

Jackson Town Council Workshop

April 18, 2022

1:30 PM

Town Council Chambers

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I. ZOOM LINK FOR PUBLIC PARTICIPATION

To join, click the link or copy to your

browser: <https://us02web.zoom.us/j/81408789684?pwd=aFBvbFY0ak5UUCtQZWxXWUdYZUpMQT09>

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or join by phone **+1 253 215 8782** with Webinar ID **814 0878 9684** and Passcode **83001**

II. CALL TO ORDER AND ROLL CALL

III. WORKSHOP ITEMS

- A. Downtown Paid Parking RFP (Paul Anthony, 60 mins)
- B. WAM Resolutions (Susan Scarlata & Larry Pardee, 20 mins)

IV. PROPOSED ITEMS FOR FUTURE WORKSHOPS

- 5/16 Director Updates (Planning, Fire/EMS, 20 mins)
- 5/16 Town Council Work Plan (Larry Pardee & Tyler Sinclair)
- 5/16 Utility Rate Increases (Johnny Ziem, 20 mins)
- 5/16 Title 2 Personnel & Administration (Lea Colasuonno, 60 mins)
- 5/16 Classification and Compensation Study (Roxanne Robinson & Baker Tilly, 30 mins)
- 5/16 Naming Public Places Policy (Lea Colasuonno, 30 mins)

V. ADJOURN

Please note that at any point during the meeting, the Mayor and Council may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

STAFF REPORT



Meeting Date:	April 18, 2022	Meeting Title:	Workshop
Submitting Department:	Planning	Presenter:	Paul Anthony
Agenda Item:	P21-168 Downtown Paid Parking RFP update	Public Comment:	Yes

Purpose & Policy Considerations.

Town Council consideration and discussion of potential next steps on a paid parking system in the downtown area of Jackson.

Requested Action.

In December, 2020, the Town Council requested staff to further investigate the potential of implementing a paid parking system in downtown Jackson, including a residential permit system if necessary. Specifically, the Council provided \$25,000 to issue a Request for Proposals (RFP) to solicit initial proposals from paid parking operators to better understand the different options for paid parking systems, the costs and revenues of such systems, and other possible impacts a paid parking system would have in Jackson.

Recommendations.

Staff does not have a recommendation at this time because staff was tasked only with providing additional information on paid parking, not recommending a final plan.

Background.

The Downtown Parking and Mobility Management Plan (2019): The Town embarked on the Downtown Parking and Mobility Management Plan (Downtown Parking Plan) in 2018 that was conducted by transportation consultant Kimley Horn. The key purpose of the study was to determine whether the Town has a significant parking problem downtown and, if so, what types of parking management strategies could be implemented to better manage our on-street parking spaces, off-street public parking lots, and parking garage. From that effort, the Council adopted a final Downtown Parking Plan in 2019 that included short-term (1-2 yrs), mid-term (3-5 yrs), and long-term (5+ years) implementation actions.

Due to the impacts of the Covid pandemic in the spring of 2020, the Council decided to postpone implementation of most short-term items and then did so again in the spring of 2021 for the same reason. Staff made progress on a few of the short-term items because they were actions that staff had already committed to accomplishing as part of our ongoing management of downtown parking. Below is a list of the short-term items and a brief status update:

1. Convert Home Ranch Parking Lot to 3-hr parking from May 15 – September 15. This change would not apply to the larger RV/bus parking spaces **[not implemented]**;
2. Convert all 3-hr downtown parking spaces to 2-hr parking **[not implemented]**;
3. Convert Taxi-to-Fly spaces in parking garage to regular public parking spaces **[done]**;
4. Add ADA accessible parking downtown **[done but continue to monitor needs]**;
5. Add bicycle parking downtown **[done but continue to monitor needs]**;
6. Add 15-minute stall near high-turnover businesses **[done but continue to monitor needs]**;
7. Add section to Municipal Code Require Drivers to Move at Least One Block to Avoid a Time-Limit Citation **[not implemented]**; and

8. Develop employee parking maps and communication program **[implemented in summer 2021 will continue in summer 2022]**.

Please note that staff does not plan to implement any of the incomplete short-term items this summer, such as Items 1 and 2, due to staffing limitations and lack of time to implement efficiently in time for this summer.

A major goal of the Downtown Parking Plan was to include public outreach and public involvement. Kimley Horn facilitated two public open houses at key stages of the project to solicit public comment and to present and explain recommendations. An on-line survey elicited 395 responses, which is a very high participation rate. Stakeholder meetings were also held with the Chamber of Commerce and many of its downtown business members so that they could provide input on parking strategies around the Town Square area. The Chamber was an active participant and partner throughout the process.

The Downtown Parking Plan also addressed paid parking. After gathering parking data in the summer of 2018 in the Town Square area, Kimley Horn concluded that our downtown parking utilization rates were high enough to justify paid parking based on general industry standards. However, after further consideration of all parking management options, the recommendation accepted by the Council and supported by the consultant was to first implement the short-term action items, monitor their impact on parking demand, and then consider whether paid parking was still necessary or desired if those short-term actions did not have the intended impact. With this context, and without implementing some of the more aggressive short-term items, such as converting Home Ranch lot to 3-hr parking from unlimited daytime parking and converting downtown to 2-hr parking from 3-hr parking, the Council in a late 2020 authorized further investigation of paid parking through an RFP process. This staff report is intended to provide the requested information for the Council.

Analysis.

Staff released the Paid Parking RFP in November of 2021 and received three responses from the following paid parking operators:

- The Car Park
- Interstate Parking
- REEF/Republic Parking

The RFP asked each respondent to submit an Operations Plan and Fee Schedule. The goal was to gain a better understanding of the likely components of a paid parking system, not only in terms of the required infrastructure (e.g., parking kiosks, mobile phone payment systems), but in terms of required staffing and enforcement needs. Clarification on the expected annual costs and revenues were of critical importance as well. In addition, information on the potential need for a residential parking permit program to address spillover impacts to surrounding neighborhoods, if any, was also included.

To better understand the details and differences between the three RFP responses, staff conducted Zoom interviews with each parking company. Staff present in the interview included: Planning Director Paul Anthony; Police Chief Michelle Weber; CSO Sergeant, Tony Mathews; and Public Works Director, Floren Poliseo. In the interviews staff made clear to each company that the Town was not using the interviews to select an operator for hire because the Council had not yet decided to implement paid parking. Instead, the purpose of the RFP was to provide additional information to the Council so that the Council could better consider whether it was

interested in taking any additional steps toward researching or implementing a paid parking system in downtown Jackson.

As staff learned from the RFP process and interviews, paid parking systems are complex and involve many different interrelated components. While different operators offer different parking features and innovations, most paid parking systems include the following features:

- **Transition Plan:** A public outreach plan to work with stakeholders, such as local businesses, employees, the public, and decision makers, to explain how a paid parking system would work and to address concerns about implementing the new system for the first time.
- **Parking kiosks/meters:** Options for single-space meters or multi-space kiosks that can be designed to accept cash/credit card payment, or mobile phone payment.
- **Payment system:** Options include kiosk payment and/or pay by phone using license plate, parking space number, or other identification. Some require display of receipt, others do not.
- **Parking Staff:** Staff often include a full-time Parking Manager, a full-time Parking Coordinator, and up to 3 “Parking Ambassadors” who enforce parking violations and help public use the system.
- **Enforcement:** Typically, there is the need for special, third-party enforcement software to write citations, take payment, address appeals, etc. This would need to be synchronized with Police Department protocols and technology.
- **Marketing/Public Outreach:** Parking staff manage parking website, implement ‘branding’ of parking system, conduct ongoing contact and outreach with downtown businesses to make improvements to system as needed.
- **Parking signage and wayfinding information:** Signage is key to let public know how to use the parking system and direct them to appropriate parking locations.
- **Maintenance:** Most operators provide a full-service maintenance plan for all hardware and software that mostly relieves the local jurisdiction from needing to expend staff for maintenance.
- **Monitoring and data reports:** Data on paid parking metrics are constantly provided, such as parking utilization rates, average length of stay, revenue and costs breakdowns, etc. (often called Key Performance Indicators). The purpose is to use this data to gauge the success of program and make adjustments as needed.

While the purpose of this workshop is not to select a paid parking operator, the below table is intended to provide a quick summary comparison of the three operators that responded to the RFP. Please note that given the many different assumptions each parking operator had to make about a future paid parking system in Jackson, these numbers should not be considered as “apples to apples’ comparisons. Instead, these numbers provide a ballpark starting point for how each operator might design a paid parking system for downtown Jackson. Certainly, more detailed future conversations with the Town about our parking priorities and goals (e.g., the seasonality (or not) of the program) could significantly modify these estimates.

	Car Park	REEF/Republic	Interstate
Installation costs	\$425,000	\$600 per pay station (number of pay stations TBD)	\$00.00 (they pay all startup costs) but about \$145,000
FTEs	Full-time: 3 Summer: 4.5	Full-time: 3 Summer: 5-6	Full-time: 2 – 4 (no town staff)
Payroll	\$300,000 /year	\$180,000 / year	\$400,000 / year
Management fee	\$42,000/year	\$21,000/year	\$48,000/year \$00.00/year (with revenue sharing) or
Revenue (annual)	Y1: ≈ (\$300,000) (at \$1/hr) Y2: ≈ \$125,000 (at \$1/hr) Y1: ≈ \$200,000 (at \$2/hr) Y2: ≈ \$625,000 (at \$2/hr)	Not Provided	≈ \$250,000 - \$340,000 (includes deduction of 50% revenue share of estimated \$675,000 annual gross revenue)

One interesting difference to note is that while most parking operators use or require a fixed annual management fee for their services, Interstate Parking for example, offers a revenue share option with no management fee. Instead, the annual fee is set as a percentage of the total annual parking revenue for each year, with adjustments to help maintain a consistent fee distribution. Another distinguishing feature is that Interstate Parking offers to install the entire initial parking system hardware and software for free instead of for an upfront fee like most providers. This is not an endorsement of Interstate Parking, as these features have not been fully vetted by staff, but simply a demonstration of the variety of services that are offered in the marketplace. Another interesting feature is that each operator can and often prefers to staff the parking program with their own employees whom they recruit, train, and supervise. However, in response to our questions, some operators did state that the Town could potentially use existing Town staff to fill some or all of these positions if qualified people can be found. Certainly, more discussion about how to integrate Town staff would be necessary as part of the negotiation process with any operator.

Next Steps

The Council indicated in its annual retreat this year in January that pursuing paid parking in the downtown area was not a priority for the FY23. The general sentiment seemed to be that there are other higher priority and more urgent projects and initiatives that the Council wanted to accomplish in the next year. Consistent with this direction, the Planning Department draft FY23 Workplan does not include paid parking as an action item. Of course, the Council still has time to modify the Workplan as it sees fit, and this does not mean that paid parking cannot become a priority in upcoming years.

Thus, assuming that the Council's opinion has not changed on paid parking for FY23, this staff report is intended to complete the Council's direction from December, 2020, which was to issue the RFP and gather more information on potential paid parking systems in Jackson. Staff believes this staff report accomplishes this goal as summarized above and with the attached documents. This effort also positions the Council to pick up this conversation on paid parking in the future should it decide to do so.

In support of the idea of delaying further action on paid parking for FY23, staff offers the following considerations:

- Hiring of Regional Transportation Planning Administrator: The recent hiring of Charlotte Frei as the Regional Transportation Planning Administrator means that the Town and County now have a dedicated transportation planner whose responsibility is to implement the Integrated Transportation Plan (ITP). Among other efforts, this will likely include the development of a regional Transportation Demand Management (TDM) Plan that will seek to reduce single-occupancy vehicles through a well-coordinated program of multi-modal transportation options. In staff's opinion, a downtown paid parking system would benefit from being considered in the larger context of a full TDM program so that other related strategies, such as employee park 'n ride lots, the new on-demand START shuttles, and similar innovations could be coordinated with the any changed traffic and parking behavior created by paid parking. This larger context analysis has been largely missing in the paid parking conversation (although it was mentioned many times in the 2019 Parking Plan) because there has not been a person capable and responsible for addressing this larger context.
- Staffing: A decision to move forward with paid parking implementation would directly impact many different departments, including Police, IT, Public Works, Finance, and Planning. Given current staffing levels and workload, a decision to add paid parking would require a significant reduction in other Council priorities.
- Lack of Urgency: While the 2019 Parking Plan stated that much of the downtown Town Square area already meets the minimum parking utilization requirements to justify paid parking, the affected area is relatively small and the Town can continue to manage the existing parking situation without significant problems.
 - JH Chamber of Commerce 2021 Visitor Survey: Based on recent visitor surveys conducted by the JH Chamber of Commerce, parking congestion appeared to be a "second-tier" concern compared to more pressing issues, such as overcrowding, traffic, and the high-cost accommodations and food. For example, according to the survey, approximately 80% of respondents stated that they were either satisfied (30%) or highly satisfied (49%) with the convenience of downtown parking. Similarly, when asked for comments or suggestions on downtown parking, only 6% of the 130 commenters indicated a need for more parking while 74% had no comment or said parking infrastructure was fine. While not the final word, the survey does provide important data on general tourist views on downtown parking.

Possible Alternatives.

No alternatives have been proposed or are recommended by staff at this time.

Comprehensive Plan & Priority Alignment.

The implementation of a paid parking system in downtown Jackson would promote or be consistent with the following Comprehensive Plan goals:

Policy 4.1.e: Promote Town as civic and governmental center

Policy 4.2.c: Create vibrant walkable mixed-use subareas

Policy 7.1.d: Discourage use of single-occupancy motor vehicles (SOV)

Fiscal Impact.

The fiscal impact of any paid parking system would be determined if and when a particular paid parking operator is selected by the Town. In general, paid parking often requires a significant upfront cost but often becomes a net annual revenue generator within a few years.

Staff Impact.

Staff has spent approximately 50 hours to date working on this paid parking item for the workshop. The staff impact of any paid parking system would be determined if and when a particular paid parking operator is selected by the Town.

Attachments or Links.

RFP for the Management of Public Downtown Parking Facilities
RFP response from The Car Park
RFP response from Interstate Parking
RFP response from REEF/Republic Parking

Suggested Motion. *Council always has the option to adopt, approve with conditions, continue, or deny items.*

I move to direct staff to postpone further action on a downtown paid parking program until after FY23.



Management of Public Downtown Parking Facilities

Request for Proposals

Planning Department

Date: September 7, 2021



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

Request for Proposals Management of Public Downtown Parking Facilities



Date: September 7, 2021
ISSUED BY: Town of Jackson Planning Department
307 733-0440



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

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RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

REQUEST FOR PROPOSALS

2021 RFP for the Management of Public Downtown Parking Facilities
for the Town of Jackson, Wyoming

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RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

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1.0 Introduction:

The Town of Jackson, located in northwest Wyoming, has approximately 12,000 year-round residents but expands to approximately 60,000 people during the summer when tourists, seasonal workers, commuters, and seasonal residents are present. It is a world-renowned destination and “gateway” to Yellowstone and Grand Teton National Parks having over 4 million annual visitors and Jackson Hole Mountain Resort with its over 560,000 annual skier visits. As such, the community is impacted on a year-round basis by resident, commuter, guest, business and service modes of transportation, travel patterns and parking needs.

1.1 **Purpose:** The Town of Jackson (TOJ) is seeking proposals from qualified firms interested in providing professional management of the Town’s downtown parking facilities on a management fee basis. The intent is for a summer-only management program with the possibility of a seasonal winter management program if warranted.

1.2 **Goal:** To evaluate the benefits of engaging an experienced parking management firm to develop to potentially implement an on-street paid parking program in the downtown area (on a seasonal basis), as well as to develop plans to manage Jackson’s off-street parking assets (surface parking lots and structure) and the parking enforcement program. The Town is also interested in reviewing plans for a residential parking permit program to manage overflow parking impacts, if any, into residential neighborhoods surrounding the paid parking district following the implementation of paid parking. **Note: The decision to move forward with a parking management program will be dependent on whether Town Council votes to approve authorization of the proposed paid parking program.**

The Town would like the submitting firms to review the recommendations developed by Kimley-Horn and Associates in the 2019 Town of Jackson Downtown Parking and Mobility Management Plan (DPMMP) and develop a recommended and prioritized approach that will prepare the Town to launch a new Seasonal Paid Parking program by June 1, 2023 in conjunction with other recommended parking management strategies outline in the Kimley-Horn report. This effort should be guided by the goals of the DPMMP and must be done with careful attention to the Town’s desire to maintain and further enhance its downtown character while also being a premier destination and mountain community.

1.3 **Background:** The downtown Jackson business district is served by approximately 1,742 public parking spaces (on and off-street) which are owned, maintained and managed by the Town. Table 1 below shows the type, location, and number of these 1,762 spaces. Of the parking spaces listed below, only 400 of the on-street spaces were identified as the most likely spaces to be transitioned to paid parking as detailed in the 2019 Downtown Parking and Mobility Plan. No off-street spaces were identified for paid parking, but respondents may include off-street spaces to their proposed parking plans as they deem advisable.



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

Table 1: On-Street Inventory

Type	"Town Square" Zone	"Downtown Core" Zone	"Downtown Edge" Zone	On-Street Total
3-Hour	94	621	-	715
15-Min	-	52	-	52
ADA	2	8	-	10
72-Hour Limit	-	18	283	301
	96	699	283	1,078

Table 2: Off-Street Public Parking Inventory

Type	Home Ranch	Deloney	Arts	Miller Park	Garage	Off-Street Total
Daily	139	77	54	58	200	528
ADA	6	4	3	3	8	24
EV	1	1	-	4	1	7
Oversize	23	-	-	-	-	23
Military	1	1	-	-	1	3
Tour Bus	2	-	-	-	-	2
Hybrid	7	-	-	-	-	7
Ride to Fly	-	-	-	-	70	70
	179	83	57	65	280	664

The following is a brief overview of the 2019 Downtown Parking and Mobility Management Plan. The primary goal of this Downtown Parking and Mobility Management Plan was to be a guide for decision makers on topics such as governance, customer service, planning, technology, enforcement, demand management as well as parking facility and systems management.

Specific project objectives include providing strategies and tools to:

- Identify governance and management structures that will work best for Jackson that will also contribute to the successful implementation of other community goals
- Position parking as a contributor to the vitality of Downtown
- Provide recommendations on establishing positive and proactive customer relations
- Explore the range of parking management strategies that can be used by the Town's management staff to address the conditions of limited parking availability and traffic congestion during peak demand periods and generally to promote increased community vitality
- Identify management strategies and technologies that can improve the customer experience, while also controlling operating costs, enhancing system financial performance, and mitigating congestion and parking issues during the peak summer season.



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

- Position parking management within the larger “mobility management” context in a way that promotes a balanced system of parking and multi-modal transportation alternatives

The recommendations in the Plan, including the implementation of seasonal paid parking, were developed to serve as a roadmap for the development of a comprehensive and strategic approach to parking and mobility management in Jackson.

2.0 General Information:

- 2.1 Original RFP Document:** The Town shall retain the Request for Proposals, and all related terms and conditions, exhibits and other attachments, in original form in an archival copy. Any modification of these, in the proposer’s submission, is grounds for immediate disqualification.
- 2.2 Proposal Process:** The responses to the RFP will be reviewed by committee. All responses, or summaries thereof, will be shared with the Town Council. The Town Council will then consider what action, if any, will be taken regarding a managed parking program in the Town. See the schedule of events in section 2.3 for the proposed schedule.
- 2.3 Schedule of Events:** The following is a tentative schedule that will apply to this RFI, but may change in accordance with the TOJ needs, or for unforeseen circumstances. Changes will be communicated by email to all participating proposers.

Activity	Date	Time (MST)
Request for Proposals Available	09/07/2021	5:00 p.m.
RFP Questions Due	09/21/2021	5:00 p.m.
Non-Mandatory Pre-Proposal Conference/Call	09/27/2021	11:00 a.m.
Questions Answered	10/05/2021	5:00 p.m.
RFP Submission Deadline	10/12/2021	4:30 p.m.
Interviews (if needed)	TBD	TBD

- 2.4 Town Contact Person:** Please direct inquiries concerning this RFP in writing to the Town’s Project Manager:

Town of Jackson, WY
Planning Department
Attn: Paul Anthony, Planning Director
Town of Jackson Planning and Building Department
P: (307) 733-0440
E: panthony@jacksonwy.gov



3.0 **Scope of Services:**

The Town of Jackson desires to obtain information from established and innovative parking management firms that provide a comprehensive program to manage Town's downtown public parking program in a manner that aligns with the Town's commitment to excellence in customer service for the benefit of residents and visitors. A successful response will need to address the following top priority tasks:

- Define a paid parking implementation strategy and schedule that is guided by the 2019 Parking and Mobility Management Plan developed by Kimley-Horn and Associates, including a detailed breakdown of all costs and revenues associated with the planning, installation, and long-term operation of a paid parking system.
- Identify and demonstrate ability to select and procure appropriate paid parking technologies, including parking meter infrastructure/hand-held devices, cash payment options, and mobile payment options.
- Identify all additional local staff needed to implement the proposed parking system, including options for different staffing levels to match different parking program options.
- Identify and demonstrate ability to implement a robust public education and communication campaign, including website updates, instructional videos, collateral material, signage, social media and traditional media, and public outreach.
- Identify and implement recommended changes to the Town's public off-street parking resources as outlined in the 2019 Parking and Mobility Management Plan. The proposing firms should review the plan's recommendations and propose a prioritized implementation plan based on their experience starting up similar programs.
- Define Key Performance Indicators (KPIs) to track the efficacy of the new paid parking program as well as the performance of all Town public parking facilities.
- Recommend additional technologies, programs and/or policies to help the Town continue to provide innovative solutions for overall mobility management.
- Recommend options, parameters, and staffing requirements to implement a residential permit parking program to address spillover parking impacts, if any, from the downtown paid parking program into surrounding neighborhoods.

3.1 Coordination: Any parking management firm selected to work with the Town will work in close cooperation with the Town's Planning Director and other Town staff and other designated departmental representatives, to create a collaborative environment that supports open communication, transparent project management and excellence in customer service.

3.2 Budget: Any parking management firm selected to work with the Town would do so under a management fee type contract. Responses should include fee proposals in sufficient detail for the Town to fully evaluate and compare across different firms. The Town reserves the right to negotiate the final scope of work and fee with the selected management firm.



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

4.0 Proposal Preparation Instructions:

4.1 Proposal Submission: This process is expected to be competitive with numerous firms participating. Proposals should be submitted to the Town of Jackson Planning Department on or before 4:30 P.M. MST on September 25, 2021, in separate PDF files including the following:

- **Services Proposal** clearly titled "Service Proposal: Management of Public Parking Facilities".
- **Fee Proposal** clearly titled "Fee Proposal: Management of Public Parking Facilities".

Please provide one (1) hard copy each of the Service Proposal Information and Fee Proposal, and an electronic version of each document on a USB flash drive. Proposals and the electronic copy must be in a sealed envelope. Firms who choose to mail their proposals must allow sufficient mail delivery time to ensure receipt of their proposals by the time specified.

4.2 Rejection of Proposals: The Town of Jackson, Planning Department reserves the right to reject any or all proposals and to waive formalities and minor irregularities in proposals received if deemed in the best interest of the Town to do so. The total cost of proposal preparation, submission and any travel or accommodations resulting from this invitation to propose shall be covered by the Proposer.

LATE PROPOSALS WILL NOT BE ACCEPTED OR CONSIDERED.

4.3 Submission Address: The proposal envelope may be delivered or sent by US mail to:
Town of Jackson
Mr. Paul Anthony
Planning Director
P.O. Box 1687
Jackson, WY 83001
Phone: (307) 733-0440
Fax: (307) 733-3563
E-Mail: panthony@jacksonwy.gov

Envelopes and emailed documents should be clearly marked: **"RFP Response: Management of Public Parking Facilities"**.

Delivery services other than US Mail, or hand delivered proposals should be delivered to the address above.

4.4 Use of Subconsultants: The proposing firm shall indicate in the proposal any work intended to be performed by subconsultants or persons outside of their firm (e.g., partnering firms, consultants, etc.). The bidding firm shall name the partner firms, if known, at the time of proposal submittal. Partners and subcontractors shall be bound to meeting the same quality



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

standards and schedules as the proposing firm. They will also provide the same level of documentation (insurance & business licenses). See item 4.6 below.

- 4.5 Award of Contract:** If Town Council opts to move forward with a seasonal paid parking program, a formal agreement will be negotiated with the most responsive and responsible firm, which is defined as the firm that submits a proposal which fully meets the requirements as defined in the Scope of Work and during any subsequent interview. Should negotiations with the top ranked firm fail, the Town will negotiate with the next highest ranked firm. **The executed agreement will be a standard “Professional Services Agreement”** type and the TOJ will generate an agreement to this effect.
- 4.6 Insurance Requirements:** Insurance Certificates are not required with the proposal but shall be provided by the selected management firm with the signed Professional Services Contract. The Town must approve the successful firm’s/firm(s) insurance prior to execution of the agreement by the Town Council. The successful firm shall acquire a Town Business License prior to signing the agreement, at their own expense.
- 4.7 Response Material Ownership:** All material submitted regarding this RFP becomes the property of the Town and will only be returned to the Firm at the Town’s option. The Town of Jackson has the right to use any or all ideas presented in reply to this RFP. Disqualification of the proposer does not eliminate this right.
- 4.8 Reference Documents:** The following documents are available for reference:
- 2019 Downtown Parking and Mobility Management Plan
 - 2017 Parking Management Study (For Residential and Commercial Areas Outside of the Downtown)
- 4.9 Term of Contract:** For any selected firm, the Town will generate the Professional Services Agreement in accordance with Town policy. The Town desires to establish a multi-year relationship and contract with a professional parking management firm. A contract term that is acceptable for both the Town and selected firm would be negotiated upon selection.



5.0 Information Required from the Proposer:

5.1 A non-mandatory virtual pre-proposal conference will be held on September 14, 2021, at 11 a.m. via a Microsoft Teams meeting. Perspective proposers who wish to participate will be provided with a meeting invitation.

5.2 **Required Proposal Elements:** The Proposer must provide the following information and statements within the proposal:

- **COVER LETTER:**
 - Identify the proposer's name, mailing address, telephone number and contact person(s). The letter must be signed by the proposer (an authorized signatory of the firm) and should be limited to two (2) pages.
- **ORGANIZATION AND FIRM/PERSONNEL QUALIFICATIONS:**
 - Describe the background - including experience with municipalities, qualifications and experience of the organization and appropriate personnel. Please include resumes of key personnel.
 - Describe the firm's history, objectives and philosophies.
 - Provide a detailed description of the practices that demonstrate the firm's ability to provide outstanding customer service.
 - Provide information regarding the financial health of the proposing firm, as well as any pending or recent legal action taken against the firm (within the last three years); and the capacity for the firm to successfully implement the parking program as proposed
- **PROJECT APPROACH:**
 - Describe the approach that the proposer would take in managing the municipal parking needs of the Town. The program approach should be concise. Processes and elements should be detailed in this section of the proposal.
 - Identify specific strategies that will be used to meet the Town's goal of implementing seasonal paid parking by June 1, 2023, with a specific emphasis on ensuring operational excellence.
 - Specify the firm's experience with tracking Key Performance Indicators (KPIs) or other parking industry performance metrics, including how metrics were used to adjust management decisions and/or policy changes.
 - Provide a high-level annual budget, including the monthly management fee and any proposed annual increases and schedule based on the Scope of Services outline in this RFP.
 - Include a schedule indicating the components of the proposed fee (i.e., accounting, overhead, profit, etc.).
 - Provide sample reporting formats including monthly revenues, monthly expenses, monthly transaction counts, monthly validation breakdowns, permit sales.



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

- Provide samples of secure web based (internet) online revenue management reports, i.e., P&L, activity reports, expenses, etc. Include an estimated stabilized operating expense budget.
 - *Note: The Town may opt to exclude services from the final contract format. The Town reserves the right to negotiate fees with selected firm.*
 - Detail any other creative or innovative ideas should be detailed in this section.
- **REFERENCES:** Five references of past or current clients, three of which are with similar government projects.
- **CONTACT INFORMATION:** Name of the person who will act as the primary contact for the proposing firm's work, including; phone, cell phone, and email contact information.
- **FEES:**
 - Fees for proposed services shall be in a separate envelope marked as previously indicated.

5.3 Response to the RFP: The proposing firm must address each item of Section 5.2, in the order presented and meet the mandatory requirements of Section 3.0 through Section 5.0. Proposals should be concise, and generally should not exceed fifteen (15) pages, excluding cover letter, resumes and references. Any requested restrictions for the use or inspection of material contained within the submittal shall be clearly stated. Confidential commercial, financial, and/or proprietary information must be clearly identified and separately packaged from the rest of the submittal. If so identified, the Town will protect those items from disclosure to the extent permitted by law.

5.4 Personnel: The successful firm must be capable of providing adequate, knowledgeable, and local personnel to fulfill the requirements of the proposed agreement. It is a requirement of the Town that key personnel identified during the proposal process, will participate in, and execute the project. Substitution of key personnel after the award of contract will require TOJ approval, as project lead personnel are considered essential.

6.0 Evaluation/Selection Process:

6.1 Evaluation/Selection Criteria: Each responsive proposal received by the Town shall be evaluated in a consistent manner as described in this subsection. A responsive proposal is one which complies with all material aspects of the solicitation, both as to the method and timeliness of submission, and as to the substance of any resulting contract. Prospective proposers are advised to submit all required forms, attachments and other information as requested in the RFP.

The Town reserves the right to reject any or all proposals if it believes there is a sound documented business reason for doing so. The Town further reserves the right to cancel the procurement process at any time during the evaluation process if it appears that the proposals



RFP for the Management of Public Downtown Parking Facilities

Town of Jackson, WY

received are not suitable for any reason whatsoever.

Proposals will be evaluated according to the following Selection Criteria:

Selection Criteria	Point Value
Item #1: RFP completion. Degree to which the RFP response is complete, concise, and well organized, with information responding to all of the submittal criteria.	5 Points
Item #2: Project Approach. RFP response demonstrates a clear understanding of the Town's needs and clear direction toward completing the scope of work.	25 Points
Item #3: Key Personnel. Experience of key personnel. Relevant parking management background including with municipality/government experience. Demonstrated skill in implementing paid parking.	25 Points
Item #4: Schedule. Ability to achieve the Town's stated goals within the desired timeframe, including meeting a projected implementation date for paid parking by June 1, 2023. Submitted complete and understandable scheduling approach.	15 Points
Item #5: Firm Experience & Qualifications. Relevant experience managing parking operations for a municipal program of a size and scope similar to TOJ. General personnel and operational budget are consistent with the current market. Anticipated costs are logical and consistent with scope of work.	20 Points
Item #6: References. References verifying quality of work performed with relevant and similar type facility planning projects.	10 Points
Total Points	100 Points

6.2 Interview of Finalists: At the Town's option, the Town may opt to interview the top candidates as determined by the selection criteria in Section 6.1.

7.0 Questions: Please direct all questions in writing to Paul Anthony, Planning Director, via email at: panthony@jacksonwy.gov. Responses to all submitted questions will be provided in an addendum via E-mail. **Disclaimer:** Any Professional Services Agreement Contract is subject to the review and approval of the Town of Jackson, Town Council.

October 2021
Paul Anthony
Planning Director

The Interstate Parking focus for the Town of Jackson, WY.

Dear Paul,

Interstate Parking Company was formed in 2009 by experienced and entrepreneurial parking and real estate professionals including Douglas Hoskin, Tony Janowiec and Paul Schnettler with combined experience of over 90 years in the industry.

Interstate operates over 250 locations with approximately 66,000 stalls and over 350 team members including locations throughout Minnesota, Wisconsin, Indiana, North Dakota, Colorado, California, and Utah. Our principals own approximately 2 million square feet of commercial real estate throughout Minnesota and Wisconsin. Our rapid growth is due to our proven track record of substantially increasing net profits for our clients immediately after assuming operations. We achieve these results by implementing customized state of the art on-site and back office technologies to create the most efficient, customer friendly parking operations possible.



The top reasons we believe our proposed strategic partnership is the best fit for the Town of Jackson are as follows:

- **Smile.Engage.Help.** – Our customer service approach trains Ambassadors to provide an exceptional parking experience as Ambassadors are dedicated to “wowing” every customer.
- **Community Preservation-** From the first ski rope tow on Teton Pass in 1937 until now, the Town of Jackson has an incredible history of mobility in the region. Interstate Parking can build upon that legacy, creating a “wow” factor for everyone involved.
- **Experience in Mountain Communities -** Interstate Parking operates in several mountain communities including Breckenridge, Idaho Springs, Crested Butte, Solitude, Morrison, Alta and many others. We have successfully implemented managed parking programs from scratch, with special attention to preserving each town’s unique character. In similar mountain communities. Our goal is to ensure that there is parking space for residents and employees while generating revenue from visitors that can be reinvested into the community for projects such as public housing, infrastructure upgrades and green transportation initiatives. This is accomplished with no up front cost to the Town and the average parking fee is \$2.21, less than a cup of coffee. In Jackson, we would propose a rate structure that has been proven successful for implementation



(first half hour free, hours 1-3 cost \$1.50, hours 4 and beyond costing \$5/hr). Our goal is to turn the spaces on Broadway 7 times a day.

- **Qualified Personnel-** Our highly qualified team has extensive experience in designing, implementing, and managing traffic solutions. Interstate Parking managers are committed to ensuring that not only are goals and deadlines met, but they are also exceeded. We install, support and program all technologies that we recommend ourselves.
- **Advanced, Green, Solar Powered Technology** - The Interstate Parking team utilizes the most advanced technology in the field. Scannable QR codes- Tap n Explore, solar powered kiosks, and apps give our customers plenty of flexibility when completing a transaction. Our ambassadors are equipped with portable bluetooth devices that refresh instantly to update permits and payments. In the back house, our managers combine several platforms to ensure a smooth parking system that is easy to access and navigate for the parking public.
- **Optimal Space Utilization Data Analytics** - Interstate Parking also provides municipalities with comprehensive data analytics. Access to information such as duration, turnover, and occupancy rates has been crucial in the decision-making process for our customers. This data allows municipalities to assess the impacts of the parking program with charts, graphs, and spreadsheets. Ex: Turn those spaces 7 times a day on Broadway if that is what the Town desires.
- **Unique Branding/Marketing** – Online portals are the conduit for the most up-to-date information to the community, connecting customers with resources to easily navigate parking in the area. We will create a website such as ParkJacksonWY.com for you with all the capabilities at BreckPark.com or ParkIdahoSorings.com that will become a 24/7 mobility focal point for your community.
- **Constant and Integrated Communication** – Interstate Parking stays in frequent contact with all departments and customers, including Planning, Public Works, PD, Fire: we are constantly working to ensure we are meeting the Town's stated goals. All appropriate information is communicated with parkjacksonwy.com, ensuring the most accurate information is communicated at all times.
- **No Markup/Hidden Costs and No Startup Fees** - Interstate will pay for all start-up costs and will guarantee no extra charges within our operating agreement format.

Our team is looking forward to partnering with the Town of Jackson WY in developing and implementing a phenomenal traffic management program. Using the best people, technology, and practices, we will cater a unique solution to the needs of Jackson all subject to your approval. You will determine all parking rates, hours of operation in consultation with a respected, proven Mobility Professional- Interstate. Our approach is proven to be financially responsible, bonded to the local community, and most importantly a great solution for traffic mobility on busy weekends and holidays.

Sincerely,

Gareth Lloyd

Gareth Lloyd
Operating Partner/Executive Vice President
720.646.0261
glloyd@intersateparking.com



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SERVICES PROPOSAL : MANAGEMENT OF PUBLIC PARKING FACILITIES

ORGANIZATION AND FIRM/PERSONNEL QUALIFICATIONS:

- Describe the background – including experience with municipalities, qualifications and experience of the organization and appropriate personnel. Please include resumes of key personnel.
- Describe the firm's history, objectives and philosophies.
- Provide a detailed description of the practices that demonstrate the firm's ability to provide outstanding customer service.
- Provide information regarding the financial health of the proposing firm, as well as any pending or recent legal action taken against the firm (within the last three years); and the capacity for the firm to successfully implement the parking program as proposed

Interstate Parking Company
1610 Wynkoop St, Suite 600
Denver, CO 80202
www.interstateparking.com

Primary Contact
Gareth Lloyd
(P) 720-646-0261
(E) glloyd@interstateparking.com

Interstate Parking Company was formed in 2009 by experienced and entrepreneurial parking and real estate professionals, including Douglas Hoskin, Tony Janowiec, and Paul Schnettler with combined experience of over 75 years in the industry.



Interstate operates over 225 locations with approximately 66,000 stalls and over 350 employees. This includes locations throughout Minnesota, Wisconsin, Indiana, North Dakota, Colorado, California, Washington Utah. Our principals own approximately 2 million square feet of commercial real estate throughout Minnesota and Wisconsin. Our rapid growth is due to our proven track record of superior customer service for our clients immediately after assuming operations. We achieve these results by implementing customized state of the art on-site and back office technologies to create the most efficient, customer friendly parking operations possible.

LOCALLY OWNED AND OPERATED WITH MAJOR RESOURCES

Interstate Parking was founded with the belief that we could be the most competitive in the parking industry if we were able to combine the strengths of a small entrepreneurial parking company with the resources and fiscal integrity of a large national corporation. With growth from eight locations in 2009 to our current 250+ locations in our 12th year of operation, we believe we were right! Our challenge was easily reflected in the following simple matrix:

Type of Parking Company	Senior Mgmt/Ownership Attention to Daily Operations	Financial Stability, Resources, Accountability, Separation of Duties, Audit Integrity
Small Locally Owned/Operated	Yes	No
Big National Company	No	Yes
Interstate Parking	Yes!	Yes!

So, how did we do it and why do our parking customers and our clients benefit?

A major advantage for Interstate Parking's clients is our unique organizational structure that combines a small company's entrepreneurial operating approach with the fiscal integrity and financial resources of a major institutional grade corporation.

This means our clients and our daily parking customers benefit from superior local customer service, direct daily involvement by Interstate's owners and senior management that is typically lost in the organizational layers of our much larger national competitors. These benefits come without sacrificing the accountability and financial integrity that would otherwise be cost prohibitive for our other small local competitors,



Our commitment to the people of Jackson is quite simple:

Equip our locally trained parking ambassadors with the very best technologies to ensure a positive experience for every resident, employee, and visitor who parks in our wonderful Town.

How do we constantly achieve a positive first and last impression for the Town of Jackson?

- Reliable, Updated Information 24/7
- The Very Best Innovative Technology
- Highly Trained Professionals

Seasonal Demand and Tourism Demand Management Experience

At Interstate Parking, we believe a complete understanding of the tourism demand is vital to the success of every parking, mobility plan.. This success is driven by the comprehensive knowledge that driver demands vary from each street and surface lot. We have a strong history of providing complementary marketing strategies for many of our partners in all our markets. The examples below highlight our ability to manage the demand that tourism peaks bring, but we also operate parking for many professional and collegiate sporting events that bring in large demand.

WE ARE THE EXPERTS MUNICIPALITIES RELY ON FOR NEW MANAGED PARKING OPERATIONS

Town of Breckenridge, Colorado implemented paid parking less than 12 months before hiring Interstate.



Interstate Parking is the first private parking operator hired by Town of Breckenridge for operation of its parking portfolio. Approximately one year before hiring Interstate, the Town of Breckenridge implemented paid parking internally through efforts from multiple Town departments including the Police, Public Works and the Assistant Town Manager.

The City of Idaho Springs, Colorado hired Interstate Parking to implement a comprehensive managed paid parking program from scratch.



Interstate Parking developed and implemented the managed paid parking system for the City of Idaho Springs from scratch. Prior to Interstate developing the program, the City's on-street parking spaces were congested with long-term use by area employees leaving no space for visitor and residential parking. Interstate's custom developed turnkey operation has resulted in substantial increases in retail activity, elimination of residential complaints and convenient, free and discounted parking for employees.

Town of Crested Butte, CO hired Interstate Parking to implement a cohesive parking management program based upon resident and visitor demand.



Interstate Parking worked in collaboration with the Town of Crested Butte to design, implement, and operate successful summer enforcement and residential permit programs. Crested Butte surged in popularity and congestion in the years prior to implementing IP's traffic management solution. Businesses saw upwards of a 30% increase to revenue in the first season.



Town of Morrison, CO hired interstate parking to implement a new paid parking program that addressed spillover impact from a local concert venue.



Outstanding results were achieved in a short period of time once Interstate Parking provided the Town of Morrison with a traffic solution - engineered along with the Town of Morrison Staff. Stakeholders across the board were impressed with the results.

The Town of Green Mountain Falls, CO hired Interstate Parking to design and implement a parking management plan that specifically addressed concerns related to hiking in the area.



Prior to hiring Interstate Parking, Green Mountain Falls was experiencing severe congestion due to the popularity of a nearby hiking trail. Through implementation, Interstate Parking resolved the congestion issue, provided solutions for all stakeholders, and contributed to the overall preservation of the historic town.

City of Duluth, Minnesota operated in-house until hiring Interstate as a private operator for the first time in history.



Interstate Parking has operated the City of Duluth's municipal parking portfolio since early 2012. Prior to 2012, the City of Duluth operated its parking enterprise internally through efforts from multiple city departments. Through a competitive RFP process, Interstate was selected to develop, implement and manage a comprehensive parking system including the creation and leadership of the Duluth Parking Advisory Committee (reports to the newly formed Parking Commission) and the system's Guiding Principles.

City of Fargo, North Dakota operated by a local firm until hiring Interstate Parking as the first professional parking management firm.



Interstate Parking has operated the City of Fargo's municipal parking portfolio since January 2015. Prior to 2015, the City of Fargo contracted with various local property management firms for operation of the off-street parking and operating the on-street operations within the police department. Interstate was hired to create and implement a new comprehensive parking system integrating all off-street and on-street operations into one unified program.



KEY PERSONNEL

The following is our proposed management plan for Jackson, WY. They will be responsible for all the key objectives for the Town. A major advantage for Interstate Parking's clients is our unique organizational structure that combines a small company's entrepreneurial operating approach with the fiscal integrity and financial resources of a major institutional grade corporation. Our senior management team takes a "hands-on" approach with the local team that is lost in the organizational layers of our larger national competitors.



Gareth Lloyd

Operating Partner/Executive Vice President

1992 – 1998	Imperial Parking, US & Canada
1998 –2002	Interpark, Denver, Colorado
2002 – 2009	Parkway Corp, US & Canada
2009 –2016	Precise Parkinlink/GoPark
2016 – Present	Interstate Parking Company of Colorado

In 2016 Gareth started Interstate Parking of Colorado LLC. We have grown to 75 locations in the Mountains using our proven business model of unrivaled customer service and user-friendly technologies. Our commitment is to create an "easy and fun" guest experience for the mobility plans in the fantastic mountain communities we are proud members of; such as Breckenridge, Idaho Springs, Keystone, Solitude, Denver and Northstar.

Gareth began his parking career 24 years ago for Imperial Parking in Toronto. After his quick succession to Operations Manager responsible for 110 locations, Gareth assumed the role of City Manager for Chicago where he oversaw the acquisition of a \$42 million parking asset. In 1998, Gareth joined Interpark and relocated to Denver. In his role as Market Officer in Denver, Gareth underwrote the purchase and operation of Mile High Parking and leveraged parking technology and targeted marketing to double Interpark's Denver portfolio.

In 2002, Gareth became the General Manager for Parkway in Toronto and New York State where his vision and embracement of technology resulted in extraordinary expense savings, revenue enhancements and staff retention earning him many accolades. In 2009, Gareth became the Vice President for Precise Parklink with over 600 locations across Canada. Gareth created, in conjunction with his respected industry partners, Interstate of Colorado in May 2016.

Gareth resides in Evergreen, Colorado with his wife Kristen and two kids John and Abigail.



Jessica Hindmarch

Regional Director

2007 – 2010	Republic Parking
2010 – 2014	Lanier Parking
2014 – 2016	Spring Branch Independent School District
2016 – Present	Interstate Parking Company

Jessica joined the Interstate Parking team in January of 2016 from Houston, TX. She comes with a wealth of parking knowledge and experience running various hospital parking operations in the Texas Medical Center and the largest hospital valet operation for MD Anderson. She has also overseen a variety of operations which include- Valet Services, Municipalities, Mixed Use, Residential and Commercial parking.

In 2014, Jessica joined the Spring Branch Independent School district as the Purchasing Manager, responsible for district wide contract negotiations, bids and services. Under her leadership, the district received the 2014 TASBO Award of Merit for Purchasing and Operations with Recognized Status. Jessica holds a Bachelor's Degree of Science in Organizational Psychology from the University of Houston.

