



The City of St. Louis

Response to Request for Proposals for
Integrated Parking Management System

November 22, 2013



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This response is presented by
Professional Account Management, LLC
a wholly owned and controlled subsidiary of Duncan Solutions, Inc.
For simplicity, we routinely refer to our company as
“Duncan Solutions” or “Duncan.”



Mike Nickolaus
Chief Executive Officer

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November 22, 2013

Carl Philips
Parking Administrator
City of St. Louis
Treasurer's Office
1200 Market Street, Room 220
St. Louis, MO 63103

Re: Integrated Parking Management System Proposal

Dear Mr. Phillips,

On behalf of Professional Account Management, LLC, its corporate parent Duncan Solutions, Inc., and the entire Duncan organization, I am pleased to submit this proposal to provide an Integrated Parking Management System solution for the City of St. Louis.

As you know, Duncan has been a longtime partner to the Treasurer's Office in St. Louis providing a wide range of solutions ranging from parking equipment to enforcement technology to meter and booting operations services. We are proud of our track record of service, but we also believe there is a great deal more we can accomplish together.

This submission includes a brief 20-page technical proposal outlining our proposed solution, our team's qualifications, and other required elements. In addition we have provided detailed financial information regarding our proposed pricing structure, including the projected return on investment for various options presented in this proposal. Attachments include a detailed implementation plan, audited financial statements for team members, and product information supplements for various solution elements, as specified in the City's RFP.

We understand that the City may have questions as it reviews these materials. We encourage you to contact us so that we may be helpful in providing clarification. I can be reached by phone at (414) 847-3701 or by e-mail at mnickolaus@duncansolutions.com.

Thank you for the opportunity to continue to serve the Treasurer's Office. I look forward to hearing from you soon.

Sincerely,

Mike Nickolaus



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I EXECUTIVE SUMMARY

Duncan Solutions has provided on-street parking technology and services to the City of St. Louis for 30 years. Based on our St. Louis-specific knowledge, we have designed what we believe is the most innovative yet cost-effective solution to help transform the City's parking program. Our solution leverages prior investments, existing infrastructure and knowledgeable staff while delivering significant economies of scale by combining the management and resources of the existing ticket processing/collections contract, meter management and booting services contract and handheld equipment and support contract into an integrated, coordinated whole.

In providing these services, Duncan has partnered with the most qualified service and equipment providers, led by our current partner – Hudson and Associates, a respected, local minority woman-owned firm (M/WBE)– to offer St. Louis a creative and rejuvenated program befitting the new Treasurer's vision for a refreshed, convenient, cost-effective and consumer friendly parking system.

By offering multiple options throughout our proposed solution, we are also able to provide the Treasurer's Office with the flexibility to evaluate alternatives and customize its program. If Duncan is selected to provide services under a new contract, Duncan will waive its rights to termination fees associated with the early termination of our existing contracts. In summary, our proposal offers the following components.

A Cost-Efficient, Upgraded Meter Site

There are 4,613 metered spaces in St. Louis today that each generate less than \$10.00 per month. There is no financial justification for metering these spaces, and the new Treasurer has acknowledged that the meter footprint in St. Louis should shrink. Duncan's meter management program is designed to support a rationalized meter site, though we have provided transparency to allow the Treasurer to evaluate the cost of added staff if it is determined that more meters should be retained. Duncan will implement a buyback or resale program for any surplus meter mechanisms and housings that are removed from service.

In order to provide motorists with the opportunity to evaluate various credit card meter options, Duncan has partnered with Cale and Digital Payment Technologies to conduct pilot programs with their multi-space meters. In addition, Duncan will continue to make available its Liberty single-space credit card meters during the pilot period. Based on the results of the pilot, the Treasurer will have the information necessary to determine which and how many spaces should receive equipment upgrades.

Duncan's Parking Enterprise Management System (PEMS) incorporates comprehensive meter information from any meter vendor's equipment to provide the Treasurer's staff with access to real-time metered parking activity.

Duncan's solution includes the deployment of a Pay by Cell solution for every metered space and offers the choice of three providers – ParkMobile, QuickPay (QP), and Passport Parking. After



evaluating the services, including their ability to integrate with the Treasurer's off-street facilities, the Treasurer can select one or more of the services. All of the virtual payments will be stored in PEMS and the paid status will be transmitted to the new wireless handhelds.

New Wireless Handhelds at No Upfront Cost

The Treasurer's handheld ticket issuance devices (TIDs) are nearly a decade old. While the technology is robust, it is outdated. Duncan is the only vendor that can offer a hardware upgrade without requiring enforcement staff to be retrained on new software. This protects the Treasurer's revenue stream by eliminating any disruption in issuance. Duncan will provide any of a selection of new TID hardware running our current AutoISSUE software at no up-front cost to the Treasurer. Instead, Duncan is offering its handheld equipment at a flat monthly fee which includes installation, hardware, peripherals, software, warranty, maintenance and wireless connectivity to not only download scofflaw, pay by cell payment information, and other files in real-time, but to also upload tickets to our ticket processing system immediately upon issuance. This technology will also support increased booting by automatically alerting the boot staff when enforcement officers come across a scofflaw vehicle.

