine amount and additional fine amount in the event there is a failure to respond timely, badge number, the location of the parking offense, type of offense (e.g. permit incorrectly displayed, no valid permit, not parked in the right location) and the time and date of the offense. The contractor should supply handheld ticket writers which are capable of capturing digital photos and voice recordings associated with a violation. If a manual paper citation is used, it will be filled out in a complete and legible manner. All citations must be placed on the windshield of the offending vehicle, as required by the California vehicle code. The Contractor is required to provide handheld devices, ticket writer ticket stock, envelopes, and manual citation books.

The City would like the vendor to perform all enforcement services, but for citation processing and payments to occur via the City's existing citation management vendor and the revenue collections division in the City's Finance Department.

The Contractor is required to supply all vehicles needed, and will be responsible for all on-going operating expenses including insurance, fuel, maintenance, and repairs. All vehicles used by enforcement shall be clearly identifiable as performing parking enforcement for the City. Vehicle markings shall indicate the operator is a private company authorized to provide services in the City of Salinas. Marking and color should distinguish Contractor's vehicles from official City vehicles, and the vehicle markings must be approved by the City Manager and the Chief of Police or his/her designee. Parking enforcement and parking meter operations staff shall operate all vehicles at all times in compliance with all state and local motor vehicle and emissions laws. Vehicles shall not have missing parts or dents, and the rear of all patrol vehicles shall have a sign warning of frequent vehicle stops. All vehicles used by Contractor's personnel shall have blinking flasher lights installed on each vehicle's roof.

Personnel

The firm selected for the contract, and all of its personnel, should demonstrate an

exceptional familiarity with parking enforcement rules and regulations, laws, statutes, ordinances, policies, parking program technologies and management as well as hearing procedures. Most importantly, the firm chosen should demonstrate a superior understanding of operational requirements, public relations, and customer service practices.

The contractor will be responsible for all aspects of recruitment, selection, and initial and on-going training of parking enforcement personnel, so the contractor shall employ only persons competent and skilled and shall provide responsible supervision for each individual employed. The contract service provider shall not use discriminatory hiring practices in regard to ethnic origin, race, religion, gender, sexual orientation, and physical or mental disability. The contractor must adhere to all existing Government Code and City nondiscrimination policies, and the contractor's personnel shall at all times be polite and courteous to all citizens and City staff. The contractor's personnel shall be required to speak and write and communicate effectively to the City's customers, residents and visitors and bilingual skills are recommended to better serve the City's Spanish speaking community. The contractor will be responsible for assuring employee compliance with all laws and regulations, responding to inspections/audits by regulatory agencies, and paying any fines or assessments levied by regulatory agencies. In addition, the contract service provider will be responsible for all personnel supervision, discipline, and termination actions. However, the City may require the removal of any Contractor's personnel, when it is determined to be in the best interest of the City, at any time.

The contractor must provide a thorough background investigation on all potential employees, including but not limited to criminal/driving history, outstanding violations, polygraph and/or psychological exams, medical history, prior work issues and a skills assessment test. As the individuals selected for the process will be representing the City of Salinas on a day-to-day basis, the selection criteria are expected to be stringent. Employees should also be interviewed by City of Salinas staff prior to approval.

All personnel are to be provided with professional appearing uniforms, badges, and ID tags. Logos should appear on shirt and jacket sleeves, and hats should have an emblem designating them as official RPP parking enforcement personnel. The City must approve the color and design of uniforms, and it is important that uniformed personnel shall not resemble a City of Salinas Police Department uniform. All personnel are to be in complete uniform at any time during duty hours including time in court, and must carry City-issued photo identification at all times.

The contractor shall be responsible for the conduct, demeanor, and appearance of all employees. All employees shall act in a courteous and respectable manner while on duty, and in during any interactions with the public. The City of Salinas seeks to maintain the highest level of customer service, and employees must be attentive, alert, and responsive when dealing with customers' issues, needs, or complaints. As may be occasionally required, the contract service provider will be responsible for having their

employees appear in court, on-time, and prepared to testify on parking-related cases in a professional manner.

Training

The contractor will provide reasonable and necessary training to their employees who work for the City, relevant to their respective job duties. The training program should provide the Contractor's personnel with sufficient understanding of the RPP District as well as operation of required equipment and enforcement protocol. All personnel are to complete and pass the training course prior to starting service, and the training procedures must be approved by the City.