Jessica resides in Denver with her Goldendoodle, Rupert.



Jessica has assisted and led a team with several municipality startups, where managed parking was implemented from the ground up. Her expertise lies in Community Outreach, Council Meetings, Public Engagement, Traffic studies, and day to day involvement with the Town/City. Successful launch programs include: Town of Breckenridge, Idaho Springs, Morrison, Green Mountain Falls and Crested Butte.



Shelby Schwendeman

General Manager

2012 - 2017 Montana State University, Bozeman, MT
 2017 - 2018 Printing for Less, Livingston, MT
 2018 Vail Resorts, Keystone, CO
 2018 - 2019 Christy Sports Admin, Breckenridge, CO
 2019 - Present Interstate Parking Company of Colorado, Breckenridge, CO

In the spring of 2017, Shelby graduated from Montana State University - Bozeman with a Bachelor of Science in Marketing, Management, and Entrepreneurship. After efforts to pursue a professional career in her hometown of Bozeman, MT, she moved to Breckenridge to start a new adventure in Colorado where she could continue her love for skiing and music in a new environment with hopes to find a job that best suited her.

"Working with Shelby over the past two years has been a true pleasure. She is detail oriented, receptive to feedback, able to offer her personal and professional insights in a format that is easy to understand for someone that is not in her industry on a daily basis. I feel comfortable putting my trust in Shelby as I know she has our best interests in mind. She has thought through potential issues before they occur and is eager to solve for them before they are actually an issue. Her problem solving skills, ability to get things done quickly, and caring demeanor make her an incredible asset to her business and the people she works with".

**Matt Hulsey, Senior Manager
 Breck Resort Parking & Transportation**

The position of Customer Solutions Coordinator fell into Shelby's lap within a year of her new life in Colorado. Within three months with Interstate Parking, she was promoted to Customer Solutions Manager due to her excellent analytical, operations management, and customer service skill set. Less than one year in the new management role, she applied for and was awarded the position of General Manager.

The position of General Manager allows Shelby's quantitative and analytical skills to integrate with her love for the Town of Breckenridge as well as all of what and who resides there. Her goals are to utilize the newest technologies to create an effortless mobile experience for all those in Breckenridge. Constantly thinking of new ideas to streamline efficiency, she takes into consideration the experiences and recommendations of both her colleagues and her peers.

Shelby has assisted and played a key role in startup strategy and development with the Town of Green Mountain Falls, the Town of Morrison, the Town of Idaho Springs, the Town of Crested Butte, Solitude Ski Resort, Northstar California Resort, Crystal Mountain Resort, Sundance Mountain Resort, Quandary Peak Trailhead, and Alta Ski Resort as well as six private locations in Breckenridge, CO. She prides herself by assisting and the finalization of the Town of Breckenridge management plan and continually providing operations and analytics to match the current market demands, needs, and wants. She also works closely with all existing operations to ensure both client and customer success.



Kyle Ottinger

Customer Experience Manager

2006 - 2010 Belmont University, Nashville, TN
2010 - 2012 Third Way Center, Denver, CO
2012 - 2016 Summit County Communications, Summit County, CO
2016 - 2018 Frisco Police Department, Frisco, CO
2018 - 2019 Thermal Mechanics, Kansas City, KS
2019 - Present Interstate Parking, Breckenridge, CO

Born and raised in St. Louis, Missouri, Kyle fell in love with the Rocky Mountains at an early age on his family's annual ski trip. He attended Belmont University in Nashville, TN and received his Bachelor's in Business

Administration before relocating to Colorado. Kyle's early career was as a mental health counselor for adolescents.

Kyle accepted a position with Summit County Government at the Communications Center, answering 911 calls and dispatching for local first

responders. He was quickly promoted to Certified Training Officer, Quality Assurance Agent, and On-Call Supervisor. He maintains his relationships with the local first-response agencies, ensuring that ground operations are aligned with local emergency responses. Kyle then accepted the position of Community Service Officer with the Frisco Police Department. Within this position he became intricately familiar with state and local laws regarding parking and traffic. He has led quality assurance programs for five companies and is instrumental in Interstate Parking's data collection and analysis.

"Kyle – Thanks for your responsiveness this year regarding parking. As residents, we have like the parking plan for locals. For the first time, we are able to leave and then return to find a space near our house. It is also easy when we have guests to simply email you the license tag. No hassles are good. Good luck in your future".

Crested Butte Resident

Kyle has led the implementation of the Optimal Space Utilization and Data Analytics Program in many of Interstate Parking's markets including : Crested Butte, Breckenridge, Morrison, Green Mountain Falls, Idaho Springs, Solitude, Northstar, Manitou Springs, and Denver. Drawing on his background in Quality Assurance, Kyle ensures that every step in the operational process exceeds customer expectations.



Louise Gericke

Customer Solutions Manager

2007 - 2008 Central Michigan University, MI
2008 - 2010 Old Dominion University, VA
2010 - 2012 Associates in Emergency Care, VA
2013 - 2015 Manager - Lost Dog Cafe, VA
2015 - 2017 Assistant Manager - Breck Sports, CO
2017 - 2018 Bartender - Angel's Hollow, CO, Rock Bottom Brewery, CO
2019 - Present Interstate Parking Company, CO and UT

Louise graduated from Old Dominion University with a Bachelor of Science in Psychology in 2010 and earned her Paramedic Certification in 2012. Hiking the Appalachian Trail solidified her love for the great outdoors and set out



to conquer the Colorado Trail and the Pacific Crest Trail through Oregon and Washington. She fell in love with Breckenridge while on the trail and moved to the mountains in 2015.

An Ambassador position with Breck Park was offered to Louise in March 2019. She became a Town Supervisor that summer and went on to be part of the Installation team that set up both Northstar in California and Solitude in Utah. In the winter of 2019/2020, Louise managed the new paid parking at Solitude Mountain. She acquired new networking skills by meeting CEOs and Managers of different resorts while trying to find new properties to expand the company's reach.

She accepted the position of Customer Solutions Manager in October 2020. This was an opportunity to learn new aspects of the business and expand her knowledge of the inner workings of Town and the Resort. It was also a step in the right direction to calling Breckenridge her long-term home.

Louise has assisted in the startup of multiple ski resorts, including Northstar, Solitude, Sundance, Alta, Breckenridge, and Keystone as well as multiple private locations in Breckenridge. She prides herself on her excellent communication skills and understanding of operations start to finish.

Tony Janowiec

President & CEO

1998 – 2005 Imperial Parking, US
2009 – Current Interstate Parking Company



Tony began his parking centric real estate career over 19 years ago as a valet while attending college. He continued his parking career, rising through the ranks, with a national management company for nine years. In late 2005, Tony left the parking industry and developed a new biofuel technology company for several years. In late 2009, Tony returned to real estate and formed Interstate Parking Company in

Milwaukee, Wisconsin. Under Tony's leadership, Interstate Parking rapidly expanded throughout the upper Midwest including several Midwestern markets including Denver, Breckenridge, Minneapolis/St. Paul, Fargo, Duluth, Milwaukee and Indianapolis.

Tony is experienced in a wide spectrum of parking asset ownership and development including mixed use shared parking, hospitality and healthcare sectors, large scale event venues and central business district operations. He is an expert in the renovation and long-term deferred maintenance of parking assets as well as the development, underwriting, financing and construction of existing and new projects.

In addition to his involvement at Interstate Parking, Tony is a founder of Interstate Development Partners, a value-add urban redevelopment real estate investment firm where he currently serves as President and Chief Manager. Through Interstate Development Partners, Tony is actively involved in the mixed-use development of over \$200 million of community focused urban repurposing and new construction projects in Minneapolis and Milwaukee.

"Tony brings an unbelievable level of knowledge, a willingness to understand what's happening in your community and what you need, and then being able to tailor a response around that..."

**Shannon Haynes, Assistant Town Manager
Town of Breckenridge, Colorado**

Tony is originally from Minnesota and graduated from the Carlson School of Management at the University of Minnesota majoring in Entrepreneurial Management. He currently resides in Milwaukee, Wisconsin with his wife Abby and their two children Katy and Will.



Paul Schnettler

Chief Operating Officer

1989 – 2001 Imperial Parking, US
2001 – 2010 President/Principal - Premier Parking
2010 – Present Principal – Interstate Parking

Paul Schnettler began his parking career in 1989 as a garage manager and ascended through several leadership positions with a national firm before starting his own company, Premier Parking in 2001. Under Paul's leadership and commitment to delivering quality over quantity, Paul grew Premier Parking to one of the largest operations in the Twin Cities marketplace. Paul is experienced in all types of parking operations including large scale event parking, municipal on-street and off-street, airport, residential, hospitality, healthcare and central business district multi-level parking structures. Paul is considered an industry expert in the areas of parking technology. In 2010, Paul became a partner at Interstate Parking through the merger of Premier Parking and Interstate Parking and is a founder of Interstate Development Partners. Paul serves as Executive Vice President and Partner for both companies.

Paul is the former President of the Minnesota Association of Parking Professionals; is a member of the Minneapolis Downtown Council; several Building Owners and Managers Association (BOMA); St. Paul and MN Chambers of Commerce; National Parking Association; and several others.



Chuck Stadler

Executive Vice President & Chief Financial Officer

Chuck Stadler joined Interstate Parking in 2018 as the Chief Financial Officer and Executive Vice President. In this role, Chuck leads the organization's accounting, information systems, human resources and risk management functions.

Chuck served as an executive at the country's largest Goodwill prior to Interstate Parking. During his time at Goodwill Industries of Southeastern Wisconsin, Chuck held multiple roles including Chief Operating Officer and Chief Financial Officer. His real estate insights resulted in the addition of over 50 retail and donation centers. Plus, Chuck launched multiple social enterprises and helped expand the organization's revenue to over \$300 million during his tenure.

Chuck started his career at Arthur Andersen and spent more than 11 years in the assurance and advisory division as a Certified Public Accountant. He provided audit, consulting and accounting outsourcing expertise to professional service, manufacturing, distribution and financial market organizations. Chuck graduated from University of Wisconsin - Whitewater with a Bachelor of Business Administration degree majoring in Accounting. He received a Master of Business Administration from the University of Wisconsin – Milwaukee.

In addition to his professional career, Chuck has been engaged with multiple civic organizations, including serving on the board of directors for First Nonprofit Insurance Companies, St. Elizabeth Ann Seton Parish Council, ANSI-ASQ National Accreditation Council, and Education Foundation of New Berlin.

Chuck and his wife Ann currently live in New Berlin, Wisconsin, with their two daughters.



John Allain

Director of Human Resources

John joined the Interstate Parking family in 2019 as the Director of Human Resources after working in a similar capacity for more than 15 years at several Milwaukee-area real estate development and property management firms including Continental Properties, Colliers International | Wisconsin, and Fiduciary Real Estate Development.

In addition to a commitment to finding balance between employee and employer needs, and a passion for system redesign and process improvement, John brings experience across the full human resource function. This includes talent acquisition, performance and talent management, training and development, succession planning, compensation and benefits, culture, and employer branding.

John began his career as a retail site analyst and, as a certified human resources professional (SPHR, SHRM-SCP), is able to tap into a wide variety of professional experiences including comprehensive land use planner, grant writer, community development educator, and marketing director.

John and his wife Jo Ann live in Caledonia and have two adult sons (Zack and Josh) who are almost entirely off the family payroll.



Sharon Rizzo

Director of Marketing and Communications

Sharon Rizzo is an accomplished brand marketing strategist who has directed award-winning campaigns for Fortune 100 companies, global brands and non-profit organizations. She began her career at powerhouse ad agencies Saatchi & Saatchi NY and J.

Walter Thompson Chicago. In addition to managing high-profile consumer accounts in the beverage, apparel, travel and non-profit sectors, Sharon also supervised B2B advertising for a highly esteemed insurance company. It was that experience that led her to a fifteen-year career at the Allstate Insurance Company, where she created and led reputation building programs through brand marketing, national and local advertising, and corporate relations.

In 2016 she opened Sharon Rizzo & Associates, a brand marketing agency specializing in insurance sales and marketing collateral. More recently, Sharon developed, executed, and scaled high impact multi-channel B2B programs for legal services organizations.

“Sharon is a rare breed in today’s marketing and communications marketplace. With the simultaneous ability to drive the right, incisive brand building strategy and relentlessly execute it to attain measurable and highly effective results...”

Michael Robinson
Chairman & CEO
The Montgomery Strategies Group, LLC

PROJECT APPROACH

Describe the approach that the proposer would take in managing the municipal parking needs of the Town. The program approach should be concise. Processes and elements should be detailed in this section of the proposal.

- Identify specific strategies that will be used to meet the Town's goal of implementing seasonal paid parking by June 1, 2023, with a specific emphasis on ensuring operational excellence.
 - Specify the firm's experience with tracking Key Performance Indicators (KPIs) or other parking industry performance metrics, including how metrics were used to adjust management decisions and/or policy changes.
 - Provide a high-level annual budget, including the monthly management fee and any proposed annual increases and schedule based on the Scope of Services outlined in this RFP. o Include a schedule indicating the components of the proposed fee (i.e., accounting, overhead, profit, etc.).
 - Provide sample reporting formats including monthly revenues, monthly expenses, monthly transaction counts, monthly validation breakdowns, permit sales.
 - Provide samples of secure web based (internet) online revenue management reports, i.e., P&L, activity reports, expenses, etc. Include an estimated stabilized operating expense budget.
- Note: The Town may opt to exclude services from the final contract format. The Town reserves the right to negotiate fees with selected firm.
- Detail any other creative or innovative ideas should be detailed in this section.

IDENTIFYING STRATEGIES

We recognize that parking is a gateway to the Town of Jackson experience (often the first and last experience for visitors) and our proposed management services focus on implementing proven technologies and operating methodologies to leverage downtown economics' vibrancy and provide exceptional, friendly service to Jackson residents, workers and visitors. Our goal is to fully integrate parking for the Town and the numerous businesses to create a flawless enjoyable parking experience while maintaining the authentic look and feel of the Town of Jackson. We want to ensure that every parking space is optimized to meet your needs.

Following review of the Kimley-Horn 2019 Downtown Parking and Mobility Management Plan, Interstate Parking identifies the following proven strategies for success that directly address Jackson's traffic management goals.

SPECIFIC STRATEGIES

Goal : Implementing seasonal paid parking by June 1, 2023 with Operational Excellence

ADDRESS DOWNTOWN EMPLOYEE PARKING - In collaboration with the Town of Jackson, Interstate Parking will develop a tailored approach for employee parking that communicates with employees and all stakeholders throughout every phase of implementation and operations. This approach will focus on keeping employees informed of places they can park for free and the benefits they receive from an effective traffic management plan.

PAID ON-STREET PARKING/MANAGE PARKING BASED ON TIME STAYS - Using industry-wide best practices identified in the Kimley Horn study regarding on-street and off-street parking, Interstate Parking will use a combination of customer service engagement, marketing, and enforcement to maximize the effective impact of the traffic management program. Interstate Parking recommends following the same prioritization schedule identified in Kimley Horn's 2019 study.

PEDESTRIAN ENHANCEMENTS/BICYCLE ENHANCEMENTS - Providing benefit to the community is an effective strategy for customer satisfaction and the ongoing success of the parking program. Clear marketing from the beginning should emphasize that revenue from the parking program will be utilized for enhancements in the downtown area. Benefits should also be emphasised for bikers, first responders, and climate conscious populations. Enhancements should also address concerns employees have regarding late-night parking.



ADDITIONAL PUBLIC PARKING OPTIONS - Interstate Parking has partnered with numerous private parking lot owners in several locations to increase parking availability. Very shortly after council approval of a management plan, Interstate Parking will begin outreach to private owners in the area all branded as ParkJacksonWy.com.

DOWNTOWN SHUTTLE SERVICE - While a shuttle service can be a large investment, Interstate Parking provides a pedicab program free-of-charge that partners with local charity organizations such as Youth Networks to benefit the local community (summer only). This also covers the last 500 yards on Broadway for better utilization.

SIGNAGE - Interstate Parking provides all signage necessary for wayfinding and payment systems. We recognize that clear signage is the foundation for a seamless experience. Our management team works alongside the Public Works division in several towns to ensure all signage meets code regulations and is properly placed to direct vehicles of all sizes to their optimal parking destination.

WINTER PARKING REGULATIONS - Using information obtained from our internal Space Utilization and Data Analytics Program, Interstate Parking will collaborate with Town of Jackson staff to draft regulations that address traffic management and customer concerns if warranted.

COMMUNITY OUTREACH - Interstate will utilize multiple media outlets to ensure accurate and precise community outreach. Examples, of community outreach are as follows:

- Coordination with all Jackson media outlets
- Town Hall Meetings
- Parkjacksonwy.com
- Instagram, Twitter, Facebook
- Informational emails
- Informational flyers/posters
- Smile, Engage, Help is what we are all about!

STAFFING SCHEDULES - For the implementation season, Interstate will staff the Town of Jackson with one manager and one to three ambassadors hired locally. This is subject to the terms of agreement, dependent on factors such as enforcement hours and adoption of a residential permit program. The leadership team will monitor progress daily and have a significant role in the implementation and roll-out process, as well as ongoing operations. **Town of Jackson will not need to hire any additional staff as Interstate Parking handles operations once contracted.**

SPILLOVER IMPACT - Interstate Parking recommends implementing a Residential Permit Program at the same time as a paid, visitor parking program. This will allow signage placement in residential zones that redirects visitors and addresses any concerns about spillover. Through proper signage and communication, spillover impact will be minimal. Qualifying residents will be able to register their vehicles digitally, with no need to display a physical sticker or tag.

*Final strategies cannot be properly identified without up-to-date data analytics that provide a true understanding of the Town of Jackson's needs and goals. Interstate Parking would like to do a complete data analysis of your current parking experience free of charge in Summer 2022 with a management agreement set to begin June 1, 2023. Through this consulting period, data, analysis, recommendations, and best practices will be discussed with the Town of Jackson with the goal of working together to implement a unique and specific strategic plan for the Town of Jackson. Data analytics and customer services are Interstate's strong suites and top priorities, and we can promise an effective strategic plan with communication outreach to meet the Town of Jackson's wants, needs, and goals.

KPI's - Interstate Parking's internal data analytics program will measure the Town of Jackson's performance metrics on an annual basis to continually provide the most up to date information for facilitating decision chains. Using a combination of License Plate Reading technology and an in-house data analytics program, Interstate Parking annually provides all of the metrics identified in the Kimley Horn study at no additional charge. We also provide KPIs to measure Dynamic Pricing, Permit hours and locations, Traffic Patterns, Website Analytics, Customer Service, and Outreach.

BUDGET- Included in Fee Proposal



Include a schedule indicating the components of the proposed fee (i.e., accounting, overhead, profit, etc.).

PROPOSED FEE STRUCTURE - \$0 Management Fee & No Start-Up Costs

We believe in creating perfect alignment with our municipal clients so that each of our uniquely crafted operating agreements are structured to meet and exceed the unique goals and objectives of each town including its mobility goals, customer service objectives and financial sustainability. There are almost endless configurations to develop a successful operating agreement that will create long-term success.

In our experience with other towns of similar size and scope to the Town of Jackson, we have successfully implemented the following structures which result in transparency and predictability for the town as well as the benefit of no start-up expenses.

No Mark-Up or Hidden Profit Guaranty

Unique to Interstate Parking, we guarantee no hidden profit, mark-ups or extra charges within any operating agreement format. Below are typical categories where parking operators attempt to hide profit and we propose no charges for any of these services as they are included in our all-inclusive contract options outlined below.

- Accounting, \$0.00
- Data Processing, \$0.00
- Insurance Mark-up, 0%
- Accounts Payable Fees, \$0.00
- Invoicing Fee, \$0.00
- I.T. Technology Fees, \$0.00
- Website Customer Services, \$0.00
- Executive Management Salary Allocations, \$0.00
- Various Corporate Services Fees, \$0.00
- Base Management Fee, \$0.00

No Start-Up Cost to Town of Jackson

Within each of the below fee structure formats, Interstate will pay for all start-up costs including the following typical categories at no cost to the Town of Jackson:

- Parking Pay Station Kiosks
- Vehicles
- Signage
- Uniforms
- Technology Including Computers and Mobile Devices

SUCCESSFUL OPERATING AGREEMENT FORMATS

We believe that creating economic alignment means placing financial operating risk on the operator. Interstate Parking's operating agreements are built to share risk with our municipal clients which drives customer service, revenue and operating income performance.

We have found the following types of operating agreements have proven successful, over the long-term, to achieve the goals and objectives of our municipal parking operations similar in size and scope to the Town of Jackson. At the Town of Jackson's request, we can provide references within our other town clients for each of these fee structure formats.



- **All-Inclusive Gross Fixed Fee**, under this format, all services and expenses are paid for by the operator without ala carte reimbursement from the Town for one flat, fixed monthly fee. This contract type makes financial planning and review of operating expenses simple and convenient for the Town. This fee structure requires an approved operating plan to ensure the method of operation is approved by the Town before finalizing a fixed fee scenario. We include a transparent process for any material changes to the scope of services requested by the Town that would result in an increase or decrease in operating costs to adjust the fixed fee accordingly.
- **All-Inclusive Revenue Share**, based on approved rates and managed parking program approved by the Town, this format creates a customer service and revenue optimization-oriented approach and has been very successful in several of our town operations similar in size and scope to Town of Jackson. The operator is paid a percentage of revenue, including a sliding scale to prevent a potential windfall profit to the operator, and all expenses are paid by the operator without reimbursement from the City. Maximizing revenue requires exceptional customer service and active marketing throughout the community to promote parking utilization and creation of customized parking programs throughout the community to meet the ever-changing demand profile and a revenue share format creates perfect alignment with operating a public/private enterprise.

2021 – 2023 Planning, Development & Implementation Phase

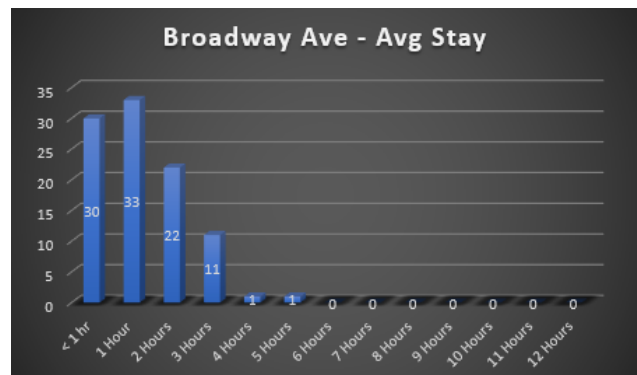
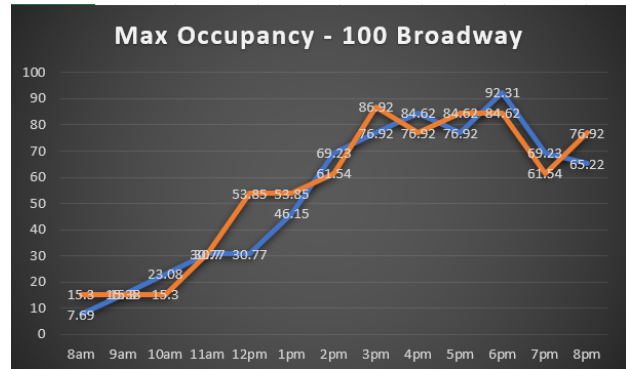
Within our separately submitted cost proposal, we have included our proposed fee structure for the pre-implementation period leading up to the June, 2023 “go-live” target date. We propose to credit 100% of our proposed pre-implementation services fee as part of entering into a multi-year operating agreement thereafter.



OPTIMAL SPACE UTILIZATION AND DATA ANALYTICS PROGRAM

Interstate Parking provides data and analytics on a complimentary basis to the Town. This data is crucial in facilitating decision chains and measuring goals. Through proper data analysis, adjustments and changes to the program can be identified in real-time. This information is presented inside of an executive summary that is easy to disseminate among stakeholders who wish to monitor progress of the parking program. Information contained includes : performance indicators (turnover, average stay, occupancy), analysis and recommendations. This is presented in an easy to understand format that includes several charts and graphs.

Jackson WY			
	Average Turnover	Average Duration	Peak Utilization
Broadway Ave			
North			
400	1	1.14 hr	24%
500	5.8	1.03 hr	89%
600	5.6	1.07 hr	100%
700	7.86	1 hr	100%
800	7.87	1.14 hr	100%
900	5.74	1.02 hr	100%
1000	6.5	1.14 hr	100%
South			
500	4.78	1.2 hr	73%
600	6.82	1.2 hr	100%
700	7.6	1.12 hr	100%
800	7.28	1.09 hr	100%
900	6.41	1.33 hr	96%
1000	4.6	1.15 hr	89%
Pearl Ave			
East			
0	6	1.28 hr	100%
100	5.3	0.9 hr	100%
200	3.5	.9 hr	100%
West			
0	5.25	1.12 hr	100%
100	6.1	.9 hr	100%
200	6.2	1.59 hr	100%
Delony Ave			
0	6.4	.9 hr	95%
Simpson Ave			
	3.67	.9 hr	94%



*Data is for demonstrative purposes only

ACCOMPLISHMENTS AND FUTURE ENDEAVOURS

We recognize that parking is a gateway to the Town of Jackson overall experience (often the first and last experience for visitors) and our proposed management services focus on the implementation of proven technologies and operating methodologies to leverage downtown economic vibrancy and provide exceptional, friendly service to Town of Jackson residents, workers and visitors. Our goal is to fully integrate parking for the Town of Jackson, locals and the numerous businesses to create an “optimal parking experience” for everyone.

Through our success and experience in operating the Town of Breckenridge, Idaho Springs on and off street parking, the City of Duluth’s off-street parking system, land our Development and Consulting work with the City of Fargo, we recognize the critical role public parking plays in the downtown economy we take great pride in further enhancing the parking operation for the Town of Jackson. Each municipality is unique and we view ourselves as a partner to the Town of Jackson and see the parking operation as an opportunity to help the Town of Jackson continue to reach and exceed its goals. The bar is already very high, we want to push it further. Our understanding of the requirements of the RFP, our on-site review of the Town’s parking assets and experience in community outreach lead us to believe we are the perfect partner for the Town of Jackson.



Provide information regarding the financial health of the proposing firm, as well as any pending or recent legal action taken against the firm (within the last three years); and the capacity for the firm to successfully implement the parking program as proposed

INTERSTATE PARKING FINANCIAL HEALTH

Interstate Parking has been in business for nearly 12 years and has the financial wherewithal to provide the services required under this RFP. We are proud to confirm Interstate has never defaulted under any contract even during the COVID-19 pandemic of 2020 and 2021.

As a privately owned company, Interstate's financials are confidential and are not typically provided in response to public RFP's; however upon request we will provide evidence of our financial capacity to authorized personnel within the Town of Jackson.

PENDING OR RECENT LEGAL ACTIONS

There is no pending legal action against our company. Within the past 3 years, there has been one claim against our company related to a personal injury claim that was dismissed in mid-2021.

INTERSTATE HAS PROVEN TRACK RECORD OF IMPLEMENTING THE PROPOSED PARKING PROGRAM

Interstate has the proven experience, track record and required resources as described throughout this proposal to successfully implement our proposed managed parking solution for the Town of Jackson.

SAMPLE REPORTING

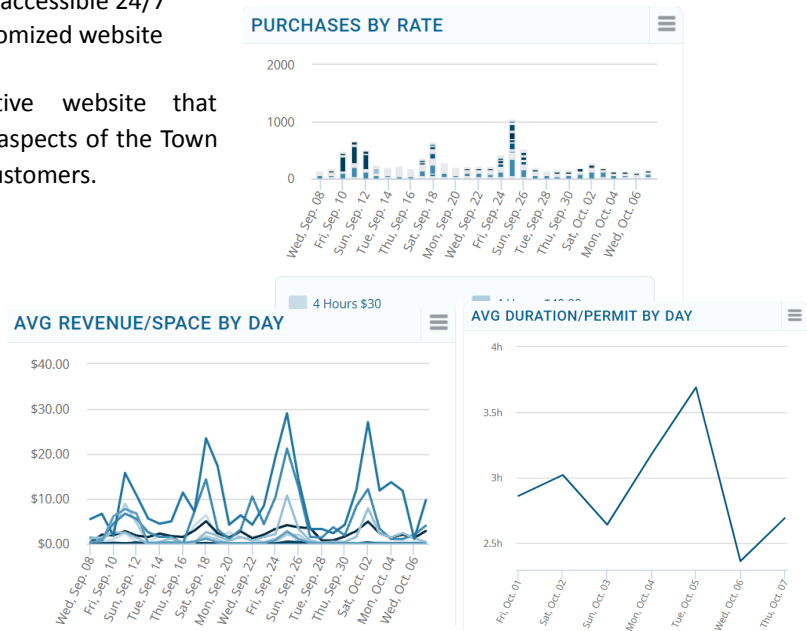
Interstate Parking can provide the following:

- Citation Management on customized website accessible 24/7
- Citation Management and Application on customized website accessible 24/7
- ParkJacksonWY.com will be an interactive website that incorporates all parking and transportations aspects of the Town of Jackson resulting in a "one stop shop" for customers.
 - Permits
 - Appeals
 - Payments (if applicable)
 - Parking Basics and Information
 - Special Events
 - Merchant Services
- Open Space Counting and Recording

Provide sample reporting formats including monthly revenues, monthly expenses, monthly transaction counts, monthly validation breakdowns, permit sales.

ONLINE REVENUE PLATFORM AND REPORTS

Provide samples of secure web based (internet) online revenue management reports, i.e., P&L, activity reports, expenses, etc. Include an estimated stabilized operating expense budget. Note: The Town may opt to exclude services from the final contract format. The Town reserves the right to negotiate fees with selected firm.



Interstate Parking utilizes a subledger specialized for the parking industry, Integrapark. This allows Interstate to digitally track, manage, and audit all financial data seamlessly to the general ledger system (MRI).

Interstate's Internal Audit department reviews revenue postings and revenue recognition within the subledger and general ledger. The Milwaukee corporate office accounting staff is responsible for all monthly and yearly financial closings and account balance reconciliations. In addition, the recording of all other general ledger transactions and preparation of monthly parking reports are compiled by the accounting team and available in the corporate office for review at any time.



After all transactions have been posted, Interstate Parking incorporates a three-level review of the monthly parking reports by the Facility Manager, Accountant, and General Manager/Controller. Once all reviews have been completed, monthly reporting packages are assembled.

MONTHLY REPORTING

A monthly report will be prepared by Park Jackson, WY and submitted to the Town of Jackson on the first of the month.

PURCHASING/COST MANAGEMENT & CASH DISTRIBUTION

Interstate Parking Company's management team has proven experience in making parking lot operations highly efficient and cost competitive. All major and local suppliers are constantly evaluated to ensure they remain highly cost effective while maintaining high levels of support.

Invoices are submitted daily and electronically to our Accounts Payable system, AvidXchange. This system utilizes an accounts payable workflow system for invoice processing, including the following:

- Multi-layered review and approval of each invoice by the Facility Manager, and General Manager to ensure services have been performed
- Local market Accountant review ensures account coding and release for payment

Our policy is to pay vendors promptly upon invoice receipt to take advantage of all discounts offered, and further provide the ability to negotiate additional discounts and price reductions due to favorable payment terms.

TICKET ACCOUNTING AND INVENTORY

IPC's parking systems engages in detailed accounting and inventory tracking, including the following:

- Unique transaction numbers generated upon entrance to the garage which is printed on the ticket.
- Upon exit, the ticket is read by the parking revenue system and the fee calculated and charged based on length of stay.
- The receipts are recorded to the subledger software daily and all collections reconciled with the bank to ensure revenue security.
- The tickets, bill of lading and the master ticket log are then stored in a locked storeroom, in sequential order, and proper controls are maintained to utilize them within the daily operations
- The "used" tickets are then returned through the pay station upon exit and then to the local garage office for an audit.

PARKING FEE COLLECTIONS AND PCI COMPLIANCE

Interstate Parking uses secure and effective cash management policies and practices for revenue received for our parking facilities including the following:

- A monitored and secure cash room
- Policies on counting and reconciling of cash to machine generated reports
- Use of armored car pickups for bank deposits ensure that cash is safeguarded through the entire process
- The accounting department ensures that all parking funds are controlled, recorded, and accounted for timely, reconciling receipts against expected deposits.

We offer many types of payment methods, including the following:

- Credit/debit cards
- ACH and Pre-Authorized Debits
- Wallet-based (Google Pay/Apple Pay)
- Checks are accepted only for monthly parking payments

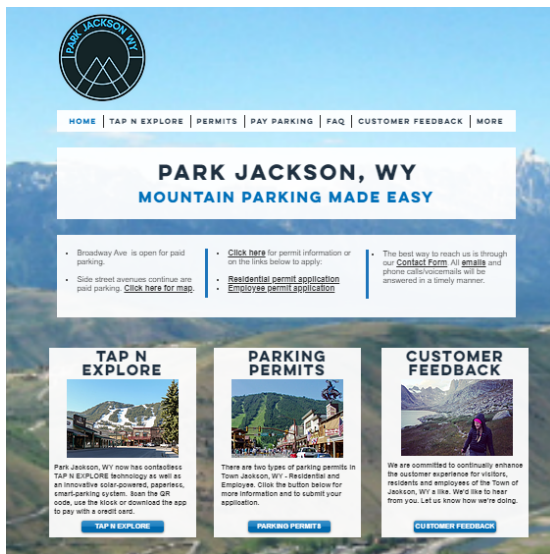
INTERNAL AUDITING

Interstate Parking has a team of internal auditors that review and audit all ticket data and revenue postings. The Internal Audit (IA) department is responsible for writing procedures for all aspects of Interstate's policies and internal controls across the organization. The Internal Audit department relies on the local manager to provide on-site operational audits daily. The on-site manager will fully review each virtual day on-site, based on the following procedural guidelines:



- Verification of physical ticket inventories and stock
- Verification of opening and closing parking data/tickets
- Reconciliation of any unaccounted for, missing, or lost tickets
- Communicate all discrepancies found to Internal Audit Department and General Manager
- Produce a Composite Cashier Report within our revenue tracking database that includes the following data:
 - o Tickets Issued
 - Opened Tickets (pulled)
 - Closed Tickets (paid)
 - o Tickets Returned
 - Paid Tickets
 - Voided Tickets
 - o Daily Revenue
 - Number of Tickets sold by Rate type
 - Total Collections received
 - Cash, Credit/Debit, Check, Online
 - Validations Redeemed
 - Review and ensure the accuracy of all the daily parking financial data (above) within the sub-ledger program

INTERSTATE PARKING FOCUS | INNOVATIVE IDEAS



parkjacksonwy@interstateparking.com

Phone Number: TBD

All signage will be concise and on brand, paid for by Interstate Parking subject to your approval.

Real time updates which communicate directly with parkjacksonwy.com.

Our advanced technology provides the following:

- Efficient and Easy to Use
- Seamless Customer Experience
- Continuously update in real time and provide analytical data
- Uniform and cohesive experience throughout the Town of Jackson

BRANDING AND OUTREACH

Interstate Parking will brand their management operations and solutions as Park Jackson WY. All media outlets will be cohesive to the brand with a recognizable logo. Through previous municipality and private location contracts, we can see a 70% adoption rate. Website: parkjacksonwy.com
Email:



- Approved and tested by Interstate Parking, approved and recommended by Town of Jackson residents and visitors

*Pictures included in RFP are not approved for commercial use and are subject to change



PAYMENT SOLUTIONS

Park Jackson WY will utilize the most advanced, state of the art technologies. Our solutions are based on license plate numbers, allow real time reporting, payments, and tracking with high accuracy.

Interstate Parking's fast, easy, and efficient 100% contactless payment method - Tap N Explore allows customers to pay for parking within seconds without creating an account or downloading an app. Parameters can be updated based on regulations and restrictions set for specific locations.



Our Tap N Explore solution allows visitors to scan and register with no application download. A fully customized website will allow visitors of Town of Jackson to register for parking and look up general information such as restaurants, happy hours and events.

Solar-powered kiosks provide an efficient alternative way to pay for parking. Receipts are optional, creating a green and eco friendly payment option outside of our contactless payment solution - Tap N Explore.

Additional advanced settings, such as validation, promo, or discount codes can be applied to all payment methods.

PERMIT SOLUTIONS

Embedded into parkjacksonwy.com, Interstate Parking can provide an efficient permit application, purchase, and management platform with 24/7 access. Information on each permit type, qualifications, restrictions, can be found on parkjacksonwy.com. If approved, customers could also have the ability to update their permit vehicle information themselves, or contact Park Jackson WY directly.

ENHANCING RESIDENTIAL PERMITS AND PARKING ZONE SIGNAGE

We understand that Residential parking in the Town of Jackson is highly impacted by visitors during peak days. With implementing residential parking "Zone" signage this ensures that residents of Town of Jackson are priority, and that they always have a parking spot in front of or near their home. Digital permits can be issued to residents of Jackson to keep the residential parking area protected and available to residents of the Town of Jackson subject to your approval.



Customers can apply for any authorized Town of Jackson online at ParkJacksonWY.com with our easy to use portal.

- Sign up for annual parking permit
 - Ability to upload proof of employment
- Edit permit information
- Change personal account information
- View account history
- Pay and appeal citations
 - Ability to upload appeal documentation



VIOLATION MANAGEMENT

Embedded into parkjacksonwy.com, Interstate Parking can provide a violation management platform that can provide customers the ability to review violations, appeal violations (parameters set by the TOJ), and pay violations with 24/7 access. Our innovative technology provides the customer to review the violation before paying or appealing. All appeals are processed online, in which all appeals are decided upon by the Park Jackson WY Customer Care Center and management team within 24 hours.

ADVANCED TECHNOLOGIES - RESERVATIONS

Embedded into parkjacksonwy.com, Interstate Parking can provide an advanced reservation platform to guarantee parking. The reservation platform is completely customizable based on the rules and regulations set into place from pricing, when reservations can be made, cancellation policy, and reservation capacities.

ADVANCED TECHNOLOGIES - LICENSE PLATE RECOGNITION (LPR)

License Plate Reader Technology will be known,

PAY VIOLATION

PARKING TICKETS / VIOLATIONS

TICKET PAYMENT

If you receive a parking ticket in Breckenridge, you can pay for it through the following options below. Please note there are 2 different links for online payment. If you received a violation at one of the lots listed in OPTION 2, please use that link. If you are not sure, please try both links:

- PAY ONLINE OPTION 1 - Town of Breckenridge Lots:**
[online payment center](#)
- PAY ONLINE OPTION 2 - Peak 9 (Beaver Run), Stables, Gold Rush, Lot B or C, Main Street Station, The Village, 311 N Main Street, Starbucks, North Gondola:**
[online payment center](#)
- PAY IN PERSON:** at the Breck Park Office located at 311 S Main Street - Unit 204, Breckenridge, CO 80424 ([Google Map](#))
- MAIL A CHECK:** to Breck Park, PO Box 7369, Breckenridge, CO 80424

As the Town of Breckenridge's parking operator, Breck Park has been granted the authority to issue violations and collect citation fines on behalf of the Town of Breckenridge.

APPEALING A PARKING TICKET

If you were issued a parking ticket by the Breck Park and would like to dispute it, your dispute must be made in writing **within 10 days of the ticket date.**

- Disputes will not be handled in person or over the phone.*
- You may request the matter be set for trial before the Breckenridge Municipal Court if you disagree with the outcome of the written appeal process.

General reasons that violations won't be dismissed:

Below are some commonly listed reasons given for violating parking regulations. While these reasons may seem valid to the violator, they do not address Town of Breckenridge Ordinances. These reasons generally will not result in the violations being dismissed, or the violator being successful on appeal.

PAY OR DISPUTE TICKET ONLINE

Please note there are two different links for online payment. If you received a violation at one of the lots listed in OPTION 2, please use that link. If you are not sure, please try both links.

PAY OR DISPUTE TICKET ONLINE

OPTION 1: Town of Breckenridge Lots

[PAY OR DISPUTE PARKING TICKET](#)

PAY OR DISPUTE TICKET ONLINE

OPTION 2: For violations received the following lots: 311 N Main Street, Bank of the West, City Market, Gold Rush, Lot B or C, Main Street Station, North Gondola, Peak 9 (Beaver Run), Postal Lot, South Gondola, Stables, Starbucks, The Village and Upper Village.

[PAY OR DISPUTE PARKING TICKET](#)

TOWING AND IMPOUND

- Failing to pay parking violations, blocking traffic or not adhering to regulations will result in your vehicle being impounded. To retrieve an impounded vehicle please contact **Breck Park**.

recognized and easily identifiable with ParkJacksonWY.com logo branded on the door panels. Th LPR Technology provides the following:

- Chalking Enforcement
- Permit and Payment Enforcement
- Approval/Denial Lists
- Customer History
- GPS Location Tracking
- Occupancy and Plate Reporting

Our main objective is to develop programs to maximize customer and user satisfaction. We understand that each location has its own set of challenges it must overcome. Interstate conducts a 360-degree review, from the consumer's perspective, to identify problems and solutions to enhance the overall experience. Areas we evaluate include:



- Wayfinding solutions
- Clear & concise messaging
- Congestion points

- Ease of payment processing
- Overall safety
- Ease of operations and adjustments



Interstate Parking's 360° 24/7 solution will enhance all aspects of parking. From strategic operations to excellent customer service to clients.

Interstate Parking can provide new technology as well as seamlessly integrate and work with current technology - all subject to your approval.

CUSTOMER SERVICE

24/7 Customer Care Center is available for any questions, inquiries, or general information. Our trained and experienced Customer Team lives and breathes Smile. Engage. Help and is dedicated to wowing all customers while providing them information on whatever they need. All inquiries are responded to within 24 hours.

Parkjacksonwy.com will provide a detailed FAQ page, general information, local tips, maps, permit information and application platform, parking rates, violation payment and appeal platform, and a contact us page.

AMBASSADORS

Parking Field Ambassadors are very visible members of the Interstate Parking team and their presence and actions at street level are a direct representation of our brand. As a result of their important role, Parking Field Ambassadors employed by Interstate Parking receive extensive training on a variety of subject matter. For example:

- Customer service
- Infraction violation issuance
- Conflict mitigation and de-escalation
- Internal communication
- Preventative maintenance on revenue control equipment
- Traffic control and direction assistance
- Educating the public about all areas Town of Jackson



WEBSITE ANALYTICS

Interstate Parking of Colorado tracks all relevant statistical information related to all parking facilities. These reports are generated and carefully composed to provide valuable states for Town officials. Transaction reports, zip code reports, compliance and app usage reports help us study parking trends and metrics so Interstate, alongside the Town of Jackson can make proper adjustments to the parking management program as they see fit.

KPIs: Website visits, bounce rate, visitor location on a variety of levels, click through rate.

RESULTS

Interstate Parking provides a customized solution, with no two solutions the same. Our innovative technology combined with our branding and communication outreaches ensures success, supported by our highly trained



management team and Ambassadors. Whether your goal is to increase employee and residential parking, increase turnover, create a balance between supply and demand through dynamic pricing, or understand parking patterns, Interstate Parking provides you with ongoing success as both a parking manager and operator with your customized managed parking plan.

CONTACT INFORMATION: Name of the person who will act as the primary contact for the proposing firm's work, including; phone, cell phone, and email contact information.

CONTACT :

Gareth LLOYD
Operating Partner/Executive Vice President
720.646.0261
glloyd@intersateparking.com

REFERENCES

Five references of past or current clients, three of which are with similar government projects.



“ A PROVEN TRACK RECORD OF WORKING WITH LOCAL CLIENTS TO ACCOMPLISH THEIR GOALS USING OUR SMILE, ENGAGE, HELP TEAM.”



City of Idaho Springs (Management)
(Total of 700 on street, surface lots and residential)

Andrew Marsh- City Administrator Idaho Springs

P:303.567.4421

E: admin@idahosprings.com

Similar to the Town of Jackson, the City came to us on a summer trial in Spring of 2019. We have provided all technologies, branding, permits, staffing and customer service at parkidahosprings.com. Our customer feedback page is something our/your team is very proud of.. ***The City of Idaho Springs is based on a revenue share as Interstate Parking covers all capital startup costs and all ongoing annual expenses.



Town of Breckenridge Colorado

Mayor Eric Mamla

P:970.485.2969

E: mamula@colorado.net

Our second account in Summit County in the Town had operated in-house, before we took over 4 years ago. Our relationship has progressed over time like we hope to do with the Town of Jackson. We work on all aspects of the greater mobility plan for the Town. Recently our development team developed, resurfaced and provided all signage, technology, staffing planning and zoning to open North Gondola, to a brand new state of the art surface lot within walking distance to the Gondola. This has had a tremendously positive impact on Town congestion given the South Gondola surface lot has disappeared (350 parking spaces) due to the construction of the new garage we are consulting on. ***The Town of Breckenridge is a flat management fee due to The Town already having all the infrastructure in place.