A Comprehensive Ticket Processing and Collections System

Duncan's AutoPROCESS system was designed for efficiency and Duncan's solution provides all the features of the Treasurer's current software at a significantly reduced price. Duncan's system provides multi-media integration of enforcement photos, citation images, scanned correspondence, notice copies, and digitally-recorded calls. Our system offers web-based payments as well as online adjudication requests which are automatically routed into workflow queues for timely review.

When motorists do not pay, Duncan's collections capabilities have a demonstrated track record of leading the industry in revenue collections. Since Duncan took over Detroit's ticket processing and collections program in 2010, we have collected \$7.2 million in ticket revenue from legacy tickets issued from before our system was implemented. In addition to a revenue jump from backlog collections, the Treasurer will enjoy higher collection rates on an ongoing basis.

Today's Reality

In terminating Duncan Solutions' existing contracts, the Treasurer has concluded that, at least for the period of the pilot phase, it can receive the meter maintenance and booting services it requires without Duncan's management. Duncan is willing, as an option under this proposal, to continue with such an arrangement and to focus on the delivery of the upgraded meter and handheld technologies, associated back-end management systems, and a software license for our AutoPROCESS ticket processing system. Under this arrangement, the Treasurer can use another vendor or her own staff to provide all the labor associated with meter management, booting and citation processing with Duncan serving as the Treasurer's technology partner and collections vendor. This provides another custom and cost-effective solution for the Treasurer's consideration.



2 SCOPE OF SERVICES

The City’s parking program will see significant enhancements in operations and efficiency with Duncan’s proposed solution.

While Duncan has developed a solid reputation as a parking expert with 77 years of experience manufacturing parking meters, our true differentiator lies in our systems. Unlike companies that propose on-size-fits-all solutions, Duncan has developed a suite of seamlessly integrated systems that are flexible and scalable to fit the unique needs of our clients.

These systems are also hardware agnostic, which means that the City can choose from a variety of products to serve customers and staff members alike. We employ a simple model at Duncan, simply:

- Start with your solution base of legendary Duncan parking program systems
- Choose from industry-leading equipment options
- Add the third-party services that complement your program

While the choices may for a moment seem overwhelming, we welcome the opportunity to meet with the City to better understand your needs and choose the ultimate suite of products that will become the next—and best—iteration of parking in St. Louis.

But products and systems are not the only influence on a successful parking program. The people who are on the streets helping to provide fair enforcement, maintaining and collecting meters, and serving the City through excellent customer service, are the true heart of the program. To this end, we have partnered with vendors with local experience, Hudson and Associates, LLC, and Cornell Jacques Consulting, LLC, to provide a skilled labor force to help us deliver and operate St. Louis’ parking program. Their level of dedication and professionalism have proven them worthy of this opportunity.

2.1 On-Street Meter Enforcement

Parking Meters

Duncan has come to understand the landscape of the meters in St. Louis, and we are excited for this opportunity to provide consultation to the City to effectively streamline meter operations and increase revenues. As described in the pricing proposal, we have performed a detailed, on-street survey of the current state of meters.

Since 1983, Duncan has provided the City with meters including traditional single-space meters, VM multi-space meters, and our Liberty single-space meter that accepts credit cards. Our analysis demonstrates that a mixed deployment of the Liberty single-space credit card meters, traditional Eagle single-space meters (including



Cale Compact • Digital Luke II • Duncan Liberty



redeployment of current stock), and multi-space meters would best suit the City’s program. We are proposing Cale and Digital multi-space meters. Each option is proven in large-scale deployments throughout the US. Duncan’s enforcement solution has integrated with all of these products, ensuring efficient and fair enforcement no matter what final arrangement is chosen. Details on each option are provided in supplements as attachments, as well as in the price proposal.

Duncan’s Solution Overview



Duncan’s solution for the City of St. Louis combines state-of-the-art meter and handheld equipment with our robust and seamlessly interfaced enforcement, processing, and meter management systems.

Payment Options for Parkers

All of the meters proposed will be able to accept payment with coin, mobile phone service, and smart cards. The Liberty as well as all of the multi-space meters will also bring credit card payment options to the motorists in St. Louis. The multi-space meters may be configured to accept bill payments, should the City also be interested.



Duncan has integrated with several pay-by-phone providers, including QuickPay (QP), PayByPhone, and ParkMobile. While we can partner with these and other providers at the City’s option, these three alternatives stand out as ideal options because of their local presence and off-street parking management capabilities.