The contractor shall maintain complete training records for each employee, as well as any other records prescribed by law or City policy as appropriate. The training must include, but is not limited to, the following:

Enforcing permit violations by the issuance of citations

- Marking and tagging of vehicles
- Responding to calls for service
- Customer service delivery and expectations
- Conflict resolution management
- City Municipal code, state statute, and ordinances relating to parking enforcement and related activities
- Giving testimony and courtroom procedures
- Job procedures and emergency protocol
- Job safety
- Civil rights law and procedures
- Job procedures and emergency protocols

The Contractor shall select and hire only persons who are well-qualified to perform the duties for their respective job positions, and should provide classifications of all employee positions within their proposal, including a job description.

Classifications might include, but are not limited to:

- **Parking Enforcement Supervisor/Manager:** Assist the parking enforcement staff with day-to-day operations and staffing issues. Supervisor shall be responsible to report with the on a bi-monthly basis and provide updates on the enforcement process, any feedback from the public, incidents and number of citations issued. A supervisor should possess sufficient IT knowledge to be able to handle employee equipment issues in the field, and the capability of working with the citation processing agency for any citation issues.
- **Parking Enforcement Staff:** Responsible for the day-to-day management, supervision, and operation of parking enforcement services. These individuals

must have the capacity to act as “Ambassadors” for the City, providing information about parking enforcement practices and other information pertinent to the areas where they are working.

The contractor should provide performance metrics for each position so that performance evaluations may take place.

Routes

The Contractor is expected to familiarize themselves with the City prior to submitting a proposal, and should provide a schedule of estimated patrol routes and frequency recommendations. The City seeks to ensure that coverage is adequate, fair, regular, and consistent, although it is also expected that the contractor will alternate the patrol routes on a regular basis to eliminate predictability. The contractor can propose changes to routes and schedules to the City as part of their performance reporting meetings and documentation.

Record Keeping and Reporting

The proposer will be responsible for maintaining records of employment and, upon request, provide the City with personnel and training information for each employee. In addition, the contractor will be responsible for preparing and maintaining records, including logs of parking enforcement activities. Supervisor shall be responsible attending weekly meetings with the City to provide updates on parking activity and issues. The Contractor will also be expected to purchase parking permits for any employees driving to Salinas.

Proposal Requirements

- A. Cover Letter: Each Proposer shall submit with their proposal a cover letter identifying the Proposer and the proposal package being submitted. An authorized representative of the Proposer must sign the cover letter. Proposer’s representative shall identify name, title, office location, telephone number, fax number and e-mail address.
- B. Table of Contents: Include a Table of Contents listing the various sections included in the proposal.
- C. Description of Services

The description of services shall be prepared in accordance with the following sections:

Section I: Executive Summary

Proposers shall include in their Proposal, an Executive Summary that indicates the firm’s expertise and strengths. Additionally, this section must include a brief statement of the

firm's background and examples of accomplishments that distinguish the firm from other enforcement firms and enable your firm to be the most competitive for this RFP.

Section II: Proposed Approach

Proposers shall describe their approach to meeting the scope of work. The following areas must be addressed in the scope of work:

- 1) An explanation of the firm's approach to organizing and implementing the parking enforcement and services.
- 2) Description of the firm's approach in working with cities and their staff members.
- 3) Description of the firm's management philosophy and strategy for an agreement with the City of Salinas.
- 4) Examples of parking enforcement and meter operations contracting services and accomplishments, past and present that, that may be of similar nature to this scope of work. Include names and contacts in association with those contracts for references.
- 5) Areas not in this RFP, but which the Proposer believes are essential to the effective performance and completion of the services should also be addressed in the proposal.

In this section, the proposing company should also demonstrate their specific capabilities to fulfill the requirements for performance of this contract. The response should include details on the service level proposed for parking enforcement citywide and staffing proposal.

Section III: Staffing

The City desires a single source of contract accountability through the proposing organization, so acknowledgement of this requirement is needed if subcontractors are proposed. Also, each service provider should state the on-site and off-site personnel who will have responsibility for administration of this contract. This section should include the names of any proposed subcontractors that the prime Contractor plans to use.

Section III should include a project organizational chart with the following information:

- 1) Names and titles of individuals; and
- 2) Names and titles of possible subcontractors who may be involved in providing the required services.