Jackson – Parking Management Services



Town of Green Mountain Falls
Town Manager Angie Sprang

***The Town of Green Mountain Falls is based on a revenue share as Interstate Parking covers all capital startup costs and all ongoing annual expenses.

Green Mountain Falls started working with Interstate Parking in early 2021. We entered into a 2-year agreement with Interstate for parking management services during our high tourism months. Our first season with Interstate has confirmed that we made the right choice by going with them as our parking vendor. Interstate tailored their services to meet our specific community's needs, and we appreciate that Interstate remains flexible as we adapt the program due to evolving community needs. They are very responsive, highly professional, and proactive. They provide excellent customer service to our residents and visitors, and are just all around great to work with. Some community members went from a place of contention and even outrage about the idea of parking to giving the parking program accolades, and some even are saying the parking program is "brilliant" after only our first season with Interstate.

P.S. I didn't make that up, some folks have really used the word brilliant.

Angie Sprang

Town Manager

Green Mountain Falls, Colorado

719-684-9414 ext. 5



Town of Crested Butte

Troy P. Russ

Community Development Director

Town of Crested Butte

507 Maroon Ave

P.O. Box 39

Crested Butte, CO 81224

(p) 970-349-5338

We have worked with Crested Butte since 2017 to implement their managed parking program- Park Crested Butte.com that went live this Spring. After numerous community outreach and Town council meetings over 4 years and two Optimal Space, Data Analytics surveys we implemented a plan to positive public response that increased turnover on Elk Avenue and 3rd Street to 7x and eliminated congestion. ***The Town of Crested Butte is based on a revenue share.



Town of Morrison

Kara Winters

Town Manager

(p) 303-697-8749

kara@morrissonco.us

Kara approached us with her concerns about over demand for parking in her Iconic Mountain community in the late winter of 2021. Amid Covid we implemented a trial, managed parking plan to maximize the use of their limited 160 parking spaces that help service the world renowned Red Rocks Amphitheater that seats 9,525. The Town recently extended with us last month and we regularly service 625 customers a day, at an average ticket of only \$2.15. We have generated substantial revenues that will be reinvested in the community- see parkmorrison.com.



***The Town of Morrison is based on a revenue share as Interstate Parking covers all capital startup costs and all ongoing annual expenses.

FEES

Fees for proposed services shall be in a separate envelope marked as previously indicated.





Interstate Parking Company

TOWN OF JACKSON OPERATING EXPENSE BUDGET

Fee Proposal- Management of Public Parking Facilities

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Estimated Revenues based upon our 9 operating municipalities	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 87,500.00	\$ 1,050,000.00
(500 managed parkign spaces at \$2100 per stall annually)													

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
DETAILED STAFFING													
Customer Experience Manager (Daily on-street Management, Community Outreach, Departmental Point for Town of Jackson, Project Management, Creating a Positive Reflection on the First and Last Impression)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	\$60,000.00
Customer Solutions Coordinator (Park Jackson WY Store, Telephone, Email, Online Chat, Community Outreach)	3,333.33	3,333.33	3,333.33	3,333.33	3,333.33	3,333.33	3,333.33	3,333.33	3,333.33	3,333.33	3,333.33	3,333.37	\$40,000.00
Town Ambassadors (Customer Service, Enforcement, Patrol)	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	5,760.00	\$69,120.00
TOTAL STAFFING SALARIES & WAGES	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.33	\$14,093.37	\$169,120.00

PAYROLL EXPENSES													
Total Salaries & Wages	14,093.33	14,093.33	14,093.33	14,093.33	14,093.33	14,093.33	14,093.33	14,093.33	14,093.33	14,093.33	14,093.33	14,093.37	\$169,120.00
FICA Contribution	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	1,078.14	\$12,937.68
City Occupational Tax	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	\$240.00
State Unemployment Tax	226.90	226.90	226.90	226.90	226.90	226.90	226.90	226.90	226.90	226.90	226.90	226.90	\$2,722.83
Federal Unemployment Tax	845.60	845.60	845.60	845.60	845.60	845.60	845.60	845.60	845.60	845.60	845.60	845.60	\$10,147.20
Worker's Compensation	298.78	298.78	298.78	298.78	298.78	298.78	298.78	298.78	298.78	298.78	298.78	298.78	\$3,585.34
Health, Welfare & Pension	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	2,818.67	\$33,824.00
TOTAL PAYROLL EXPENSES	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.42	\$19,381.47	\$232,577.06

OTHER EXPENSES													
Telephone (Cell Phones, etc.)	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	450.00	\$5,400.00
Postage	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	\$300.00
Repairs & Maintenance	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	\$3,000.00
Solar Panel Kiosks Services & Fees	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	\$14,400.00
Licenses & Permits	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	\$300.00
Office Supplies	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	\$300.00
Cleaning Supplies	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	\$300.00
Printing & Ticket Supplies	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	\$600.00
Credit Card Fees (approximate based on a similar Town)	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	\$36,000.00
Liability Insurance (\$1 per stall)	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	\$6,000.00
Invoicing	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	\$600.00
Local Community Sponserships	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	\$24,000.00
Interstate Parking Senior Management and Ownership Travel	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	\$24,000.00
Corporate Services (Interstate)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	\$60,000.00
TOTAL Base Management Fee(s) *please see notes below*	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$0.00
TOTAL OTHER EXPENSES	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$14,600.00	\$175,200.00

TOTAL ANNUAL ONGOING EXPENSES	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.42	\$33,981.47	\$407,777.06
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STARTUP COSTS	
Signage	7,500.00
Solar Paneled Kiosks (12 desired for Town of Jackson)	114,000.00
Kiosks base plates and bollards	8,000.00
Website and Branding	2,000.00
Pedicabs	10,000.00
Enforcement phones, printers, tickets and envelopes	3,500.00
TOTAL STARTUP COSTS	\$ 145,000.00

TOTAL EXPENSES COVERED BY INTERSTATE PARKING	\$ 552,777.06
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***Management fee is \$0 to you as Interstate Parking covers all capial start-up and ongoing operating expenses; as referenced in proposed fee structure. Interstate will incur the annual Operating Expenses and Startup costs totaling \$552,777.06 ***

***This fee structure has been successful in the following municipalities: Idaho Springs, Morrison, Green Mountain Falls and Crested Butte

*** Alternative to be discussed is a flat management fee where the Town incurs the \$550,000 in operating costs and Interstate would charge a flat management fee of \$4,000 a month

*** We are willing to do a summer trial for 2023 based on our Optimal Space Data Analytics findings similar to what we did in Morrison, Green Mountain Falls and Idaho Springs.

***We would cover all 2023 summer trial operating and capital costs and if the Town cancelled after Summer 2023, there would be no cost to The Town of Jackson.



Proposal Response

RFP - Management of Public Downtown Parking Facilities

Town of Jackson, WY

October 2021



1700 7th Avenue #106
Seattle, WA 98101

T 206.381.1789

rpnw.com



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COVER LETTER

October 12, 2021

Town of Jackson
150 E Pearl Avenue
P.O. Box 1687
Jackson, WY 83001
Attn: Mr. Paul Anthony, Planning Director

RE: Town of Jackson RFP for the Management of Public Downtown Parking Facilities

Dear Mr. Anthony:

For over fifty years, Republic Parking/REEF has been providing municipal parking management services to communities across the United States and beyond. Our experience guiding these programs from free to paid parking has proved to be invaluable as these parking programs provide needed funding to other community initiatives. Our experience with creating parking programs will serve the Town of Jackson, its residents, merchants, and visitors well as the Town considers making a similar transition.

With more than 100 municipal parking programs and operations in our portfolio, many of which we have launched from scratch, and 4,600 locations across the US and Canada, Republic Parking/REEF's diverse operations encompass a vast geography and multiple service offerings in world-class cities coast to coast. We have an in-house Municipal Division staffed by world-renowned Municipal Subject Matter Experts (CAPP and CPP certified by the International Parking & Mobility Institute and the National Parking Association, respectively). John Meek, Regional Vice President, and Laura Lierz CAPP, Vice President Municipal Services, sit on the Pacific Intermountain Parking & Transportation Association (PIPTA), promoting mobility best practices in the northwest.

We invest in our clients. The Town's success is also our success, and we thrive on successful parking operations. Republic Parking/REEF has taken on parking operations that were losing revenue and turned the operations into successful, profitable operations. The profits are reinvested into Town funds for improvements that have previously been denied. The Town government, merchants, and residents can reap the benefits of a successful parking program.

There are many factors that contribute to a successful parking program; one factor is community outreach. We have partnered with consulting firms such as Kimley-Horn, Desman, Dixon Resources Unlimited, and Wood Solutions Group to assist with similar parking transitions. Kimley-Horn is the Town's current parking and transportation consultant. Given the depth of knowledge of the Town's desires for a parking program, it makes perfect sense to partner with Kimley-Horn for community outreach. We have contacted Kimley-Horn and they are happy to partner with Republic Parking/REEF for this project.



Many parking operators talk about customer service and successful parking programs, but where is the proof? We are about transparency and collaboration. Here is just one example:

In March 2004, we began managing the City of Myrtle Beach, SC parking operation. (This was a startup parking program). Myrtle Beach, SC is very similar to the Town of Jackson. Myrtle Beach is a seasonal operation. The City sees over 19 million visitors during the peak season (March 1 – October 31). Our focus has always been on compliance and not enforcement. Warnings and first-time visitor voids are frequently issued, allowing us to educate the residents, visitors, and merchants about the parking program. As leaders in parking technology, we implemented a variety of new parking technologies to enhance the parkers' experiences. The technology also allowed the City to benefit financially. From 2016 to 2017, paid parking revenue (meters, pay stations, and mobile payments) increased 400% from prior years. The additional revenue was reinvested into other City capital projects.

If the expertise we possess launching new parking programs were not enough on its own, we believe our partnership with Kimley-Horn would be a true asset to the Town of Jackson. We greatly value this opportunity to be of potential service to the Town of Jackson. We are eager to take the next steps in creating a collaborative and transparent working partnership with the Town of Jackson to ensure we meet and exceed the Town's expectations for the parking program. Should you have any questions regarding the enclosed proposal, please do not hesitate to contact Laura Lierz for an immediate response.

Sincerely,



Leonard Carder
Manager and President

AUTHORIZED TO ANSWER TECHNICAL, PRICE AND CONTRACT QUESTIONS AND CONTRACT NEGOTIATIONS

Laura Lierz, CAPP
Vice President Municipal Services
llierz@govtparking.com | 303.725.7043

AUTHORIZED TO SIGN CONTRACTS

Leonard Carder
Manager and President
leonard.carder@reefparking.com | 206.550.6764

ADDITIONAL SUPPORT TEAM CONTACT

John Meek, Regional Vice President
john.meek@reefparking.com | 206.391.7132



ORGANIZATION AND FIRM/PERSONNEL QUALIFICATIONS

Background/Experience of Firm and Key Personnel

About RPNW/REEF

Since its inception in 1966, Republic Parking System (RPS) has served its clients honestly, eagerly and professionally. Our reputation for integrity and proven commitment to keeping pace with the ever-changing demands of our clients and their customers, have made us an industry leader today. Republic Parking Northwest (RPNW) was incorporated in the State of Washington in March 1987.

In 2019, six leading parking brands (Lanier Parking, Impark, Republic Parking, Park One, AmeriPark, and ParkJockey) from across North America were acquired by REEF Technology, a global real estate technology firm based in Miami, Florida. The revolutionary deal was the first of its kind and subsequently gave rise to the parking industry's newest and most influential voice. Since its inception, REEF has made waves with its enterprising vision.



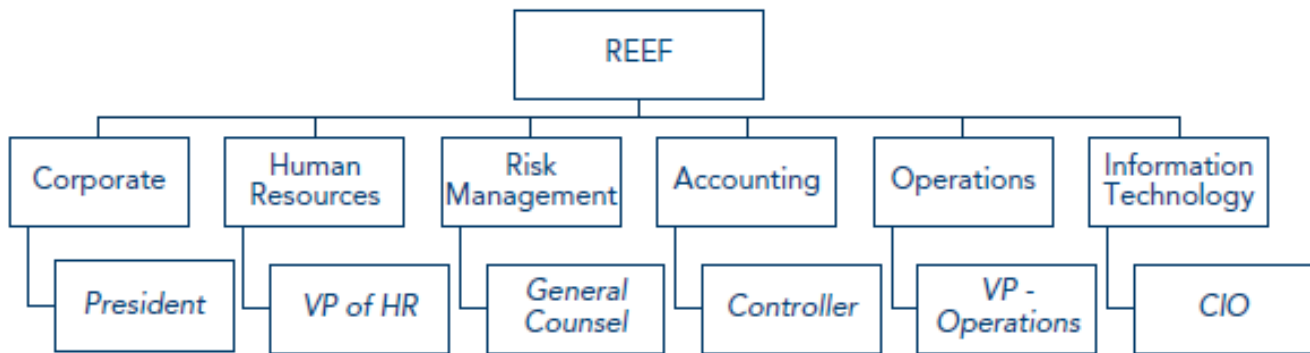
Already, RPNW/REEF is redefining the possibilities of parking and maintains a firm commitment to leading and evolving the industry.

Local Management & Institutional Knowledge

We leverage the institutional working knowledge of our locally based operations teams, Regional Directors and VPs, and vast labor pool. With our multi-layered management structure, our clients are merely a phone call away from having a member of our senior management team on-site and ready to assist our personnel at a moment's notice.

Corporate Management Support & Organizational Chart

Our Wyoming team is led by Darren McClelland, Executive Vice President. Darren reports directly to our President, Leonard Carder. RPNW/REEF will provide the Town of Jackson with multiple layers of management, executive-level and corporate support including, Technology Integration, Accounting, Internal Audit, Human Resources, Training, and Risk Management Departments. RPNW/REEF managers (Regionals VP's EVPs and SMEs) will be accessible to the Town of Jackson 24/7. We are experienced in all aspects of parking management and mobility solutions and have a wealth of expertise and extensive organizational resources to enhance our offering to the Town of Jackson. A corporate organization chart has been included below. Local teams are backed by RPNW/REEF corporate.



Municipal and Government Experience

RPNW/REEF's business model has proven to be a perfect match for the needs of the municipal parking client. Our growth in the municipal sector has been unmatched in the industry. Today we are the largest operator of municipal parking systems in the USA. What differentiates us from our competitors is the level of service and attention we provide to our municipal clients. RPNW/REEF provides experienced quality on-site management teams that are strongly supported by our District, Regional and Corporate offices.

At RPNW/REEF we embrace accountability, not only in our operations, but to our clients' stakeholders and parking populations. We understand that a contract with a Town such as Jackson is more than simply the outsourcing of a vendor service; it is an implied arm (or extension) of a government body (in this case the Town of Jackson). Hence, the entire basis of our approach is founded on the premise of working collaboratively with our clients and key stakeholder groups to forge transparent, proactive, efficient, sustainable and accountable "public parking partnerships." It is often said parking is the first impression of the organization. That being said, RPNW/REEF implements the following best practices:

- First and Last Impression
- Client Approved Standards
- First Class Customer Service

The following case studies are from our sister company Lanier. Lanier and RPNW are owned by REEF. All legacy brands follow the same procedures and policies.

City of Myrtle Beach, SC

Lanier Parking (sister company to RPNW) began managing the City's first on-street parking operation in March 2004. This seasonal operation runs from March 1st - October 31st while accommodating 19 million visitors each year to the area. We are responsible for maintaining all parking equipment, parking enforcement, violation citations, revenue controls approved by the City's auditor, and delivering exceptional customer service to all residents and visitors. Below is a summary of the improvements we implemented to effectively increase the level of revenue controls, equipment functionality, and service standards for the City of Myrtle Beach:



- In 2016-2017, we expanded the program to 32 pay-stations (708 parking spaces) and 1,708 parking metered spaces (1487 POM meters, 127 Mackay Beacon meters, 53 IPS meters and 41 Park Mobile only spaces) for a total of 2,416 paid public parking spaces. In 2017, we added 2 pay-stations to the Hybrid Lot Emerald Shores. (67 total spaces)
- In April 2017, In the Golden mile area of Myrtle Beach, we Installed 17 new Mackay Elite pay stations. After moving from park mobile only in 2016, revenues increased by \$297,984.80 or 312.14% over the previous year revenues of \$140,462.75 in the Golden Mile.
- Designed and implemented a new booting program for the City to effectively enforce parking regulations and collect past due citations via Clancy Systems.
- Partnered with Park Mobile to implement the area's first cellular phone payment option for parking – Park Mobile revenues have increased from \$39,276.60 in 2014 to \$273,896.98 in 2017, a 697.35% increase in growth since 2014.
- Upgraded the current Clancy citation operating system to a web-based portal with better handheld devices and added photo enforcement. The upgrade included all current and previous data being stored and secured at a remote location.
- Issuance of cellphones to parking ambassadors with Bluetooth printing technology for expedited and accurate citation distributions.
- In March 2018, 84 IPS credit card processing meters were replaced on 8th and 9th Ave North with Single Space Mackay Beacon Meters after a successful trial of the Mackay meters in the Golden Mile Area of Myrtle Beach in 2017.

Town of Surfside Beach, SC

Lanier Parking (sister company to RPNW) began managing the first on-street parking operation for the Town of Surfside Beach, SC in March of 2012. This is a seasonal operation which runs from March 1st thru October 31st. Surfside Beach is located on the south end of the Grand Strand area coastline and is known as the Family beach of the surrounding area. The Myrtle Beach Area or Grand Strand area attracts 20 million plus visitors annually to South Carolina Coast.

- We manage 428 parking spaces in the Town of Surfside Beach, SC. 289 pay station spaces which utilize Digital Luke 2 machine technology and 139 metered spaces which utilize POM meter technology, all 428 parking spaces are capable of utilizing the park mobile technology.
- In 2013, We partnered with Park Mobile to implement the area's first cellular phone payment option for parking in the Town of Surfside Beach.

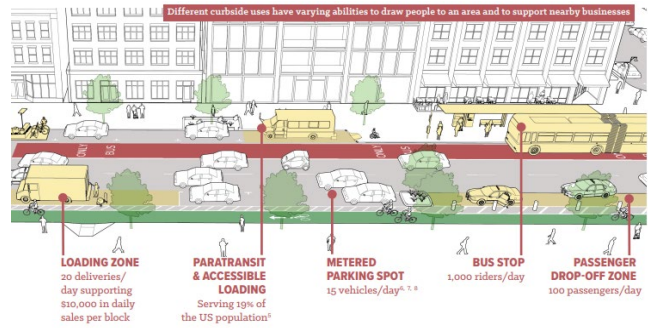
Transportation Demand Management Alternatives / Initiatives

There has been much discussion over the past year regarding curb management. COVID has allowed many cities redirect curb management away from traditional parking. We are seeing where cities are taking steps to shift the curb to bus lanes, safe bikeways, freight loading, food pickup and public space.



TOWN OF JACKSON, WY — RFP FOR THE MANAGEMENT OF PUBLIC DOWNTOWN PARKING FACILITIES

Our participation in associations such as Internal Parking and Mobility Institute (IPMI) and local state and regional associations provides us with direct access to how municipalities are changing the curb space. REEF was the only operator invited to IPMI's private curb management seminar in NYC in Fall 2019. We saw firsthand how New York City is dealing with curb management. It is these types of seminars where we can take the information learned and pass along to our customers. We have worked with many of our clients to implement curb management strategies redesigning streets to better allow for deliveries, transit and loading and unloading zones.



Key Personnel

Management Team

Rodney Barnes, General Manager

Rodney Barnes joined Republic Parking as an event ambassador in 2012. In time, Rodney proved his dedication and hard work, and was selected for the position of General Manager in 2017. Rodney manages and operates all Republic Parking/REEF operations in the Salt Lake City, Utah and Casper, Wyoming regions. Rodney has a long background in customer service and hard work with 15 years of experience. Rodney demonstrates leadership and excels in training, scheduling, and overcoming obstacles.

John Meek, Regional Vice President

John has been a member of Republic Parking Northwest's regional management team since 2003, overseeing Class A office, hospital and multifamily parking facilities, as well as transit, off-site airport parking and off-street parking operations. Previously, John spent over 14 years with a competing parking company where he worked his way from a parking lot checker to a city general manager, managing all aspects of parking operations in the Pacific Northwest. His experience during this period included several years directly managing hotel parking operations, sporting event parking, on-street parking enforcement (for the City of Bellevue, WA) and valet parking, as well as managing privately owned commercial parking lots. Since November 2012, John's has overseen the operations of the City of Tacoma off-street parking garages, on-street meter maintenance and coin collections and surface lots, as well as Republic Parking's other commercial parking operations in downtown Tacoma. John has also managed monthly parking and parking enforcement programs for regional transit agencies in Western Washington since 2016. John currently is responsible for developing parking operations in Hawaii, Idaho, Utah, Wyoming and Eastern Washington. John is the Immediate Past Chair of the Pacific Intermountain Parking and Transportation Association (PIPTA), a nine-state regional association that promotes the disciplines of parking operations and transportation demand management. He was responsible for planning and executing the organization's annual conference and tradeshow from 2014 to 2016 and has served on various committees since he joined PIPTA in 2010. John spent 8 years in the



military serving in the US Army and Washington National Army Guard (Reserves) as a Combat Engineer. John also serviced in the Persian Gulf War.

Darren McClelland, Executive Vice President

Darren McClelland joined Impark (parent company of Republic Parking Northwest) in 1999 and developed his parking operations and business development knowledge at Impark's Edmonton branch. He was promoted to General Manager of the Edmonton branch in January 2000. Darren relocated to Impark's Vancouver corporate headquarters in September 2001 upon being promoted to the position of Regional Manager of B.C. operations. Now Executive Vice President, Darren oversees the operations of approximately 600 parking facilities throughout the US Northwest including Hawaii, Metro Vancouver, the B.C. Interior, Whitehorse, and the Yukon, and is responsible for all aspects of Impark and Republic Parking Northwest's service delivery in the region. Darren is a Canadian Certified Parking Facility Manager (CCPFM), a prestigious industry designation earned in 2012 through the Canadian Parking Association (CPA). He is also an active member of the CPA; the B.C. Chapter of the Business Owners & Managers Association (BOMA B.C.), NAIOP, the Commercial Real Estate Development Association, the Downtown Vancouver Business Improvement Association (DVBIA), and the Vancouver Board of Trade.

Municipal Subject Matter Experts (SME)

REEF Parking's Municipal Division is led by our team of Subject Matter Experts with a combined forty-one years of parking management experience and expertise. Our SME's provide leadership and support for our operating teams in the field who service our government clients. Each SME has a specific discipline that we are able to draw on to help our clients and local management team to achieve the Town's desired results. Our SME's have a wealth of experience in all aspects of government parking, including all areas of off-street and on-street operations and parking technology.

Isaiah Mouw, CAPP, CPP, Senior Vice President, Municipal Operations

Isaiah Mouw, CAPP, CPP, LEED GA, has worked in the parking industry for 14 years, and has managed nearly every facet of parking management in a municipal setting. As Senior Vice President of Municipal Operations, Isaiah supports the Municipal Division that serves the various brands within the family of brands. An industry Ambassador and frequent public speaker and author, Isaiah serves on the International Parking and Mobility Institute's Advisory Council as a member of the Technology Committee, and also serves on the Board of Directors for the IPMI CAPP Board. Isaiah was recently recognized as the 2019 IPMI James M. Honeycutt Parking Professional of the Year!

Laura Lierz, CAPP, Vice President, Municipal Services

Laura Lierz, CAPP (Certified Administrator of Public Parking through the International Parking and Mobility Institute and the University of Virginia), joined the firm in 2019 as Vice President of REEF Parking's dedicated Municipal Parking Division that serves the company's public-sector clients exclusively. Laura has more than twenty-nine (29) years of experience in the parking industry and has acted in a variety of professional capacities. Laura began her parking industry career as an event attendant at the University of Colorado Boulder. She went on to manage Events and Enforcement,



special projects, summer conference sales and supporting the parking management system. She transitioned to the private sector where she spent the next 19.5 years at T2 Systems in multiple roles including support, account management, business development and operations. Under operations, Laura developed and managed the lead generation and product consultant teams. Laura transitioned to Cale America in 2015 where she was responsible for account management and business development. Laura is a founding member of NWPAA (now known as PIPTA) and currently serves as PIPTA Vice-Chair. Laura has a passion for parking and has presented on a variety of topics at IPMI and State and Regional Associations. Laura presented at the 2019 IPMI Conference in Anaheim, California. The session was named Yes Virginia, A Gateless Garage is Possible.

Industry Affiliations

As the largest parking management company in the U.S., RPNW/REEF fully embraces and supports industry initiatives, civic and charitable endeavors, and organizations that promote diversity and opportunity in our industry. Key members of RPNW/REEF's Steering Committee serve in industry-specific volunteer and professional capacities. Such groups include the IPMI technology committee, IPMI CAPP Board, PIPTA Board, Accredited Parking Organization (APO) Site Reviewer, Green Garage Assessors, State and Regional Parking Association Boards, ParkSmart Certification Committee, and more. By partnering with RPNW/REEF, our clients benefit from the additional exposure they gain through Republic Parking's corporate commitment to participation in these important capacities and industry causes.

Pacific Intermountain Parking & Transportation Association (PIPTA)

PIPTA provides for the growth and development of people and organizations involved in parking and transportation in the Pacific Northwest with a vision to be a recognized leader in advancing solutions that optimize access and mobility in the communities it serves. Laura Lierz, CAPP and John Meek are active participants in PIPTA and sit on the board. Learn more about PIPTA at <https://www.pipta.org/>.



APO Accreditation

Accredited Parking Organization ("APO") is a designation by IPMI for parking organizations that have achieved a comprehensive standard of excellence. APO Accreditation is regarded as one of the key benchmarks for measuring quality in the industry. The APO Accreditation recognizes best practices in responsible parking management and operations, customer service, professional development, safety and security. To become an APO, an organization must demonstrate its commitment to ongoing evaluation and improvement of program outcomes through the implementation of industry best practices.





Firm's History, Objectives and Philosophies

Our Objective

RPNW/REEF greatly values this opportunity to be of service to the Town and is eager to participate in the Town's exciting parking future! We seek to facilitate a continuing dialogue with the Town using the enclosed approach (our proposed roadmap to success and commensurate operating plan) as a basis for such discussions. Through consistent and fair management and enforcement of applicable ordinances, RPNW/REEF will demonstrate our ability to meet and exceed the necessary goals the Town expects.

Our deep knowledge and experience launching and managing similar parking programs coast to coast with exceptional program results gives RPNW/REEF a distinct advantage to facilitate the methods by which we will fulfill the Scope of Services. We have hands-on experience managing parking operations and enforcing local Municipal Codes. We are experts in off-street parking facility management, on-street meter management (collections, maintenance, reconciliation, etc.), ambassadorial parking enforcement, special events, maintenance, citation processing and adjudication, towing, booting, and the application of cutting-edge technology.

Operating transparently with the accountability of a public-sector agency such as the Town of Jackson, we use advanced management techniques and communications strategies to lead the way; integrating technology, data analytics, stakeholder engagement, parking and mobility consulting (occupancy, turnover, feasibility, TDM, etc.), strategic public relations, and environmentally sustainable business practices, to fulfill our clients' needs.

Our Core Values

Our culture is one in which we align our individual dreams with our Purpose. One where we live our Values. And one where we apply our principles.



Show up

Come ready every single day!

Be accountable
Be responsible
Claim ownership



Be bold

Dream big & go get it

Be passionate
Be audacious
Bring energy



Be curious

Have a learner's mindset

Be creative
Be inquisitive
Share the lessons



Show Grit

Fall down 7 times, get up⁸

Be relentless
Be persistent
Show commitment



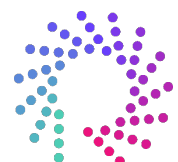
Be True

Be yourself!

Be a valued partner
Be transparent
Inspire trust

Our Mission

The last century we built our cities for cars and in turn the facilities to store them. We believe a parking lot can be more than a place to store a car. A parking lot can be a hub





for the community, connecting people to the businesses, services, and experiences that make a city thrive.

First and last impression is parking, it is not necessarily the destination. We want the destination to be the lasting impression, not parking.

A Trusted & Dedicated Business Partner

As our client, the Town will not only receive exceptional parking management services, but the Town also gains a trusted and dedicated business partner. RPNW/REEF will assist the Town and consult with Town Staff as it deems appropriate from time to time about any number of tasks: including, but not limited to modification of the Town's parking ordinances, policies or procedures, procurement of new equipment, representing the Town at official gatherings, and speaking at relevant meetings.

Why RPNW/REEF?

- **Qualifications** – We have the most experience with implementing seasonal operations. While customer service is the priority during peak season, the off-season is necessary to prepare for the peak season including marketing and maintenance activities.
- **Market Specific Knowledge** – Our local team along with our dedicated Municipal Services team are familiar with the with state and local laws, statutes, and regulations. We oversee 100+ municipal operation and manage over 300,000 municipal parking spaces.
- **Best in Class Standards and Processes** – Deployment strategies, Route Optimization, Online Training and Strict Standard Operating Procedures
- **Corporate Resources** – Financial Stability, Support Services, Audit & Transparency

Kimley-Horn

There are many factors that contribute to a successful parking program; one factor is community outreach. Kimley-Horn is the Town's current parking and transportation consultant. Given the depth of knowledge of the Town's desires for a parking program, it makes perfect sense to partner with Kimley-Horn for community outreach.

Customer Service Approach & Practices

Community Engagement

Our community approach is tailored to identify practical solutions and stimulate positive working relationships, in and around the Town of Jackson. We emphasize user-friendly parking themes, where common sense, customer service and community engagement rule the day. We know a customer's parking experience, for example, starts before they leave their home, and we tailor the Town's operational plans accordingly. We know first-hand what works on Town streets, taking into consideration all relevant factors such as signage, traffic and occupancy-trends, even weather.



Everything about a public parking program, from the way it is perceived in the community, to how it is managed, to its aesthetic attributes, forms indelible impressions and opinions regarding that program. Authentic stakeholder engagement enables us to get to know the people, business leaders and neighborhood groups in and around the Jackson Downtown Area. Through this outreach, we gain a unique understanding of the routes and streets encompassing your Town. This improves our operational planning, as we are better able to evaluate parking and access considerations impacting supply and demand. We rely on feedback from these vocal groups to communicate helpful and actionable intelligence to our municipal clients, enabling them (with our support and further input) to develop sound, cogent parking policy.

A public parking program must continually evolve to adapt to the changing needs and demands of the community and its parking population, merchants, visitor and resident. RPNW/REEF is not a “business as usual company” in this regard. Our approach goes well beyond the simple premise of managing your parking operation. We become an extension of the Town itself; and operate with the Town in partnership...from a place of protocol, passion, excellence and efficiency.

Our approach enables us to deliver seamless and accountable public parking operations that are anything but status quo.

Quality Assurance

Disney is known for its best-in-class customer service. Taking a page from Disney, RPNW/REEF follows the 5 keys (Safety, Courtesy, Inclusion, show and Efficiency) when thinking about creating a parking program.

To ensure the Five Keys are constantly in use and our employees are consistently exemplifying outstanding customer service, the company deploys a secret shopper program to evaluate performance. The data collected via the program is utilized to develop individualized coaching points for each location.

In order to improve the Town’s parking operations on a continual basis, it is vitally important to obtain feedback from merchants, residents and visitors regarding our customer service. RPNW/REEF conduct frequent customer surveys to ensure customer satisfaction. The service that RPNW/REEF delivers to each merchant, resident and visitor is crucial to our success and to that of the Town of Jackson. Our goal is to provide a great customer service experience, RPNW/REEF will periodically distribute surveys to solicit feedback on the Town’s parking program and the level of services they receive from RPNW/REEF. RPNW/REEF monitors, tracks and responds to all customer inquiries and negative feedback results in constructive criticism and target points for improvement. The surveys provide us with two types of information: (1) What are the services and dimensions of parking that are most important to them, and (2) How do they rate our performance in those important areas. This methodology helps RPNW/REEF to concentrate its management efforts to emphasize excellence in those areas that are most important to our customers and clients.

RPNW/REEF reports monthly to the Town on these results to measure our success while using these findings to continually improve the financial performance of the program, as well as the customer experience. RPNW/REEF will supervise our staff members having interactions with patrons to ensure a

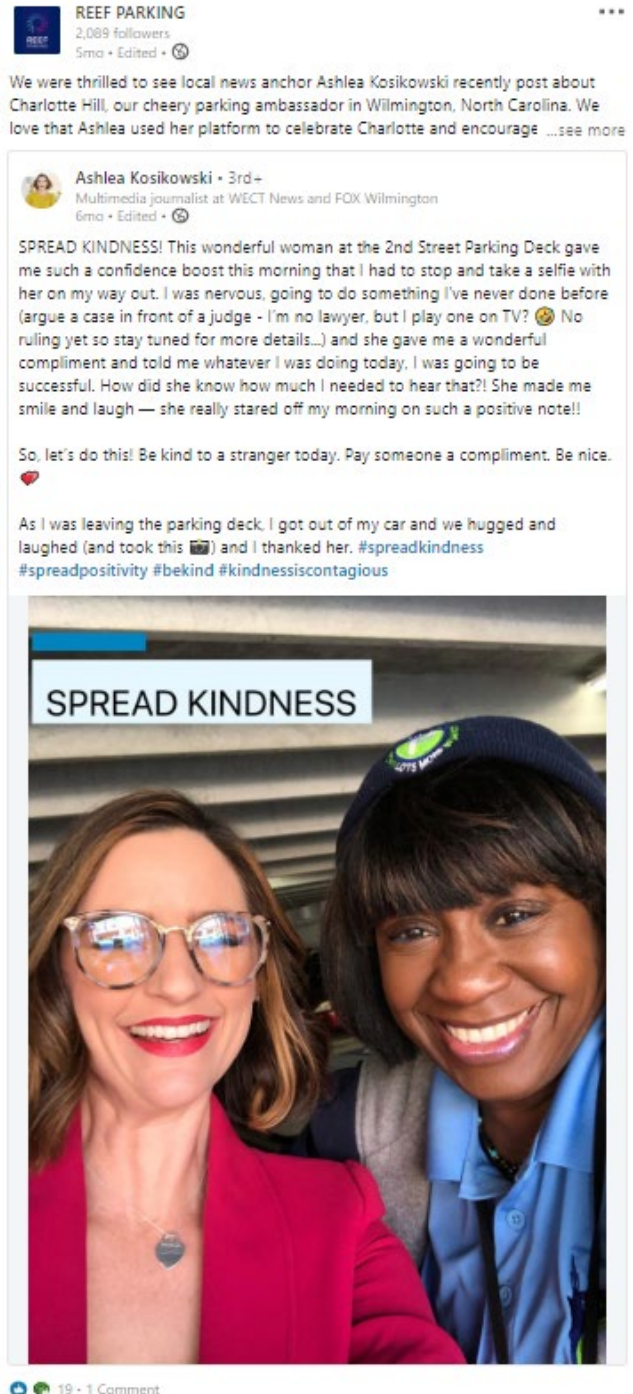


high level of customer service is always being offered, and that all complaints, disagreements or misunderstandings regarding parking rates and/or services are resolved in accordance with established policy.

Winning through Service!

Our approach is different. We excel at people management, give a very high customer “touch”, and create and utilize sophisticated operating and technology systems that enhance facility utilization, profitability and customer service. We focus on driving the value of the Town’s parking asset with site-specific rationale and execution; yet we are driven by service at our core. RPNW/REEF will exceed the Scope of Services in accordance with the objectives identified below. We will work with the Town as its trusted parking management partner and advisor to:

- Provide the expertise to make a smooth and seamless transition to the new parking program.
- Provide the Town with options, tools and expertise for increased efficiency and revenue growth.
- Provide a comprehensive level of ongoing operational and customer service training for personnel.
- Take an active role in educating, informing and assisting local merchants, residents and visitors to ensure they become familiar and comfortable with the Town’s parking program.
- Recommend equipment and technology options to enhance the Town’s parking program by improving all levels of customer service, increasing revenue controls and reducing expenses.
- Develop a consistent and preventive maintenance program that reduces expenses and increases revenue by ensuring garage equipment is maintained and functioning properly at all times.
- Provide support services that include Advanced Technology, Web-Based Accounting and Internal Audit Controls, HR Support, Training, Quality Assurance and Risk Management.





Our commitment to customer services shows, listed here is a social media posting from our Wilmington, NC parking operations.

Financial Information

RPNW/REEF is financially and operationally sound, with an impressive resume of projects throughout North America.

We have provided our financial statements in the Appendix due to the page limitations. Our financials are confidential and cannot be shared with anyone outside of the review committee.

Financial Stability

On November 3, 2020, REEF announced a \$700 million growth equity funding led by Mubadala Investment Company's financial investment arm, Mubadala Capital. SoftBank Vision Fund, funds managed by Oaktree Capital Management, L.P., UBS Asset Management and Target Global also participated in the round. Additionally, and separately, REEF and Oaktree established Neighborhood Property Group, a \$300 million joint infrastructure vehicle to acquire strategic real estate assets. The Neighborhood Property Group is expected to make long-term investments in neighborhood infrastructure in order to provide REEF's innovative proximity services to communities across the U.S.

Vast Financial Resources

RPNW/REEF's vast financial resources help our clients offer their customers world-class parking facilities and systems. With a robust balance sheet and creative financing capacities, we invest in our clients' parking assets and operations and helps facilitate creative on and off-balance sheet financing to make facility improvements, construct new parking assets, and design systems from the ground-up.

No Pending or Recent Legal Actions

RPNW has no pending or recent legal actions taken against the firm (within the last three years).

PROJECT APPROACH

Overview

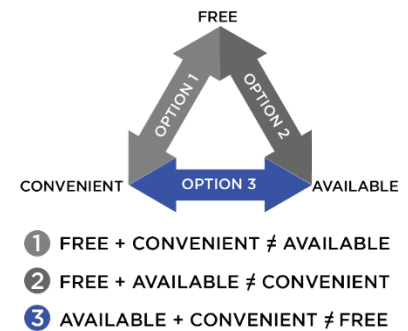
RPNW/REEF is the ideal company to assist the Town of Jackson in deploying your parking program. We have quickly grown to dominate the municipal parking vertical due to our company's commitment to locking in the best people in our industry tethered together with unmatched support resources for our clients and field operations. The following provides a quick highlight of the reasons our company is best positioned to work for your town:

- **Municipal Experience** – The value proposition of hiring RPNW/REEF for the Town of Jackson is that you have access to the unmatched knowledge and experience of our Municipal Division. With over 100 municipal operations under our management, we truly have "been there" and "done that"



with the type of paid parking program TOJ is seeking to deploy. We offer your town proven “best practices” in all aspects of implementing and managing your desired parking program.

- **“New Parking Program” Experience** – The most important offering of our proposal for the Town of Jackson should be our vast experience in launching new paid parking programs. Anytime that a town goes from “free” to “paid” parking there will be tremendous challenges beyond installing parking meters that must be overcome. Our experience guiding and managing new paid parking rollouts for municipalities will provide insurance that the TOJ parking program will be successful in achieving its goals, both financially and politically.
 - Create turnover and improve parking availability for short term parking.
 - Eliminate cruising through properly priced parking which will lower congestion, traffic and emissions.
 - Generate revenue stream to be put back into downtown through community improvements.
- **Cost Effective Programs** – RPNW/REEF understands the financial constraints that municipalities are operating under and thus we design our clients parking programs to be extremely cost effective and efficient without sacrificing revenue control or the customer experience. Our proposed operating budget will deliver a first-class parking program for the Town of Jackson at a streamlined expense. RPNW/REEF is confident that our presented operating plan will deliver a first in class parking program for the Town of Jackson. We look forward to expanding upon our proposal in more detail at a formal presentation.



Operational Approach

With the Town’s residents, stakeholders, merchants, and visitors in mind, RPNW/REEF has forged a forward-thinking, user-friendly Operational Plan, as a model of customer service excellence, operational accountability, and advanced technology, for Jackson customers to access and utilize seamlessly. Beyond the application of our Standard Operating Procedures and industry best practices, RPNW/REEF will continue to form strategies to achieve the Town’s objectives and aspirations for the parking program while producing guaranteed results; ensuring the parking program runs efficiently. As the Town’s parking operator, we will provide the following services -

- Provide administration services for citation and permit management
- Employing “Enforcement Ambassadors” to enable superior customer service
- Facilitating continuous program improvements
- Implementing systems for tracking purposes and metrics analysis
- Providing the Town with total transparency into its operations and parking operator
- Act in a collaborative and consultative capacity to provide Best-in-Class solutions for the Town
- Encouraging compliance with the Town’s regulations in a fair, professional, and friendly manner
- Balancing the parking needs of the community amidst the often-competing interests of businesses, restaurants, merchants, employees, visitors, and residents



Enforcement Ambassador Approach

RPNW/REEF will provide our proven Ambassador program to the Town of Jackson. What does this mean? This means that our staff are conditioned and trained to have the mindset that we are representing the Town of Jackson in the jobs that we do every day. We are not just enforcing parking, we are there to interact positively with the visitors, merchants and citizens of the Town. Staff are carefully selected to have the right communication skills and demeanor to be effective Ambassadors. Anyone that has ever worked as a parking enforcement officer will attest that it is a challenging, and at times, demotivating job. RPNW/REEF has developed hiring and training programs to prepare our people to be successful in this difficult job.

Each Ambassador will follow a prescribed route they will enforce during their work shift each day. Violators will be issued the proper warning or citation. The Ambassador will place the warning/citation notice on the customer's windshield. The notice will provide all the pertinent information and instructions for payment or contact information for assistance.



Following set enforcement routes helps avoid the claims that “the enforcement officers are targeting a specific location, or person.” The routes themselves will be modified during the week/month to avoid predictability from the folks who try to avoid payment compliance. The goal of enforcement is compliance. RPNW/REEF and the Town of Jackson want everyone to follow the rules and pay what is due. Writing parking citations is not the objective.

Soft Enforcement Approach

Our proposed process is focused on educating the customer and payment compliance instead of maximizing parking fine revenues. A first-time parking citation recipient can have their parking citation voided by contacting the parking office and participating in a quick review of the parking policies. We have found this approach to work very well with a new parking program.

Each Ambassador will be equipped with a handheld computer operating the real-time enforcement technology. Through the handheld device, each officer will have immediate access to scofflaw, paid parking information and citation history information.

The RPNW/REEF on-site operations manager will monitor parking citation issuance, void and appeal occurrences and take appropriate action for training or recommendations to the Town for additional signage or clarity on parking policies.

Quality over Quantity

Our enforcement programs have placed a high emphasis on issuing quality parking citations that can withstand the appeals process. Our management teams routinely monitor how many parking citations



are issued in error on an individual level as well as across the department. In addition, we also monitor the percentage of parking citations that are dismissed via the appeals process. If we discover that an ambassador is having more parking citations dismissed than the average, we will investigate and retrain, as necessary. By constantly monitoring, we ensure our programs are respected for the quality of work we are committed to and not the volume of parking citations being issued.

Enforcement Ambassador Responsibilities

- Enforce Town parking regulations in compliance with Ordinances and approved operating procedures
- Assist customers with parking payment, provide information and direction
- Represent and promote the Town of Jackson positively
- Identify any meter or equipment issues to present to Operations Manager
- Coordinate efforts with the Town as directed

Office Administration

RPNW/REEF Jackson staff work out of a local office. (Our preference is to work out of a location provided by the Town.) The office is open to the public during business hours. Our staff answers parking questions, processes citation payments parking permits from the office. Office staff also respond to phone inquiries.

Sign and Pay Station Maintenance

RPNW/REEF is responsible for properly maintaining the parking equipment and signage, this ultimately contributes to the overall success of the parking program. RPNW/REEF is committed to quickly repairing parking equipment once the reported issue is confirmed.

Transition Plan

RPNW/REEF realizes the importance of a smooth and efficient transition of the parking management program for the Town of Jackson. We know how critical it is to launch the new parking program successfully to maintain public confidence and overcome the challenges of change.

As we anticipate a short window from the date of selection to the contract start date, time will be of the essence. The first step is to sit down immediately after the selection has occurred with town officials and discuss the technology solutions and implementation, priorities, policies and programs of the parking operation. Our knowledge will make the transition process easier to accomplish. Here are the key topics of discussion:

- **Management Team** – RPNW/REEF will present our management team for this project and explain each players role in the overall project. We would want to meet with town staff involved with the parking program at all levels.