Passport

The area’s largest private parking operator, St. Louis Parking, is currently using Passport’s pay by phone system on their facilities and can be used as an added reference. Having a cohesive system throughout the community will aid in the convenience and adoption of the program. Passport is fully integrated with the presented solution of hardware which includes Digital Payment Technologies and Cale. Passport will have all required integrations with Duncan completed for the proposed rollout.



QuickPay

QuickPay was founded in 2010 with a vision to leverage trends in mobile technology to remove the pain and hassle of finding, accessing, and paying for parking and transportation. Their revolutionary QP QuickPay mobile parking platform offers users one mobile parking application that works across all parking environments — drivers can even raise parking gates using their mobile phones — and gives parking owners and operators an efficient way to enable mobile parking across all their assets with a single integrated solution.



ParkMobile

Parkmobile’s mobile payment solutions are used daily by millions of people around the world. The Parkmobile management team comes from leading companies in the parking and payment industries with a proven track record of success in building sustainable and scalable businesses. Utilizing targeted marketing programs, Parkmobile has been able to significantly increase technology adoption rates in several cities including Boston (35% after 1 year) and Washington, DC (50% after 21 months).

Parking Meter Management System (PEMS)

At the heart of Duncan’s solution is PEMS, our in-house Parking Enterprise Management System. This state-of-the-art system combines classic Duncan functionality with feature enhancements, such GIS and mapping capabilities. The City will benefit from a system that is easy to access both from the office and the field, and provides real-time information on critical items such as:

- Maintenance (reports)
- Revenue (reports)
- Analysis (diagnostics)
- Collections (auditing reports)
- Inventory (reports and remote programming)
- Mapping (graphical inventory location)





Ticket Issuance Devices (TID)

AutoISSUE System

Duncan entered the automated issuance marketplace with the introduction of the first-generation AutoISSUE enforcement system in 1986. Over its 27-year lifespan, AutoISSUE has continued to evolve and incorporates innovative technologies to help deliver superior enforcement program results. Over 600 agencies have used this hardware-agnostic system that provides the functionality and seamless integration that is the backbone of our system. Accordingly, we offer a roster of other industry standard devices that meet the needs of municipal parking enforcement programs.

Significant to the trial period, Duncan’s AutoISSUE platform is already integrated with the eTIMS citation processing system. In fact, for Los Angeles alone, we have transferred 13,721,279 citations to eTIMS.

Motorola MC9500 Handheld

For the City, we are proposing the MC9500-K. This device delivers a rugged design, data capture options, true WAN technology independence and application flexibility through customer-swappable WAN subsystems and keypads, processing power and a game-changing approach to battery and backroom management—all in a light, sleek, and easy-to-use form factor. With over 20,000 units rolled out for this company alone, in a short time, the MC9500-K has proven itself in extreme environments. This is largely due to the MC9500-K’s impressive IP67 environmental ingress protection rating while exceeding drop specifications of over six feet.



Zebra MZ 320

The Zebra MZ 320 is a 3-inch light-duty-cycle receipt printer for simple receipt printing applications. Compact size and sleek design with an IP42 rating, are ideal for applications where the user will be wearing the printer for extended periods, or for customer-facing environments. Zebra also carries 2- and 4-inch ruggedized printer options should the City be interested.



Casio IT 9000

The IT-9000 delivers multi-functionality to perform a variety of work operations in a single device. A rugged body suitable for even demanding outdoor use, equipped with a high-speed thermal printer, 3G wireless WAN, and C-MOS imager for barcode reading. In addition, the IT-9000 has enhanced the security features to prevent information leaks. The IT-9000 provides total support to increase the efficiency of on-site business operations such as meter reading and traffic violation control.



License Plate Recognition (LPR) Technology

Duncan is also well aware of the value an effective Automated License Plate Recognition (ALPR) program can have on a municipality's parking program. As such, over the years, we have developed business relationships with a number of ALPR solution firms and can interface with any ALPR technology available on the market today. For the City, we recommend Genetec’s AutoVu system. The AutoVu license plate recognition (LPR) system automates license plate reading and





identification, making it easier for the City to locate vehicles of interest and enforce parking restrictions. AutoVu is designed for both fixed and mobile installations in a variety of applications.

The mobile license plate recognition service would include the following key features:

- Boot/Tow software module
- Time Zone Enforcement with external tire imaging camera kit
- White list (permit) enforcement
- Ability to interface database to the handheld ticket issuance computer database
- Allow automatic identification of parked vehicle license plates to check against scofflaw list
- Ability to notify operator upon recognition of seizure of eligible license plates
- Ability to verify real time boot/tow status through database
- Ability to create boot record and update citation management system with status

Vehicle Boots

Duncan will provide ample vehicle boots for booting habitual parking enforcement violations. Additionally, the AutoPROCESS Boot and Tow module provides the ability to facilitate the dispatching, monitoring, management and reporting of Boot and Tow programs as they may apply to a given municipality. The system provides for event driven capture of information directly into the AutoPROCESS database including integration with payment functionality that creates and relieves fees associated with the Booting and Towing operation.