As part of Section IV, the contractor should also provide the following:

- 1) Identify the firm's business structure (i.e. whether the firm is a corporation, limited partnership, sole proprietorship, etc.), location of headquarters office and location of any local offices, telephone number, fax number and e-mail address.
- 2) Identify the names of general partners or owner(s) of the firm, their titles, office location, telephone number, fax number and e-mail address.
- 3) List the name, title, address, telephone number, background and responsibilities of the

lead management person who will be onsite full time to direct the operations of the outsource services.

4) Include a responsibility matrix indicating the reporting structure and responsibilities of each member of the proposed outsource services project team.

5) Identify each possible subcontractor by firm's name, primary representative and title, telephone number, fax number, e-mail address, location of office headquarters and location of any local offices.

Section V: Team Experience and Accomplishments

Proposal must include the following information:

A. Project Manager:

Describe the professional qualifications, capabilities, project experience, education, training and the present office location. Provide a list of specific examples of the Project Manager's qualifications, experience and accomplishment in any relevant past or ongoing projects, for a minimum of three projects. Describe each project in detail, including when the project was completed and where it was located, the name of the company and contact person, including his/her current telephone number, fax number, e-mail address and any other reference information. Describe any experience that required auditing services.

B. Other Key Personnel:

- Include the names and resumes of all key personnel (e.g. supervisors, staff) who are employed by Vendor and who may be assigned to perform services pursuant to a subsequent contract.
- Provide a complete statement of qualifications and experience to accomplish the required scope of work. Include any accomplishments, background and a description of that person's strengths and skills relative to the work to be performed. This statement must include degrees and certifications obtained and other function while gaining the experience; contract amount managed; what was accomplished; and the beginning and ending dates of the projects cited for relevant experience.

Section VI: Contracting Track Record and Accomplishments

Proposers must list a minimum of most recent three (3) contracts with other cities or private groups performing similar services to what are described in this RFP, including a description of the work and the name, address and telephone number of client's representative responsible for administering the contract.

Section VII: Contractor's Project Management Responsibilities

The City wants a clear understanding of the individual(s) who will be designated as responsible for planning, organizing, directing, and controlling the resources for the new parking enforcement program. The contractor should include in their recommendation a discussion of their strategy for meeting the following responsibilities:

- Management of Operations
- Status Reporting

- Human Resources
- Accounting Reports
- Staff Supervision
- Equipment and Supplies Management
- Issue Resolution
- Billing Process

In addition to these areas, the responsibilities of the Contractor's Project Manager(s) and supervising staff will include the following tasks:

- Managing risk and escalating issues to the City in a timely manner
- Providing a quality assurance mechanism for all Contractor activities and deliverables.
- Assisting in the development of the services implementation plan.

Section VIII: Implementation Plan

The contractor shall include a proposed implementation plan and schedule outlining all aspects of the work:

The contractor shall plan to utilize both the City's existing citation processing vendor and the existing process for managing payments of citations. The vendor should outline the strategy for engagement in these existing processes.

The projected schedule should include any tasks and responsibilities of City staff and departments involved in the implementation process (e.g. Police Department, Parking, Transportation). The City's desired timeframe is to be operational with the Contractor sixty (60) to ninety (90) days from contract award. If Contractor does not believe this timeframe is achievable, they should state why and submit an alternative implementation schedule.

Contractors should propose standard procedures for handling the City's support calls and customer service related complaints and how they relate to their existing staffing and resource models. Contractor should discuss their proposed call and complaint tracking mechanisms for tracking and reporting on critical events, commitments, and problem transactions.

Contractor should discuss methods and procedures it will use to secure parking enforcement equipment, parking meter equipment, and collected parking meter revenues.

The contractor should discuss any physical requirements, including how and where employees will meet at the beginning of a shift.

Section IX: Fee Schedule

The contractor shall submit a proposed project budget itemized by task and total project cost stated as a fixed fee. Labor and direct costs should be identified by task. Hourly rates for project staff shall also be provided.