- **Executive Assistance** – In addition to making sure that John Meek, the lead executive, is available, we will utilize Isaiah Mouw & Laura Lierz, executives from our Municipal Division to ensure a smooth transition, and to make them available to Jackson as needed.
- **Review of Program Benchmarks** – We like to sit down with new clients and clearly understand the goals and objectives of the town. We like to set performance numbers and establish benchmark goals for our team.
- **Parking Meter Technology Selection** – Critical to our proposed solution is the deployment of the new meter technology. Selection of multi-space meters, payment methodology (pay by space, pay and display or pay by plate), and meter installation locations must be made.
- **Citation Management Implementation** – Detail the plan to implement the VATS enforcement technology, and any potential data migration or integrations with existing town systems.
- **Pay by Cell Service** – The pay by cell provider will need to be selected and a detailed program roll out and marketing plan developed.
- **Town Priorities** – RPNW/REEF will want to focus our efforts on the current priorities of town making sure that we are accomplishing their goals.

After RPNW/REEF has reached an understanding with the town regarding the aforementioned topics and the other elements of the transition, we will put our Transition Team on the ground and roll out the plan.

Listed below are the details regarding the Transition Plan for RPNW/REEF to assume the management responsibilities for the parking facilities. The Transition Plan is divided into following sections.

- Transition Team
- Contract Details
- Human Resources
- Accounting
- Operations

We have provided a sample transition plan in the Appendix due to the page limitations.

KPI Metrics

The most effective KPIs are based on stated goals and objectives. To this end, RPNW/REEF proposes, as a starting point, to use the following goals as the basis for KPIs to be evaluated throughout RPNW/REEF's relationship with the Town.

1. Standard Operating Procedures
2. Promote turnover and manage occupancy to provide increased availability for locals and visitors
3. Encourage use of parking facilities on the edge of downtown for longer-term stays
4. Improve multi-modal transportation options



5. Identify cost-effective ways to expand the parking supply
6. Develop an enhanced and positive experience for end customers of the Town's parking program.

On on-site team will meet monthly with the Town to review the prior month's activities. Our Municipal Division will meet quarterly with the Town to review metrics and suggest ways to enhance the parking program.

Reporting

With RPNW/REEF's integrated, computerized accounting system and robust in-house data-analytics capacities, each customer transaction is accounted for, reconciled through the reporting system, deposited in the bank, and summarized in daily, weekly, monthly and annual reports, with optics into dashboards. Revenue control is assured by a system of records designed to create an audit trail, and a cross-referenced series of procedures and reports detailing all revenue and expense activity. Revenues will be recorded by category, location, and shift, daily, with a complete audit trail of cash exists, from ticket distribution to the final deposit in the bank.

Daily and monthly reports are prepared to document receipts by category and location and are supported by validated deposit slips. Actual revenues are compared to budget on a monthly and annual basis. Annual budgets are prepared based upon the client's Operational Plan, historical information, expected operating results, and RPNW/REEF's knowledge of their operations. Annual operating budgets are detailed by month and provide monthly/annual comparisons to budget. All budget variances will receive immediate attention for corrective action.

RPNW/REEF has provided copies of our operational reports in Appendix C. Our monthly reporting package can provide a high level of supplemental reports for your facilities, including:

- Executive summary
- Statistics reports (view sales by time segment, rate segment, and/or for specific periods of time — e.g., by day, month, or year)
- Performance-to-budget
- Variance analysis
- 13-month trailing analysis
- Graphing of year-to-date and month-to-month performance
- Operational issues summaries describing factors that affected performance for the month in review
- Monthly parking report
- Other reports as required by this account
- We can also provide:
 - Location assessment reports
 - Operational reports
 - Repair and maintenance logs
 - Audit reports



Innovation

Marketing & Public Relations

Signage and wayfinding are key elements to ensure a successful parking system for any municipal program, especially one that is making the transition from free to paid parking. On-Street signage needs to be clear and concise, while not being overly displayed to increase the amount of street litter.

A signage package that is bold in color, concise in its directions, and appropriately placed at visible points, will increase awareness and differentiate available parking options for all patrons.

It is important for the public to be updated with the most accurate information available. RPNW/REEF is suggesting a newly designed brochure or website that would be focused on a frequent parking program user. Credit card enhancements, possible pay-by-phone programs, monthly specials, internet links, mission statements and validation programs are all items that merchants, customers, employees and visitors can use to enhance their parking experience in the Town of Jackson.

Dedicated Parking Website

Under the direction of the Town, we can develop a dedicated Town of Jackson parking website detailing all options, rates, hours and parking information in and around the Town. Incorporating the use of social media and apps (citing another example of our turnkey approach) will provide the most updated and relevant parking information to the Town's visitors and local parkers. The cost of the dedicated website has been included in the budget. Our staff keep the website updated with information about regular and event parking. The following are websites we created for our clients: <https://parkspringfieldoh.com/> and <https://www.parkcasper.com/>.

Branding & Wayfinding Concepts

RPNW/REEF suggests the Town of Jackson explore branding the parking program. A brand can overall enhance the parking experience by providing creativity, color and clarity to your parking patrons. See our sample of our branding and wayfinding concepts created by our in-house graphics department. RPNW/REEF can create specific renderings for the Town of Jackson if awarded the contract.





Additional Services

RPNW/REEF can provide additional services, here are just a few services we can provide.

- **24/7 Remote Monitoring** - In the event of equipment malfunction, remote monitoring provides a seamless customer experience while reducing onsite staffing costs. Our professional customer care team has detailed knowledge of multiple automated systems and access to customer data for timely assistance.
- **Signage Design and Production** –RPNW/REEF is the only North American parking company with comprehensive in-house sign production facilities. We design, produce, and install a wide range of parking-oriented signage. Our high-quality signage packages are professionally developed, cost effective, and consistently branded.
- **Data Analytics** – RPNW/REEF can provide data analytic solution as the Town’s parking program grows. The data analytic solution will assist with developing a self-sufficient parking program.
- **Equipment Procurement** - Selecting suitable technical equipment requires extensive knowledge and expertise. RPNW/REEF aims to achieve a client’s operational goals by recommending ideal technology based on distinct criteria. Through our high-volume purchasing power, we are able to leverage great savings for our partners.
- **Marketing and Revenue Enhancement** – RPNW/REEF relies on a number of marketing and revenue enhancement initiatives to attract new parkers to facilities under our management and retain existing customers.
- **Consulting Services** – Our dedicated Government Division can provide consulting services. We understand the importance of operating transparently with the accountability, we use advanced management techniques and communications strategies to lead the way; integrating technology, data analytics, stakeholder engagement, parking and mobility consulting (occupancy, turnover, feasibility, TDM, etc.), strategic public relations, and environmentally sustainable business practices, to fulfill our clients’ needs.



Annual Budget/Fee Proposal

In accordance with the RFP, our fees for proposed services have been detailed in a separate sealed envelope marked as such.



REFERENCES

PROJECT NAME	REFERENCE CONTACT
City of Casper, WY This is an annual operation. Operated by Republic Parking Northwest.	Liz Becher, Community Development Director T: 307-235-8400 E: lbecher@casperwy.gov
City of Myrtle Beach, SC This is a seasonal operation. Operated by our sub-brand, Lanier Parking.	Lauren Clever, Executive Director of the Downtown Redevelopment Corporation T: 307-235-8400 E: lbecher@casperwy.gov
City of North Myrtle Beach, SC This is a seasonal operation. Operated by our sub-brand, Lanier Parking.	Micki Fellner, Assistant to the Town Manager T: 843.698.0562 E: mcfellner@nmb.us
City of West Palm Beach, FL This is an annual operation. Operated by our sub-brand, Lanier Parking.	Ed Davis, Parking Systems Administrator T: 561.822.1495 E: eldavis@wpb.org
Town of Lauderdale by the Sea, FL This is an annual operation. Operated by Republic Parking.	Leroy Chasmer, Parking Manager T: 561.654.3975 E: leroyc@lauderdalebythesea-fl.gov

CONTACT INFORMATION

Laura Lierz, RPNW/REEF's Municipal Vice President will act as the primary contact for this RFP. Her contact information can be found below.

Laura Lierz, CAPP Vice President – Municipal Services
E: llierz@govtparking.com | M: 303.725.7043

FEES (UNDER SEPARATE COVER)

In accordance with the RFP, our fees for proposed services have been detailed in a separate sealed envelope marked as such.

APPENDIX A: FINANCIAL STATEMENTS



October 12, 2021

Town of Jackson
150 E Pearl Avenue
P.O. Box 1687
Jackson, WY 83001
Attn: Mr. Paul Anthony, Planning Director

Dear Mr. Anthony:

We appreciate the opportunity to provide you with a proposal. As part of this process, we understand you wish to review our financial position. The information we are providing you and any related attachments are private and highly confidential and should not be made public as part of any FOIA request.

REEF Global Midco LLC (FEIN 83-2488928) ("REEF") is the parent company to Republic Parking System, LLC (FEIN 59-1162686). REEF operates in more than 350 cities across the US and Canada in over 4,500 locations and earns over \$800 million in revenues and \$76 million in Adjusted EBITDA.

To facilitate your financial review, we enclosed the December 31, 2019 audited consolidated financial statements for REEF Midco and the December 31, 2018 audited consolidated financial statements for Republic Parking System. After 2018, we no longer obtain an audit of the Republic Parking financial statements as they are now incorporated into the REEF Midco audited financial statements.

The 2019 consolidated financial statements for REEF Midco reflect the acquisitions of Republic Parking, Citizens Parking, Imperial Parking Corporation and a comprehensive revaluation of the assets and liabilities of those businesses. As a result, the intangible properties and goodwill are recorded at their fair market value. The higher carrying value of the intangible properties yields a higher amortization expense, which is a non-cash item, in 2019 and future periods.

As there was acquisition activity in 2018 and 2019, the financial statements for REEF Midco have acquisition costs and integration costs expensed in the income statement. In determining Adjusted EBITDA, the acquisition and integration costs are one component that is added back.

The REEF Midco financial statements also reflect the capital structure implemented for multiple acquisitions. REEF Midco is well capitalized with net equity over \$540 million as of December 31, 2019.

Please do not hesitate to contact us if we can assist you with any questions. As a reminder, the information we have provided is confidential and should not be made public as part of any FOIA request or otherwise.

Reef Technology
601 Brickell Key Drive, Suite 1000
Miami, FL 33131

T: 1.888.695.PARK

REEF Global Midco LLC and Subsidiaries (formerly Cheese Midco, LLC and Subsidiaries)

**(A Wholly-Owned Subsidiary of REEF Global Holdings Inc.
formerly Cheese Holdings, Inc.)**

**Consolidated Financial Statements
(with Independent Auditors' Report Thereon)**

As of and for the year ended December 31, 2019 and as of and for the
period from inception through December 31, 2018

REEF Global Midco LLC and Subsidiaries (formerly Cheese Midco, LLC)
Index

As of and for the year ended December 31, 2019 and as of and for the period from inception through December 31, 2018

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Consolidated Balance Sheets	2
Consolidated Statements of Operations and Comprehensive Loss	3
Consolidated Statements of Changes in Equity	4
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Notes to Consolidated Financial Statements	6

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
REEF Global Midco LLC and Subsidiaries

We have audited the accompanying consolidated financial statements of REEF Global Midco LLC (formerly Cheese Midco, LLC) and its subsidiaries (the "Company") (a wholly-owned subsidiary of REEF Global Holdings Inc. formerly Cheese Holdings, Inc.), which comprise the consolidated balance sheets as of December 31, 2019 and 2018, and the related consolidated statements of operations and comprehensive loss, changes in equity, and cash flows for the year ended December 31, 2019 and for the period from November 1, 2018 (inception) to December 31, 2018, and the related notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Company's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of REEF Global Midco LLC and its subsidiaries as of December 31, 2019 and 2018, and the results of their operations and their cash flows for the year ended December 31, 2019 and for the period from November 1, 2018 (inception) to December 31, 2018, in accordance with accounting principles generally accepted in the United States of America.

Deloitte & Touche LLP

May 7, 2020

REEF Global Midco LLC and Subsidiaries (formerly Cheese Midco, LLC)
Consolidated Balance Sheets
As of December 31, 2019 and December 31, 2018
(In thousands, except per share amounts)

	December 31, 2019	December 31, 2018
Assets		
Current assets:		
Cash and cash equivalents	\$ 60,990	\$ 26,015
Restricted cash	5,582	5,141
Accounts receivable, net of allowance for uncollectible accounts of \$1,756 and \$831, for 2019 and 2018, respectively	80,260	14,342
Prepaid expenses and other current assets	10,602	3,488
Total current assets	<u>157,434</u>	<u>48,986</u>
Property and equipment, net	38,500	4,987
Notes Receivable - affiliates	25,000	-
Intangible assets, net	252,801	100,605
Goodwill	608,501	207,025
Other assets	18,569	5,632
Total assets	<u>\$ 1,100,805</u>	<u>\$ 367,235</u>
Liabilities and equity		
Current liabilities:		
Current portion of long-term debt	\$ 3,509	\$ -
Accounts payable	93,171	9,672
Accrued expenses	43,640	22,896
Deferred revenue	14,703	939
Other current liabilities	17,666	1,541
Due to parent	470	-
Total current liabilities	<u>173,159</u>	<u>35,048</u>
Long-term debt, net of deferred financing costs	335,332	104,154
Deferred income taxes	9,392	-
Other long term liabilities	34,221	6,973
Total liabilities	<u>552,104</u>	<u>146,175</u>
Commitments and contingencies (Note 11)	-	-
Equity		
Member's equity	594,046	232,000
Accumulated deficit	(47,566)	(11,024)
Accumulated other comprehensive income	2,179	-
Total member's equity	<u>548,659</u>	<u>220,976</u>
Noncontrolling interest	42	84
Total equity	<u>548,701</u>	<u>221,060</u>
Total liabilities and equity	<u>\$ 1,100,805</u>	<u>\$ 367,235</u>

The accompanying notes are an integral part of these financial statements.

REEF Global Midco LLC and Subsidiaries (formerly Cheese Midco, LLC)
Consolidated Statements of Operations and Comprehensive Loss
For the year ended December 31, 2019 and for the period from inception through
December 31, 2018
(in thousands)

	Twelve months ended December 31, 2019	For the period form inception through December 31, 2018
Revenues	\$ 770,993	\$ 24,853
Direct Costs	654,698	21,001
Gross Profit	116,295	3,852
Operating Expenses		
General and administrative expenses	74,192	1,178
Depreciation and amortization	43,373	1,233
Transaction expenses	6,197	11,380
Total operating expenses	123,762	13,791
Operating income (loss)	(7,467)	(9,939)
Other expenses		
Interest expense, net	23,317	1,349
Other expense	2,536	(326)
Other expenses	25,853	1,023
Income (loss) before income taxes	(33,320)	(10,962)
Provision for income taxes	2,934	31
Net loss	\$ (36,254)	\$ (10,993)
Net income attributable to noncontrolling interests	(288)	(31)
Net loss attributable to member	\$ (36,542)	\$ (11,024)
	Twelve months ended December 31, 2019	For the period form inception through December 31, 2018
Net loss	\$ (36,254)	\$ (10,993)
Other comprehensive loss		
Unrealized loss on foreign currency translation	2,179	-
Comprehensive Loss	\$ (34,075)	\$ (10,993)

The accompanying notes are an integral part of these financial statements.

REEF Global Midco LLC and Subsidiaries (formerly Cheese Midco, LLC)
Consolidated Statement of Changes in Equity
For the year ended December 31, 2019 and for the period from inception through December 31, 2018
(In thousands, except per share amounts)

	Member's Equity	Accumulated Deficit	Accumulated Other Comprehensive Income	Total Member's Equity	Non-Controlling Interest	Total Equity
Balance, November 1, 2018	-	-	-	-	-	-
Contributions from member	232,000	-	-	232,000	-	232,000
Acquired non-controlling interest	-	-	-	-	53	53
Net income / (loss)	-	(11,024)	-	(11,024)	31	(10,993)
Balance, December 31, 2018	\$ 232,000	\$ (11,024)	\$ -	\$ 220,976	\$ 84	\$ 221,060
Contributions from member	362,046	-	-	362,046	-	362,046
Distributions	-	-	-	-	(330)	(330)
Net income / (loss)	-	(36,542)	2,179	(34,363)	288	(34,075)
Balance, December 31, 2019	\$ 594,046	\$ (47,566)	\$ 2,179	\$ 548,659	\$ 42	\$ 548,701

The accompanying notes are an integral part of these financial statements.

REEF Global Midco LLC and Subsidiaries (formerly Cheese Midco, LLC)
Consolidated Statements of Cash Flows
For the year ended December 31, 2019 and for the period from inception through December 31, 2018

(In thousands)

	Twelve Months Ended December 31, 2019	For the period of inception through December 31, 2018
Cash flows from operating activities		
Net loss	\$ (36,254)	\$ (10,993)
Adjustments to reconcile net loss to net cash used in operating activities		
Depreciation and amortization	43,373	1,233
Deferred taxes	611	-
Amortization of deferred financing costs	1,628	294
Amortization of leaseholds included in direct costs	306	24
Disposals of property and equipment	648	—
Changes in operating assets and liabilities, net of assets (liabilities) acquired		
Accounts receivable	(8,521)	319
Prepaid expenses and other current assets	(1,240)	(137)
Other assets	(2,595)	112
Accounts payable	16,699	(165)
Accrued expenses	2,350	6,806
Deferred revenue	518	(197)
Other liabilities	(17,415)	899
Due to parent	2,104	—
Net cash flows provided by (used in) operating activities	2,212	(1,805)
Cash flows from investing activities		
Purchase of property and equipment	(11,770)	(142)
Acquisitions of businesses, net of cash acquired	(523,134)	(302,757)
Proceeds contributed to parent relating to intercompany note	(25,000)	—
Due from parent	(1,634)	—
Net cash flows provided by (used in) investing activities	(561,538)	(302,899)
Cash flows from financing activities		
Proceeds from long-term debt	253,283	111,000
Repayments of long-term debt	(17,715)	—
Contributions from member	363,000	232,000
Distributions	(330)	—
Payments of costs related to stock offerings	(954)	—
Payments of deferred financing costs	(3,449)	(7,140)
Net cash flows provided by (used in) financing activities	593,835	335,860
Effect of exchange rate changes on cash and cash equivalents and restricted cash	907	—
Net increase in cash, cash equivalents, and restricted cash	35,416	31,156
Cash, cash equivalents, and restricted cash		
Beginning of period	31,156	—
End of period	\$ 66,572	\$ 31,156
Supplementary Disclosures		
Cash paid during the period for:		
Interest	18,188	—
Income taxes, net	3,540	—

The accompanying notes are an integral part of these financial statements.

REEF Global Midco LLC and Subsidiaries
Notes to the Consolidated Financial Statements
For the year ended December 31, 2019 and for the period from inception through
December 31, 2018

(In thousands)

1. Organization

REEF Global Midco LLC (formerly Cheese Midco, LLC) ("the Company" or "Midco") was formed on November 1, 2018 ("Inception") in the State of Delaware for the purpose of obtaining financing to acquire Citizens Parking, Inc., ("CPI") which was acquired on November 28, 2018 and Imperial Parking Corporation ("Impark") which was acquired on March 1, 2019. In June 2019, the Company changed its name and the name of its subsidiaries as indicated herein.

REEF Global Midco LLC is comprised of its wholly owned subsidiaries REEF Global Acquisition LLC (formerly Cheese Acquisition LLC) ("AcquiCo"), Impark and CPI. REEF Global Midco LLC and its subsidiaries are engaged in the operations of leased and managed parking facilities throughout the United States and Canada.

2. Summary of Significant Accounting Policies

Basis of Presentation

The accompanying consolidated financial statements have been prepared on the accrual basis of accounting in accordance with U.S. Generally Accepted Accounting Principles ("US GAAP"). The accompanying consolidated financial statements include the accounts of REEF Global Midco LLC, its wholly owned subsidiaries and certain non-wholly owned subsidiaries which are immaterial. All intercompany balances and transactions have been eliminated upon consolidation.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash and highly liquid short-term investments with original maturities of three months or less from the purchase date. Cash and cash equivalents includes amounts due in respect of credit card sales transactions that are settled within three days after period end.

Restricted Cash

The Company considers cash held in separate accounts pursuant to management contracts of parking facilities owned by third parties as restricted cash.

Fair Value Measurements

The Company accounts for certain assets and liabilities at fair value. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value guidance establishes a hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. An asset or liability's level is based upon the lowest level of input that is significant to the fair value measurement. The guidance requires that assets and liabilities carried at fair value be classified and disclosed in one of the following three categories:

- Level 1: Quoted prices in active markets for identical assets or liabilities;
- Level 2: Inputs other than quoted prices included within Level 1 that are either directly or indirectly observable;
- Level 3: Inputs that are generally unobservable and typically reflect management's estimates or assumptions that market participants would use in pricing the asset or liability.

The fair value hierarchy also requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

The assets and liabilities acquired, and the intangibles and goodwill acquired as part of its acquisitions of CPI and Impark have been recorded at their fair value based on a valuation obtained by the Company. The carrying amount of financial instruments including cash, restricted cash, accounts receivable, accounts payable, accrued expenses and other accrued liabilities approximate fair value due to their short-term maturities.

Accounts Receivable and Allowance for Doubtful Accounts

Accounts receivable, net of the allowance for doubtful accounts, represents the Company's estimate of the amount that ultimately will be realized in cash. Management reviews the adequacy of its allowance for doubtful accounts on an ongoing basis, using historical collection trends, aging of receivables, and a review of specific accounts, then makes adjustments in the allowance as necessary. Changes in economic conditions or other circumstances could have an impact on the collection of existing receivable balances or future allowance considerations.

Lease Agreements

The Company enters into leases of parking lots and garages that contain contingent payment provisions. Under these provisions, the Company pays contingent amounts in addition to base rent, primarily based on percentages of the gross receipts or other financial parameters attributable to the related facilities. The Company records contingent rent as it becomes probable that specified targets will be met.

The Company evaluates the lease agreements at the inception of the lease to determine whether the lease is an operating or capital lease and classifies its leases accordingly. Rent expense under operating leases is recognized on the straight-line basis when the leases contain periodic minimum rental increases. The difference between the rent paid and rent expense or income recognized on the straight-line basis is recorded as deferred rent on the consolidated statements of financial position.

The Company also leases certain equipment under capital leases. Property equipment under capital leases are stated at the present value of the minimum lease payments, less accumulated amortization. Amortization of property and equipment under capital leases is recognized on the straight-line basis over the shorter of the estimated useful life of the asset or the term of the lease.

Property and Equipment

Property and equipment are measured at cost less accumulated depreciation and amortization.

Depreciation of property and equipment is provided using the straight-line method over the estimated useful lives of the assets, which are as follows:

Office equipment	3 - 5 years
Computer Equipment and Software	3 - 5 years
Vehicles	5 years
Buildings	39 years
Other	5 years
Leasehold improvements	Lower of estimated useful life or life of the lease

Expenditures which significantly extend the useful life of an asset are capitalized. Upon retirement or sale, the asset cost and related accumulated depreciation are eliminated from the respective accounts and the resulting gain or loss, if any, is included in the results of operations for the year.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labor, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and, where applicable, borrowing costs on qualifying assets.

Gains and losses on disposal of an item of property and equipment are determined by comparing the proceeds from disposal with the carrying amount of property and equipment and are recognized net within Other expenses (income) in profit or loss on the consolidated statements of operations.

Assets not yet in service are stated at cost and not depreciated. These assets are transferred to property and equipment when taken in service. Depreciation expense for work-in-progress assets commences when the asset is available and ready for use.

Depreciation methods, useful lives, and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

Leasehold Assets and Liabilities

Leasehold assets result primarily from the capitalization of the fair value of below-market leases obtained in acquisitions. Leasehold liabilities represent the fair value of above-market leases obtained in acquisitions. The leasehold interest value is recorded based on the present value of the difference between the contractual lease expense to be paid and management's estimate of the fair value of market rent for each lease, measured over a period equal to the non-cancellable term of the lease. Leasehold assets and liabilities are amortized on the straight-line basis, as rent expense, over the term of the related lease and presented in the consolidated statements of financial condition net of accumulated amortization.

The increase (decrease) included in Direct Costs in the consolidated statements of operations resulting from the amortization of leasehold assets and liabilities is as follows:

	December 31, 2019	December 31, 2018
Amortization of:		
Leasehold asset	\$ 1,205	\$ 52
Leasehold liability	899	28
Net Leasehold Liability	<u>\$ 306</u>	<u>\$ 24</u>

Deferred Financing Costs

The costs of obtaining financing are capitalized and amortized as interest expense over the term of the respective financing using the effective interest method. Debt issuance costs of \$8,624 and \$6,846 as of December 31, 2019, and 2018, respectively, have been recorded as a direct deduction from the carrying amount of the Company's debt balance within the Consolidated Balance Sheets and are reflected net of accumulated amortization of \$1,922 and \$294 respectively. Amortization expense related to debt issuance costs are included in interest expense within the Consolidated Statements of Operations and were \$1,628 and \$294 for the years ended December 31, 2019 and 2018, respectively.

Intangible Assets and Goodwill

Intangible assets represent the fair value of separately identifiable future economic benefits obtained from a non-physical asset. Goodwill is an intangible asset representing the future economic benefits arising from other assets obtained in an acquisition that are not individually identified and separately recognized. The Company's intangible assets consist of tradenames and trademarks, software, customer relationships, leasehold interests and non-compete agreements.

Intangible assets are amortized using the straight-line method over the estimated life of the benefit. The Company evaluates the recoverability of intangible assets periodically by taking into account events or circumstances that may warrant revised estimates of useful lives or that indicate the asset may be impaired.

Goodwill has been assigned to reporting units for purposes of impairment testing. Goodwill impairment tests consist of a comparison of each reporting unit's fair value with its carrying value. The fair value of a reporting unit is an estimate of the amount for which the unit as a whole could be sold in a current transaction between willing parties. Generally, estimates of fair value are based on discounted cash flows. If the carrying value of a reporting unit exceeds its estimated fair value, goodwill is written down to its implied fair value. The Company's annual impairment test is performed on October 1, and no impairment of goodwill was identified in 2019 and 2018.

Long-lived Assets

Long lived assets are evaluated for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment is recognized for long lived assets other than goodwill, if the carrying amount exceeds the undiscounted future cash flows expected to result from the use of the asset. The impairment charge would be measured as the amount the carrying value exceeds the determined fair value. As a result of its analysis for the years ended December 31, 2019 and December 31, 2018, the Company determined that no long-lived assets were impaired.

Capitalized Software

The Company internally develops software that it utilizes to provide its services to customers. Under the ASC 350-40, Internal-Use Software, certain costs incurred for computer software developed or obtained for internal use should be capitalized. Internal and external costs incurred during the preliminary project stage are expensed as they are incurred. Internal and external costs incurred during the application development stage shall be capitalized into intangible assets. Costs incurred for upgrades and enhancements are capitalized, whereas, costs incurred for maintenance are expensed as incurred.

Costs capitalized are amortized over the expected useful life of 3 years, once the software is put into service.

Income Taxes

The Company uses the asset and liability method of accounting for income taxes. Deferred tax assets and liabilities are recognized for the future tax consequences attributable to temporary differences between financial statement and tax basis of assets and liabilities and for operating losses. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rate is recognized in income in the period that includes the enacted date. A valuation allowance is provided when it is more likely than not that some portion of the deferred tax asset will not be realized.

Significant judgment is required in order to determine the expected realization of the deferred tax asset. In assessing the need for a valuation allowance, management evaluates all significant verifiable objectives available, positive and negative evidence, including estimates of future taxable income by jurisdiction and the existence of prudent and feasible tax planning strategies. Changes in the expectations regarding the realization of deferred tax assets could materially impact income tax expense in future periods.

The Company recognizes the effect of income tax positions taken or expected to be taken in a tax return only if those positions are more likely than not of being sustained. Recognized income tax positions are measured at the largest amount that is greater than 50% likely of being realized. The Company classifies any interest and penalties as income tax expense. The Company has no material uncertain tax positions for the reporting period presented. Generally, the tax authorities may examine the tax returns for three years from the date of filing in the US and four years in foreign jurisdictions.

Concentration of Credit and Other Risks

Cash balances are held principally at several large credible financial institutions and exceed federally insured limits. The Company has not experienced any losses from maintaining cash accounts in excess of such limits and does not believe that it is exposed to any significant risks related to its cash accounts. The Company believes concentration of credit risk with respect to accounts receivable is limited due to the large number of customers comprising the Company's customer base. There are no customers that account for more than 10% of the Company's revenues.

Self-Insurance Liabilities

The Company's self-insurance liabilities consist primarily of workers compensation, general liability and auto liabilities. The estimates of these liabilities are developed using actuarial methods based upon historical data for payment patterns, cost trends, utilization of health care services and other relevant factors. These estimates take into account incurred but not reported ("IBNR") claims. These estimates are adjusted based on an annual actuarial study and as necessary throughout the year. Although the Company believes that the actuarial estimates are reasonable, significant differences

related to the items noted above could materially affect the Company's obligations, future expenses and cash flows.

Revenue Recognition

Revenue

The Company's revenues are primarily derived from management type and lease type contracts; whereby the Company provides parking services, parking management, ground transportation services and other ancillary services to commercial, hospitality, institutional, and municipal clients. Ancillary services include on-site parking management, facility maintenance, event logistics, municipal meter revenue collection and enforcement services and scheduling and supervising all service personnel. In addition, ancillary services include providing customer service, marketing, accounting and the revenue control functions necessary to complete such services.

In accordance with the guidance related to revenue recognition, entities are required to recognize revenue when control of the promised goods or services is transferred to customers at an amount that reflects the consideration to which the entity expects to be entitled to in exchange for those goods or services.

The Company recognizes gross receipts (net of taxes collected from customers) as revenue from lease type contracts and management fees for services, as the related services are provided. Ancillary services are earned from management contract properties and are recognized as revenue as those services are provided.

Under management type contracts, the Company manages the parking facility for the owner in exchange for a management fee. The company acts as an agent for the owner relative to collecting parking receipts from customers as the owner typically controls pricing customer terms. However, with respect to garage operating expense the Company recognizes both revenues and expenses, in equal amounts, that are directly reimbursed for garage operating expenses incurred in a management type contract. The company has determined it is the principal in the transactions because the nature of our performance obligation is for us to provide the services and incur the costs in order to fulfil our performance obligation, and we have control of the promised services before they are transferred to the customer.

Direct Costs

The Company recognizes costs for lease type contracts, non-reimbursed costs from management type contracts and reimbursed management type contract expenses as cost of services. Cost of services consists primarily of rent and payroll related costs. Direct costs do not include depreciation and amortization expense.

Deferred Revenue

Deferred revenue represents prepaid rental revenue paid by monthly parkers that has not yet been earned.

Client Deposits

The Company holds deposits from certain location owners for parking locations that it leases or manages. Deposits may be used as operating advances by the Company when the location does not generate sufficient revenue to cover operating expenses. Refunds of unused deposits may be refunded prior to the end of the client relationship provided certain economic or other contractual thresholds are achieved. All unused deposits are returned when the Company no longer operates the location. Client deposits are included with other long term liabilities on the accompanying Consolidated Balance Sheets.

Advertising Costs

Advertising costs are expensed as incurred and are included in General and Administrative expenses within the Consolidated Statements of Operations. Advertising expenses were \$507 for the twelve months ended December 31, 2019 and were immaterial for the period from inception to December 31, 2018, respectively.

Noncontrolling Interests

Noncontrolling interests represent the noncontrolling holders' percentage share of income or losses from the subsidiaries in which the Company holds a majority, but less than 100 percent, ownership interest and the results of which are consolidated and included within in our Consolidated Financial Statements.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates. Management evaluates its estimates and assumptions on an ongoing basis using historical experience and other factors, including the current environment.

Reporting Currency

All dollar amounts are presented in the Company's reporting currency, which is United States dollars, unless otherwise indicated. All financial information presented has been rounded to the nearest thousand dollars, unless otherwise indicated.

Foreign Currency Translation

The functional currency of the Company's foreign operations is the local currency. Accordingly, assets and liabilities of the Company's foreign operations are translated from foreign currencies into U.S. dollars at the rates in effect on the balance sheet date while income and expenses are translated at the weighted-average exchange rates for the year. Adjustments resulting from the translations of foreign currency financial statements are accumulated and classified as a separate component of stockholders' equity.

Recent Accounting Pronouncements Not Yet Adopted

Leases

In February 2016, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2016-02, *Leases (Topic 842)* that modifies existing accounting standards for lease accounting. The new standard requires a lessee to record a lease asset and a lease liability on the statement of financial position for all leases with terms longer than 12 months. Leases will be classified as either finance or operating. This classification will determine whether lease expense is recognized based on an effective interest method or on a straight-line basis over the term of the lease. Leases in which the Company is the lessee will generally be accounted for as operating leases resulting in a lease asset and a lease liability. Since the release of Topic 842, the FASB also issued the following additional ASUs updating the topic, including ASU No. 2018-10, *Codification Improvements to Topic 842, Leases*, issued in July 2018; ASU No. 2018-11, *Lease (Topic 842): Targeted Improvements*, issued in July 2018; and ASU No. 2018-20, *Narrow Scope Improvements for Lessors*, issued in December 2018. For the Company, the guidance is effective for fiscal years beginning after December 15, 2020, with early adoption permitted. This effective date was extended for private companies to fiscal years beginning after December 15, 2021. The standard allows for a modified retrospective transition approach for all capital and operating leases existing at, or entered

into after, the beginning of the earliest comparative period presented in the financial statements, with an option to use certain transition relief. The Company is still evaluating the potential impact on their consolidated financial statements.

Current estimate of credit losses

The FASB issued ASU 2016-13, Financial Instruments – *Credit Losses (Topic 326)*, on June 16, 2016. ASU 2016-13 introduces a new model for recognizing credit losses on financial instruments based on an estimate of current expected credit losses. ASU 2016-13 will apply to: (1) loans, accounts receivable, trade receivables, and other financial assets measured at amortized cost, (2) loan commitments and certain other off-balance sheet credit exposures, (3) debt securities and other financial assets measured at fair value through other comprehensive income, and (4) beneficial interests in securitized financial assets. The ASU requires reporting entities to adopt the current expected credit losses ("CECL") model, which generally calls for the immediate recognition of all expected credit losses. The Company will be required to adopt ASU 2016-13 for fiscal years beginning after December 15, 2021. ASU 2016-13 will require modified retrospective application to all outstanding instruments. Management is currently evaluating the impact of adopting ASU 2016-13 on the Company's consolidated financial statements.

Intangibles – Goodwill and Other

In January 2017, the FASB issued ASU No. 2017-04, *Intangibles – Goodwill and Other (Topic 350): Simplifying the Accounting for Goodwill Impairment*. The new guidance simplifies the accounting for goodwill impairment by removing Step 2 of the goodwill impairment test, which requires a hypothetical purchase price allocation. A goodwill impairment will now be the amount by which a reporting unit's carrying value exceeds its fair value, not to exceed the carrying amount of goodwill. All other goodwill impairment guidance will remain largely unchanged. Entities will continue to have the option to perform a qualitative assessment to determine if a quantitative impairment test is necessary. The same one-step impairment test will be applied to goodwill at all reporting units, even those with zero or negative carrying amounts. Entities will be required to disclose the amount of goodwill at reporting units with zero or negative carrying amounts. ASU No. 2017-04 is effective for annual or any interim goodwill impairment tests in fiscal years beginning after December 15, 2019. Early adoption is permitted for interim or annual goodwill impairment tests performed on testing dates after January 1, 2017. The Company is currently assessing the impact of adopting the standard on the Company's financial position, results of operations, cash flows and financial statement disclosures.

Investments

In January 2020, the FASB issued ASU No 2020-01, *Investments - Equity Securities (Topic 321)*, *Investments - Equity Method and Joint Ventures (Topic 323)*, and *Derivatives and Hedges (Topic 815)*. The new guidance addresses accounting for the transition into and out of the equity method and measuring certain purchase options and forward contract to acquire investments. This standard is effective for annual and interim periods beginning after December 15, 2021. Early adoption is permitted, including early adoption in an interim period, (1) for public business entities for periods for which financial statements have not yet been issued and (2) for all other entities for periods for which financial statements have not yet been made available for issuance. The Company is currently assessing the impact of adopting the standard on the Company's financial position, results of operations, cash flows and financial statement disclosures.

Income Taxes

In December 2019, the FASB issued ASU No. 2019-12, *Income Taxes (Topic 740): Simplifying the Accounting for Income Taxes*. This standard eliminates certain exceptions related to the approach for intraperiod tax allocation, the methodology for calculating income taxes in an interim period and the recognition of deferred tax liabilities for outside basis differences. This standard is effective for all annual reporting period beginning after December 15, 2021, and interim periods within fiscal years beginning after December 15, 2022. The Company is currently assessing the impact of adopting the standard on the Company's financial position, results of operations, cash flows and financial statement disclosures.

Fair Value Measurement

In August 2018, the FASB issued ASU No. 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework - Changes to the Disclosure Requirements for Fair Value Measurement*. This standard modifies the disclosures on fair value measurements by removing the requirements to disclose the amount and reasons for transfers between Level 1 and Level 2 of the fair value hierarchy and the policy for timing of such transfers. The ASU expands the disclosure requirements for Level 3 fair value measurements, primarily focused on changes in unrealized gains and losses included in other comprehensive income. The standard is effective for interim and annual periods beginning after December 15, 2019. This standard is not expected to have an impact on the Company's financial position, results of operations, cash flows and financial statement disclosures.

Intangibles - Goodwill and Other

In August 2018, the FASB issued ASU No. 2018-15, *Intangibles – Goodwill and Other – Internal - Use Software (Sub topic 350-40): Customer's Accounting for Implementation Costs Incurred in a Cloud Computing Arrangement That Is a Service Contract*. The standard requires a customer in a cloud computing arrangement that is a service contract to follow the internal-use software guidance in Accounting Standards Codification (ASC) 350-40 to determine which implementation costs to capitalize as assets. Capitalized implementation costs related to a hosting arrangement that is a service contract will be amortized over the term of the hosting arrangement, beginning when the module or component of the hosting arrangement is ready for its intended use. The standard is effective for interim and annual reporting periods beginning after December 15, 2020.

Consolidations

In October 2018, the FASB issued ASU No. 2018-17, *Consolidation (Topic 810): Targeted Improvements to Related Party Guidance for Variable Interest Entities ("ASU No. 2018-17")*, which supersedes ASU No. 2014-07, *Consolidation (Topic 810): Applying Variable Interest Entities Guidance to Common Control Leasing Arrangements ("ASU No. 2014-07")*. The Company is currently assessing the impact of adopting the standard on the Company's financial position, results of operations, cash flows and financial statement disclosures. The standard is effective for interim and annual reporting periods beginning after December 15, 2020.

Recently Adopted Accounting Pronouncements

Financial Instruments

In January 2016, the FASB issued ASU 2016-01, "Financial Instruments: Recognition and Measurement of Financial Assets and Financial Liabilities", which addresses certain aspects of recognition, measurement, presentation and disclosure of financial statements. The Company adopted the standard on January 1, 2019 with no net effect on its consolidated financial statements.

Statement of Cash Flows

In August 2016, the FASB issued ASU 2016-15, *Statement of Cash Flows (Topic 230): Classification of Certain Cash Receipts and Payments*, which clarifies and provides specific guidance on eight cash flow classification issues with an objective to reduce the current diversity in practice. This guidance is effective for the Company for years beginning after December 15, 2018. The Company has adopted ASU 2016-15 for the year beginning on January 1, 2019. The adoption of ASU 2016-15 did not have a material impact on our consolidated financial statements.

Business Combinations

In January 2017, the FASB issued ASU 2017-01, *Business Combinations (Topic 805): Clarifying the Definition of a Business*, which clarifies the definition of a business to assist entities with evaluating whether transactions should be accounted for as acquisitions of assets or business combinations. This standard was effective for annual periods beginning after December 15, 2018, although early adoption is permitted. The Company has adopted ASU 2017-01 for the year beginning on January 1, 2019. The adoption of ASU 2017-01 did not have a material impact on our consolidated financial statements.

Compensation-Retirement Benefits

In March 2017, FASB issued ASU 2017-07, which outlines guidance on the presentation of net periodic costs of benefit plans. The new guidance requires that the service cost component of net periodic benefit costs be reported within the same line item of the statements of operations as other compensation costs are reported. Other components of net periodic benefit costs should be reported separately. Footnote disclosure is required to state within which line items of the statements of operations the components are reported. The guidance is effective for annual and interim reporting periods beginning after December 15, 2018. The Company adopted the guidance effective January 1, 2019. The adoption of ASU 2017-07 did not have a material impact on the Company's financial statements.

Income Statement - Reporting Comprehensive Income

In February 2018, the FASB issued ASU No. 2018-02, *Reclassification of Certain Tax Effects from Accumulated Other Comprehensive Income*. The ASU provides guidance that permits companies to reclassify disproportionate tax effects in accumulated other comprehensive income (AOCI) caused by the Tax Cuts and Jobs Act of 2017 (the "2017 Tax Act") to retained earnings. The FASB refers to these amounts as "stranded tax effects." Companies that elect to reclassify the effects associated with the change in US federal corporate income tax rate must do so for all items within AOCI. The new guidance also required all companies to include certain new disclosures in their financial statements, regardless of whether a company opts to make the reclassification. Companies were allowed to adopt the new guidance using one of two transition methods: (1) retrospective to each period (or periods) in which the income tax effects of the 2017 Tax Act related to items remaining in AOCI are recognized, or (2) at the beginning of the period of adoption. ASU No. 2018-02 was effective for all companies for fiscal years beginning after December 15, 2018 and interim periods within those fiscal years. The Company adopted the guidance effective January 1, 2019. The adoption of ASU 2018-02 did not have a material impact on the Company's financial statements.

Service Concession Arrangements

In May 2017, the FASB issued ASU No. 2017-10, *Service Concession Arrangements (Topic 853): Determining the Customer of the Operation Services*. Topic 853 further clarifies how operating entities should determine the customer of operation services for transactions within the scope of Topic 853. The Company determined that revenue generated from service concession arrangements, will be accounted for under the guidance of Topic 606 upon adoption of Topic 853. The Company adopted the provisions of Topic 853 on January 1, 2019 and upon the adoption, the Company was required to reclassify certain assets used in service concession arrangements that were previously included in Property and equipment, net, to Other assets within the Consolidated Balance Sheet for December 31, 2019 (The prior period presented has not been recast).

Revenue Recognition

In May 2014, the FASB issued ASU 2014-09 (Topic 606) "Revenue from Contracts with Customers." Topic 606 supersedes the revenue recognition requirements in Topic 605 "Revenue Recognition" and requires entities to recognize revenue when control of the promised goods or services is transferred to customers at an amount that reflects the consideration to which the entity expects to be entitled to in exchange for those goods or services. The FASB also issued the following additional ASUs updating the topic: In December 2016, the FASB issued ASU No. 2016-20, *Technical Corrections and Improvements to Topic 606, Revenue from Contracts with Customers*; In May 2016, the FASB issued ASU No. 2016-12, *Revenue from Contracts with Customers (Topic 606): Narrow-Scope Improvements and Practical Expedients*; In April 2016, the FASB issued ASU No. 2016-10, *Revenue from Contracts with Customers (Topic 606): Identifying Performance Obligations and Licensing*; In March 2016, the FASB issued ASU No. 2016-08, *Revenue from Contracts with Customers (Topic 606): Principal versus Agent Considerations (Reporting Revenue Gross versus Net)*; and in August 2015, the FASB issued ASU No. 2015-14, *Revenue from Contracts with Customers (Topic 606): Deferral of Effective Date*.

On January 1, 2019, the Company adopted Topic 606 and all related amendments ("new revenue standard") to those contracts which were not completed as of January 1, 2019 using the modified retrospective method. The comparative information has not been restated and continues to be reported under the accounting standards in effect for those periods. There was no adjustment to the

opening balance of retained earnings due to the cumulative effect of initially applying the new revenue standard determined to be immaterial.

The impact of this change on the Consolidated Balance Sheet is as follows:

Impact of Changes in Accounting Policies as of December 31, 2019			
	As Reported	Balances without Adoption of Topics ASC 606 and 853	Impact of Adoption Increase/(Decrease)
Assets			
Property and equipment, net (1)	38,500	39,777	(1,277)
Other assets (1)	18,569	17,292	1,277

(1) Leasehold improvements used in service concession arrangements of approximately \$1,277 were reclassified from Property and equipment, net to Other assets as of December 31, 2019.