A number of Duncan's processing clients are towing and/or booting practitioners. Duncan currently operates booting programs and integrates towing services for the cities of Atlanta, Pittsburgh, and St. Louis itself, so we have first-hand knowledge of the favorable impact that a vehicle seizure program can have in promoting the overall success of a city's parking management program. We support our own, as well as client vehicle immobilization and impoundment activities, with the Boot/Tow Management Module of AutoPROCESS. For the City of Milwaukee alone, our solution has been used to track the more than 300,000 vehicles towed to their designated impoundment facility. Duncan also provides both booting and towing system support for the City of Detroit where we process nearly 2,900 booted and/or towed vehicles annually.

Self-Release Booting Option

While traditional booting equipment has served the City well, averaging 414 boots per month and a boot release time of under 45 minutes, Duncan can also offer self-release booting equipment. This system would give motorists the option to remove the boots themselves, reducing the wait time and increasing customer satisfaction. We would be happy to provide further information at the City's request.

Permit Management

Duncan's AutoPROCESS system will provides all of the required functionality for users to maintain complete permit account profiles, including permit entry, inquiry, and management. The all-in-one sales workflow allows the addition of permit-holder data, the associated vehicle data, the permit type data, and the payment data all in one screen, without having to jump between many forms to complete a permit sale. The system can also validate entered addresses against the system inventory



of parking districts and the regulated streets and addresses within these districts to limit sales of district specific permits to addresses within the specific district.

Meter Operations

Collecting funds from parking meters is clearly one of the most sensitive activities in a parking management program. Any contractor proposing to operate the City's parking program must therefore ensure that it has the organizational, technological, and procedural solutions necessary to ensure the security, efficiency, and accuracy of collections from the City's meter inventory. Duncan has developed a meter collections methodology based upon industry best practices in revenue security, including a closed revenue system, internal audit controls, close supervision of staff, and close meter key inventory.

For meter maintenance, we understand the City is looking for excellent uptime. We understand this is critical to support revenues and provide better customer service. In combination with updating the current meter inventory, to include meters that provide real-time alarms if anything is malfunctioning, our meter maintenance technicians will provide scheduled and as-needed maintenance to meters as required.

2.2 Off-Street Integration

We designed our systems with open-architecture because we understand what our clients' parking programs can gain through integration with third-party systems. As such, relevant technology can integrate with the major vendors of off-street Parking Access Revenue Control Systems (PARCS) equipment, including permits, smart cards, and mobile payment technologies. As a push toward integration that may make life more convenient for St. Louis' motorists, Duncan has reached out to mobile payment providers and leading local operators, such as St. Louis Parking, to enable integration throughout the City.

2.3 Citation Management

AutoPROCESS Citation Processing System

Wireless, real-time upload of citations from the handheld devices to AutoPROCESS means immediate access to parking citation information. Wireless capability in combination with convenient payment methods such as IVR and web payments, on top of traditional mail-in lockbox or in-person payment methods, customers can pay their parking tickets nearly immediately after issuance. These records may be tied to both license plate and citation number information.



AutoPROCESS



Duncan's AutoPROCESS citation processing system is a highly scalable, flexible system that can seamlessly interface with third-party systems.

Customer Service

Excellent customer service is an important goal for the City. For many parking customers, the parking violations bureau is the only point of face-to-face interaction with the City. Duncan, therefore, understands how important it is that this location is manned by qualified, well-trained personnel with the customer service skills and commitment to present a positive image for the City.

Since 1998, we have operated a well-received walk-in customer service program in Milwaukee that is similar in nature to the services proposed for St. Louis. In Milwaukee, Duncan operates three walk-in centers. On a monthly basis, these sites process an average of \$400,000 worth of payments.

Additionally, we believe it imperative for the City to consider our ability to efficiently handle large volumes of phone calls. Our telephone system, including our IVR system, is extremely scalable and hundreds more call center representatives can be added to the system if needed. Callers who opt to speak directly with a Customer Service Representative after connecting to our multi-lingual IVR system will have their calls answered quickly and efficiently. In the event of a disaster, our VoIP telephone system allows us to redirect calls to our other offices until our primary call center



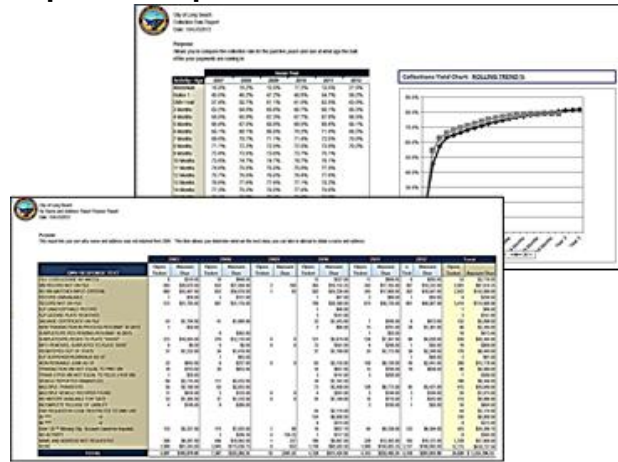
operations can be restored. It has been our experience that traditional phone systems do not offer the same flexibility.