Exhibit B

Table -1. Implementation Schedule

| # | Start Date | End Date | Task | Staff Resource 1 | Staff Resource 2 | Staff Resource 3 |
|----|------------|------------|--|------------------|---------------------|--------------------|
| 1 | 8/5/2016 | 8/8/2016 | Preparation of detailed project schedule | Regional Manager | Project Manager | |
| 2 | 8/16/2016 | 8/16/2016 | City Council contract approval – City Municipal Code (MC) modified to allow for enforcement to be performed by Contractor staff | Project Manager | Regional Manager | |
| 3 | 8/16/2016 | 8/16/2016 | Meet with City Public Works management staff to discuss logistics, routes, City requirements | Regional Manager | Project Manager | |
| 4 | 8/17/2016 | 8/19/2016 | Analyze enforcement areas, route and beat assignments | Project Manager | Regional Manager | |
| 5 | 8/17/2016 | 8/19/2016 | Create staff schedule for Enforcement Hours, Times, and Days | Project Manager | Regional Manager | |
| 6 | 8/17/2016 | 8/19/2016 | Create procurement plan – ticket writers/handhelds, enforcement vehicles, fuel cards, radios, cell phones, uniforms, badges | Project Manager | Serco Procurement | |
| 7 | 8/19/2016 | 9/9/2016 | Staff recruitment – requisitions, job postings, interviews, selection and job offers | Project Manager | Serco Recruiting | Serco HR |
| 8 | 9/12/2016 | 9/30/2016 | New hire orientation and staff training – 3 weeks | Project Manager | Serco Program Staff | Regional Manager |
| 9 | 9/12/2016 | 9/12/2016 | New hire orientation | Project Manager | Serco Program Staff | Regional Manager |
| 10 | 9/13/2016 | 9/13/2016 | PEO Ambassador Training – Customer Service Training | Project Manager | Serco Program Staff | Regional Manager |
| 11 | 9/14/2016 | 9/15/2016 | Parking Enforcement Boot Camp – Citation Issuance, Municipal Codes and CVCs, Conflict Resolution/Verbal Judo | Project Manager | Serco Program Staff | Regional Manager |
| 12 | 9/16/2016 | 9/16/2016 | Equipment Training – Handhelds, Smith System Driver Training, Radio Procedures | Project Manager | Serco Program Staff | Regional Manager |
| 13 | 9/19/2016 | 9/23/2016 | Field training – shadow current services under Salinas PD, train staff on beats/assignments, MCs, permits, signage, radio and field procedures | Project Manager | Serco Program Staff | Regional Manager |
| 14 | 9/26/2016 | 9/30/2016 | Field training – train based on beat assignments, ride alongs with PM and Supervisor, review of final training checklist | Project Manager | Serco Program Staff | Regional Manager |
| 15 | 10/3/2016 | Ongoing | Project kick off | Project Manager | Regional Manager | Program Staff |
| 16 | 10/3/2016 | Ongoing | Implementation of monthly status reporting | Project Manager | Regional Manager | City Public Works |
| 17 | 10/3/2016 | Ongoing | Implementation of monthly billing procedures | Project Manager | Regional Manager | Serco Billing Dept |
| 18 | 10/3/2016 | Ongoing | Implementation of monthly management reporting procedures | Project Manager | Regional Manager | City Public Works |
| 19 | 11/1/2016 | 11/30/2016 | Draft Standard Operating Procedures Manual and present for City approval | Project Manager | Regional Manager | Vice President |

Exhibit C

ATTACHMENT E

COST PROPOSAL - BASE PROJECT

| Scope | Labor Categories (Consultant, Sr. Consultant, etc.) | Est Hours | Hourly Rate | Extended Rate |
|------------------------------------|--|-----------|-------------|------------------|
| Task 1 | Project Manager – Direct Labor Rate | 384 | \$41.95 | \$16,109 |
| | Overhead Rate (including Fringe, G&A and Fee) | 384 | \$30.04 | \$11,535 |
| Total not to exceed, Task 1 | Project Manager (fully burdened) | 384 | \$71.99 | \$27,644 |
| Task 2 | Parking Enforcement Officers – Direct Labor Rate | 5,760 | \$17.79 | \$102,470 |
| | Overhead Rate (including Fringe, G&A and Fee) | 5,760 | \$12.72 | \$73,267 |
| Total not to exceed, Task 2 | Parking Enforcement Officers (fully burdened) | 5,760 | \$30.51 | \$175,738 |
| Task 3 | ODCs/Materials to include: bicycles/vehicles, uniforms, ticket writers, cell phones, and other misc. supplies | N/A | | \$61,072 |
| | Burdens, G&A and Fee | N/A | | \$4,905 |
| | ODCs and Materials (fully burdened) | N/A | | \$65,977 |
| Total not to exceed, Task 3 | Project Manager (1), Parking Enforcement Supervisor (1), Parking Enforcement Officers (2) and ODCs/Materials (all fully burdened) | N/A | | \$269,359 |