The adoption of Topics 606 and 853 had no impact to the Company's Operating loss or Net loss for the year ended December 31, 2019.

The impact of this change to service revenue and direct costs was as follows:

Impact of Changes in Accounting Policies for the Year Ended December 31, 2019				
	As Reported		Balances without Adoption of ASC 606 and 853	Impact of Adoption Increase/(Decrease)
Revenue (1)	\$ 770,993	\$	828,417	\$ (57,424)
Direct Cost (1)	654,698		712,122	(57,424)
Gross Profit	\$ 116,295	\$	116,295	\$ —
Depreciation and amortization	\$ 45,669	\$	45,669	\$ —

(1) Certain expenses, primarily rental type expense for contractual arrangements that meet the definition of a service concession arrangement under Topic 853, of approximately \$57,424 that would have been previously classified as Direct Cost (mainly lease type contracts) have been classified as a reduction of revenue and included in Revenue contracts for the year ended December 31, 2019.

The adoption of Topics 606 and 853 did not result in a cumulative effect on our opening retained earnings and there was no impact to the Company's Consolidated Statements of Cash Flows. See Note 4, Revenue for further discussion on the impacts of adopting Topics 606 and 853.

**Combined financial statements of
Republic Parking System,
LLC and Affiliates**

December 31, 2018

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Independent Auditor's Report

To the Board of Directors of
Republic Parking system, LLC and Affiliates

Opinion

We have audited the financial statements of Republic Parking system, LLC and Affiliates (the "Company"), which comprise the consolidated balance sheets as at December 31, 2018 and the consolidated statements of income and comprehensive income, consolidated statements of shareholders' equity and consolidated statements of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2018 and the results of its operations and its cash flows for the year then ended in accordance with United States Generally Accepted Accounting Principles ("US GAAP").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with US GAAP, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. **However**, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Vancouver, Canada
April 5, 2019

Republic Parking System, LLC and Affiliates**Combined balance sheet**

As at December 31, 2018 and 2017

(In thousands of dollars, unless otherwise indicated)

		2018 \$	2017 \$
Assets			
Current assets			
Cash		8,593	10,216
Notes and accounts receivable	4	20,855	15,557
Prepaid expenses and other	5	824	2,879
Total Current assets		30,272	28,652
Non-current assets			
Notes and accounts receivable	4	2,053	2,365
Deferred taxes		611	815
Property and equipment, net	6	20,933	19,114
Intangible assets, net	7	51,506	58,662
Due from related party	10	3,855	—
Other assets		130	108
Goodwill		36,829	36,829
Total non-current assets		115,917	98,779
Total Assets		146,189	146,545
Liabilities			
Current liabilities			
Accounts payable		7,702	7,214
Accrued expenses	8	16,288	16,481
Deferred revenue		1,671	1,176
Due to related party	10		1,855
		25,661	26,726
Non-current liabilities			
Deposits		540	583
Total non-current liabilities		540	583
Total Liabilities		26,201	27,309
Commitments	14		
Member's equity			
Member's contributions		118,305	118,305
Retained earnings		1,683	931
Total Member's Equity		119,988	119,236
Total Liabilities and Member's Equity		146,189	146,545

The accompanying notes are an integral part of these financial statements.

Republic Parking System, LLC and Affiliates**Combined statement of income**

Years ended December 31, 2018 and 2017

(In thousands of dollars, unless otherwise indicated)

		2018 \$	2017 \$
Revenue			
Net parking services		98,197	98,151
Management contracts		32,156	24,441
Reimbursed management fees (correction)	15	85,175	82,287
		215,528	204,879
Interest income		163	126
Other		13,497	10,338
Total Revenue		229,188	215,343
Direct costs and expenses			
Reimbursed management fees (correction)	15	85,175	82,287
Leases	3	72,474	69,490
Salaries and wages		33,932	29,993
Other operating expenses		17,581	18,479
Depreciation and amortization		9,517	8,993
Post-acquisition estimate revisions			2,540
General and administrative		4,824	2,373
Interest			210
Total direct costs and expenses		223,503	214,365
Income before state income taxes		5,685	978
State income tax expense/(recovery)		1,933	(282)
Net income		3,752	1,260

The accompanying notes are an integral part of these financial statements.

Republic Parking System, LLC and Affiliates**Combined statement of member's equity**

Years ended December 31, 2018 and 2017

(In thousands of dollars, unless otherwise indicated)

	Members' contributions	Retained earnings	Total member's equity
	\$	\$	\$
Balance, December 31, 2016	118,305	671	118,976
Net income	—	1,260	1,260
Distributions to member	—	(1,000)	(1,000)
Balance, December 31, 2017	118,305	931	119,236
Net income	—	3,752	3,752
Distributions to member	—	(3,000)	(3,000)
Balance, December 31, 2018	118,305	1,683	119,988

The accompanying notes are an integral part of these financial statements.

APPENDIX B: TRANSITION PLAN

RPNW/REEF’s dedicated professionals know how important a truly seamless transition is to your business. We have handled numerous transitions for our clients — all with great sensitivity and care. We begin every job knowing that a successful startup is essential to building credibility and confidence with our clients and customers. That’s why our goal during any transition period is to do anything in our power to ensure the efficiency of day-to-day business.

RPNW/REEF’s transition process is systematic and methodical. As soon as the Town contract is awarded, RPNW/REEF’s Transition Team will meet with Senior Management, SMEs and our OPS team to discuss the Scope of Services, understand more details and any Town concerns, and begin execution of the Checklist. The checklist will be tracked through an electronic project management tool (a GANTT Chart). A timeline for completion of the Town transition will be developed based on the lead-time given prior to start-up. Transition Team Meetings will be held weekly, with the Checklist and Timeline updated regularly to share information with all parties, including the Town.

The local transition team stays in communication with the client through status updates and to discuss any questions, concerns, or problems that arise. The local team will also work with the client to develop a communication plan for parker groups regarding the transition. Details of our transition process include:

- A thorough review of the Town’s downtown to determine your specific needs
- Preparation of a written timetable with measurable goals
- A transition management team specifically assigned to the Town’s operation
- Performance of site-specific analysis and survey
- Development of a detailed instruction and training manual
- Selective recruiting and careful screening
- Testing and review of procedural knowledge

Transition Timeline

Our planned pre-transition and opening guidelines in the table below, and subject further to input from the Town. We reverse-engineer the plan to ensure we meet timelines and project milestones.

TIME REQUIRED	PROJECT PREPARATION ACTIVITIES
Immediately following contract award and counting back	• Introduce implementation team. • Meet w/senior staff regarding management personnel & key employees. • Finalize signage, operating plans, and equipment installation (if applicable). • Assist Town with developing and implementing an effective public relations strategy to ensure successful rollout of the project. • Conduct progress and feedback meeting with Town.
4–3 weeks	• Initiate recruitment for all staff. • Meet with Town regarding proposed employees. • Commence preparation of standard operating procedures (SOPs). • Conduct progress and feedback meeting with Town.
3 weeks	• Interview existing or transferable employees. • Review resumes from external candidates. • Conduct progress and feedback meeting with Town.

2 weeks	• Conduct interviews with field staff candidates. • Send offers of employment to successful field staff candidates. • Meet with Town regarding reporting requirements. • Commence preliminary office staff training. • Conduct progress and feedback meeting with Town.
1 week	• Conduct orientation training on systems and procedures for field staff. • Confirm staffing schedules. • Issue uniforms to staff and meet with subcontractors. • Conduct progress and feedback meeting with Town.
Start of contract under RPNW	• Commence operation under new management. • Commence review of operations for recommendations. • Train and assess field staff. • Commence weekly meetings with Town.
+1–30 days	• Implement changes to procedures (as required). • Field staff assessment and field training. • Commence 30–60-day review/report of existing operation. • Conduct initial customer survey (as required). • Meet with Town to review progress.
45 days after transition	• Present first financial statement. • Commence monthly meetings.

APPENDIX C: SAMPLE REPORTS



PART OF REEF PARKING NETWORK

Managed by Republic Parking System

[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Re: April Financials

Dear [Redacted],

This serves as an overview of the parking department’s activity during the month of April 2020. Gross revenue in April totaled \$383,905.32 and this figure is 62.3% over our budgeted projections. In contrast to March, April’s weather was outstanding and traffic volumes were high. This in combination with spring break and the Easter holiday falling in April led to revenues exceeding the budget by 74.0%. As compliance increases violations decrease and our violation revenue decreased slightly by 6.4%. Residential and commercial pass sales remain strong and that line finished 62.3% over budget in April 2020.

Expenses in April 2020 totaled \$45,808.85 and this figure is 9.8% above budget. Additional beach traffic results in additional personnel in order to effectively patrol all beats and our payroll line was over budgeted figures by 2.0%. Operating expenses were reduced 14.7% below the budget, and we now have a net income cushion of \$68,703.94, or 17.4% when YTD activity is compared to the budget.

Our new hire ambassadors are becoming more experienced and efficient in the second month of the paid parking season, and we have retained all the personnel that we have hired. Our staff responded well with the closure of the south end of the island in conjunction with the “Good Behavior” filming that took place. We look forward to another strong month in May, and If you all have any questions please do not hesitate to inquire.

Kind Regards,

[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

INVOICE

Invoice Number: 125332

Invoice Date: 5/11/2020

Page: 1

Bill
To:



Terms Due Upon Receipt
P.O. Number

Customer ID TOWN
SalesPerson
Location

Item/Description	Quantity	Unit Price	Total Price
Actual Expenses for April	1	45,808.85	45,808.85
Reverse April	-1	34,378.05	-34,378.05
Pre-Bill May1 2020 Budget less IMF	1	37,652.63	37,652.63

Subtotal: 49,083.43

Tax: 0.00

Total USD: 49,083.43

RPS [REDACTED] Sales Tax
April 2020

	Invoice Number	Date	Invoice Total	Merchandise Total	Sales Tax
Craft Hardware	B719751	3-Apr	\$28.83	\$26.94	\$1.89
Allways Graphics	103531	12-Apr	\$49.21	\$45.99	\$3.22
POM	35303	10-Apr	\$918.79	\$859.25	\$59.54
			\$996.83	\$932.18	\$64.65
			INV TOTAL		TAX TOTAL

RPS

Location: XXXXXXXXXX

Client Income Statement

For the Period from April 1, 2020 to April 30, 2020

	Current Activity	Current Budget	Current Variance	YTD Activity	YTD Budget	YTD Variance
Meter	337,865.75	194,129.03	143,736.72	434,007.75	376,378.84	57,628.91
Violation	27,117.57	28,977.08	(1,859.51)	59,320.89	51,379.50	7,941.39
Miscellaneous Income	18,922.00	13,486.20	5,435.80	99,811.00	105,936.60	(6,125.60)
Unclassified Revenue						
Free & Discounted	5,811.40		5,811.40	7,190.40		7,190.40
Free & Discounted (out)	(5,811.40)		(5,811.40)	(7,190.40)		(7,190.40)
TOTAL REVENUE	383,905.32	236,592.31	147,313.01	593,139.64	533,694.94	59,444.70
EXPENSES						
Wages - Maintenance	3,501.39	3,206.67	(294.72)	11,232.42	10,573.34	(659.08)
Wages - Enforcement	5,783.02	5,026.67	(756.35)	12,901.16	10,118.34	(2,782.82)
Wages - Accountant	2,460.19	2,080.00	(380.19)	5,007.19	5,200.00	192.81
Wages - Management	6,841.76	8,040.54	1,198.78	32,328.15	37,207.93	4,879.78
Taxes, Benefits & W/C	6,523.81	6,377.97	(145.84)	21,575.60	21,927.10	351.50
PPACA Fee	450.00	325.00	(125.00)	1,187.50	850.00	(337.50)
Payroll Processing Fee	297.37	293.66	(3.71)	983.49	1,009.60	26.11
Total Payroll	25,857.54	25,350.51	(507.03)	85,215.51	86,886.31	1,670.80
Uniforms				1,070.11	1,000.00	(70.11)
Operating Supplies	28.83	175.00	146.17	199.37	700.00	500.63
Paystation Supplies				1,161.30	1,500.00	338.70
Office Supplies	49.21	125.00	75.79	351.22	400.00	48.78
Equipment Leases	690.00	718.75	28.75	2,081.50	1,437.50	(644.00)
Tickets Parking/Violations	(120.00)		120.00	540.00	660.00	120.00
Signage					500.00	500.00
Paystation EMS & GSM	2,143.20	2,120.00	(23.20)	3,831.64	5,360.00	1,528.36
Meter Pole Instal & Equip				1,070.00	1,000.00	(70.00)
DMV Research	11.80	150.00	138.20	91.77	400.00	308.23
Total Operating Expenses	2,803.04	3,288.75	485.71	10,396.91	12,957.50	2,560.59
R & M - Equipment	918.79	350.00	(568.79)	2,370.96	1,325.00	(1,045.96)
Service Contracts/Warranties	229.98	1,993.16	1,763.18	(886.82)	7,972.64	8,859.46
Total Repairs & Maintenance	1,148.77	2,343.16	1,194.39	1,484.14	9,297.64	7,813.50
General Liability	1,889.44	1,889.44		7,557.76	7,557.76	
Total Insurance	1,889.44	1,889.44		7,557.76	7,557.76	
Cellular Phone	302.20	450.00	147.80	1,416.81	1,500.00	83.19
Internet Service	63.00	70.00	7.00	273.00	280.00	7.00
Incentive Mgt Fee	12,784.05	7,334.36	(5,449.69)	19,751.56	16,544.54	(3,207.02)
Accounting Fees	465.00	465.00		1,860.00	1,860.00	
IT Support		70.00	70.00	250.00	280.00	30.00
Banking Fees	158.31	121.20	(37.11)	379.44	433.39	53.95
Recruiting	125.00	80.00	(45.00)	410.00	320.00	(90.00)
Mileage Reimbursement				32.80		(32.80)
Airfare				257.10	400.00	142.90
Lodging				202.82		(202.82)
Travel/Business - Meals				25.67		(25.67)
Auto Rental				4.70		(4.70)

RPS

Location: XXXXXXXXXX

Client Income Statement

For the Period from April 1, 2020 to April 30, 2020

	Current Activity	Current Budget	Current Variance	YTD Activity	YTD Budget	YTD Variance
Postage	212.50	250.00	37.50	289.68	750.00	460.32
Total Administrative Expenses	14,110.06	8,840.56	(5,269.50)	25,153.58	22,367.93	(2,785.65)
TOTAL EXPENSES	45,808.85	41,712.42	(4,096.43)	129,807.90	139,067.14	9,259.24
NET INCOME (LOSS)	338,096.47	194,879.89	143,216.58	463,331.74	394,627.80	68,703.94

RPS

Location: [REDACTED]

Client Income Statement

For the Period from April 1, 2020 to April 30, 2020

	January	February	March	April	Total
Meter		157.25	95,984.75	337,865.75	434,007.75
Violation	10,910.83	7,480.00	13,812.49	27,117.57	59,320.89
Miscellaneous Income	7,630.00	35,150.00	38,109.00	18,922.00	99,811.00
Unclassified Revenue					
Free & Discounted			1,379.00	5,811.40	7,190.40
Free & Discounted (out)			(1,379.00)	(5,811.40)	(7,190.40)
TOTAL REVENUE	18,540.83	42,787.25	147,906.24	383,905.32	593,139.64
EXPENSES					
Wages - Maintenance	1,519.63	2,545.88	3,665.52	3,501.39	11,232.42
Wages - Enforcement		394.88	6,723.26	5,783.02	12,901.16
Wages - Accountant	(96.00)	783.00	1,860.00	2,460.19	5,007.19
Wages - Management	6,620.72	6,977.91	11,887.76	6,841.76	32,328.15
Taxes, Benefits & W/C	2,823.56	3,756.29	8,471.94	6,523.81	21,575.60
PPACA Fee	150.00	212.50	375.00	450.00	1,187.50
Payroll Processing Fee	128.71	171.23	386.18	297.37	983.49
Total Payroll	11,146.62	14,841.69	33,369.66	25,867.64	85,215.61
Uniforms		1,070.11			1,070.11
Operating Supplies	170.54			28.83	199.37
Paystation Supplies		1,161.30			1,161.30
Office Supplies	211.10	90.91		49.21	351.22
Equipment Leases	1,391.50			690.00	2,081.50
Tickets Parking/Violations		660.00		(120.00)	540.00
Paystation EMS & GSM	130.24	230.00	1,328.20	2,143.20	3,831.64
Meter Pole Instal & Equip		1,070.00			1,070.00
DMV Research	34.92	24.18	20.87	11.80	91.77
Total Operating Expenses	1,938.30	4,306.50	1,349.07	2,803.04	10,396.91
R & M - Equipment	560.00	892.17		918.79	2,370.96
Service Contracts/Warranties	(1,576.76)	229.98	229.98	229.98	(896.82)
Total Repairs & Maintenance	(1,016.76)	1,122.15	229.98	1,148.77	1,484.14
General Liability	1,889.44	1,889.44	1,889.44	1,889.44	7,557.76
Total Insurance	1,889.44	1,889.44	1,889.44	1,889.44	7,557.76

RPS

Location:

Client Income Statement

For the Period from April 1, 2020 to April 30, 2020

	January	February	March	April	Total
Cellular Phone	513.37	299.39	301.85	302.20	1,416.81
Internet Service	70.00	70.00	70.00	63.00	273.00
Incentive Mgt Fee	617.41	1,424.82	4,925.28	12,784.05	19,751.56
Accounting Fees	465.00	465.00	465.00	465.00	1,860.00
IT Support	125.00	62.50	62.50		250.00
Banking Fees	69.47	60.65	91.01	158.31	379.44
Recruiting	80.00	80.00	125.00	125.00	410.00
Mileage Reimbursement	32.80				32.80
Airfare	257.10				257.10
Lodging	202.82				202.82
Travel/Business - Meals	25.67				25.67
Auto Rental		4.70			4.70
Postage	45.17	32.01		212.50	289.68
Total Administrative Expenses	2,503.81	2,499.07	6,040.64	14,110.06	25,153.58
TOTAL EXPENSES	16,461.41	24,658.85	42,878.79	45,808.85	129,807.90
NET INCOME (LOSS)	2,079.42	18,128.40	105,027.45	338,096.47	463,331.74

Client Income Statement

April 30, 2020

Location

Contract Type: Managed

Description	Current Activity	Current Budget	Current Variance	% of Revenue	YTD Activity	YTD Budget	YTD Variance	% of Revenue
Meter	\$ 337,865.75	\$ 194,129.03	\$ 143,736.72	88.01%	\$ 434,007.75	\$ 376,378.84	\$ 57,628.91	73.17%
Violation	\$ 27,117.57	\$ 28,977.08	\$ (1,859.51)	7.06%	\$ 59,320.89	\$ 51,379.50	\$ 7,941.39	10.00%
Miscellaneous Income	\$ 18,922.00	\$ 13,486.20	\$ 5,435.80	4.93%	\$ 99,811.00	\$ 105,936.60	\$ (6,125.60)	16.83%
Free & Discounted	\$ 5,811.40	\$ -	\$ 5,811.40	1.51%	\$ 7,190.40	\$ -	\$ 7,190.40	1.21%
Free & Discounted (out)	\$ (5,811.40)	\$ -	\$ (5,811.40)	-1.51%	\$ (7,190.40)	\$ -	\$ (7,190.40)	-1.21%
Total Revenue	\$ 383,905.32	\$ 236,592.31	\$ 147,313.01		\$ 593,139.64	\$ 533,694.94	\$ 59,444.70	
Total Wages	\$ 18,586.36	\$ 18,353.88	\$ (232.48)	4.84%	\$ 61,468.92	\$ 63,099.61	\$ 1,630.69	10.36%
Benefits and Payroll Related	\$ 7,271.18	\$ 6,996.63	\$ (274.55)	1.89%	\$ 23,746.59	\$ 23,786.70	\$ 40.11	4.00%
Total Payroll	\$ 25,857.54	\$ 25,350.51	\$ (507.03)	6.74%	\$ 85,215.51	\$ 86,886.31	\$ 1,670.80	14.37%
Operating Supplies	\$ 78.04	\$ 300.00	\$ 221.96	0.02%	\$ 2,782.00	\$ 3,600.00	\$ 818.00	0.47%
Operating Expenses	\$ (120.00)	\$ -	\$ 120.00	-0.03%	\$ 540.00	\$ 1,160.00	\$ 620.00	0.09%
Equipment Purchase/Rental/Lease:	\$ 2,833.20	\$ 2,838.75	\$ 5.55	0.74%	\$ 6,983.14	\$ 7,797.50	\$ 814.36	1.18%
DMV Research cv	\$ 11.80	\$ 150.00	\$ 138.20	0.00%	\$ 91.77	\$ 400.00	\$ 308.23	0.02%
Total Operating Expenses	\$ 2,803.04	\$ 3,288.75	\$ 485.71	0.73%	\$ 10,396.91	\$ 12,957.50	\$ 2,560.59	1.75%
R&M Services	\$ 1,148.77	\$ 2,343.16	\$ 1,194.39	0.30%	\$ 1,484.14	\$ 9,297.64	\$ 7,813.50	0.25%
Total R & M	\$ 1,148.77	\$ 2,343.16	\$ 1,194.39	0.30%	\$ 1,484.14	\$ 9,297.64	\$ 7,813.50	0.25%
Liability Insurance	\$ 1,889.44	\$ 1,889.44	\$ -	0.49%	\$ 7,557.76	\$ 7,557.76	\$ -	1.27%
Total Liability Insurance	\$ 1,889.44	\$ 1,889.44	\$ -	0.49%	\$ 7,557.76	\$ 7,557.76	\$ -	1.27%
Telephone & Communications	\$ 365.20	\$ 520.00	\$ 154.80	0.10%	\$ 1,689.81	\$ 1,780.00	\$ 90.19	0.28%
Incentive Mgmt Fees	\$ 12,784.05	\$ 7,334.36	\$ (5,449.69)	3.33%	\$ 19,751.56	\$ 16,544.54	\$ (3,207.02)	3.33%
Professional Services	\$ 748.31	\$ 736.20	\$ (12.11)	0.19%	\$ 2,899.44	\$ 2,893.39	\$ (6.05)	0.49%
Travel Expense	\$ -	\$ -	\$ -	0.00%	\$ 497.42	\$ 400.00	\$ (97.42)	0.08%
Postage	\$ 212.50	\$ 250.00	\$ 37.50	0.06%	\$ 289.68	\$ 750.00	\$ 460.32	0.05%
Meals/Entertainment-Client/Prosp	\$ -	\$ -	\$ -	0.00%	\$ 25.67	\$ -	\$ (25.67)	0.00%
Total Administrative Expenses	\$ 14,110.06	\$ 8,840.56	\$ (5,269.50)	3.68%	\$ 25,153.58	\$ 22,367.93	\$ (2,785.65)	4.24%
Total Expenses	\$ 45,808.85	\$ 41,712.42	\$ (4,096.43)	11.93%	\$ 129,807.90	\$ 139,067.14	\$ 9,259.24	21.88%
Net Income (Loss)	\$ 338,096.47	\$ 194,879.89	\$ 143,216.58	88.07%	\$ 463,331.74	\$ 394,627.80	\$ 68,703.94	78.12%

Client Income Statement

April 30, 2020

Location

Contract Type: Managed

Description	Current Activity	Same Period	Last Year	Variance	YTD Current	YTD Last Year	Variance
Meter	\$ 337,865.75	\$	204,346.35	\$ 133,519.40	\$ 434,007.75	\$ 396,356.00	\$ 37,651.75
Violation	\$ 27,117.57	\$	37,383.42	\$ (10,265.85)	\$ 59,320.89	\$ 66,324.67	\$ (7,003.78)
Miscellaneous Income	\$ 18,922.00	\$	12,844.00	\$ 6,078.00	\$ 99,811.00	\$ 94,692.00	\$ 5,119.00
Free & Discounted	\$ 5,811.40	\$	2,171.40	\$ 3,640.00	\$ 7,190.40	\$ 4,118.80	\$ 3,071.60
Free & Discounted (out)	\$ (5,811.40)	\$	(2,171.40)	\$ (3,640.00)	\$ (7,190.40)	\$ (4,118.80)	\$ (3,071.60)
Total Revenue	\$ 383,905.32	\$	254,573.77	\$ 129,331.55	\$ 593,139.64	\$ 557,372.67	\$ 35,766.97
Total Wages	\$ 18,586.36	\$	18,607.88	\$ 21.52	\$ 61,468.92	\$ 62,887.53	\$ 1,418.61
Benefits and Payroll Related	\$ 7,271.18	\$	7,220.38	\$ (50.80)	\$ 23,746.59	\$ 24,209.30	\$ 462.71
Total Payroll	\$ 25,857.54	\$	25,828.26	\$ (29.28)	\$ 85,215.51	\$ 87,096.83	\$ 1,881.32
Operating Supplies	\$ 78.04	\$	322.38	\$ 244.34	\$ 2,782.00	\$ 3,659.37	\$ 877.37
Operating Expenses	\$ (120.00)	\$	-	\$ 120.00	\$ 540.00	\$ 660.00	\$ 120.00
Equipment Purchase/Rental/Lease:	\$ 2,833.20	\$	4,165.98	\$ 1,332.78	\$ 6,983.14	\$ 7,412.78	\$ 429.64
DMV Research cv	\$ 11.80	\$	25.50	\$ 13.70	\$ 91.77	\$ 26.40	\$ (65.37)
Total Operating Expenses	\$ 2,803.04	\$	4,513.86	\$ 1,710.82	\$ 10,396.91	\$ 11,758.55	\$ 1,361.64
R&M Services	\$ 1,148.77	\$	1,901.69	\$ 752.92	\$ 1,484.14	\$ 8,028.49	\$ 6,544.35
Total R & M	\$ 1,148.77	\$	1,901.69	\$ 752.92	\$ 1,484.14	\$ 8,028.49	\$ 6,544.35
Liability Insurance	\$ 1,889.44	\$	1,889.44	\$ -	\$ 7,557.76	\$ 7,557.76	\$ -
Total Liability Insurance	\$ 1,889.44	\$	1,889.44	\$ -	\$ 7,557.76	\$ 7,557.76	\$ -
Telephone & Communications	\$ 365.20	\$	491.49	\$ 126.29	\$ 1,689.81	\$ 1,839.51	\$ 149.70
Incentive Mgmt Fees	\$ 12,784.05	\$	8,477.31	\$ (4,306.74)	\$ 19,751.56	\$ 18,560.51	\$ (1,191.05)
Professional Services	\$ 748.31	\$	748.83	\$ 0.52	\$ 2,899.44	\$ 3,471.43	\$ 571.99
Travel Expense	\$ -	\$	-	\$ -	\$ 497.42	\$ -	\$ (497.42)
Postage	\$ 212.50	\$	109.91	\$ (102.59)	\$ 289.68	\$ 286.37	\$ (3.31)
Meals/Entertainment-Client/Prosp.	\$ -	\$	-	\$ -	\$ 25.67	\$ 81.83	\$ 56.16
Total Administrative Expenses	\$ 14,110.06	\$	9,827.54	\$ (4,282.52)	\$ 25,153.58	\$ 24,239.65	\$ (913.93)
Total Expenses	\$ 45,808.85	\$	43,960.79	\$ (1,848.06)	\$ 129,807.90	\$ 138,681.28	\$ 8,873.38
Net Income (Loss)	\$ 338,096.47	\$	210,612.98	\$ 127,483.49	\$ 463,331.74	\$ 418,691.39	\$ 44,640.35

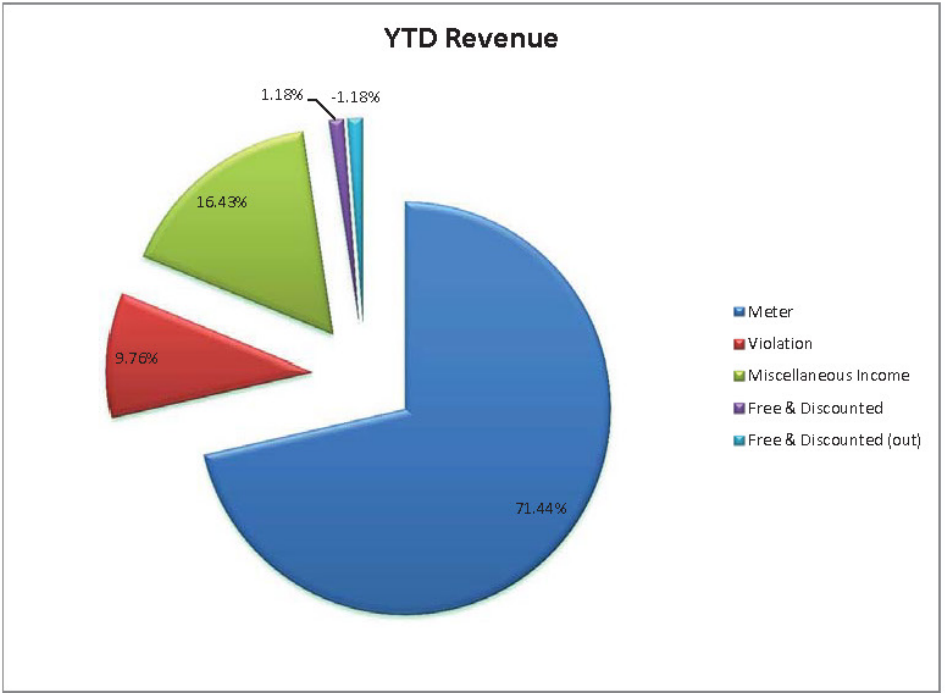
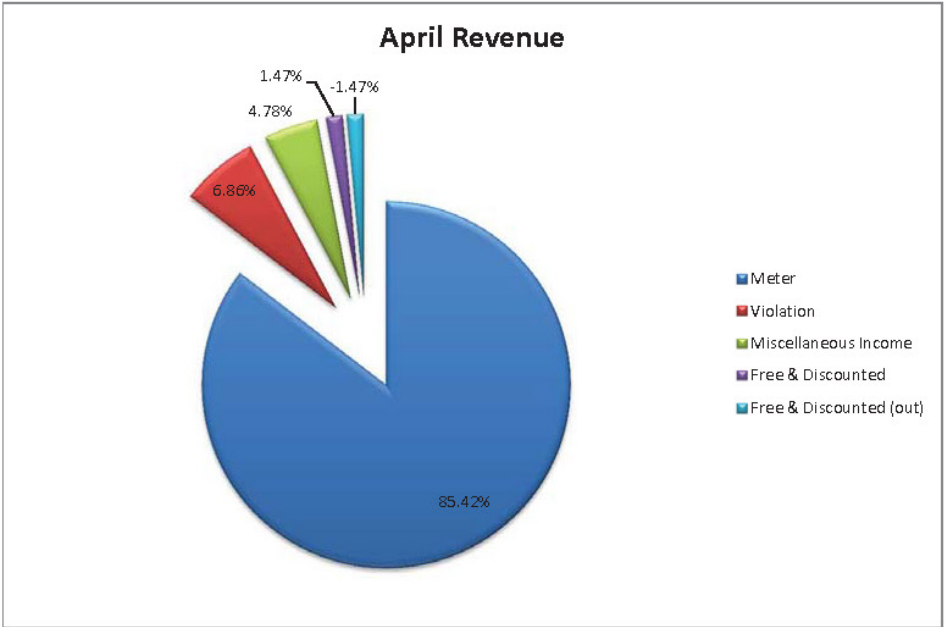
Client Income Statement

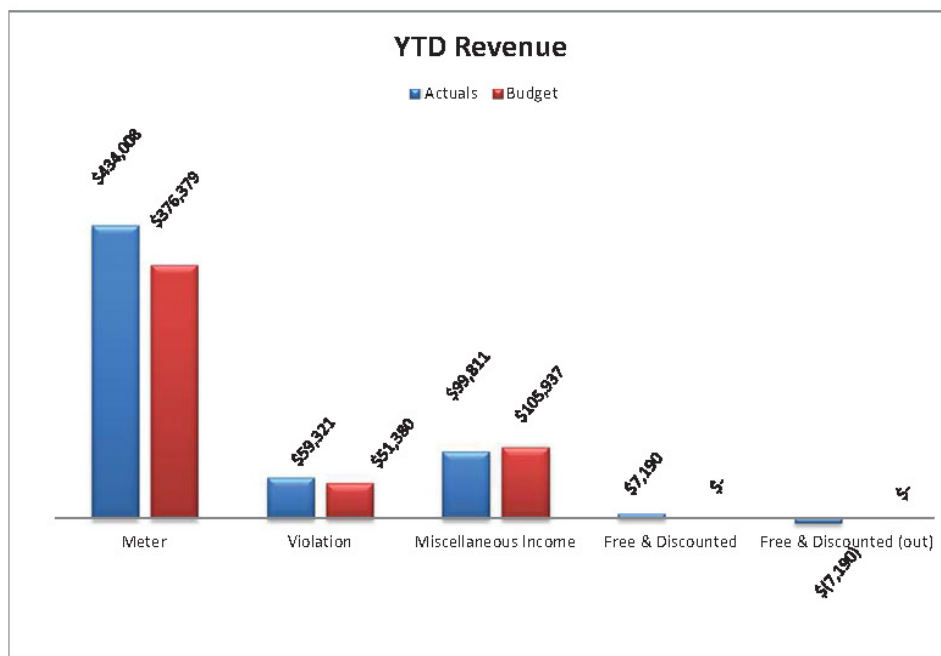
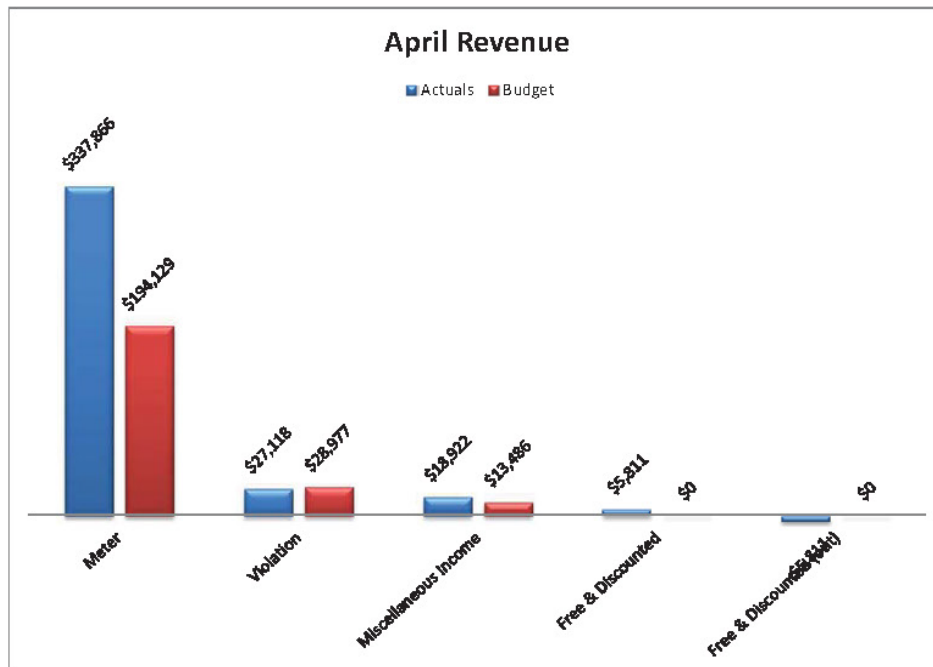
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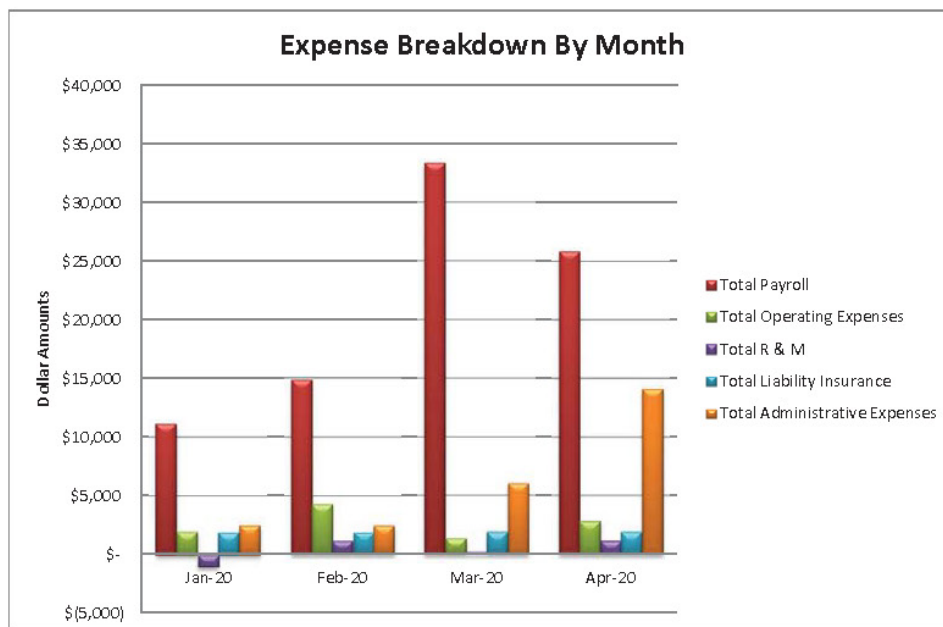
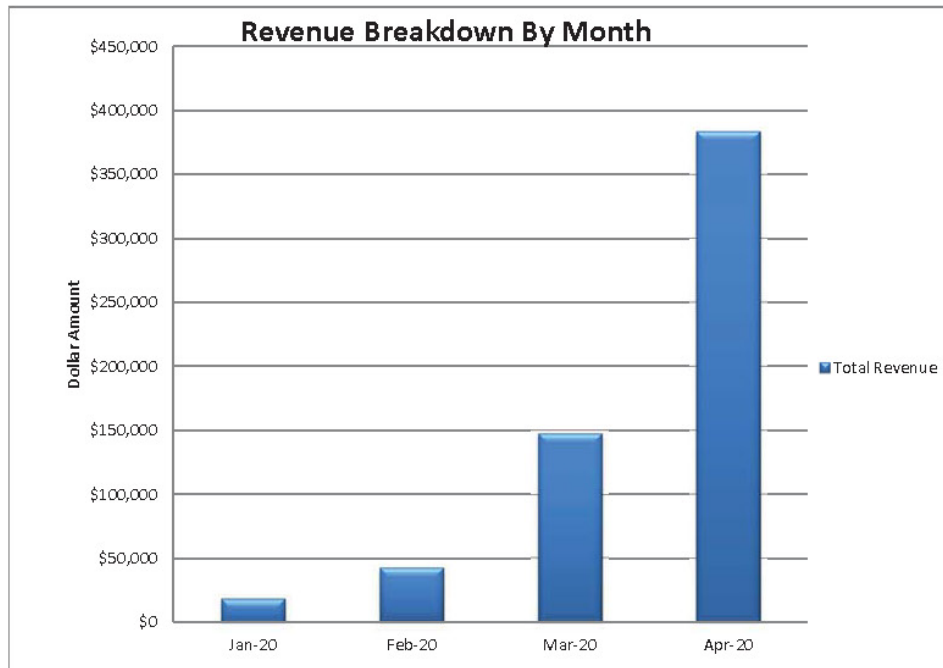
Location

Contract Type: Managed

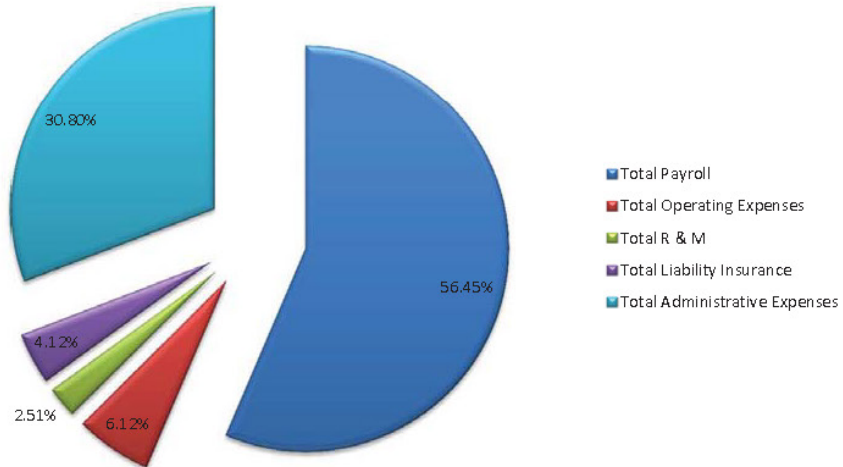
Description	Jan-20	Feb-20	Mar-20	Apr-20	YTD
Meter	\$ -	\$ 157.25	\$ 95,984.75	\$ 337,865.75	\$ 434,007.75
Violation	\$ 10,910.83	\$ 7,480.00	\$ 13,812.49	\$ 27,117.57	\$ 59,320.89
Miscellaneous Income	\$ 7,630.00	\$ 35,150.00	\$ 38,109.00	\$ 18,922.00	\$ 99,811.00
Free & Discounted	\$ -	\$ -	\$ 1,379.00	\$ 5,811.40	\$ 7,190.40
Free & Discounted (out)	\$ -	\$ -	\$ (1,379.00)	\$ (5,811.40)	\$ (7,190.40)
Total Revenue	\$ 18,540.83	\$ 42,787.25	\$ 147,906.24	\$ 383,905.32	\$ 593,139.64
Total Wages	\$ 8,044.35	\$ 10,701.67	\$ 24,136.54	\$ 18,586.36	\$ 61,468.92
Benefits and Payroll Related	\$ 3,102.27	\$ 4,140.02	\$ 9,233.12	\$ 7,271.18	\$ 23,746.59
Total Payroll	\$ 11,146.62	\$ 14,841.69	\$ 33,369.66	\$ 25,857.54	\$ 85,215.51
Operating Supplies	\$ 381.64	\$ 2,322.32	\$ -	\$ 78.04	\$ 2,782.00
Operating Expenses	\$ -	\$ 660.00	\$ -	\$ (120.00)	\$ 540.00
Equipment Purchase/Rental/Leases	\$ 1,521.74	\$ 1,300.00	\$ 1,328.20	\$ 2,833.20	\$ 6,983.14
DMV Research cv	\$ 34.92	\$ 24.18	\$ 20.87	\$ 11.80	\$ 91.77
Total Operating Expenses	\$ 1,938.30	\$ 4,306.50	\$ 1,349.07	\$ 2,803.04	\$ 10,396.91
R&M Services	\$ (1,016.76)	\$ 1,122.15	\$ 229.98	\$ 1,148.77	\$ 1,484.14
Total R & M	\$ (1,016.76)	\$ 1,122.15	\$ 229.98	\$ 1,148.77	\$ 1,484.14
Liability Insurance	\$ 1,889.44	\$ 1,889.44	\$ 1,889.44	\$ 1,889.44	\$ 7,557.76
Total Liability Insurance	\$ 1,889.44	\$ 1,889.44	\$ 1,889.44	\$ 1,889.44	\$ 7,557.76
Telephone & Communications	\$ 583.37	\$ 369.39	\$ 371.85	\$ 365.20	\$ 1,689.81
Incentive Mgmt Fees	\$ 617.41	\$ 1,424.82	\$ 4,925.28	\$ 12,784.05	\$ 19,751.56
Professional Services	\$ 739.47	\$ 668.15	\$ 743.51	\$ 748.31	\$ 2,899.44
Travel Expense	\$ 492.72	\$ 4.70	\$ -	\$ -	\$ 497.42
Postage	\$ 45.17	\$ 32.01	\$ -	\$ 212.50	\$ 289.68
Meals/Entertainment-Client/Prospect	\$ 25.67	\$ -	\$ -	\$ -	\$ 25.67
Total Administrative Expenses	\$ 2,503.81	\$ 2,499.07	\$ 6,040.64	\$ 14,110.06	\$ 25,153.58
Total Expenses	\$ 16,461.41	\$ 24,658.85	\$ 42,878.79	\$ 45,808.85	\$ 129,807.90
Net Income (Loss)	\$ 2,079.42	\$ 18,128.40	\$ 105,027.45	\$ 338,096.47	\$ 463,331.74