Reporting and Monitoring

The City operates a complex, comprehensive parking management program, and we recognize that immediate access to program and financial data is required to ensure that all the moving parts are working in unison and that program performance is closely monitored. Reporting tools should provide the rapid identification of performance trends so that the performance of all aspects of an on-street parking management program can be analyzed and adjusted as required.

We believe that our reporting services are a true discriminator for us, because our systems have true, easy-to-use management reporting module that offers access to all standard management reports. Unlike many competitor’s systems reporting solutions in which information is presented in rigid, pre-determined formats and in which custom reports require additional programming, our systems allow City-authorized users to perform real-time queries of all the information in the production database, providing accurate, up-to-the-minute program information. To the extent that “ad-hoc” reporting is available in mainframe systems, it is typically based on a subset of historical ticket information that is downloaded into a separate data “extract” which is not up-to-date.

Report Examples



Duncan’s reporting tools are easy-to-use, scalable, and can be pulled in real time.

Appeals

The public’s perception of a city’s overall parking operation is, in part, attributable to the fairness and efficiency of the adjudication process, and providing this service via the web is an exceptional customer service offering. Duncan provides online ticket administrative review and administrative hearing request solutions that meet will the City’s requirements as we have done in places like Somerville, MA and Raleigh, NC with great success. On an annual basis, our solution manages over 100,000 hearings for client agencies.

The AutoPROCESS Reviews, Hearing Scheduling and Reporting module provides the ability to capture data from administrative reviews, create a court calendar, schedule hearings for individuals, produce a court docket, record hearing outcomes and provide a variety of reporting. During the review or hearing process, citations are automatically suspended from further action by the system.



Our convenient customer facing website solution provides the ability for a citizen to identify their citation(s), review photos, elect to pay online, select the administrative review or the administrative hearing request process. If the review or hearing options are selected, AutoPROCESS automatically verifies the ticket eligibility for adjudication according to the City’s business rules. If the ticket is deemed eligible for the adjudication type requested, the system will prompt the user to enter any required information for the adjudication request. The user may also attach any supporting documents that would be applicable for the adjudication process to the web page.

Adjudicators are able to complete their reviews using our adjudication function, which enhances the overall efficacy of initial reviews with the intent of reducing in-person hearings. This process significantly streamlines a city’s adjudication process and can reduce or eliminate any case backlogs by enabling reviewers and adjudicators to quickly render and record decisions directly within AutoPROCESS.

2.4 Compliance Matrix

Specification	Included?	Additional Information
Cost Benefit Analysis —Please see the separate sealed pricing proposal for this information.		
Functionality		
Back end reporting capabilities (please be specific)	Yes	Duncan’s systems are known for providing the most comprehensive, easy-to-access reporting capabilities in the industry. In addition to a full suite of standard reports, the City will have access to ad hoc reporting tools. Duncan can also create custom reports for the City.
Vendor must state the preferred method of power and communication to the individual units. Also state all alternative methods of power and communications	Yes	<ul style="list-style-type: none"> • Duncan’s Liberty meter has dual solar panels on the front and rear of the mechanism with rechargeable battery backup power supply. The Liberty can utilize GSM or CDMA modem technology. • DPT’s LUKE II can facilitate AC or Solar charged battery power. Recommended solar for on-street. LUKE II can communicate through GSM or CDMA wireless signal. Wi-Fi can be utilized within certain parameters if desired. • Cale’s 13,000 installed meters are configured for solar charging, with GPRS and GSM wireless communications. The solar-charging configuration decreases the upfront cost of the installation, and makes the initial installation process much more efficient. Alternatively, Cale offers battery-only and A/C charging options.
Must display how the metering system can be configured to comply with handicapped provisions and hooding procedures when the meters are out of service	Yes	<p>We believe the proposed metering systems will be in full compliance with the City’s current parking meter exemption codes, per Ord. 63590 § 2 (part), 1995. However, as we have observed, future changes to the code may require updates to the meters. For example, Raleigh, NC, changed their code from allowing complete exemption for handicapped placard holders to providing people with disabilities time at the meter beyond posted time limit. Duncan worked with the City to develop a button on the meter that would enable the parker to extend their time. This was noted on the transaction, so enforcement officers needed only to check to ensure the motorist had a handicapped placard.</p> <p>All proposed meter products are compliant with ADA standards for accessibility. Significant to the Liberty meter, this is true without costly and time-consuming pole cutting.</p>