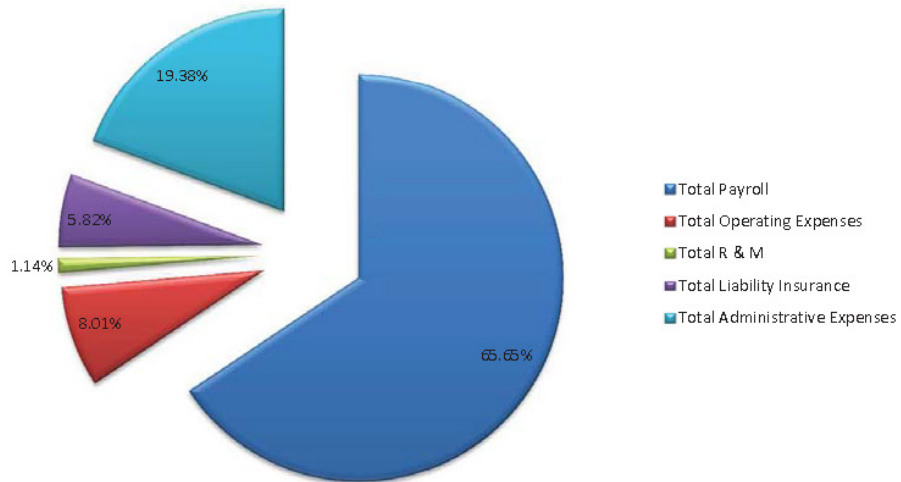


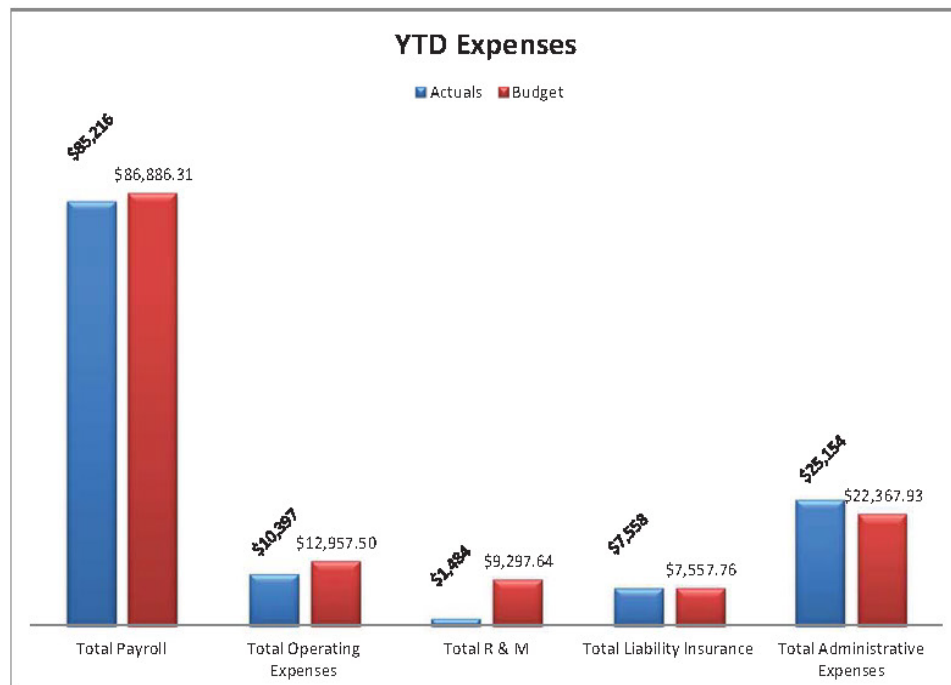
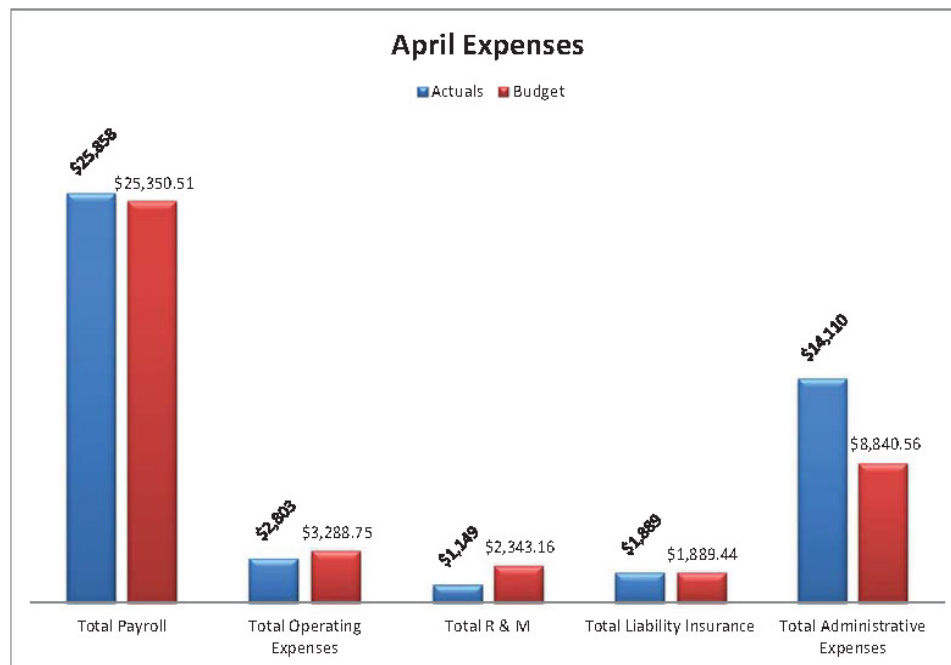


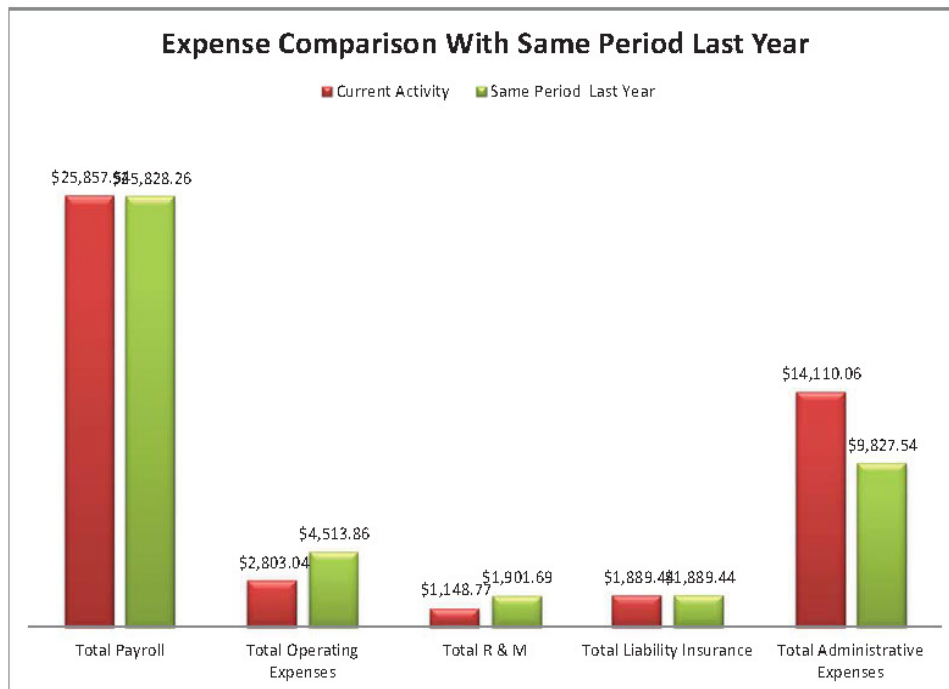
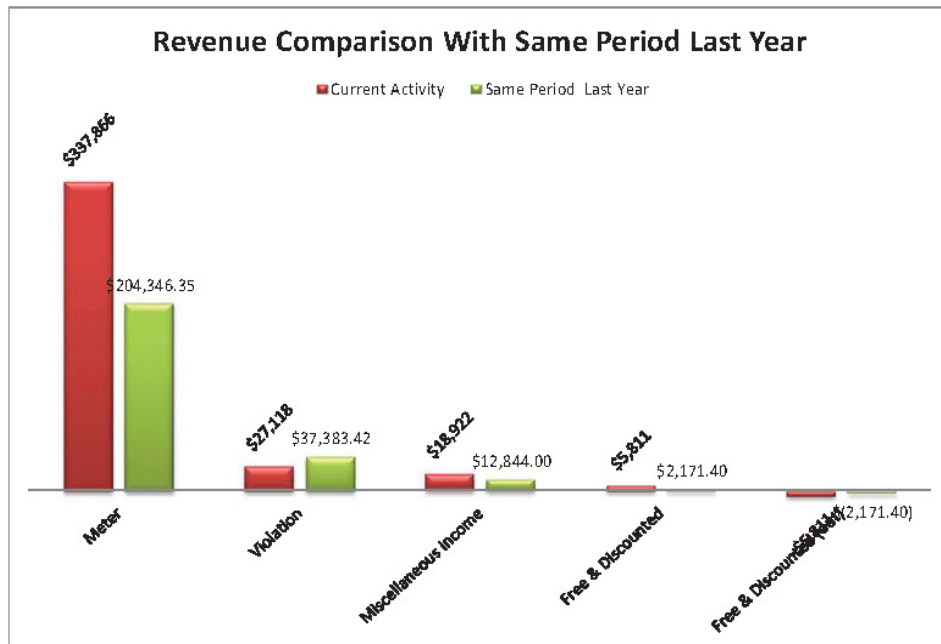
April Expenses

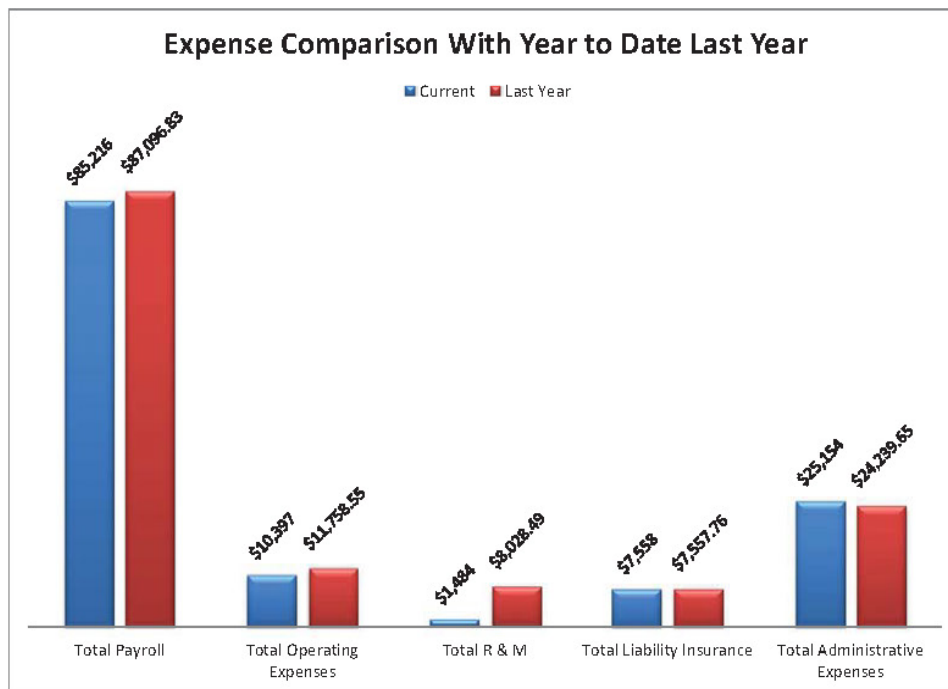
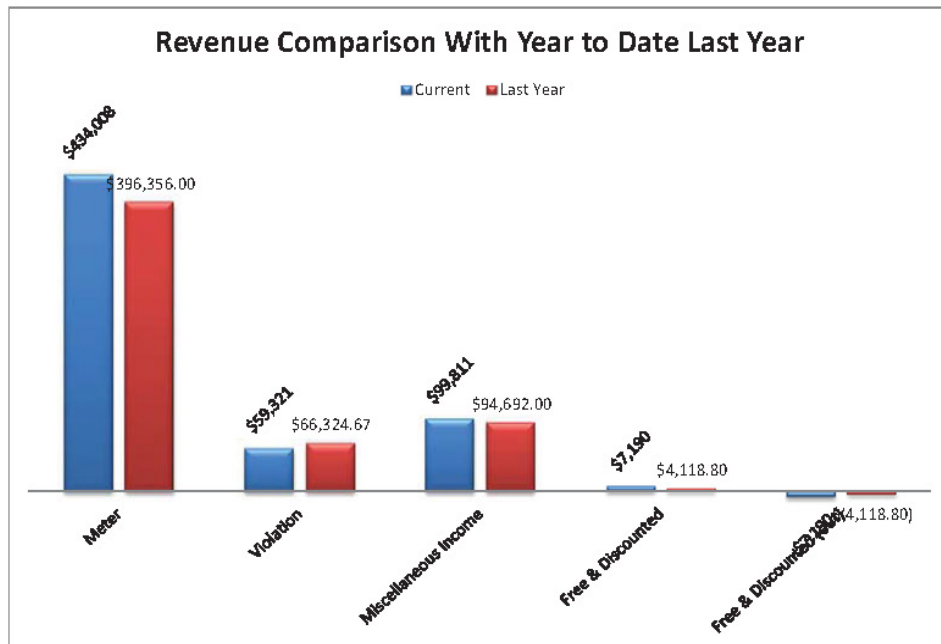


YTD Expenses











Fee Proposal

RFP - Management of Public Downtown Parking Facilities

Town of Jackson, WY

October 2021



PART OF REEF PARKING NETWORK

1700 7th Avenue #106
Seattle, WA 98101

T 206.381.1789

rpnw.com



PROPOSED FEES

Expenses

Payroll

Includes wages, payroll taxes, workman's compensation, employee insurance, and vacation.

Staffing proposed includes on-site staff including full-time manager, office admin support, enforcement ambassadors, and shuttle driver (if applicable). While this is seasonal operation, we recommend keeping the manager on full time and reduce office admin support to part time. This will allow our team to prepare for the following parking season.

Remote support is included for recruiting, hiring, training and auditing.

Insurance Liability

Insurance for parking spaces.

Postage

Postage for mailings.

HQ – Data Processing

Fees associated with data processing including citations, permits and invoices.

Internet Setup & Mobility

Includes website, parking citation management solution and other technology solutions.

Payroll Processing

Process of payroll for staff.

Repairs & Maintenance

Estimated expenses around maintaining the Town's parking facilities. (Example – cleaning of graffiti, pick up of trash, replacing damaged signs, etc.)

Gas & Lubricants (Shuttles)

If a shuttle is provided by the Town, RPNW has estimated fees for gas and lubricants.

Employee Crime/Drug Check

Fees for background checks and drug screening.



Taxes & Licenses

Town permits and possible taxes due by City, County and State.

Cell Phones

Manager and Enforcement Ambassador phones.

Uniforms

Uniforms for on-site staff.

Office Supplies

General supplies for the office.

General Supplies

Marketing materials and additional items that are required.

Management Fee

Management fee charged by RPNW/REEF.

Annual Increase

RPNW/REEF reserves to increase the budget annually based on US Federal and State of Wyoming wage policies and/or increase in CPI. Any budget increases will be discussed with the Town prior to implementing any increases.

Expenses	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Totals
Payroll Expenses													
Salaries & Wages	\$ 6,530.00	\$ 6,465.00	\$ 6,465.00	\$ 6,465.00	\$ 6,465.00	\$ 6,335.00	\$ 7,762.00	\$ 7,399.00	\$ 7,399.00	\$ 7,883.00	\$ 6,530.00	\$ 6,400.00	\$ 82,163.00
Local Overhead	\$ 3,968.00	\$ 3,968.00	\$ 3,968.00	\$ 3,968.00	\$ 3,968.00	\$ 3,840.00	\$ 10,832.00	\$ 10,640.00	\$ 9,728.00	\$ 10,896.00	\$ 3,840.00	\$ 3,968.00	\$ 73,328.00
Enforcement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,280.00	\$ 4,560.00	\$ 4,560.00	\$ 5,520.00	\$ -	\$ -	\$ -
Shuttle Drivers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,594.00	\$ 18,039.00	\$ 17,127.00	\$ 18,779.00	\$ 10,370.00	\$ 10,368.00	\$ 155,491.00
Total	\$ 10,498.00	\$ 10,433.00	\$ 10,433.00	\$ 10,433.00	\$ 10,433.00	\$ 10,175.00	\$ 372.15	\$ 359.18	\$ 346.31	\$ 376.47	\$ 238.63	\$ 236.76	\$ 3,355.67
Payroll Taxes	\$ 240.44	\$ 238.60	\$ 238.60	\$ 236.79	\$ 238.60	\$ 233.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance-Worker's Comp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance-Employee	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 1,270.50	\$ 15,246.00
Vacation	\$ 262.45	\$ 260.83	\$ 260.83	\$ 257.63	\$ 260.83	\$ 264.38	\$ 464.85	\$ 450.98	\$ 428.18	\$ 469.48	\$ 259.25	\$ 259.20	\$ 3,887.28
Payroll Taxes	\$ 151.94	\$ 151.00	\$ 151.00	\$ 149.14	\$ 151.00	\$ 147.26	\$ 269.11	\$ 261.08	\$ 247.88	\$ 271.79	\$ 150.09	\$ 150.06	\$ 2,250.42
Total Payroll Expenses	\$ 12,423.32	\$ 12,353.92	\$ 12,353.92	\$ 12,219.06	\$ 12,353.92	\$ 12,080.26	\$ 20,970.61	\$ 20,380.74	\$ 19,419.86	\$ 21,167.23	\$ 12,288.46	\$ 12,284.52	\$ 180,230.37
General Operating Expenses													
Insurance Liability	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 896.00	\$ 10,752.00
Postage	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00	\$ 288.00
HQ - Data Processing	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 5,100.00
Internet Setup & Monthly	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 892.50	\$ 10,710.00
Payroll Processing	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 360.00
Repairs & Maintenance	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 210.00	\$ 2,520.00
Gas & Lubricants (Shuttles)	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 868.00	\$ 10,416.00
Employee Crime/Drug Check	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 33.25	\$ 399.00
Taxes & Licenses	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 12.83	\$ 154.00
Cell Phones	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 341.25	\$ 4,095.00
Uniforms	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00
Office Supplies	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 900.00
General Supplies	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 100.00	\$ 100.00	\$ 2,450.00
Total General Operating Expenses	\$ 4,157.83	\$ 4,157.83	\$ 4,157.83	\$ 4,157.83	\$ 4,157.83	\$ 4,182.83	\$ 4,182.83	\$ 4,182.83	\$ 4,182.83	\$ 4,182.83	\$ 4,032.83	\$ 4,032.83	\$ 49,644.00
Management Fee	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 1,750.00	\$ 21,000.00
Operating Expense	\$ 18,331.16	\$ 18,261.75	\$ 18,261.75	\$ 18,126.89	\$ 18,261.75	\$ 18,013.09	\$ 26,903.44	\$ 26,313.57	\$ 25,352.69	\$ 27,100.06	\$ 18,071.30	\$ 18,067.35	\$ 250,874.37

SERVICE PROPOSAL: MANAGEMENT OF PUBLIC PARKING FACILITIES

Prepared for Town of Jackson
Planning Department

Date: October 8, 2021



702 W. Idaho Street, Suite 400
Boise, ID 83702



www.thecarpark.com



208.336.6597

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PROJECT APPROACH 4

INNOVATION 12

CONTACT INFORMATION 15

FEES 15

SUMMARY 15

ATTACHMENTS

October 1, 2021

Mr. Paul Anthony
Planning Director
Town of Jackson
P. O. Box 1687
Jackson, WY 83001

Dear Mr. Anthony,

Many parking companies today seem to be vying to see who can be the biggest, somehow thinking it is what is best for the client. Wouldn't it be refreshing to have an operator who wants to customize their service to the client's needs? Isn't this the direction our industry should be headed towards?

The Car Park's ability to customize to client's needs, as well as being nimble enough to quickly embrace technological changes in our industry has been our method of operation from the beginning. We're not interested in being the biggest because we don't believe we can best serve our clients in this way. We operate in cities and towns similar to Jackson, including Estes Park, Colorado, Hailey, Idaho (Sun Valley), Asheville, Chapel Hill, Boone, and Durham, North Carolina along with Wichita, Kansas. Through this experience, we understand the importance of serving both local residents and the tourists who visit your community throughout the year. The Car Park's Boise corporate office is close enough to conveniently provide the resources it will take to transition to a paid parking program.

We recently converted to a paid parking program in Estes, Colorado. Having worked with the Town of Estes Park, Co to navigate a Covid-initiated postponement in 2020 through to a highly successful implementation this summer, we have been a true partner in every aspect, every step of the way. We would look to replicate our success with the Town of Jackson.

As an operator, The Car Park stays at the forefront of technology in our industry. We were one of the first operators in the United States to incorporate electronic pay stations. With our subsidiary, McLaurin Parking in North Carolina, we rolled out pay stations in the late 90's and have not stopped since, becoming a dealer for T2 in 2003. We were the first parking company to use Waze as a means to drive customers to our parking lots; these applications are now widespread throughout our industry. We have been transitioning immobilization practices to The Barnacle, as we find it to be a better alternative to the old-fashioned metal wheel boot, for the client, the community, and for us. With respect to event parking, we are fluent in the use handheld devices to take payments from Apple Pay and Google Pay, in addition to credit cards and then issue an electronic or printed receipt for better financial control and customer service. We use many of our industry's reservations systems to further reduce cash payments and provide better service to our customers.

We see mobile and fixed license plate recognition (LPR) as the future for parking and use it at many of our locations in multiple markets. Working in conjunction with the latest payment and enforcement technologies, we have developed and implemented our own enforcement software, which can be customized to meet our client's unique needs. As the Town of Jackson moves forward in the process of implementing seasonal paid parking, we would certainly recommend these technologies as a foundation for a successful parking program.

All parking companies talk about their great customer service, but how many can actually demonstrate it? Understanding our parking ambassadors should be trained to effectively handle even the most difficult



Mr. Paul Anthony
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October 1, 2021

situations, several years ago we introduced the Forbes Five Star training program to our team members. This is the same training many of the world's top hospitality and service companies use. To ensure this training is in practice on the lots, we utilize a secret-shopper firm to provide us with feedback for our team. Because of this emphasis on a service-first culture, we consistently rank the highest of any parking company they survey and use the results to reward great service and provide team coaching if we can do better.

We know we're the right fit for the Town of Jackson. Our commitment to service, our determination to remain at the forefront of innovation, and our ability to be nimble while adapting to our ever-changing environment and industry delivers a powerful partnership to the residents and visitors of the Town.

We would truly appreciate the opportunity for an interview to further demonstrate and discuss our abilities and look forward to learning more about the Town of Jackson and your goals for a first-class public paid parking program.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jeff Wolfe', with a long, sweeping horizontal line extending to the right.

Jeff Wolfe
Chief Executive Officer
The Car Park
702 W. Idaho Street
Boise, Idaho 83702

ORGANIZATION QUALIFICATIONS

Describe the background – including experience with municipalities, qualifications and experience of the organization and appropriate personnel. Please include resumes of key personnel.

WE KNOW PARKING

The Car Park is a mid-market firm focused on providing our clients with customized services tailored to their unique locations and was founded in 2003 in Boise, Idaho. Our boutique approach and expertise in service, staffing, application innovation, revenue control and reporting has led to our continued success with one of the highest client retention rates in our industry. In 2017, we acquired North Carolina-based McLaurin Parking Company, further strengthening our presence across the United States. We now operate in 16 states, with over 350 locations.

We are experts at meeting the unique needs of the diverse markets we serve, including towns and municipalities, healthcare facilities, airports, special events, hospitality, office, retail, residential, and universities. Our services include parking management, meter collection, enforcement, monitoring for both on- and off-street parking, transportation management including logistics and shuttle transportation through our GPS-enabled fleet, valet, traffic control, PARCS equipment consulting and maintenance, event logistics, and 24/7/365 remote monitoring services for automated garages and pedestrian kiosks through our dedicated remote management division.

WE KNOW MUNICIPAL PARKING

The Car Park manages parking services for a number of municipalities across the nation. We feel the unique challenges and opportunities of each location provide experience valuable for meeting the parking management goals of the Town of Jackson (Town). For this proposal, we have selected municipalities that best align with the needs described in the RFP.

Please see
ATTACHMENT 1 - Municipality References.
ATTACHMENT 2 - Key Industry Personnel Resumes.



Town of Jackson, WY



Town of Jackson, WY



Describe the firm's history, objectives and philosophies.

OUR HISTORY

Our history is included in the background section on the previous page. We refer to it rather than providing you with repetitive information you would have to read twice.

OUR OBJECTIVES

Every community is different and merits a program specifically tailored for its needs. Our goal is to create unique experiences for clients with a "service first" philosophy. Our success for our clients is a result of dedication to performance through maximizing revenue, through strength of service, and through integrity and innovation.

OUR PHILOSOPHY

We believe parking and transportation management should be foremost about service. Our goal is to provide outstanding service not only as compared to other companies in our industry, but in comparison to any industry. Successful, growing companies are changing their approach,

realizing bigger isn't best, smartest is best. We are nimble and quick to recognize and adapt to change.

We don't just provide lip service to our teams about their value but demonstrate dedication to our teams through action. We'll provide examples of the actions behind our words throughout this proposal to the Town of Jackson.

Our expertise in utilizing technology platforms enables us to provide leading-edge solutions to our clients, not only to improve revenues and reduce expenses but also to generate analytical data critical for on-going successful management.

As a company, we also take our responsibility to give back to our community seriously and believe Jackson residents deserve the same. We give back through our employee Volunteer Time Off benefit program, giving employees paid time off each year to volunteer at accredited non-profits of their choice, creating volunteer opportunities that are both meaningful and diverse and contribute directly to the communities in which our employees live.

Provide a detailed description of the practices that demonstrate the firm's ability to provide outstanding customer service.

We ensure our service standards are demonstrated by how we provide on-street, off-street, and parking facility management, enforcement, and collections. We commit to training our teams using one of the most highly regarded service programs worldwide, The Forbes Travel Guide Hospitality Service training program.

We were the first parking company to utilize Forbes. This program focuses on developing a culture of intuitive, engaged employees. Training modules are tailored to each location and integrate brand standards and management initiatives. Through the program, our team members learn the importance of the customer's experience and perception. The training promotes courtesy and professionalism, whether via phone or in person. Our team members are trained to exude graciousness, thoughtfulness, and a sense of personalized service when interacting with customers.

We measure our service performance by using a third-party shopping service to ensure our teams are providing legendary service. This program allows us to internally audit our teams to ensure we are adhering to our service standards.



For our locations where we shop our service, we consistently rank above the national average by exceeding 100%, providing an extra level of service beyond that which is measured. Our attendants receive additional points if they exceed customer expectations, and when this occurs, they receive a cash bonus for their exceptional performance. We look forward to providing this level of service to the Town of Jackson.



OUR CORES VALUES

WE'RE PROFESSIONALS.

We create forward-thinking parking solutions that elevate our industry and make our clients shine.

WE'RE PRACTICAL.

We know from past experience that the simplest answer is often the most thoughtful one.

WE'RE COMPASSIONATE.

We understand that every stall number represents a person, and every lot is an investment. We believe in the relationships behind the numbers.

WE MAKE IT RIGHT.

Five-star customer service training gives the power to all our employees to make it right with every customer.



Town of Jackson, WY

Provide information regarding the financial health of the proposing firm, as well as any pending or recent legal action taken against the firm (within the last three years); and the capacity for the firm to successfully implement the parking program as proposed.

We are a rapidly growing parking company with a strong liquidity position. In addition, we have available unused borrowing capacity that allows us to fund growth in new markets and meet our clients' diverse needs, including parking equipment financing options to help address budgetary or other constraints associated with the implementation of new equipment or replacement of outdated equipment. Our strong liquidity position, coupled with existing operating and equipment financing, provide us with the ability to not only successfully implement the proposed parking program, but also offer competitive financing options for the Town of Jackson to spread out the upfront costs for the parking meter infrastructure for up to five years.

We have no pending or actual legal action taken against us within the last three years.

PROJECT APPROACH

Describe the approach that the proposer would take in managing the municipal parking needs of the Town. The program approach should be concise. Processes and elements should be detailed in this section of the proposal.

Town of Jackson, WY

We understand the importance of creating the right approach for the Town of Jackson. Transitioning from a free parking environment to a paid-parking program is challenging on many levels. Some of our goals would include:

- Consistent community outreach
- Hiring a professional and service-oriented team
- On-time equipment installation
- Establishing an effective marketing plan.

Equally important to creating the right approach for implementation is the ability to set the guiding principles for the seasonal paid parking program at the outset of the project. We believe adopting the Town's philosophy and creating a true partnership will lay the foundation for a successful transition to paid parking and pave the way for all future Town parking plans. In addition to a partnership approach, a thorough review of the Downtown Parking and Mobility Management Plan drafted by Kimley Horn in May 2019 is essential to provide the most knowledgeable and forward-thinking solutions for the Town.

COLLABORATION WITH THE TOWN

Ensuring community needs are met begins by establishing a working and collaborative relationship with the Town. Our size and structure allow us to partner with the Town at the highest levels of our organization – we are not so large where the layers of management delay any need to reach key decision-makers.

We propose holding quarterly meetings with the Town. These meetings can be scheduled on location in Jackson, virtually, or a combination of the two. Agenda items for the quarterly meetings would be distributed in advance, but a list of talking points may include:

CURRENT OVERALL OPERATIONAL ANALYSIS

- Financial evaluation – P&L, Actual vs. Budget, Year-over-Year
- Daily Operational Review
- Marketing Update
- Community Outreach
- Special Events

FUTURE PLANNING

- Market Assessment and Rate Studies
- Consultation/Advisement on any Future Special Parking
- Projects
- Industry Trends, Strategic Planning, and Suggested Approaches

COMMUNITY OUTREACH

Transitioning from a free parking environment to a seasonal paid-parking program requires frequent and consistent messaging to the community, often beginning years in advance. Kimley Horn provided a great foundation from October 2018 to January 2019. The engagement level should now increase and be maintained throughout the course of the pre-implementation period to ensure buy-in for this program that represents a major change for the Town.

We have found the most critical element of this process is to communicate first with merchants and tenants to obtain buy-in and support. One of the statements we often hear during implementation of a paid parking program is that

it will negatively impact the bottom line of the local businesses. Our goal is to help Jackson gain the majority in local support. In Estes Park, for example, our efforts have included door-to-door “Meet and Greets” in tandem with the Chamber of Commerce. This provides a great opportunity for individual business owners to meet the staff behind the parking program, and have their concerns heard and their questions answered, bypassing any potential social media-based misinformation.

We prefer to deliver clear and concise messages, that include:

- Seasonal paid-parking programs with reasonable rates ensure customers and locals will have better parking access in front of stores and businesses.
- Convenient and affordable parking drives customer satisfaction which positively impacts retail establishments.

Through local merchant advocacy, we can spread the benefits of this program to customers. We can do many things to facilitate this message online and with the Parking Ambassador approach, but we cannot replace the power of the local business owner utilizing customer relationships to promote the new parking program.

Listed below are several examples of community outreach we have found to be successful in similar settings, both leading up to implementation and continuing past day one.

Presentations, focus groups, and informational sessions to stakeholders such as:

- Town Board and Executive Committees
- Town Chamber of Commerce and Economic Development Groups
- Rotary Club, Women’s Club, Newcomer’s Club, etc.
- Employees Groups
- Lodging Groups

Print media, social media, online

- News/Press releases
- Create Website
- Frequent Facebook/Twitter posts
- Online Surveys
- Zoom “Office Hours”

In-person interactions

- Email, phone calls, and field interactions with locals, visitors, employees, and business owners
- Informational tables at markets, festivals, libraries
- Meetings with economic leadership groups

Further buy-in could occur if the funds from parking were to be reinvested into the core downtown area. These funds can be in the form of improvements to the core, infrastructure, or additional planning for the long-term goals as set forth by the Jackson Parking Management Plan to create a self-sustaining paid-parking program.

Identify specific strategies that will be used to meet the Town’s goal of implementing seasonal paid parking by June 1, 2023, with a specific emphasis on ensuring operational excellence.

AMBASSADOR APPROACH

All of us, even parking operators, have been in a situation where we were in an unfamiliar city and not knowledgeable of the city’s parking practices, or arrived back at our meter just as the enforcement individual was writing a ticket. Showing humanity and understanding are what guide our enforcement approach. These interactions with customers are opportunities to model who we are as a Town partner and to provide value to citizens and visitors.

In practical application this means we do not rush to finish a violation if someone is running towards their vehicle. It means we greet them kindly and give them the right to appeal a violation.

PARKING ENFORCEMENT PROGRAM

License Plate Recognition (LPR) has become the industry standard for achieving efficient enforcement, obtaining key metric data, and measuring occupancy rates. The Car Park has been a leader in deploying LPR technology. Integrating our proprietary SideKick enforcement software with our LPR vehicles enhances these capabilities. We train our team to safely and efficiently employ mobile LPR, to attain elevated levels of data collection that inform our analytics, as well as to enforce paid and permit parking areas fairly and accurately. We are aware the Town possesses its

own mobile LPR vehicle. We would propose working with the police department to share enforcement equipment and duties to enhance the existing enforcement program. We are happy to do an analysis of the existing program and work with the Town to determine what the enforcement program looks like going forward.

Sidekick Enforcement Application

Our dedication to providing our clients with a professional relationship while delivering customized tools to their specific locations has resulted in a commitment to internally develop technology products that allow us to provide a custom experience for clients. These tools give our clients access to detailed reporting and significant cost savings that they would not receive from technology products developed for mass implementation.



The Car Park has developed its own proprietary software suite for accounting, permitting, maintenance and parking enforcement after we found a lack of robust, customizable products in the market. Our enforcement software, SideKick, has saved clients an average of 66% in reduced enforcement software fees in the last year alone. In Estes Park, The Car Park has partnered with the Police Department to consolidate all parking-related enforcement into the SideKick platform, doing away with elusive handwritten tickets and confusing payment options.

Submitting an Appeal

We believe in giving parkers the benefit of the doubt and providing them with the opportunity to appeal parking violations. Our appeals process not only provides customers with an objective review of their appeal, but it also provides us an opportunity to have another high-touch customer service interaction. SideKick has a customized online appeals process, allowing for quicker responses, robust scofflaw tracking, and more accurate analytics. Parkers must make appeals through an online portal within 30 calendar days of the date the violation was issued. All parking violation appeals are reviewed by an Appeals Officer.

Scofflaws – A Challenge for Every Town

A scofflaw is a little more challenging. Typically defined as someone with multiple (usually 3 or more) unpaid violations over 60 days old, scofflaws mean the rest of us pay fairly for parking while these individuals do not. Our approach to scofflaws is that while it is important for these individuals to demonstrate accountability for their tickets and payments, we should always exhibit professionalism and courtesy in our interactions.

As an alternative to collections or towing, we recommend immobilization for scofflaws using The Barnacle (please see innovation section), a clever, high-tech device that blocks a vehicle's windshield and requires payment of all outstanding violations prior to removal. We are currently using the Barnacle in North Carolina and Colorado.

PARKING PERMIT APPROACH (EMPLOYEE/RESIDENT INCENTIVE)

The Car Park manages permit parking locations in multiple markets and municipalities across our entire portfolio. Through this experience we know we can successfully manage all aspects of the permit parking process for the Town of Jackson. We manage locations that utilize traditional card access and/or "hangtag" methods. We also have locations where License Plate Recognition technology has been implemented to improve the efficiency of the enforcement system.

Typical parking ambassadors or enforcement attendants can cover approximately 200 spaces per hour. Using vehicle mounted LPR technology, we see those counts increase to thousands per hour on average. The LPR efficiencies will not just be realized with the Enforcement Team in the field, but with the back office team as well. In conjunction with our internal revenue and information management system (RIMS), we created the ability for customers to:

- Purchase monthly/annual permits online.
- Manage their parking account.
- Join a location waitlist.

In turn, this digital permitting based on license plates is leading us almost entirely away from traditional hangtag permits and also provides a higher customer service satisfaction level than utilizing hangtags or decals.

In Estes Park, we created a digitally shareable Employee Permit that has been very well received, allowing multiple employees to park for the cost of

a single permit without having to worry about the cumbersome hangtag handoff.

We also recognize the challenge that employee parkers can present for managing the occupancy in a downtown corridor. Even with dedicated employee parking lots, this parker audience often fills preferred spaces and utilizes those spaces for extended periods, leaving visitors of the downtown area with limited options for close or upfront parking. The Car Park's approach to employee parking is simple in that we want to encourage the use of parking facilities and lots on the edge of the downtown corridor for longer-term stays. We have found the best way to motivate employees to park in perimeter lots is to add financial incentives. Offering these locations at an economical fee, or no charge at all, to employees would be the most motivating factor and would be effective in a high-volume tourist town such as Jackson Hole. The Car Park has also partnered with stakeholders to provide added value scenarios to employees when carpooling, vanpooling, or ridesharing.

We recommend considering the following:

- Carpool/Vanpool participants (up to 4) can split the monthly parking cost for whichever location they choose.
- Carpool/Vanpool participants who sign up receive priority and can "jump" those on a waitlist for immediate availability.
- Participants each receive four parking validations at a deeply discounted rate, up to 30% of the standard rate.
- Employees can purchase an ePermit which allows permit holders to park in specific

on-street areas downtown for a discounted monthly fee.

- Twilight ePermits designed for downtown employees who work late afternoon or evening shifts at a discounted monthly cost and allow parking in certain zones with time exemption.

Additional Parking Supply Approach

In partnership with the Town of Jackson, The Car Park will actively explore cost-effective options to expand parking supply. Keeping an open-minded approach, we will seek ways, often thinking outside-of-the box, to help increase the Town's supply.

For example, at one of our customer locations, we recently provided an analysis for a property owner where we found the curb stops to be over-spaced. After making the adjustment and re-setting the stops to the correct measurements, with minimal cost, we were able to immediately create a 25% space increase. With a daily occupancy rate in excess of 95%, the property owner will instantly see the benefits of this expansion.

Equipment Approach

The reality of equipment installations is they can often present multiple challenges for all the stakeholders. Having been part of many installations, some with very short turnaround times, The Car Park understands the importance of partnering with the Town as early as possible to allow for the appropriate amount of time for a seamless implementation. With our extensive background dealing directly with equipment manufacturers and vendors, networking specialists, electricians, and general contractors

as well as having our own in-house specialized field technicians, we can deliver an equipment procurement and implementation strategy, giving piece of mind to the Town for an on-time, fully operable system.

We also understand the community's sensitivity towards change. For the Town of Jackson, implementing a full seasonal paid parking program demonstrates a substantial shift from the past. Our equipment procurement process will be predicated upon the understanding of these sensitivities, and we will work in concert with the Town to provide a plan that emphasizes the mitigation of these concerns.

Pay-By-Plate Multi-Space Kiosks

For the core on-street area of seasonal paid parking, we see that ~63 multi-space meters were recommended in the 2019 Kimley-Horn management plan. We are willing to use this as a benchmark recommendation, but we also understand that population and Town size have increased since 2019.

Certainly, the final number of kiosks decided upon should be based on industry standards or for greater convenience to the customer. However, to avoid a one-city-fits-all application, it is important to consider additional factors. We also look at the distance to the next closest meter, consider having meters on both sides of the street and review the number of spaces on a block face. If all of these factors are considered, it may be necessary to adjust the number of meter kiosks.

We have solid and long-standing relationships

with several equipment companies and, as a result of having an in-house account, we receive a discounted rate on equipment costs. We would pass this benefit on to the Town to save on equipment procurement costs.

We have also utilized multi-space kiosks such as T2, Parkeon, and Metric. Multi-space meter kiosks give customers a convenient and easy way to pay for transient parking using various payment methods. These kiosks will be placed along the curbside at locations throughout the Town's paid parking areas. The customer would be prompted to enter their license plate and the amount of time they desire. Payment can be in the form of credit cards, cash, smart card, Google/Apple Pay, or through an integrated mobile payment application, such as ParkMobile or Passport.



Mobile Payment Systems

We are also experienced in offering mobile payment methods. Customers can download the mobile parking app and find a parking space. Once they have located the zone number for the parking space on the meter or on nearby signage, they simply enter the zone number and select the amount of time they desire. The app tracks the time remaining with a countdown clock and will alert the customer

when their time is about to expire. Depending on the Town's prerogative, a customer could also extend their time when it is about to expire.

As a result of the pandemic, we have seen this type of payment option skyrocket, in some cases fully outperforming the traditional payment kiosk option.

In similar mountain town environments, where cellular infrastructure can be limited, we have experienced slower processing speeds on individual platforms, causing delays in the customer's ability to pay for a parking session. We would recommend layering multiple types of mobile payment options. For example, combining a mobile payment application with a simple text-to-park function would allow for redundancy in the payment process.

STAFFING AND SCHEDULE

One of the most essential functions for a parking management firm is to provide the Town with the necessary team to accomplish the Town's goals. Any bump in the road or delay in proper leadership can lead to unsatisfactory customer service experiences, inefficient lot operations, and loss in revenue.

We have structured our company to include full access to key departments that provide all-inclusive support to our parking operations. I.T., Accounting, Marketing, and Human Resources departments are available to ensure seamless operational support for the local team.

Please see ATTACHMENT 3 - Sample Staffing Schedule for the Town of Jackson.

RECRUITING AND RETENTION

We recognize that the success of the Town is directly correlated to the knowledge, skills, and experience of our Team Members. As such, when hiring externally, our talent acquisition process is tailored to identify customer service-oriented, qualified individuals who reflect our core values and community and demonstrate the potential to live and breathe our exceptional service standards. We know that our focus on identifying the most qualified candidates for each location and ensuring our career opportunities are compelling and the right fit from the perspective of our prospective team members promotes overall engagement, retention, and, ultimately, team member and customer satisfaction.

Our approach to reaching qualified and diverse candidates is geared towards making targeted connections and standing out as an employer of choice.

- We reach and engage diverse candidates through relevant methods.
- With the majority of people in the U.S. on social media, we have a compelling branded presence on Facebook and LinkedIn.
- Our Applicant Tracking System (ATS) integrations and talent acquisition channel memberships automatically post to a multitude of job sites, including, but not limited to, LinkedIn, Indeed, ZipRecruiter, Google, etc. Our ATS also provides us with insight as to where we should allocate our budget to consistently deliver the best hires, and at a greater ROI.

- We leverage our relationship with Indeed. Our opportunities stand out amongst the myriad on Indeed through “sponsored” job postings and traffic guaranteed campaigns, a compelling branded presence, and company newsfeeds to further engage potential candidates.
- Our ZipRecruiter membership package also allows our opportunities to stand out amongst the rest with branded job postings and traffic boosts.
- We consult with targeted organizations and partners to recruit a diverse employee base.
- We bolster local awareness and presence with Text-to-Apply. A simple text to an advertised number or scan of a QR code with a phone camera provides a quick and seamless candidate experience direct to applying for an opening and scheduling an interview with us.
- In consideration of the abandonment rate experienced with lengthy and complex applications processes, we have bolstered our applicant experience with Quick Apply functionality.
- We also establish solid local relationships by participating in career fairs, community events, and ensuring local on-campus presence.

The ability to successfully pass our pre-screen verifications and subsequent recurring screenings during the course of employment is another key component to ensuring our teams are comprised of team members that contribute to a positive work environment. Following thorough resume analysis to ensure alignment with job-related

criteria, personalized outreach and candidate phone screening, and in-person interviews, qualified candidates undergo a detailed pre-screening process including some or all of the following dependent upon the position:

- Criminal History Check (County, State, Nationwide)
- Sex Offender Registry Check
- Social Security Number Validation
- Identity and Authorization to Work in the United States Verifications
- Drug (alcohol where applicable) Testing
- Motor Vehicle Records Check
- Previous Employment Verification Education Verification

We strive to eliminate policies or practices that may disproportionately impact some individuals. As such, we conduct pre-employment screenings on all applicants, and make an individualized assessment of each person’s results in accordance with the Equal Employment Opportunities Commission’s guidelines and best practice recommendations.

We also recognize the value of experienced, skilled, and committed Team Members, strengthening our partnerships from within. We develop the skills and capabilities of our people.

Our Learning & Development (L&D) Pathway encourages Team Members to realize their full potential and contribute to business success. To engage and support our Team Members and drive incremental, continuous, and measurable impact on operating goals (performance, productivity, quality, and customer satisfaction), L&D programs

are shaped around key competencies and are delivered within a framework including but not limited to role-based training and cross-training through a blended learning approach, on-the-job training, standard operating procedures (SOPs), individualized performance plans, continuous and open communication and feedback, an open-door policy, and manager accountability for the development of their people.

The Team Member experience begins with a “Welcome Aboard” packet including detailed information on when and where to report on their first day, who to contact when they arrive, and how to reach their contact with any questions. Upon arrival, Team Members attend a comprehensive orientation with our People and Culture (HR) Team ensuring a consistent high-quality experience. Team Members then participate in a role-based orientation with their department, receive role-based performance expectations, complete service programs and subsequently undergo a period of shadowing with an experienced employee.

Our performance review process supports Team Member development and growth. The performance review and feedback component provide a structured means to measure and correct performance against established performance standards, expectations, and goals. The program also includes short and long-term goals that support Team Member career development with a focus on aligning their skillset with available developmental opportunities in line with their growth plan.

We encourage our Team Members to seek parking industry certifications to expand their expertise

and we pay for the cost associated. Members of our management team are “Certified Parking Professional (CPP)” through the National Parking Association and regularly attend these industry conferences to learn the latest technology and trends in the parking industry. Our management team also participates in webinars hosted by the IPMI, NPA, and PIPTA to increase their level of knowledge on various topics affecting our industry including but not limited to Emergency Preparedness, Parking Safety, Revenue Control, and Management and Operations.

We offer sponsorship of parking industry certifications to full-time Team Members (certifications are especially encouraged for those in management roles) and support job or career path related further education by offering an educational reimbursement of up to a calendar year maximum to assist full-time Team Members with the cost of college courses and required textbooks.

Throughout their journey with us, Team Members receive regular coaching, constructive feedback, and training necessary to improve their performance and promote consistent adherence to company quality standards.



UNIFORMS

Understanding the importance of the Town’s image, The Car Park team will wear The Car Park branded uniform or a customized Town-branded uniform.

All team members are required to uphold the uniform standards as set forth by The Town and The Car Park and as such are required to maintain a professional appearance.

MAINTENANCE

We understand the difference a well-kept portfolio of lots and facilities can make to the success of the overall parking operation. Users of parking structures, surface lots, or on-street meters tend to consider their parking experience as satisfactory if the facility is clean and in good working order. As the Town gets busier, especially during tourist peak times, we believe there is justification to provide a higher level of support in this area.

Our Maintenance Team is trained to perform routine maintenance daily as well as other seasonal services that are provided.

Daily duties include:

- Trash pick-up.
- Signage and equipment cleaning.
- Preventative maintenance on all meter equipment per manufacturers guidance.
- Snow removal from around each kiosk.
- Monitoring of potential hazards or repairs that might arise.
- Should any issues arise outside of this general scope of work, the Maintenance Team

will report back to the Management Team immediately.

To add an extra layer of accountability, our Maintenance Teams use our proprietary smartphone-based application, ProjectClean, which is customizable to client locations to generate their daily, weekly, monthly, annual and seasonal checklists. Items are time and date-stamped and have been invaluable for the purposes of auditing and recordkeeping. The app allows the team to take pictures of items like graffiti and oil spills to send directly to their supervisor for real time direction. The supervisor can also push out immediate work orders to the team.

The Car Park knows that to be successful at any location, team members should be provided with the necessary tools to complete the task at hand. The Car Park will provide industry standard equipment to cover all seasonal changes as well as for event preparation. We have listed a few of those items below, but fully understand that each season can present its own unique challenges and additional tools may be necessary depending on circumstance.

- Standard traffic cones – designed for temporary closures and traffic flow direction.
- Delineators – for a cleaner, more refined look on the lots.
- A-frame/Windmaster signage - for temporary lot information and customer communication.

Specify the firm's experience with tracking Key Performance Indicators (KPIs) or other parking industry performance metrics, including how metrics were used to adjust management decisions and/or policy changes.

The Car Park is a data-driven company. We take pride in our ability to collect, interpret, and utilize metrics to guide our decision-making process. Estes Park's decision to implement a seasonal paid parking program was met with considerable skepticism from the local community prior to its launch in 2021. Using clear and verifiable data including LPR scans, revenue collection, turnover statistics, sales tax revenue, and other metrics, The Car Park has been able to demonstrate the positive impacts of the program for the business community, consumers, and residents. KPIs are reported weekly, monthly, and seasonally, providing Town staff with a consistent and constant view of the program's status. These metrics include daily peak and average occupancy, revenue by lot, violations issued and paid, permit sales by type, length of stay and turnover, and daily app engagement. These reports are also customizable to provide client tailored information.

We take considerable pride in our dynamism. From the beginning of the project, the Town of Estes Park insisted that locals be granted a 30-minute grace period each day. Many locals were sceptical of that time constraint, and using meticulously collected LPR data, The Car Park was able to demonstrate that the actual usage of this permit type was so small (less than 2% of daily scans on average), that an increase in the time limit was justified. The time limit was subsequently set to 60 minutes based on

usage data and a permit holder survey mid-season (with a 40% response rate). This change garnered a significant amount of goodwill from the community.

Data collection is a key element to precede the implementation of paid parking. It is fundamentally necessary to demonstrate the need for and benefits of such a program for a community that has never previously charged for parking. Our recommendations include:

- Make a considerable effort to collect extensive occupancy data via LPR. It is important to demonstrate that the busiest parking lots are reaching capacity and require effective management to encourage turnover.
- Conduct extensive community outreach to effectively communicate the goals of the program and reduce the dissemination of misinformation within the local population. Paid parking is designed to make it easier to find parking spaces, which leads to better sales for businesses and less time circling parking lots for consumers.
- Clearly define the purpose of parking-related revenue. The revenues generated from paid parking will be reinvested in parking and mobility infrastructure.

Provide a high-level annual budget, including the monthly management fee and any proposed annual increases and schedule based on the Scope of Services outlined in this RFP.

Please see ATTACHMENT 4 - Stablized Budget

Include a schedule indicating the components of the proposed fee (i.e., accounting, overhead, profit, etc.).

Please see separate BUDGET AND FEE PROPOSAL

Provide sample reporting formats including monthly revenues, monthly expenses, monthly transaction counts, monthly validation breakdowns, permit sales.

We provide each client with customized reporting based on their operational objectives. The Car Park has the robust accounting resources to meet the requirements listed in the RFP. Reporting is not only a way to evaluate performance, but also a way to identify and track issues and trends. Over the years, we have customized many different reporting packages and accounting procedures and we look forward to doing the same for the Town of Jackson.

FINANCIAL REPORTS

The Car Park will provide the Town of Jackson with comprehensive reporting for all facets of the parking operation.

- We have developed proprietary accounting systems to closely monitor your parking assets.
- A detailed revenue report will be provided each month and will include a breakdown of all income collected on a daily, weekly, and monthly basis per lot.
- The Financial Report will also include a breakdown of all flat or hourly fee rates, ticket revenue, and any miscellaneous revenue generated as well as all the specified metrics per Town request.
- For comparison, each reporting category will include prior year actual data.

Please see ATTACHMENT 5 - Sample Reporting Package.

Provide samples of secure web based (internet) online revenue management reports, i.e., P&L, activity reports, expenses, etc. Include an estimated stabilized operating expense budget.

Please see ATTACHMENT 5 - Sample Reporting Package.

INNOVATION

PROMOTE SMART PARKING

The Car Park recommends integrating smart parking technologies to further modernize Jackson's public parking infrastructure. One cost-effective option would be to integrate the new LPR occupancy data with a customer facing app that shows real-time parking availability. In Estes Park, The Car Park manages the use of MiStall to extract live occupancies from Genetec's database and display them in a white-labeled app as lots with good, poor, or no availability, allowing users to quickly find open parking spaces nearby. Further integrations with Google Maps, Apple Maps, and mobile payment apps like ParkMobile are also in the works, which will allow for a seamless parker experience.



In addition to the parking availability app, MiStall specializes in fixed camera real-time occupancy. Their proprietary algorithms use new or existing solar powered cameras with a live feed to determine how many vehicles are parked in a lot at any given time. Their services are more cost effective for this type of data collection than competing technologies that use cameras or in-ground sensors.

Detail any other creative or innovative ideas should be detailed in this section.

Variable Messaging Signs

Variable message signs (VMS) are a highly visible tool that help motorists make decisions about where to park as they drive into town. Managing the information to ensure it is as up to date as possible is critical to their usefulness and plays a direct and early role in earning the trust of visitors.

The Car Park has experience managing multiple types of VMS technologies and we can make recommendations on ways to maximize the utility of the existing signage. In Estes Park, for example, we have used fixed VMS signs to educate visitors about the Town's mask mandate in addition to advertising the Estes Parking App. We also employ a portable VMS sign that can be moved around Town to help people find available parking.

We look forward to developing a complete marketing and operational plan for your properties. Making operational improvements as well as developing marketing strategies contribute to both maximizing occupancy levels as well as creating a better user experience. Our marketing strategies are designed to target new transient and monthly parkers as well as to retain existing parkers.

MARKETING AT EVERY LEVEL

While we will focus on the importance of digital marketing plans in this section, it is important not to forget the individualized touch. Sometimes it is the

smallest gestures that are the most meaningful. We routinely use holidays such as Valentine's Day as an opportunity to show appreciation to our customers. Our parking ambassadors give out small candies, and our valets may hand out carnations or roses, all with a warm and professional greeting to the customer. Every single holiday we have team members tell us stories of customers expressing how much this small gesture made their day.

CROSS MARKETING

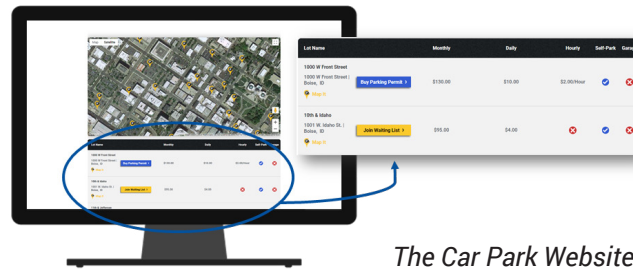
We develop cross-marketing programs such as working with downtown businesses to jointly market our parking and their business. For one of our Raleigh locations, we partner with ParkMobile so restaurant patrons can reserve their parking from the restaurant's website while also making their dinner reservations.

We do this knowing the success of that business can bring extended parking hours from our customers and additional vibrancy to the downtown business/retail/restaurant community.

DIGITAL MARKETING

Our marketing team has responsibility for connecting us to online consumers through digital marketing strategies. We attract parkers at all stages of their experience, from planning their trip to notifying them of sudden road closures/traffic events mid-trip to arrival at their preferred destination. For example, we optimize our websites to be easily found in user searches for local parking, use Google Map traffic tools and are active social media leaders for our clients with our

parking-related Twitter, LinkedIn, and Facebook pages as a method to both market and interact with customer feedback.



The Car Park Website

BRANDED PARKING WEBSITE

One of the specific items we can create for the Town is a new branded parking website. Thousands of people search for parking, specifically for a building address or downtown area, or in the case of the Town of Jackson, parking areas surrounding the Town Square. Since Jackson hosts many tourists, in addition to having a strong business community, we recommend enhancing both visitors' and locals' parking experience and ease of access by developing a new branded parking website.

The website would be accessed as a link from the Town's website. It should include:

- A Find Parking page that includes an interactive parking map.
- Ability to purchase a parking permit or join a waitlist.
- Rate and permit information.
- Resort and town parking and enforcement information.
- Parking FAQ's.

- Violation and appeals information.
- Winter and summer parking program information.
- Occupancy rates to allow for easy parking and less circling.
- The ability for parkers to reserve parking spaces ahead of time.

THE BARNACLE

Towing and booting have extremely negative connotations. And while immobilization is sometimes the only recourse to address flagrant violations that prevent paying customers from using available spaces, we utilize a new method of immobilization that offers immediate convenience to the offender.

Barnacle adheres to the windshield as an option for vehicle immobilization and can be removed by using a mobile phone to pay for the violation(s) which in turn releases the Barnacle. The Barnacle weighs about 20 pounds and can be returned after payment to Barnacle drop boxes that can be placed in garages and lots. The Barnacles in the



The Barnacle

drop boxes can be collected weekly by Parking Ambassadors and brought back to our parking office for reuse. The Barnacle has GPS to alert us if it has driven away (highly unlikely since the windshield is obscured) and where, or if the driver fails to return it (additional fee incurred). We are currently rolling The Barnacle out as a method of immobilization in Raleigh, NC and in Estes Park, CO.



REMOTE MANAGEMENT SERVICES

For garages that have been automated with the latest PARCS equipment, a remote management center allows clients to benefit from the decreased overhead of an automated parking system while still maintaining the “human touch” and hospitality critical in delivering excellent service.

Our remote management center was created to meet an underserved demand; exceptional 24/7 customer service in an automated parking facility. We provide remote management services to universities, urban parking operations in large cities, municipalities, airports, off-airport locations, individual location garages, mixed-use projects,

and pedestrian payment kiosks. We provide remote management services to similar mountain resort areas such as Freidman Memorial Airport in Hailey, ID; City of Boulder, CO; Fraser Crossing Founders Pointe parking facility in Winter Park, CO; and the Deer Valley Resort parking facility in Park City, UT.

SMARKING

Depending on the level of analysis the Town desires, we propose using Smarking as an additional option to manage and analyze the Town’s parking data and inventory. Smarking enables us to further:

- Track occupancy of parking garages, surface lots and on-street spaces.
- Implement dynamic and variable pricing strategies.
- Create smarter parking policies that fit your town.
- Track and measure the impacts of policy decisions in real time with data.
- Be transparent by publishing data-driven maps detailing parking fees and occupancy.
- Communicate real parking data and not just opinion to key stakeholders (councils, public, etc.).
- Provide a better parking and city-wide experience for constituents and visitors alike.

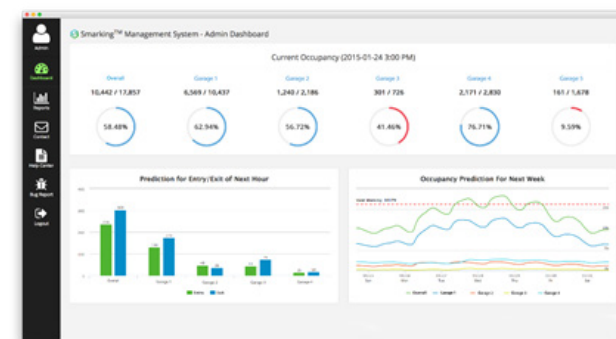
Smarking automates and streamlines the collection of data from over forty different PARCS systems to provide a consolidated, 360-degree view of any parking portfolio and its key operational data. Once

the data is integrated and consolidated, Smarking applies sophisticated parking quality control algorithms and logistics to ensure that the data is clean and accurate – not only on day one, but weeks, months, and years into the future.

Once Smarking, The Car Park and the Town of Jackson are confident with the data, Smarking populates that data into an easy-to-use business intelligence and data analytics platform, which can be accessed through a PC, laptop, or any mobile device.

Smarking provides operational data configured to the way we want to see it, and also can provide competitive rate surveys and recommendations based on industry best practices and yield management calculations.

Smarking will help ensure that the Town of Jackson is operating at optimal capacity and employing yield management techniques long practiced by hotels and airlines, to increase revenues, efficiency, operational knowledge and in the end, customer satisfaction.



CONTACT INFORMATION

Name of the person who will act as the primary contact for the proposing firm's work, including; phone, cell phone, and email contact information.

Stephen Phillips
Regional Vice President

Work Phone: 208-336-6597

Cell Phone: 404-983-1955

Email: sphillips@thecarpark.com

FEES

Fees for proposed services shall be in a separate envelope marked as previously indicated.

Please see separate BUDGET AND FEE PROPOSAL.

Our first class knowledge and service in the areas of technology, financial controls and analytics and innovative ideas are important, but so is the type of organization that will partner with Town of Jackson Planning Department. We approach our client relationships with a true partnership mentality and believe transparency and integrity are paramount to a successful relation for The Car Park and Town of Jackson. Thank you for considering our proposal. We look forward to the possibility of partnering with you as we move parking services forward.

We encourage you to contact the following references to hear first-hand about our services. Individually, each one of the parking systems listed below has similar operational attributes to those of the Town of Jackson. We believe these would truly provide insight into our resources and capabilities to manage The Town of Jackson program. Upon request, we would be happy to provide further references.



Town of Estes Park, Colorado

Vanessa Solesbee
500 Big Thompson Ave
Estes Park, CO 80517
(970) 577-3957

Our review of the Town of Jackson's parking environment and Kimley Horn's Downtown Parking Management Plan uncovered many parallels to our paid parking initiative in Estes Park, CO. Serving as the gateway to Rocky Mountain National Park, Estes Park (pop. 6,377) is a summer destination that sees an influx of visitors numbering in the hundreds of thousands each month. With approximately 1,000 parking spaces in the downtown core, the Town has faced a seasonal parking crunch for decades and the Town Board sought to address the situation in much the same way that Jackson Hole is presently pursuing. The Car Park was selected to implement and manage the Town's parking goals through the following:

- Supporting the Town's business districts by increasing parking turnover and parking availability through:
 - Efficient use of perimeter parking locations.
 - Enhanced use of the Town's free shuttle system and other transportation alternatives.
- Reducing congestion in travel lanes caused by drivers seeking available parking.
- Installing and managing paid parking infrastructure and smart parking technologies.
- Providing excellent customer service.

- Implementing a robust permitting system to accommodate local day parkers, overnight residents, employees, and commercial vehicles.

The seasonal paid parking program has already exceeded our revenue projections and accomplished the goals of increasing perimeter utilization, reducing traffic congestion, and creating much-needed turnover in the downtown core.



City of Raleigh, North Carolina

John Wynn, CAPP
310 S Martin St, Ste 201
Raleigh, NC 27602
(919) 996-3999

We have operated the City of Raleigh's parking for over 30 years. The system consists of eight parking garages and multiple surface lots with over 9,000 parking spaces. Our team also provides parking management support to local special events through our dedicated team of certified traffic directors that also help with ingress and egress at various parking facilities.

We recently developed a new monthly parking waitlist management process for the City that allows customers to hold their place online for the next available monthly parking space at a particular facility. This has given the City an up-to-date and accurate understanding of current parking demand, allowing them to better plan for additional parking facilities. That parking demand has outstripped supply in many City garages. We were asked to review each parking facility to see if we could find additional spaces or ways to reduce parking demand. Our team gathered data to determine the diversity and oversell rates for each garage and developed a garage-by-garage plan to increase the number of monthly permits sold. This resulted in over \$200,000 of additional annual revenue for the City.



Capital City Development Corporation (CCDC)

Matt Edmond
121 N 9th St, Suite 501
Boise, ID 83702
(208) 319-1221

We have operated CCDC's ParkBOI public parking garages since April 2012. The ParkBOI properties consist of six garages. Over 3,000 spaces serve several hotels, an event arena, numerous office buildings, residential and vibrant retail, and restaurant and nighttime businesses in downtown Boise, Idaho. In our first six months of operation, expenses were reduced by \$220,000, revenue increased by \$54,000, and net profit was over \$250,000 (24%) higher. During our tenure, we have updated the entire parking system in a conversion to fully automated equipment integrated with our remote management command center. We installed exterior street level electronic signage indicating current available parking inventory to help customers efficiently find parking. An additional 850-space garage was recently built, and as part of this project, we completed a design review that included parking stall dimensions, traffic patterns, and final equipment selection and coordinated the installation, opening and marketing of this garage.

In addition, we have worked with CCDC on re-branding the garages and the development of a new parking website, including a new back-end account management and violation payment platform.

City of Wichita

Michael Tann
777 East Waterman
Wichita, KS 67202
(316) 352-4805

We operate four garages with over 2,100 spaces for the City of Wichita, the InTrust Arena, and over 20 surface lots. We have also provided parking operations management for the City, including event parking, since August 2010. Completed updates include new equipment installation, professionally



branded signage packages, and automation of the recently refurbished Macy's Garage and the new Block 1 Garage. We are in the process of automating the City Hall Garage, which will complete the automation of parking facilities for the City of Wichita.

In 2018, we assumed responsibility for meter collection for the City of Wichita. We collect from 918 on-street spaces and deposit revenue into a city account.



Friedman Memorial Airport

Brent Davis
1616 Airport Circle
Hailey, ID 83333
(208) 788-4956 x102

Located in the heart of a resort mountain town, The Car Park has operated the Friedman Memorial Airport in the town of Hailey (Sun Valley), Idaho for over 15 years. Home to a diverse number of travelers from around the world, the Sun Valley area hosts a variety of winter and summer activities and attractions. The airport plays an integral role in providing first-class service to each guest who flies to and from the valley and The Car Park remains at the forefront of providing the airport and its many visitors that same customer service excellence in its parking operations.

We are often the first friendly face to greet visitors as they are travelling through the airport into the valley. We take tremendous pride in this responsibility, and it shows with continued high praise from both our client and our customers.

Jeff Wolfe, CEO

Jeff has over 30 years of experience in the parking industry. Prior to founding The Car Park, he spent 17 years at Central Parking Corporation as Senior Vice President. Mr. Wolfe has developed and implemented many municipal parking programs throughout his career, including the City of Fort Myers, Florida; Houston, Texas; and Charlotte, North Carolina.

Jeff has been a leader in bringing technology to the parking industry, from creating one of the industry's first websites to becoming one of the early adopters of electronic pay stations and the use of ticketing handhelds.

He has remained active in the National Parking Association, including serving as Chairperson of the organization from 2012 to 2014. He is often invited to present topics at national conference meetings and participates in regional parking associations and seminars. Mr. Wolfe is also a member of the Pacific Intermountain Parking and Transportation Association (PIPTA) and the International Parking and Mobility Institute (IPMI).

Barbara Blinn, COO

Barbara has over 8 years of experience in the parking industry and has been with The Car Park from its inception. Previously, she worked in the technology industry as a member of the senior management team for a wholesale distributor of hardware and software. During her tenure, the company grew significantly from approximately \$150 million to almost \$5 billion in revenue, went public, and was acknowledged by Fortune as one of the fastest rising Fortune 500 companies ever. In addition, Barbara was a member of the senior management team of a worker's compensation reinsurer.

She also served as a consultant to Central Parking Corporation, at the time the largest parking operator in the world.

Rich Beath, CFO

Rich began his career as the Chief Financial Officer of The Car Park in 2016. He has over 20 years of experience in accounting and finance, including approximately 10 years in senior management roles. He previously served for over seven years as Vice President and Controller of a private, independent oil and gas exploration and production company. In the five years prior, Rich was the Director of Financial Planning and Treasury at Petroglyph, an affiliated company to Intermountain Gas Company in Idaho.

Rich has experience building accounting and finance processes and implementing systems to efficiently utilize those resources.

Shawn Miller, Vice President of People and Culture

Shawn Miller started his career practicing labor and employment law for national and regional law firms based in Chicago, Minneapolis, and Phoenix. For the past 20 years he has been the Chief Human Resources Officer for both public and private sector organizations, including the City of Boise, Boise State University, and The Car Park. The distinguishing characteristic of successful organizations is how it treats its employees. The Car Park prides itself on continually focusing on hiring and retaining talented people that believe in our mission, which translates to superior customer attention and service.

Stephen Phillips, Regional Vice President

Stephen brings extensive administrative and operational expertise obtained over a career spanning more than 20 years in the parking industry. Starting his parking career as a location attendant, Stephen worked his way up from holding many front-line positions to senior management level positions. He has been responsible for all day-to-day parking operations at owned, leased, and managed parking facilities. Throughout his career he has been responsible for business development, implementation and transition of new contracts, oversight of staff and client relations, and internal audit.

Mr. Phillips is currently responsible for overseeing The Car Park's day-to-day northwest operations. He has worked in many major markets across the country including New York, Boston, Los Angeles, Miami, Atlanta, and Philadelphia. This experience has given him the capacity and understanding to successfully operate municipal, large scale events, retail, commercial and residential parking operations.

Jessie Beard, Marketing Manager

Jessie brings over 10 years of marketing and branding experience and joined The Car Park in 2017. She oversees overall marketing strategy and brand awareness, manages company and client websites, assists in identifying and obtaining new business, develops customer service best practices, and contributes to creating innovative ideas for growth for The Car Park's locations nationwide.

In 2020, Jessie received the National Parking Association's 40 Under 40 award, recognizing the industry's best and brightest young professionals.

TOWN OF JACKSON STAFFING SCHEDULE

Position	Responsibility	Hours							
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total Hours
General Manager	Overall project management, liaison between Community, Town, and The Car Park	Variable	Variable	Variable	Variable	Variable	Variable	Variable	45
Customer Service Coordinator/Accounting	Office administration/Bookkeeper	8am - 5pm	8am - 5pm	8am - 5pm	8am - 5pm	8am - 5pm			40
Parking Ambassador #1	Enforcement - FTE	9am - 7pm	9am - 7pm	9am - 7pm	9am - 7pm	9am - 7pm	9am - 7pm	9am - 7pm	70
Parking Ambassador #2	Enforcement - PTE					10am - 6pm	10am - 6pm	10am - 6pm	24
Parking Ambassador #3	Maintenance/enforcement - FTE	9am - 5pm			9am - 5pm	9am - 5pm	9am - 5pm	9am - 5pm	40
Totals									219

NOTE: This is an initial, peak-season base staffing schedule and does not apply to all facilities. Staffing will be evaluated within 90 days of our assessment of the operations, and recommended amendments will be made to the Town of Breckenridge based on data collection and our experience in operating similar locations. The goal is to find the most effective and efficient staffing plan possible, while maximizing revenue collection and customer service.

Stablized Budget

Town of Jackson Budget Stabilized

The Car Park

	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL	TOTAL
INCOME													Stabilized	Year 1 (\$2)
Permit Parking					\$ 4,100.00	\$ 4,100.00	\$ 4,100.00						\$ 12,300.00	\$ 12,300.00
Meter Revenue	-	-	-	-	-	\$ 117,306.00	\$ 129,874.50	\$ 129,874.50	\$ 125,685.00	-	-	-	\$ 502,740.00	\$ 1,026,000.00
Violation Income	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 15,187.81	\$ 15,187.81	\$ 15,187.81	\$ 15,187.81	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 112,332.53	\$ 112,333.00
TOTAL REVENUE	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 10,547.66	\$ 136,593.81	\$ 149,162.31	\$ 145,062.31	\$ 140,872.81	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 627,372.53	\$ 1,150,633.00
EXPENSES														
Payroll														
G & A	\$ 13,281.60	\$ 8,854.40	\$ 8,854.40	\$ 8,854.40	\$ 12,854.40	\$ 12,854.40	\$ 19,281.60	\$ 12,854.40	\$ 12,854.40	\$ 12,854.40	\$ 8,854.40	\$ 8,854.40	\$ 141,107.20	\$ 141,107.20
Enforcement	\$ 5,454.83	\$ 3,636.55	\$ 3,636.55	\$ 3,636.55	\$ 7,894.35	\$ 12,152.15	\$ 18,228.23	\$ 12,152.15	\$ 12,152.15	\$ 3,636.55	\$ 3,636.55	\$ 3,636.55	\$ 89,879.64	\$ 89,879.64
Total Payroll	\$ 18,736.43	\$ 12,490.95	\$ 12,490.95	\$ 12,490.95	\$ 20,748.75	\$ 25,006.55	\$ 37,509.83	\$ 25,006.55	\$ 25,006.55	\$ 16,490.95	\$ 12,490.95	\$ 12,490.95	\$ 230,986.84	\$ 230,986.84
Payroll Taxes	\$ 2,248.37	\$ 1,498.91	\$ 1,498.91	\$ 1,498.91	\$ 2,489.85	\$ 3,000.79	\$ 4,501.18	\$ 3,000.79	\$ 3,000.79	\$ 1,978.91	\$ 1,498.91	\$ 1,498.91	\$ 27,715.25	\$ 27,715.25
Workers Comp	\$ 1,498.91	\$ 999.28	\$ 999.28	\$ 999.28	\$ 1,659.90	\$ 2,000.52	\$ 3,000.79	\$ 2,000.52	\$ 2,000.52	\$ 1,319.28	\$ 999.28	\$ 999.28	\$ 18,476.83	\$ 18,476.83
Health & Welfare	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 19,800.00	\$ 19,800.00
Retirement	\$ 281.05	\$ 187.36	\$ 187.36	\$ 187.36	\$ 311.23	\$ 375.10	\$ 562.65	\$ 375.10	\$ 375.10	\$ 247.36	\$ 187.36	\$ 187.36	\$ 3,464.41	\$ 3,464.41
Total Payroll	\$ 24,414.76	\$ 16,826.51	\$ 16,826.51	\$ 16,826.51	\$ 26,859.73	\$ 32,032.96	\$ 47,224.44	\$ 32,032.96	\$ 32,032.96	\$ 21,686.51	\$ 16,826.51	\$ 16,826.51	\$ 300,443.33	\$ 300,443.33
Liability Insurance	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 15,672.00	\$ 15,672.00
Material & Supplies	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 4,800.00	\$ 4,800.00
Telephone	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 7,800.00	\$ 7,800.00
Forms & Printing	\$ -	\$ -	\$ -	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00
Supplies (Misc)	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00	\$ 2,400.00
Personnel Selection	\$ -	\$ -	\$ -	\$ 600.00	\$ 600.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drug Screen/Criminal	\$ -	\$ -	\$ -	\$ 200.00	\$ 200.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 800.00	\$ 800.00
Office Start-up	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wireless Services	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00	\$ 1,500.00
Uniforms	\$ -	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00
Car Washes	\$ -	\$ -	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00
Website/Social Media	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00	\$ 600.00
Fuel	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 3,900.00	\$ 3,900.00
Bank Fees	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 25.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 25.00	\$ 10.00	\$ 600.00	\$ 600.00
Licensing Fees	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 40,500.00	\$ 40,500.00
Payroll Processing	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 520.00	\$ 520.00
License & Permits	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ 200.00
Merchant Fees	\$ 257.91	\$ 257.91	\$ 257.91	\$ 257.91	\$ 421.91	\$ 6,829.69	\$ 7,458.12	\$ 7,253.12	\$ 7,043.64	\$ 257.91	\$ 257.91	\$ 257.91	\$ 30,811.81	\$ 57,531.65
Office Rent	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000.00	\$ 30,000.00
Total Expense	\$ 5,813.91	\$ 5,813.91	\$ 15,413.91	\$ 9,113.91	\$ 10,492.91	\$ 22,985.69	\$ 14,014.12	\$ 13,809.12	\$ 23,099.64	\$ 5,803.91	\$ 5,728.91	\$ 15,313.91	\$ 147,603.81	\$ 174,323.65
Management Fee	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 42,000.00	\$ 42,000.00
Capital Expenditure														
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total CapEx	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Profit(Loss)	\$ (27,281.01)	\$ (19,692.76)	\$ (29,292.76)	\$ (22,992.76)	\$ (30,304.98)	\$ 78,075.16	\$ 84,423.76	\$ 95,720.24	\$ 82,240.21	\$ (24,542.76)	\$ (19,607.76)	\$ (29,192.76)	\$ 137,325.39	\$ 633,866.02
													Stabilized	Year 1 (\$2)

Sample Monthly Reporting Package

ABC COMPANY

Monthly Report November 2020



2020		
November	Budget	Over/(Under) Budget
\$ 26,170.00	\$ 24,240.00	\$ 1,930.00
43,454.00	55,375.00	(11,921.00)
-	-	-
25,202.34	43,250.00	(18,047.66)
19,471.00	60,750.00	(41,279.00)
4,200.00	4,050.00	150.00
118,497.34	187,665.00	(69,167.66)
3,168.00	3,168.00	-
1,256.67	1,416.21	(159.54)
908.43	908.43	(0.00)
194.86	504.26	(309.40)
97.43	162.73	(65.30)
400.00	400.00	-
1,089.00	1,089.00	-
2,500.00	2,500.00	-
-	-	-
375.00	375.00	-
2,170.00	2,545.00	(375.00)
3,260.21	700.00	2,560.21
221.00	273.00	(52.00)
46.62	50.00	(3.38)
704.87	500.00	204.87
1,540.72	4,131.34	(2,590.62)
-	-	-
-	-	-
17,932.81	18,722.97	(790.16)
\$ 100,564.53	\$ 168,942.03	\$ (68,377.50)

Residential Parkers
Office Contract Parkers
Retail Contract Parkers
Public Contract Parkers
Transient
Validations
Gross Revenues
Park on Call/Call Center
Part-time Site Manager
Accounting
Payroll Taxes and Benefits
Workers Compensation
Group Health
Insurance - General Liability
Management Fee
Electric
Power Sweeping
Janitorial Contract
Tickets and Supplies
Software Usage
Telephone
Equipment Maint. & Service
Credit Card Processing Fees
Deck Repairs & Maintenance
Services
Total Expenses
Net Profit

YTD November		
2020	Budget	Over/(Under) Budget
\$ 269,850.00	\$ 266,640.00	\$ 3,210.00
599,589.50	609,125.00	(9,535.50)
-	-	-
348,633.72	475,750.00	(127,116.28)
254,526.00	723,600.00	(469,074.00)
21,300.02	44,550.00	(23,249.98)
1,493,899.24	2,119,665.00	(625,765.76)
34,848.00	34,848.00	-
19,271.40	16,994.55	2,276.85
10,901.17	10,901.17	(0.00)
2,715.53	5,702.68	(2,987.15)
1,357.77	1,952.70	(594.94)
4,400.00	4,400.00	-
11,979.00	11,979.00	-
27,500.00	27,500.00	-
-	-	-
4,125.00	4,125.00	-
23,870.00	27,995.00	(4,125.00)
7,808.45	7,700.00	108.45
2,802.25	3,003.00	(200.75)
530.37	550.00	(19.63)
15,885.09	22,000.00	(6,114.91)
27,855.81	46,690.09	(18,834.28)
-	-	-
1.00	-	1.00
195,850.84	226,341.19	(30,490.35)
\$ 1,298,048.41	\$ 1,893,323.81	\$ (595,275.41)

ABC COMPANY

Monthly Report
Year to Date 2020

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Total
Residential Parkers	\$ 24,720.00	\$ 25,040.00	\$ 25,040.00	\$ 25,040.00	\$ 25,040.00	\$ 24,320.00	\$ 24,480.00	\$ -	\$ 45,760.00	\$ 24,240.00	\$ 26,170.00	\$ -	\$ 269,850.00
Office Contract Parkers	68,153.00	30,979.00	64,125.00	40,726.00	87,942.00	40,000.00	56,375.00	54,500.00	50,192.50	63,143.00	43,454.00	-	599,589.50
Retail Contract Parkers	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Contract Parkers	42,425.00	37,903.47	38,603.01	29,678.00	32,939.00	34,816.50	29,909.00	28,197.40	25,821.50	23,138.50	25,202.34	-	348,633.72
Transient	63,732.00	58,325.00	35,945.00	909.00	1,860.00	8,721.00	9,146.00	13,623.00	16,295.00	26,499.00	19,471.00	-	254,526.00
Validations	4,666.01	3,416.00	4,003.00	1,152.01	1,552.00	228.00	406.00	422.00	713.00	542.00	4,200.00	-	21,300.02
Gross Revenues	203,696.01	155,663.47	167,716.01	97,505.01	149,333.00	108,085.50	120,316.00	96,742.40	138,782.00	137,562.50	118,497.34	-	1,493,899.24
Park on Call/Call Center	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	-	34,848.00
Part-time Site Manager	1,982.37	1,949.59	2,187.14	1,459.49	1,155.67	2,503.79	1,723.03	1,619.32	1,724.65	1,709.68	1,256.67	-	19,271.40
Accounting	908.43	908.43	1,362.65	908.43	908.43	908.43	908.43	1,362.65	908.43	908.43	908.43	-	10,901.17
Payroll Taxes and Benefits	260.17	257.22	319.48	213.11	185.77	307.10	236.83	268.38	236.98	235.63	194.86	-	2,715.53
Workers Compensation	130.09	128.61	159.74	106.56	92.88	153.55	118.42	134.19	118.49	117.81	97.43	-	1,357.77
Group Health	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	-	4,400.00
Insurance - General Liability	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	-	11,979.00
Management Fee	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	-	27,500.00
Electric	-	-	-	-	-	-	-	-	-	-	-	-	-
Power Sweeping	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	-	4,125.00
Janitorial Contract	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	-	23,870.00
Tickets and Supplies	1,459.23	182.93	129.95	-	-	-	1.50	75.08	41.02	2,658.53	3,260.21	-	7,808.45
Software Usage	284.00	285.25	286.75	259.50	261.50	262.50	255.00	250.50	219.25	217.00	221.00	-	2,802.25
Telephone	49.02	49.02	49.02	48.92	48.92	49.51	49.51	46.59	46.62	46.62	46.62	-	530.37
Equipment Maint. & Service	2,283.99	-	-	349.99	1,559.59	1,559.59	1,559.59	2,347.88	2,728.70	2,790.89	704.87	-	15,885.09
Credit Card Processing Fees	3,846.41	3,531.90	2,561.78	1,029.61	1,902.36	2,231.62	2,193.93	2,318.74	2,326.72	4,372.02	1,540.72	-	27,855.81
Deck Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	1.00	-	-	-	-	1.00
Total Expenses	20,905.71	16,994.95	16,758.51	14,077.61	15,817.12	17,678.09	16,748.24	18,126.33	18,052.86	22,758.61	17,932.81	-	195,850.84
Net Profit	\$ 182,790.30	\$ 138,668.52	\$ 150,957.50	\$ 83,427.40	\$ 133,515.88	\$ 90,407.41	\$ 103,567.76	\$ 78,616.07	\$ 120,729.14	\$ 114,803.89	\$ 100,564.53	\$ -	\$ 1,298,048.41

ABC COMPANY

Monthly Report Last Twelve Months

	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Total
Residential Parkers	\$ 24,720.00	\$ 24,720.00	\$ 25,040.00	\$ 25,040.00	\$ 25,040.00	\$ 25,040.00	\$ 24,320.00	\$ 24,480.00	\$ -	\$ 45,760.00	\$ 24,240.00	\$ 26,170.00	\$ 294,570.00
Office Contract Parkers	56,412.00	68,153.00	30,979.00	64,125.00	40,726.00	87,942.00	40,000.00	56,375.00	54,500.00	50,192.50	63,143.00	43,454.00	656,001.50
Retail Contract Parkers	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Contract Parkers	51,714.00	42,425.00	37,903.47	38,603.01	29,678.00	32,939.00	34,816.50	29,909.00	28,197.40	25,821.50	23,138.50	25,202.34	400,347.72
Transient	61,814.00	63,732.00	58,325.00	35,945.00	909.00	1,860.00	8,721.00	9,146.00	13,623.00	16,295.00	26,499.00	19,471.00	316,340.00
Validations	2,807.00	4,666.01	3,416.00	4,003.00	1,152.01	1,552.00	228.00	406.00	422.00	713.00	542.00	4,200.00	24,107.02
Gross Revenues	197,467.00	203,696.01	155,663.47	167,716.01	97,505.01	149,333.00	108,085.50	120,316.00	96,742.40	138,782.00	137,562.50	118,497.34	1,691,366.24
Park on Call/Call Center	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	3,168.00	38,016.00
Part-time Site Manager	1,558.08	1,982.37	1,949.59	2,187.14	1,459.49	1,155.67	2,503.79	1,723.03	1,619.32	1,724.65	1,709.68	1,256.67	20,829.48
Accounting	1,083.00	908.43	908.43	1,362.65	908.43	908.43	908.43	908.43	1,362.65	908.43	908.43	908.43	11,984.17
Payroll Taxes and Benefits	237.70	260.17	257.22	319.48	213.11	185.77	307.10	236.83	268.38	236.98	235.63	194.86	2,953.23
Workers Compensation	118.85	130.09	128.61	159.74	106.56	92.88	153.55	118.42	134.19	118.49	117.81	97.43	1,476.61
Group Health	500.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	4,900.00
Insurance - General Liability	936.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	1,089.00	12,915.00
Management Fee	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	30,000.00
Electric	-	-	-	-	-	-	-	-	-	-	-	-	-
Power Sweeping	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	375.00	4,500.00
Janitorial Contract	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	2,170.00	26,040.00
Tickets and Supplies	1,583.55	1,459.23	182.93	129.95	-	-	-	1.50	75.08	41.02	2,658.53	3,260.21	9,392.00
Software Usage	284.75	284.00	285.25	286.75	259.50	261.50	262.50	255.00	250.50	219.25	217.00	221.00	3,087.00
Telephone	50.92	49.02	49.02	49.02	48.92	48.92	49.51	49.51	46.59	46.62	46.62	46.62	581.29
Equipment Maint. & Service	(355.91)	2,283.99	-	-	349.99	1,559.59	1,559.59	1,559.59	2,347.88	2,728.70	2,790.89	704.87	15,529.18
Credit Card Processing Fees	3,123.13	3,846.41	3,531.90	2,561.78	1,029.61	1,902.36	2,231.62	2,193.93	2,318.74	2,326.72	4,372.02	1,540.72	30,978.94
Deck Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Services	1.00	-	-	-	-	-	-	-	1.00	-	-	-	2.00
Total Expenses	17,334.07	20,905.71	16,994.95	16,758.51	14,077.61	15,817.12	17,678.09	16,748.24	18,126.33	18,052.86	22,758.61	17,932.81	213,184.90
Net Profit	\$ 180,132.93	\$ 182,790.30	\$ 138,668.52	\$ 150,957.50	\$ 83,427.40	\$ 133,515.88	\$ 90,407.41	\$ 103,567.76	\$ 78,616.07	\$ 120,729.14	\$ 114,803.89	\$ 100,564.53	\$ 1,478,181.34



THE CAR PARK

ABC COMPANY
NOVEMBER 2020

The Car Park EXPENSES



The Car Park

P.O. Box 2237
Raleigh, NC 27601

INVOICE

DATE: November 30, 2020
INVOICE # November 2020

Bill To:
ABC Company
123 Main St.
Boise, ID 83701

DESCRIPTION	AMOUNT
ABC Company	
Part-time Site Manager	\$ 1,256.67
Accounting	908.43
Payroll Taxes and Benefits	194.86
Workers Compensation	97.43
Group Health	400.00
Insurance - General Liability	1,089.00
Management Fee	2,500.00
Software Usage (884 parkers * \$0.25)	221.00
Merchant Fees	327.15
TOTAL	\$ 6,994.54



THE CAR PARK

ABC COMPANY
POWER SWEEPING



Midtown Property Services LLC
PO Box 19107
Raleigh, NC 27619



Invoice 4599

BILL TO The Car Park P.O. Box 2237 Boise, ID 83701	SHIP TO The Car Park P.O. Box 2237 Boise, ID 83701	DATE 11/01/2020	PLEASE PAY \$2,545.00	DUE DATE 12/01/2020
--	--	---------------------------	---------------------------------	-------------------------------

ACTIVITY	QTY	RATE	AMOUNT
Custodial Services 4551-04 Parking deck Custodial scope per contract.	1	2,170.00	2,170.00
Custodial Services 4551-04 Parking deckpower sweeping scope per contract.	1	375.00	375.00

TOTAL DUE	\$2,545.00
THANK YOU.	

Please make checks payable to:
Midtown Property Services
PO Box 19107
Raleigh, NC 27619



THE CAR PARK

ABC COMPANY
TICKETS & SUPPLIES





1-800-295-5510

uline.com

PO Box 88741 • Chicago IL 60680-1741

SHIPPING SUPPLY SPECIALISTS

INVOICE NO.

126610966

**

INVOICE

ULINE FED ID#: 36-3684738

THANK YOU FOR YOUR ORDER. ULINE CUSTOMER SINCE 2018

YOUR ORDER # 45492073

SOLD TO:

SHIP TO:

MDG2017 00007225 1 AB 041 9
15901612 THE CAR PARK
P.O. Box 2237
Boise, ID 83701

THE CAR PARK
P.O. Box 2237
Boise, ID 83701



U100-9-2013

CUSTOMER NO.	PURCHASE ORDER NO.	SHIP VIA	ORDER DATE	DATE SHIPPED	TERMS	INVOICE DATE
15901612	ABC COMPANY	UPS GROUND	11/12/20	11/12/20	NET 30 DAYS	11/12/20
QUANTITY			ITEM NUMBER	DESCRIPTION	UNIT PRICE	EXTENDED PRICE
ORDERED	U/M	BACK ORDERED				
2	KT		H-1661	12X18" HANDICAPPED PARKING SIGN	30.00	60.00
2	KT		H-8138	12X6 BLUE \$250 FINE SIGN	21.00	42.00

ORDER PLACED BY: ELDRIDGE

JONATHANBU/T

SUB-TOTAL

102.00

SALES TAX

8.35

FRT/HNDLING

13.17

AMOUNT DUE

123.52

PLEASE PAY FROM
THIS INVOICE
REFER TO THIS
INVOICE NUMBER
WHEN CONTACTING
US REGARDING
THIS TRANSACTION.