Specification	Included?	Additional Information
		Meter hooding can be tracked by the meter management system, so that employees always know which meters have been hooded. Duncan can provide unique single-space meter hoods with clear plastic panels so that solar power is not disrupted.
Multi-lingual features	Yes	Meters may be programmed to provide instructions in multiple languages.
System must exercise industry standard protocols to ensure data security	Yes	All proposed components use industry-standard protocols, such as PCI compliance, to ensure data security.
System must provide redundant/failsafe servers which ensure at least 99.9% uptime of all components of the system	Yes	All proposed systems maintain excellent uptime.
Access for mobile payment users to gated parking facilities	Yes	Duncan will work with the City to select the pay-by-cell vendor that provides the best functionality for the City's needs. For example, QuickPay and ParkMobile both provide gated parking facility access.
Event permit system, either via mobile payments or pay by web	Yes	Duncan will work with the City to select the pay-by-cell vendor that provides the best functionality for the City's needs. For example, QuickPay is currently expanding their offering to offer event permitting.
Integration with all major meter equipment, ticket software applications and sensor technologies	Yes	
Waiting list and mass email functionality	Future development	Duncan looks forward to discussing the City's requirements for this functionality. While we are confident our system can be configured to provide waiting lists and mass email functionality, some future development may be required.
Online personal account for customer to create, update and manage their accounts	Yes	The proposed pay-by-cell providers allow motorists to create, update, and manage their accounts online or through a smartphone app.
Maintenance and Service		
Must include all training for operation and maintenance of the system, a recommended list of spare parts and fully functional software with reporting capabilities.	Yes	Duncan will provide comprehensive training for City employees. A recommended list of spare parts has been included in the pricing proposal.
Methods of coin and bill collections	Yes	Coin and bill collections will occur in a highly secure environment. For meters that communicate in real time, alarms can be sent that demonstrate that a collection has occurred, with the revenue amount associated with it. Non real-time meters also provide this information via communication through a handheld device. Separate keys open the maintenance and collections compartments.
Remote diagnostic capabilities (ability to alert third party contractor and/or STLTO if malfunctioning)	Yes	For those meters enabled with real-time communication, including the Liberty and the multi-space meters, alerts are sent to appropriate personnel when the meter is having any functional issues. Should the City decide to keep a traditional single-space meters in their inventory, meter maintenance personnel will patrol areas frequently to check for any operational deficiencies.
Overall performance with minimum downtime related to	Yes	Dysfunctional meters not only halt meter revenues for the City, they can frustrate citizens and cast a negative shadow on the City's parking



Specification	Included?	Additional Information
regular usage, weather and user created problems		program. The combination of real-time alarms, best-in-class products, and well-trained staff will keep the program performing at peak level.
Ability to be maintained by third party contractor and/or STLTO without affecting warranties	Yes	
Ability to promptly provide instruction for necessary repairs	Yes	Our service to our customers is a true differentiator. We understand that when a meter goes down, it is important that the maintenance personnel have access to the information needed to get the meter functioning again. In addition, we have only chosen partners that have the proven reputation to provide the same caliber of service. We will provide the City with access to a 24/7 telephone helpline. Additionally, we will provide on-site support as necessary.
Provide details for service contract and equipment warranty	Yes	Please see proposal Section 6.4, Product Warranty Information.
Policy regarding future hardware and/or software upgrades	Yes	As our software is Duncan-hosted, the City will receive system upgrades throughout the life of their contract. For hardware, Duncan will endeavor to provide the products that serve the City's program best and keep up with the latest proven innovations that increase program efficiency or provide enhanced customer service.
Payment Options		
List all payment methods that may include: <ul style="list-style-type: none"> The units and software must be PCI Compliant. Method of credit card processing, communications and all associated fees Describe reporting functionality Must include detailed documentation for collections, smart card functionality, credit card processing and reconciliation. 	Yes	All products proposed are PCI-compliant for the best protection of cardholder data available. Robust reporting functionality will allow analysis of payments by type and by cross-section from the single meter level up to the program as a whole. Our credit card processing methodology and fees are described in the pricing proposal. More information about our reporting functionality is included in proposal Section 2.3 Citation Management.
Smart Card <ul style="list-style-type: none"> Types of Smart Card accepted (chip, magnetic strip, multiprocessor, NFC, ...) Coding or mask involved (STLTO would like to retain ownership) Integration capabilities with other systems (e.g. Garages, PARCS, Metro, ...) 	Yes	The proposed meter system integrates with a number of smart card technologies, including chip, magnetic strip, NFC, and more. Duncan looks forward to providing recommendations for a smart card system depending on the final selections of meter products the City makes. In any case, we have significant experience in this capacity, having provided dozens of clients with smart card payment options.
Pay by Phone <ul style="list-style-type: none"> Vendor must provide an IVR system Users can call a toll free or local number The system recognizes the user (account) based on the incoming number 	Yes	Duncan's IVR gives customers around the clock access to paying their parking citations over the phone. In addition to our automated system, during the hours of 8am to 8pm customers may also choose to speak to one of our customer service representatives to make a payment or make inquiries on their ticket. Duncan looks forward to working with the City to determine their goals for the system to recognize the user based on the incoming number and to associate one account with multiple numbers.