CUSTOMER NAME	CUSTOMER NUMBER	INVOICE NUMBER	INVOICE DATE	AMOUNT DUE
THE CAR PARK	15901612	126610966	11/12/20	123.52

AMOUNT ENCLOSED

IF DIFFERENT THAN AMOUNT DUE \$

EXPLAIN DIFFERENCES ON REVERSE SIDE



MAKE CHECK
PAYABLE AND
MAIL TO:

ULINE
ATTN: ACCOUNTS RECEIVABLE
PO BOX 88741
CHICAGO IL 60680-1741

IMPORTANT – PLEASE DETACH AND RETURN THIS
PORTION TO INSURE PROPER CREDIT

1590161201266109662011120000123528

NNNNNN 01 01 007225 008086P



Invoice

980 Lone Oak Rd Ste 130
Eagan MN 55121
United States
651-224-9880

#135201

11/6/2020

Bill To

THE CAR PARK
P.O. Box 2237
Raleigh NC 27602
United States
(919) 743-9568

AMOUNT DUE

\$86.05

Due Date: 12/6/2020

Ship To

THE CAR PARK
P.O. Box 2237
Boise, ID 83701
United States

Terms	Due Date	PO #	SO #	Sales Rep	Customer Service Rep	Billing Phone No
Net 30	12/6/2020	ABC Co (Lot TD)	133607	Joseph Lynch	JL	919-743-9568

Shipping Method	Tracking Numbers	Memo	Billing Email	Taxable
UPS Drop Ship - Ground			ap@thecarpark.com	Yes

Quantity	Item	Unit Price	Amount
1	TP3181000Z10 3 1/8" x 1000' Thermal, Skidata VKP80-III, 5.75" Diameter, 1" Core, 10 Rolls/case 29#	\$67.50	\$67.50

Subtotal	\$67.50
Shipping and Handling	\$12.73
Tax Total (7.25%)	\$5.82
Total	\$86.05
Amount Due	\$86.05



135201



The Toledo Ticket Company

MANUFACTURES OF
TICKETS OF EVERY DESCRIPTION
P.O. BOX 6876 TOLEDO, OHIO 43612
PH. (419) 476-5424 FAX (419) 476-6801
I.D. # 34-4376360

*** INVOICE ***

Bill To:

THE CAR PARK
P.O. Box 2237
Boise, ID 83701

SHIP TO:

THE CAR PARK
P.O. Box 2237
Boise, ID 83701

Attn: ACCOUNTS PAYABLE

Attn:

Invoice: 210834

Terms: Net 20 Days

Cust PO/LOC:

Date: 11-16-20

Sales Rep: HOUSE

Job No: 471910

Cust No: 01205

Quantity	Description	Total
60000	THE CAR PARK, SKIDATA TK UNLIMITED 2-1/8X3-3/8 SKIDATA TK UNLIMITED 7PT THERMAL WHITE Start Number: 240001 End Number: 300000 Back: BACK COPY Ship Via: UPS GROUND FREIGHT Ship Date: 11/13/20	1287.79

Invoices paid with credit card will be charged
3% surcharge on the total amount of the invoice

Sub-Total	1287.79
Ship&Hdlg	75.20
Sales Tax	0.00
Deposit	0.00
Total Due	1362.99
In U.S. Funds	=====
Use Tax	98.82
TOTAL	1461.81

Invoice: 210834

Job No: 471910

Cust No: 01205

Amount Paid in U.S. Funds _____

BILL TO:

THE CAR PARK
P.O. Box 2237
Boise, ID 83701

Attn: ACCOUNTS PAYABLE

Invoice



Project SO322475
Invoice date 11/16/2020
Invoice number IN00020823
Customer account 10603

Page: 1 of 2

Payment Terms Net 30 Days
Due Date 12/16/2020

Bill to:
THE CAR PARK
P.O. Box 2237
Boise, ID 83701
USA

Facility ID F015136
Name ABC Company
Responsible HURRLE Michael
Sales person HURRLE Michael
Contact person
Customer order number

Ship to:
ABC Company 123
Main Street
Boise, ID 83701
USA

External reference number
Project SO322475
Name 946521904 x 1
Our reference FQ2011050011@@2

Pos	Item Number	D-date	Quantity	Unit	Unit price	Discount	USD Amount
1	946521904 <i>Barrier.Gate Folding arm medium US-ADA 2,5 m (8,2 ft) yellow folding barrier arm, not illuminated, made of fiberglass reinforced plastic Overhead clearance: 2,34 m (7,67 ft) ADA compliant</i>	11/06/20	1.00	pieces	1,320.25		1,320.25
1	US_Freight <i>Freight Costs</i>	11/16/20	1.00	pieces	150.00		150.00

Sum 946521904 x 1 1,470.25

TotalSum 946521904 x 1 1,470.25

Sales tax	Amount origin	Quantity	Sales tax amount
City	1,470.25	0.00	0.00

CHECK Remittance Address
SKIDATA, Inc.
P.O. Box 21145
New York, NY 10087-1145

ACH & Wire Remittance Instructions
Bank Name: JPMORGAN CHASE BANK, N.A.
Account Name: SKIDATA, Inc. | Account # 842466179
ACH Routing # 02102337 | Wire Routing # 021000021
SWIFT Code: CHASUS33

SKIDATA, Inc. | 16600 Sherman Way, Suite 150 | 91406 Van Nuys | United States | Telephone 833-SKIDATA (754-3282) | Fax 818-786-2910
| Internet www.skidata.com | E-mail us.ar@skidata.com | Tax ID 943353424

SKIDATA® is a registered trademark of SKIDATA GmbH in the USA, the European Union and other countries

Invoice



Project SO322475
Invoice date 11/16/2020
Invoice number IN00020823
Customer account 10603

Page: 2 of 2

Sales tax	Amount origin	Quantity	Sales tax amount
Country	1,470.25	0.00	0.00
County	1,470.25	0.00	29.41
Special1	1,470.25	0.00	7.35
Special2	1,470.25	0.00	0.00
Special3	1,470.25	0.00	0.00
State	1,470.25	0.00	69.84

SKIDATA's applicable General Terms and Conditions shall apply. These are downloadable from your local SKIDATA Homepage.

Net amount	1,470.25
Tax	106.60
Total	USD 1,576.85

CHECK Remittance Address

SKIDATA, Inc.
P.O. Box 21145
New York, NY 10087-1145

ACH & Wire Remittance Instructions

Bank Name: JPMORGAN CHASE BANK, N.A.
Account Name: SKIDATA, Inc. | Account # 842466179
ACH Routing # 021202337 | Wire Routing # 021000021
SWIFT Code: CHASUS33

SKIDATA, Inc. | 16600 Sherman Way, Suite 150 | 91406 Van Nuys | United States | Telephone 833-SKIDATA (754-3282) | Fax 818-786-2910
| Internet www.skidata.com | E-mail us.ar@skidata.com | Tax ID 943353424

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Final Details for Order

Order Placed: November 12, 2020

Amazon.com order number:

Order Total: \$27.87

Shipped on November 14, 2020	
Items Ordered	Price
1 of: (100PCS 11.8 Inch) Metal Cable Zip Ties, 304 Stainless Steel, Multi-purpose Heavy Duty Self-locking Cable Ties, Suitable for Exhaust Wrapping, Fence, Outdoor and Canopy Etc. Sold by: ZhuSuo (seller profile) Condition: New	\$10.99
Shipping Address: THE CAR PARK P.O. Box 2237 Boise, ID 83701 United States	Item(s) Subtotal: \$10.99 Shipping & Handling: \$0.00 ----- Total before tax: \$10.99 Sales Tax: \$0.99 -----
Shipping Speed: One-Day Shipping	Total for This Shipment: \$11.98 -----

Payment information	
Payment Method: American Express Last digits:	Item(s) Subtotal: \$10.99 Shipping & Handling: \$0.00 -----
Billing address THE CAR PARK P.O. Box 2237 Boise, ID 83701 United States	Total before tax: \$10.99 Estimated Tax: \$0.99 ----- Grand Total: \$11.98

To view the status of your order, return to [Order Summary](#) .

[Conditions of Use](#) | [Privacy Notice](#) © 1996-2020, Amazon.com, Inc.



THE CAR PARK

ABC COMPANY
TELEPHONE





Summary for

Your Plan

Flexible Business Smartphn 1GB

\$55.00 monthly charge

Unlimited monthly minutes

UNL Text Messaging

Unlimited M2M Text

Unlimited Text Message

Email & Web MHS 1GB SHR

1 monthly gigabyte allowance

\$10.00 per GB after allowance

Beginning on 05/03/19:**22% Access Discount****M2M National Unlimited**

Unlimited monthly Mobile to Mobile

UNL Night & Weekend Min

Unlimited monthly OFFPEAK

UNL Picture/Video MSG

Unlimited monthly Picture & Video

Have more questions about your charges?
Get details for usage charges at
www.vzw.com/mybusinessaccount.

Monthly Charges

Flexible Business Smartphn 1GB	12/03 – 01/02	55.00
22% Access Discount	12/03 – 01/02	-12.10
		\$42.90

Usage and Purchase Charges

Voice		Allowance	Used	Billable	Cost
Calling Plan	minutes	unlimited	138	--	--
Mobile to Mobile	minutes	unlimited	367	--	--
Total Voice					\$.00

Messaging		Allowance	Used	Billable	Cost
Text	messages	unlimited	86	--	--
Unlimited M2M Text	messages	unlimited	125	--	--
Picture & Video – Sent	messages	unlimited	10	--	--
Picture & Video – Rcv'd	messages	unlimited	23	--	--
Total Messaging					\$.00

Data		Allowance	Used	Billable	Cost
Gigabyte Usage	gigabytes	1.000 (shared)	.685	--	--
Total Data					\$.00

Total Usage and Purchase Charges \$.00**Surcharges**

Fed Universal Service Charge	.42
Regulatory Charge	.21
Administrative Charge	1.95
\$2.58	

Taxes, Governmental Surcharges and Fees

NC State 911 Fee	.65
NC Telecom Relay Srvs Surchg	.08
NC State Telecom Sales Tax	.28
Wake Cnty Telecom Sales Tax	.13
\$1.14	

Total Current Charges for 919-594-0469 \$46.62



THE CAR PARK

ABC COMPANY
EQUIPMENT
MAINTENANCE & SERVICE



Invoice



Project PR018123
Invoice date 10/07/2020
Invoice number IN00019458
Customer account 10603

Page: 1 of 1

Payment Terms Net 30 Days
Due Date 11/06/2020

Bill to:
THE CAR PARK
P.O. Box 2237
Boise, ID 83701
USA

Project Name **PR018123**
Software as a Service

Ship to:
ABC Company 123
Main Street
Boise, ID 83701
USA

Contract name Software as a Service
Contract number SC001280
Period 11/1/2020 .. 11/30/2020 HAWKINS
Responsible Traci
Salesperson HURRLE Michael
Customer order number

Transaction text	Facility ID	Facility name	Price	Discount	Line amount
Operating subscription fees (SaaS),	F015136	ABC Company	1,454.17		1,454.17

Sum Software as a Service	1,454.17
---------------------------	----------

SKIDATA's applicable General Terms and Conditions shall apply. These are downloadable from your local SKIDATA Homepage.

Net amount	1,454.17
Tax	105.42
Total	USD 1,559.59

CHECK Remittance Address
SKIDATA, Inc.
P.O. Box 21145
New York, NY 10087-1145

ACH & Wire Remittance Instructions
Bank Name: JPMORGAN CHASE BANK, N.A.
Account Name: SKIDATA, Inc. | Account # 842466179
ACH Routing # 021202337 | Wire Routing # 021000021
SWIFT Code: CHASUS33

SKIDATA US | 120 Albany Street
Tower II, Suite 750 | 08901 New Brunswick | United States | Telephone 908-243-0000 | Fax 908-243-0660
| Internet www.skidata.com | E-mail ar.us@skidata.com | Tax ID 943353424

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Invoice



Project SO322139
Invoice date 11/11/2020
Invoice number IN00020658
Customer account 10603

Page: 1 of 2

Payment Terms Net 30 Days
Due Date 12/11/2020

Bill to:
THE CAR PARK
P.O. Box 2237 Boise, ID 83701
USA

Facility ID **F015136**
Name **ABC Company**
Responsible HURRLE Michael
Sales person HURRLE Michael
Contact person
Customer order number

Ship to:
ABC Company 123
Main Street
Boise, ID 83701
USA

External reference number
Project **SO322139**
Name **(Hardware) Main St Exit barrier needs adjusting**
Our reference **SV2011030127@@1**

Date	Activity code	Quantity	Unit	Price	Line amount
Technician/Text					
11/03/2020	350H Field Support	0.50	Hours	0.00	107.50
YOST Ricky					

entire rosenberg sleeve was spun and offset about half inch to the right...took the gate arm off and resset the sleeve and the gate arm went bac to orginial adjustment.

Sum (Hardware) Main St Exit barrier needs adjusting	107.50
---	--------

Date	Technician/Text	Line amount
11/03/2020	Dispatch Charge	95.00

Sum (Hardware) Harrington St Exit barrier needs adjusting	95.00
---	-------

CHECK Remittance Address
SKIDATA, Inc.
P.O. Box 21145
New York, NY 10087-1145

ACH & Wire Remittance Instructions
Bank Name: JPMORGAN CHASE BANK, N.A.
Account Name: SKIDATA, Inc. | Account # 842466179
ACH Routing # 02102337 | Wire Routing # 021000021
SWIFT Code: CHASUS33

SKIDATA, Inc. | 16600 Sherman Way, Suite 150 | 91406 Van Nuys | United States | Telephone 833-SKIDATA (754-3282) | Fax 818-786-2910
| Internet www.skidata.com | E-mail us.ar@skidata.com | Tax ID 943353424

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Invoice



Project SO322139
Invoice date 11/11/2020
Invoice number IN00020658
Customer account 10603

Page: 2 of 2

TotalSum (Hardware) Harrington St Exit barrier needs adjusting	202.50
--	--------

Sales tax	Amount origin	Quantity	Sales tax amount
City	202.50	0.00	0.00
Country	202.50	0.00	0.00
County	202.50	0.00	4.05
Special1	202.50	0.00	1.02
Special2	202.50	0.00	0.00
Special3	202.50	0.00	0.00
State	202.50	0.00	9.62

SKIDATA's applicable General Terms and Conditions shall apply. These are downloadable from your local SKIDATA Homepage.

Net amount	202.50
Tax	14.69
Total	USD 217.19

CHECK Remittance Address

SKIDATA, Inc.
P.O. Box 21145
New York, NY 10087-1145

ACH & Wire Remittance Instructions

Bank Name: JPMORGAN CHASE BANK, N.A.
Account Name: SKIDATA, Inc. | Account # 842466179
ACH Routing # 021202337 | Wire Routing # 021000021
SWIFT Code: CHASUS33

SKIDATA, Inc. | 16600 Sherman Way, Suite 150 | 91406 Van Nuys | United States | Telephone 833-SKIDATA (754-3282) | Fax 818-786-2910
| Internet www.skidata.com | E-mail us.ar@skidata.com | Tax ID 943353424

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Service Report

Site	ABC Company	Service report No	SV2011030127-202011030316
Address	123 Main Street Raleigh ,27601 United States	Customer contact	Eldridge
Order ID	SV2011030127@@1	Ordered on	11/3/2020
Customer Reference		Phone number	+1 919 743 9576
Description	(Hardware) Main St Exit barrier needs adjusting		

Working hours

Activity Code	Hours of work	Start	End	Description of activities	Technician
Call Registration	0.00	11/3/2020 9:04 AM	11/3/2020 9:04 AM	SC Yesenia Eldridge emailed to advise that Main St Exit barrier needs adjusting: From: Eldridge <ap@thecarpark.com> Sent: Monday, November 2, 2020 7:54 AM To: Customer Support & Care – North America <support.usa@skidata.com> Subject: Main Street Exit Barrier We need to submit a service call for barrier at Main Street exit lane. It seems the tension is way off and will not allow any adjustment on the gate arm that is continuously drooping.	Yesenia Gallegos
Field Support	0.50	11/3/2020 10:02 AM	11/3/2020 10:15 AM	entire rosenberg sleeve was spun and offset about half inch to the right...took the gate arm off and reset the sleeve and the gate arm went bac to orginial adjustment.	Ricky Yost

Travel costs are invoiced according to service agreements.

Expenses

Date	Expense	Quantity	Description of Expense	Technician
11/3/2020 10:02 AM	Zone Charges	1.00		Ricky Yost

SKIDATA Inc.
120 Albany St.
Tower II, Suite 750
NJ 08901, New Brunswick

Support: 833-754-3282
Office: 908-243-0000
support.usa@skidata.com
www.skidata.com
Tax Nr. 94-3353424

SKIDATA Inc.
120 Albany St.
Tower II, Suite 750
NJ 08901, New Brunswick

Support: 833-754-3282
Office: 908-243-0000
support.usa@skidata.com
www.skidata.com
Tax Nr. 94-3353424

THE CAR PARK

PO Box 781
Raleigh, NC 27602

INVOICE

DATE: October 12, 2020
INVOICE # 205_20201012
DUE: November 13, 2020

Bill To:
ABC Company
123 Main Street
Raleigh, NC 27601

DESCRIPTION		AMOUNT	
Rosenberger Connector	6880-TD	\$	461.00
Field Support	6880-TD	\$	215.00
Dispatch Charge	6880-TD	\$	95.00
Tax	6880-TD	\$	55.91
TOTAL		\$	(826.91)

** Labor and supplies from October gate damage were billed to customer. Payment received for invoice above and reimbursed to client. **

THE CAR PARK

PO Box 781
Raleigh, NC 27602

INVOICE

DATE: October 2, 2020
INVOICE # 205_20200926
DUE: November 2, 2020

Bill To:

ABC Company
123 Main Street
Raleigh, NC 27601

DESCRIPTION		AMOUNT
Sheer Bolts	6880-TD	\$ 30.00
Labor	6880-TD	\$ 215.00
TOTAL		\$ (245.00)

** Labor and supplies from October gate damage were billed to customer. Payment received for invoice above and reimbursed to client. **



THE CAR PARK

ABC COMPANY MERCHANT FEES



Merchant Statement

THE CAR PARK
P.O. Box 2237
Boise, ID 83701

Statement Date: 11/30/2020
Statement Period: 11/01/2020 - 11/30/2020
DBA Name: THE CAR PARK
Merchant Number: XXXXXXXXXXXXX
Store Number:

Heartland is committed to fair dealings and full disclosure. We continue to pass through 100% of the Durbin savings.

*** Contact Information ***

Customer Service: 1-888-963-3600

Heartland InfoCentral:

<https://infocentral.heartlandpaymentsystems.com>

Heartland Payment Systems

One Heartland Way

Jeffersonville, IN 47130

This Is Not A Bill

223 S WEST ST
Boise, ID 83701

HPS Deposits & Fees At A Glance

Visa Deposits:			\$14,514.00
	Less Visa Pass-thru Interchange & Fees:	\$479.30	
	Total Visa Pass-thru Interchange & Fees:	\$479.30	
MasterCard Deposits:			\$3,198.00
	Less MasterCard Pass-thru Interchange & Fees:	\$120.15	
	Total MasterCard Pass-thru Interchange & Fees:	\$120.15	
American Express Deposits:			\$1,240.00
	Less American Express Pass-thru Fees:	\$29.95	
	Total American Express Pass-thru Fees:	\$29.95	
Discover Deposits:			\$272.00
	Less Discover Pass-thru Interchange & Fees:	\$7.77	
	Total Discover Pass-thru Interchange & Fees:	\$7.77	
	Less Heartland Payment Systems Processing Fees:	\$206.40	
	Less Other Processing and One-Time Fees:	\$0.00	
	Total Processing and One-Time Fees:	\$206.40	
Total Deposits:			\$19,224.00
Total Credit Card Fees:			\$843.57

* More detailed processing fee information on the following pages. All Heartland fees automatically include transaction savings, if applicable.



Windcave INC.
PO BOX 45498
Los Angeles CA 90045
+1 213 378 1190
ar@windcave.com

Tax Invoice / Statement

Please Pay on this Invoice
FEIN 61-1794833

THE CAR PARK
P.O. Box 2237
Boise, ID 83701
USA

Page: 1
INVOICE: 1620581
CUSTOMER ID: 72597
DATE: 30/11/2020
YOUR REF:

Overdue Invoices

No Overdue Invoices - Thank You

Current Charges

INVOICE 1620581 30 Nov 2020

Windcave ® Service Fee

Nov 2020 Device charge Plan: 1719080230; Location: ABC Company	5.00
Nov 2020 Device charge Plan: 1718493245; Location: ABC Company	5.00
Nov 2020 Device charge Plan: 1718503087; Location: ABC Company	5.00
Nov 2020 Device charge Plan: 1717210030; Location: ABC Company	5.00
Nov 2020 PX BusinessPlan_2 Plan	350.00

TOTAL	370.00
SALES TAX	0.00

Total due 30 Dec 2020: 370.00

Credit:	USD 0	Overdue:	USD 0	Current:	USD 370.00	Total:	USD 370.00
---------	-------	----------	-------	----------	------------	--------	------------

This account is setup to paid by Direct Debit on the due date. Unless Windcave receives written email advice to the contrary the amount showing on this invoice will be processed on the due date shown. Please note the advice needs to be received in writing by email to ar@windcave.com at least 2 days prior to the initiating date.

Payment Advice

WINDCAVE INC.
PO BOX 45498
LOS ANGELES CA 90045
USA

CUSTOMER:	THE CAR PARK
CUSTOMER ID:	72597
INVOICE:	1620581
DATE DUE:	30/12/2020
AMOUNT DUE:	USD 370.00

AMOUNT PAID: _____

EMAIL: ar@windcave.com

DIRECT CREDIT BANK ACCOUNT: Silicon Valley Bank; Account#: 3301550972; ABA: 121140399; Swift: SVBKUS6S
Use Invoice Number 1620581 in "particulars" field when paying by direct credit.

FEE PROPOSAL: MANAGEMENT OF PUBLIC PARKING FACILITIES

Prepared for Town of Jackson
Planning Department

Date: October 8, 2021



702 W. Idaho Street, Suite 400
Boise, ID 83702



www.thecarpark.com



208.336.6597

Town of Jackson Budget Year 1 (\$1)

The Car Park

	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL	TOTAL
													Year 1 (\$1)	Year 1 (\$2)
INCOME														
Permit Parking					\$ 4,100.00	\$ 4,100.00	\$ 4,100.00						\$ 12,300.00	\$ 12,300.00
Meter Revenue	-	-	-	-	-	\$ 117,306.00	\$ 129,874.50	\$ 129,874.50	\$ 125,685.00	-	-	-	\$ 502,740.00	\$ 1,026,000.00
Violation Income	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 15,187.81	\$ 15,187.81	\$ 15,187.81	\$ 15,187.81	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 112,332.53	\$ 112,333.00
TOTAL REVENUE	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 10,547.66	\$ 136,593.81	\$ 149,162.31	\$ 145,062.31	\$ 140,872.81	\$ 6,447.66	\$ 6,447.66	\$ 6,447.66	\$ 627,372.53	\$ 1,150,633.00
EXPENSES														
Payroll														
G & A	\$ 13,281.60	\$ 8,854.40	\$ 8,854.40	\$ 8,854.40	\$ 12,854.40	\$ 12,854.40	\$ 19,281.60	\$ 12,854.40	\$ 12,854.40	\$ 12,854.40	\$ 8,854.40	\$ 8,854.40	\$ 141,107.20	\$ 141,107.20
Enforcement	\$5,454.83	\$3,636.55	\$3,636.55	\$3,636.55	\$7,894.35	\$ 12,152.15	\$ 18,228.23	\$ 12,152.15	\$ 12,152.15	\$3,636.55	\$3,636.55	\$3,636.55	\$ 89,879.64	\$ 89,879.64
Total Payroll	\$ 18,736.43	\$ 12,490.95	\$ 12,490.95	\$ 12,490.95	\$ 20,748.75	\$ 25,006.55	\$ 37,509.83	\$ 25,006.55	\$ 25,006.55	\$ 16,490.95	\$ 12,490.95	\$ 12,490.95	\$ 230,986.84	\$ 230,986.84
Payroll Taxes	\$ 2,248.37	\$ 1,498.91	\$ 1,498.91	\$ 1,498.91	\$ 2,489.85	\$ 3,000.79	\$ 4,501.18	\$ 3,000.79	\$ 3,000.79	\$ 1,978.91	\$ 1,498.91	\$ 1,498.91	\$ 27,715.25	\$ 27,715.25
Workers Comp	\$ 1,498.91	\$ 999.28	\$ 999.28	\$ 999.28	\$ 1,659.90	\$ 2,000.52	\$ 3,000.79	\$ 2,000.52	\$ 2,000.52	\$ 1,319.28	\$ 999.28	\$ 999.28	\$ 18,476.83	\$ 18,476.83
Health & Welfare	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 19,800.00	\$ 19,800.00
Retirement	\$ 281.05	\$ 187.36	\$ 187.36	\$ 187.36	\$ 311.23	\$ 375.10	\$ 562.65	\$ 375.10	\$ 375.10	\$ 247.36	\$ 187.36	\$ 187.36	\$ 3,464.41	\$ 3,464.41
Total Payroll	\$ 24,414.76	\$ 16,826.51	\$ 16,826.51	\$ 16,826.51	\$ 26,859.73	\$ 32,032.96	\$ 47,224.44	\$ 32,032.96	\$ 32,032.96	\$ 21,686.51	\$ 16,826.51	\$ 16,826.51	\$ 300,443.33	\$ 300,443.33
Liability Insurance	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 1,306.00	\$ 15,672.00	\$ 15,672.00
Material & Supplies	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 4,800.00	\$ 4,800.00
Telephone	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00	\$ 7,800.00	\$ 7,800.00
Forms & Printing	\$ -	\$ -	\$ 3,000.00	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000.00	\$ 6,000.00
Supplies (Misc)	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00	\$ 2,400.00
Personnel Selection	\$ -	\$ -	\$ -	\$ 600.00	\$ 600.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drug Screen/Criminal	\$ -	\$ -	\$ -	\$ 200.00	\$ 200.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 800.00	\$ 800.00
Office Start-up	\$ 7,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500.00	\$ 7,500.00
Wireless Services	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00	\$ 1,500.00
Uniforms	\$ -	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00
Car Washes	\$ -	\$ -	\$ -	\$ -	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00
Website/Social Media	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00	\$ 600.00
Fuel	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 3,900.00	\$ 3,900.00
Bank Fees	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 25.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 25.00	\$ 10.00	\$ 600.00	\$ 600.00
Licensing Fees	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 175.00	\$ 175.00	\$ 9,775.00	\$ 40,500.00	\$ 40,500.00
Payroll Processing	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 520.00	\$ 520.00
License & Permits	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ 200.00
Merchant Fees	\$ 257.91	\$ 257.91	\$ 257.91	\$ 257.91	\$ 421.91	\$ 6,829.69	\$ 7,458.12	\$ 7,253.12	\$ 7,043.64	\$ 257.91	\$ 257.91	\$ 257.91	\$ 30,811.81	\$ 57,531.65
Office Rent	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000.00	\$ 30,000.00
Total Expense	\$ 5,813.91	\$ 5,813.91	\$ 18,413.91	\$ 9,113.91	\$ 10,492.91	\$ 22,985.69	\$ 14,014.12	\$ 13,809.12	\$ 23,099.64	\$ 5,803.91	\$ 5,728.91	\$ 15,313.91	\$ 158,103.81	\$ 184,823.65
Management Fee	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 42,000.00	\$ 42,000.00
Capital Expenditure														
Equipment	\$ -		\$ 400,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000.00	\$ 400,000.00
Signage	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00
Total CapEx	\$ -	\$ -	\$ 425,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 425,000.00	\$ 425,000.00
													Year 1 (\$1)	Year 1 (\$2)
Facility Profit(Loss)	\$ (27,281.01)	\$ (19,692.76)	\$ (32,292.76)	\$ (22,992.76)	\$ (30,304.98)	\$ 78,075.16	\$ 84,423.76	\$ 95,720.24	\$ 82,240.21	\$ (24,542.76)	\$ (19,607.76)	\$ (29,192.76)	\$ (298,174.61)	\$ 198,366.02

BUDGET AND FEE PROPOSAL

Based on the RFP and other documents provided, we present the attached budget and fee proposal for your consideration. We made several assumptions such as the capital costs for the equipment and sign packages. If this is not the case, once we determine the quantity and type of equipment needed, this budget amount can easily be adjusted. The Car Park is able to purchase the Town's equipment and systems and amortize it over the life of the contract if so desired.

Listed below are our assumptions for your review and discussion:

Revenue

Transient

Transient revenue is based on the Kimley Horn recommended 474 initial "paid parking" spaces at the rate of \$1.00 per hour. Since this is a seasonal parking program, we used June 1st through September 30th as the period for paid parking. We used the hours of 9:00 AM to 7:00 PM for paid parking, seven days a week. We separated revenue out by weekday and weekend parking. The weekend revenue was higher due to a higher occupancy.

Permits

Permit revenue will be based on the Town's decision to implement the program. Our experience in similar Town settings has shown this revenue will increase once a paid parking program goes into effect.

Citations

Citation revenue is based on our experience. We broke citations out for those paid within the first 14 days with no increase, and those paid after 14 days with the increased rate. Citations were further broken out by the paid seasonal parking and permit parking. We plan to enforce year round.

Expenses

G&A

G&A includes an on-site General Manager at a \$100,000 annual salary, a full-time clerical person to provide administrative support including permit sales. This person would also be responsible for generating reports to the Town as well as general bookkeeping duties.

Human Resources

We have included a small allocation to assist the on-site team with recruitment, hiring and training. The allocation is 2 hours per week or \$2,600 annually.

Enforcement/Ambassadors

Parking Enforcement Officers (PEO's) would be assigned year-round with an increase in coverage during the peak seasonal (June-September) seasonal parking timeframe. We budgeted for two full time employees and one part time employee, utilized seven days a week throughout the parking system. During the off season we would plan for 1 enforcement officer on operating hours. With the use of LPR or other technologies, two PEO's on throughout the day should be sufficient to cover parking enforcement.

We used a pay rate of \$21 per hour. We have found with the low unemployment, current labor shortages in combination with the high cost of living in towns like Jackson we must use this higher rate to find and retain quality people.

Payroll Taxes, Workers Compensation, Health and Welfare and Retirement Plans

Based on payroll taxes at the federal and state level and the hours worked. Health and Welfare are based on three full-time employees. Retirement is for the company match and fees for a 401K plan.

Liability Insurance

Based on the number of parking spaces

Telephone

Office telephone expense

Forms and Printing

Any informational documents printed for distribution to inform the public about the parking program

Supplies

Standard office and parking system supplies

Monthly Permit

Printing of paper permits if needed

Personnel Selection/Hiring

Employee recruitment costs

Drug Screen/Criminal

Costs for drug screen and criminal background checks

Office start-up

To best serve the Town, our recommendation would be to establish a separate parking office to manage the system. These would be the costs associated with that implementation.

Wireless

PEO and Ambassador phones.

Automotive Costs/Fuel

General upkeep and fuel cost for LPR vehicle, if not provided by the Town.

Uniforms

Winter and summer uniforms

Website/Social Media

Additional marketing and outreach for the Town.

Licensing Fees

Equipment software fees associated with the multi-space meters and the mobile payment applications.

Payroll Processing

Costs of the payroll time and attendance program and issuing payroll payments

License and Permits

City permits (if any)

Merchant fees

Credit card, gateway, internet connection, and equipment software fees for pay stations or on-line permit sales

Office Supplies

General office supplies

Annual Management Fee Schedule

Travel	\$ 6,000.00
Corporate Overhead	\$ 6,000.00
Human Resources	\$ 3,400.00
Profit	\$ 26,600.00
Annual Fee	\$ 42,000.00

Onstreet Revenue Model

Town of Jackson	FY 19	FY20
Total Meter Collections	\$0	\$502,740
Total Parking Citations (less than 14 days)	\$0	\$66,253
Total Parking Citations (more than 14 days)	\$0	\$46,079
Towing / Impound Revenue	\$0	
Total Citations Issued (est)	-	4,900
Percent of Tickets Paid less than 14 days	66%	59%

Revenue Projections

Meter Revenue - \$1/hr Weekday ¹

Number of \$2.00/hr Metered Spaces	500
Rate per Hour	\$1.00
Hours per Day (9am - 7pm)	10
# of Days per Year (less holidays) ¹	86
Maximum Revenue Possible	\$430,000
Average Occupancy	90%
Percent of Paid Occupancy	95%
Percent of Meters Operational	98%
Total Meter Revenue	\$360,297
Revenue per Metered Space per Day	\$8.38

Meter Revenue - \$1/hr Weekend

Number of \$2.00/hr Metered Spaces	500
Rate per Hour	\$1.00
Hours per Day (9am - 7pm)	10
# of Days per Year (less holidays) ²	34
Maximum Revenue Possible	\$170,000
Average Occupancy	90%
Percent of Paid Occupancy	95%
Percent of Meters Operational	98%
Total Meter Revenue	\$142,443
Revenue per Metered Space per Day	\$8.38

1 - Model assumes \$1/hr meters are multi-space meters

2 - Holidays New Years Day, ML King, Memorial Day, July 4th, Labor Day, Veteran's Day, Thanksgiving, Christmas

TOTAL COMBINED METER REVENUE	\$502,740
Total Meter Count	40
Revenue Per Meter/Day	\$104.74

Citations Peak Summer**Citation Revenue - Paid within 14 days (Monday - Friday)**

Number of Officers	1
Citations per officer per day	15
Number of Days Enforced	86
Total Citations	1,290
Percent Paid within 14 days	60%
Total Potential Citations	774
Citation Value	\$25.00
Total Citation Value	\$19,350
Dismissal Rate	5%
Collection Rate	70%
Citation Revenue	\$12,868

Citation Revenue - Paid within 14 days (Weekend)

Number of Officers	2
Citations per officer per day	20
Number of Days Enforced	34
Total Citations	1,360
Percent Paid within 14 days	60%
Total Potential Citations	816
Citation Value	\$25.00
Total Citation Value	\$20,400
Dismissal Rate	5%
Collection Rate	70%
Citation Revenue	\$13,566

Citation Revenue - Paid after 14 days

Number of Officers	1
Citations per officer per day	15
Number of Days Enforced	86
Total Citations	1,290
Percent Paid after 14 days	40%
Total Potential Citations	516
Citation Value	\$50.00
Total Citation Value	\$25,800
Dismissal Rate	7.5%
Collection Rate	70%
Citation Revenue	\$16,706

Citation Revenue - Paid after 14 days

Number of Officers	2
Citations per officer per day	20
Number of Days Enforced	34
Total Citations	1,360
Percent Paid after 14 days	40%
Total Potential Citations	544
Citation Value	\$50.00
Total Citation Value	\$27,200
Dismissal Rate	7.5%
Collection Rate	70%
Citation Revenue	\$17,612

Citations Off-Peak Permit Enforcement**Citation Revenue - Paid within 14 days (Monday - Friday)**

Number of Officers	1
Citations per officer per day	10
Number of Days Enforced	160
Total Citations	1,600
Percent Paid within 14 days	60%
Total Potential Citations	960
Citation Value	\$25.00
Total Citation Value	\$24,000
Dismissal Rate	5%
Collection Rate	70%
Citation Revenue	\$15,960

Citation Revenue - Paid within 14 days (Weekend)

Number of Officers	1
Citations per officer per day	10
Number of Days Enforced	65
Total Citations	650
Percent Paid within 14 days	60%
Total Potential Citations	390
Citation Value	\$25.00
Total Citation Value	\$9,750
Dismissal Rate	5%
Collection Rate	70%
Citation Revenue	\$6,484

Citation Revenue - Paid after 14 days

Number of Officers	1
Citations per officer per day	10
Number of Days Enforced	160
Total Citations	1,600
Percent Paid after 14 days	40%
Total Potential Citations	640
Citation Value	\$50.00
Total Citation Value	\$32,000
Dismissal Rate	7.5%
Collection Rate	70%
Citation Revenue	\$20,720

Citation Revenue - Paid after 14 days

Number of Officers	1
Citations per officer per day	10
Number of Days Enforced	65
Total Citations	650
Percent Paid after 14 days	40%
Total Potential Citations	260
Citation Value	\$50.00
Total Citation Value	\$13,000
Dismissal Rate	7.5%
Collection Rate	70%
Citation Revenue	\$8,418

Total Citation Revenue **\$112,333**

Total Combined Revenue **\$615,073**

Total Citations Issued **4900**

STAFF REPORT



Meeting Date:	April 18, 2022	Meeting Title:	Workshop
Submitting Department:	Admin/Community Development	Presenter:	Larry Pardee/ Susan Scarlata
Agenda Item:	Legislative Approach WAM Resolutions	Public Comment:	Yes

Purpose & Policy Considerations.

For Town Council to give staff direction on a Resolution or Resolutions to submit for the Wyoming Association of Municipalities (WAM) to consider at its Summer Convention, June 8-10 in Laramie, Wyoming.

Requested Action.

Staff requests that Council have a dialogue about the most recent Legislative Session, consider a suggested Resolution about broadening local revenue options, and share other possible Resolutions, if any, for staff to work on.

Recommendations.

Staff recommends submitting a Resolution about broadening local revenue options and continuing to focus energy on the other state-level items in motion, as voted on in the Legislative Approach.

Background.

On August 30 Council approved a two-year process that including submitting Resolutions to WAM when appropriate, participating on statewide coalitions related to Town priorities, hiring a legislative liaison, helping other municipalities with policies and initiatives whenever possible, and working on getting topics related to Town priorities discussed as Interim Topics. This Legislative Policy Approach focuses on taking a proactive stance across various time frames to build political will, develop relationships, and create authentic networks across the state.

This year's Legislative Session was an overall success for the Town of Jackson and Teton County. Representative Mike Yin's County Optional Property Tax Refund Program passed and is now an enrolled act. The legislature also funded the statewide property tax refund program with \$3 million this year, so separately or combined, local residents will have options to offset some of the intense market forces affecting our real estate market.

Town staff also worked with colleagues at the county, Teton Village, and WYDOT to have Senator Gierau submit an Interim Topic request to consider permitting HOV lanes in the state. The request included the following. "Most state Departments of Transportation have the legal authority to regulate use of their highways as long as the rules are applied fairly and serve a public benefit. Federal legislation –including the Intermodal Surface Transportation Efficiency Act of 1991– specifically encourages states to consider, and implement, if feasible, HOV lanes in areas experiencing air quality or traffic congestion problems. This Interim Topic is a request to determine the current status of HOV regulations in the state, particularly regarding enforcement and potential fines for improper use to ensure HOV lanes are a viable alternative for consideration across the State. The intended goal will be for the committee to discuss and create statutes related to enforcement to protect the integrity of HOV facilities, promote safety and efficiency, and deter possible violators. Currently, no legislation is needed to designate HOV lanes, but statutes related to fines for improper use of HOV lanes, tolling authority, and lack of payment for tolls are necessary. The ability to consider HOV lanes in Wyoming may allow further access to federal funding under the Bipartisan Infrastructure law." The Transportation Committee requested Management Council approve a number of topics related to highways including "Enabling and implementing high occupancy vehicle lanes in areas of high traffic congestion, such as near Jackson." This Committee is scheduled to hold interim meetings May 3 and 4 (Casper), August 23 and 24 (Sweetwater County), and November 2 and 3 (tentatively Cheyenne).

Though the Real Estate Transfer Tax made it farther than it has in the interim, it did not make it far this Legislative Session. We heard from various entities that there is a need for a broader, statewide conversation about challenges related to Workforce Housing before the legislature will be able to consider potential solutions that offset these challenges. These conversations have started, and Workforce Housing was requested as an Interim Topic by numerous entities. It has been requested to be approved by the Joint Corporations Committee to, “[S]tudy issues related to the lack of workforce housing in Wyoming, including the sources of the problem and the social and economic impacts created by it. The Committee will evaluate potential solutions for providing attainable workforce housing throughout the state.” This and other dialogue with colleagues throughout Wyoming demonstrate that housing challenges have become an issue across the state. Continued discussion of workforce housing led by others, including WAM at its Summer Convention, will benefit our Town and County as the more entities struggling to maintain places for people to live, the more likely it will be that the legislature truly considers viable solutions tailored to different localities. The Corporations Committee is scheduled to meet June 29 & 30 (Hulett), August 25 & 26 (TBD), and October 13 & 14 (TBD).

The next step outlined in our Legislative Approach is to submit a Resolution or two for WAM’s Summer Convention, which takes place June 8-10 in Laramie, Wyoming.

Analysis.

Resolutions submitted to the Wyoming Association of Municipalities must be germane to its functions and purposes. They are intended to give municipalities the opportunity to participate in creating Legislative policies. WAM’s Board of Directors uses Resolutions as a basis to set Legislative priorities, related to municipalities and their functions, for the coming year. Resolutions submitted to WAM by May 9 will be considered and voted on by WAM’s Resolutions Committee made up of a Chairman and six members that are Councilmembers, Mayors, Administrators, or Attorneys from member cities and towns appointed by WAM’s President.

Last year, the Town of Jackson submitted Resolutions focused on Net Metering, Home Rule, and support for Broadening Local Revenue options. The Resolutions for Home Rule and the Broadening of local revenue options were supported by WAM’s Resolutions Committee. The Resolution about Net Metering was not, as this topic does not affect municipalities in uniform ways. This year, staff is recommending submitting a similar Resolution to last year supporting Broadening access to revenue tools at the local level. Staff is also open additional ideas from Council about potential Resolutions to submit that are germane to municipalities.

Possible Alternatives.

There is an alternative to not submit resolutions this year and to simply follow and weigh in on the process considering what our fellow municipalities bring to the table.

Comprehensive Plan & Priority Alignment.

Engagement with the State Legislature can help our community achieve the Comp Plan’s aspirational goals. From Growth Management and Quality of Life to Achieving our Vision, there is regular overlap and interweaving of our community’s goals with those of the state in which we reside. From housing to multimodal transportation and development of a diverse and balanced economy, the Town of Jackson recognizes the need for state-level support to achieve its long-term vision. Specifically, the Comp Plan calls this out in **Policy 6.2.e: Promote Federal and State partnerships** that states, “Decisions made at the Federal and State level have implications on the local economy and community. In fact, Federal land management decisions and State tax policy might have more leverage over our economic future than local policy. As a result, we will need to build and nurture partnerships with Federal and State decision-makers so that they understand and can help us address the local impacts of regional decisions locally. Partnerships at the local, State, and Federal levels also present opportunities to support housing efforts, transportation projects, efforts to preserve and enhance our ecosystem, promote our economy, and other strategies.” In addition,

Policy 10.1.d: Maintain control over our own community Vision In demonstrates that we aim to, “[W]ork with partners from around the State and region to find mutually beneficial solutions for all communities.”

Fiscal Impact.

NA

Staff Impact.

The Community Development Department works closely with the Town Manager and Legislative Liaison to set and implement the Town’s Legislative Approach.

Attachments or Links.

Draft Resolution for Broadening Revenue

Suggested Motion.

I move to direct staff to finalize the Resolution related to broadening local revenue options.

TOWN OF JACKSON RESOLUTION 21-____
FOR WAM CONSIDERATION

**A RESOLUTION SUPPORTING EFFORTS TO BROADEN OPTIONS
TO GENERATE REVENUE AT THE LOCAL LEVEL**

WHEREAS, many municipalities in Wyoming are struggling to address the operating needs of their communities through existing taxing methods; and

WHEREAS, citizens of municipalities are more comfortable if they can be assured that additional tax revenues will be used to fund priorities and needs identified by their communities, which may include core services such as protecting the health, safety, and welfare of residents, workforce housing, and the maintenance of infrastructure among other things; and

WHEREAS, citizens of Wyoming value self-sufficiency and self-reliance so resources available in each area of the state such as in tourist economies, should be able to be levied and utilized to support the government and citizens in that locality; and

WHEREAS, the state's current tax code does not allow for this flexibility, Towns, Counties, and the State of Wyoming have left revenue on the table; and

WHEREAS, localities levying such taxes specific to their communities would create healthy diversification of revenue streams and could consider changes in percentages or foregoing receipt of direct distributions, thus supporting the state; and

NOW, THEREFORE, BE IT RESOLVED that the Town of Jackson supports, and urges WAM to support, more flexibility for localities to levy taxes that make sense within their jurisdictions, given their specific circumstances, to be utilized for community priorities and potentially offset some of the states' direct distributions.

APPROVED ON THE 2nd DAY OF MAY 2022.

TOWN OF JACKSON

By: _____
Mayor Hailey Morton Levinson

ATTEST:

Riley Taylor, Town Clerk