Specification	Included?	Additional Information
<ul style="list-style-type: none"> One account can be associated with multiple numbers 		
Pay by Mobile <ul style="list-style-type: none"> Mobile applications need to support existing and new Android, iOS, Blackberry, and Windows Mobile versions, in addition to a browser version Applications can be downloaded or redirected from the vendor's website or STLTO's website or via QR code on signs 	Yes	Duncan has integrated with all of the industry-leading pay-by-mobile providers, including QP, Verrus (Paybyphone), ParkMobile, and Pango, Any of these systems will provide the functionality requested by the City, as well as additional conveniences such as remote payment top off, printing of receipts at home, or even assistance finding a place to park.
Pay by Web <ul style="list-style-type: none"> Option to have either a customized website or use the vendor's standard website Support mobile and desktop browsers 	Yes	Duncan has built payment and citation review websites for a number of clients, and would welcome the opportunity to do so for the City of St. Louis. Visit http://www.somervillema.gov/departments/finance/treasurer-collector/make-payments or http://www.atlantaga.gov/index.aspx?page=515 for examples of these sites.
Customer Service		
Must provide live operators available 24/7 to create accounts and resolve issues related to pay by mobile devices	Yes	
Marketing		
Provide examples of marketing plans used in other cities and markets	Yes	Please see proposal Section 6.2, Sample Marketing Plans.
Provide initial marketing plan to promote use of the system	Yes	
Message, medium, location and frequency of use	Yes	Duncan will perform a comprehensive analysis to provide the City with recommendations about the message, medium, location, and frequency of use of the marketing program.
Must supply all promotional and operational graphics, street signage, etc.	Yes	
Rollout Implementation Schedule		
List installation schedule on a per unit basis (ex; 5 units per week, 100 units per month, ...)	Yes	Please see proposal Section 6.3, Implementation Plan.
Development, testing, roll-out, marketing, and training schedules	Yes	Please see proposal Section 6.3, Implementation Plan.
Company Financial Information —Please see proposal Sections 6.6, Company Financial Information, and 6.7, Partner Financial Information.		
References —Please see proposal Section 4, References		



3 EXPERIENCE AND CAPACITY

Duncan is experienced in providing complete parking programs to assist cities reduce risks and deliver outsourced parking management systems and services.

Duncan was created specifically to bring together the relevant disciplines needed to optimize on-street parking, ensuring our clients effectively balance motorist convenience, economic development, enforcement fairness and efficiency, and program revenue management. In addition to providing on-street parking related services and products to over 2,000 clients, Duncan operates and maintains thousands of on-street metered spaces in cities across North America and Australia. We have been providing parking management program services for more than 25 years and we have a strong understanding of the legal and regulatory requirements of executing such services for municipal client.

In addition, Duncan and its management team bring extensive experience operating world-class parking programs in the public sector, including such cities as Atlanta, Georgia; Kansas City, Missouri; and Milwaukee, Wisconsin.

Duncan's Team

Mike Nickolaus, President and Chief Executive Officer of Duncan Solutions

Mr. Nickolaus is a 20-year veteran in the parking and transportation industry, with extensive experience focusing on operations management and revenue enhancement strategies in the areas of violations processing, enforcement systems, collections services, transportation, and information technology. Mr. Nickolaus' career has been devoted exclusively to the service of public sector clients, and his direct experience has included managing complex operations; implementing new projects, technologies, and services; and directing the efforts of large-scale, diverse business units with operations spanning the globe.

Anderson Moore, Vice President of Operations

Mr. Moore is an experienced parking management professional with a track record for improving operational and financial performance in a wide variety of roles. With more than 15 years of management experience and 10 years in on- and off-street parking management, Mr. Moore has successfully directed large-scale municipal parking operations through all phases of their evolution—including establishing a brand new parking services division for the City of Kansas City as well as re-establishing and enhancing the performance of a such a program for the City of Denver.

Duke Hanson, Vice President of Development

Mr. Hanson has had a 33-year career in parking and transportation. Duke is truly recognized as a leader in the parking industry as reflected in his more than 13 years of service as a member of the International Parking Institute's (IPI) Boards of Directors and Advisors. He has authored numerous articles and contributed to several technical publications and has been a speaker at IPI, National Parking Association, state and regional parking association, American Public Transportation Association, and Institute of Transportation Engineers conferences.



Duncan’s Team

Randy Kinder, Senior Vice President of Corporate Development

Mr. Kinder has over 30 years of experience helping state and local governments find solutions to long-term problems by developing innovative solutions. Over the past 14 years, he has specialized in working with municipalities to make their on-street parking programs more efficient and effective in some of the largest cities in the United States. For Duncan, he has been responsible for implementing large-city development programs to ensure that Duncan’s solutions meet client’s on-street parking program needs. These efforts have resulted in successful programs, including Atlanta (full outsourcing which includes; enforcement, processing, meters and collections; Detroit (processing, meters and collections); St. Louis (meters and collections); and Washington, D.C. (collections).

Jason Johnston, President of Professional Account Management

Mr. Johnston has at his disposal a support team comprising engineers, database programmers, application support technicians, business analysts, and project managers that will ultimately deliver the products and services proposed. Mr. Johnston is a results-driven project manager with more than 8 years of proven experience in direct project management, development, and training in the parking industry. Prior to joining Duncan, Mr. Johnston spent 6+ years as Vice President and Regional Manager for Central Parking System overseeing 300+ parking operations in the western United States.

4 REFERENCES

We have included contact information for our references in this section. For detailed descriptions of these references, along with client letters of recommendation, please see proposal Section 6.1, Detailed Reference Descriptions.

References		
Client	Contact Information	
Duncan Solutions		
Atlanta, GA	Contact Name: Angela Bowers-Ervin Phone: (404) 865-8957 Email: abowerservin@atlantaga.gov	Address: PO Box 2404 Atlanta, GA 30301
Kansas City, MO	Contact Name: Bruce Campbell Phone: (816) 645-4684 Email: bruce.campbell@kcmo.org	Address: 414 E. 12 th St. Kansas City, MO 64106
Milwaukee, WI	Contact Name: Cindy Angelos Phone: (414) 286-2404 Email: cindy.angelos@milwaukee.gov	Address: Department of Public Works 841 North Broadway Milwaukee, WI 53202
Pittsburg, PA	Contact Name: Nancy Davis Phone: (412) 560-7222 Email: ndavis@pittsburghparking.com	Address: 232 Boulevard of the Allies Pittsburgh PA 15222
Sacramento, CA	Contact Name: Howard Chan Phone: (916) 808-7488 Email: hchan@cityofsacramento.com	Address: 300 Richards Blvd, Suite 213 Sacramento, CA 95811





References		
Client	Contact Information	
Evanston, IL	Contact Name: Rickey Voss Phone: (847) 448-8292 Email: rvoss@cityofevanston.org	Address: 2100 Ridge Ave. Evanston, IL 60201
Hudson		
City of St. Louis	Contact Name: Carl Phillips Phone: (314) 589-6730 Email: phillipsca@stlouis-mo.gov	Address: 229 North 7th Street Saint Louis, Missouri 63101
Duncan Solutions	Contact Name: Michael Nickolaus Phone: (414) 847-3701 Email: mnickolaus@duncansolutions.com	Address: 633 W. Wisconsin Ave. Suite 1600 Milwaukee, WI 53203
Cale		
Pittsburgh, PA	Contact Name: Dave Onorato Phone: (412) 560-7200 Email: donorato@pittsburghparking.com	Address: 232 Boulevard of the Allies Pittsburgh PA 15222
Chicago, IL	Contact Name: Dennis Padrelli Phone: (312) 262-68962 Email: dpedrelli@amigroupllc.com	Address: 205 N. Michigan Ave Suite 1910 Chicago, IL 60601
Digital		
Milwaukee, WI	Contact Name Cindy Angelos Phone: (414) 286-2404 Email: cindy.angelos@milwaukee.gov	Address: Department of Public Works 841 North Broadway Milwaukee, WI 53202
Houston, TX	Contact Name: Maria Irshad Phone: (832) 393-8643 Email: Maria.irshad@houstontx.gov	Address: 2020 McKinney Houston, TX, 77003
Cornell Jacques Consulting, LLC		
Denver, CO	Contact Name: Anderson Moore, former director of Denver parking Phone: (866) 217-8702 Email: amoore@duncansolutions.com	Address: PO Box 2404 Atlanta, GA 30301
Duncan Solutions	Contact Name: Michael Nickolaus Phone: (414) 847-3701 Email: mnickolaus@duncansolutions.com	Address: 633 W. Wisconsin Ave. Suite 1600 Milwaukee, WI 53203
Passport Parking		
Chicago, IL	Contact Name: Dennis Pedrelli Phone: (312) 262-6862	Address: 2735 N Ashland Ave, Chicago, IL 60614
Asheville, NC	Contact Name: Ken Putnum Phone: (828) 259-5405 Email: kputnam@ashevillenc.gov	Address: P. O. Box 7148 Asheville, NC 28802



References		
Client	Contact Information	
ParkMobile		
MTA New York, NY	<i>Contact Name:</i> Philip Petillo <i>Phone:</i> (212) 340-4934 <i>Email:</i> petillo@MNR.org	<i>Address:</i> 347 Madison Avenue New York, NY 10017-3739
Washington, DC	<i>Contact Name:</i> Mr. Soumya Dey <i>Phone:</i> (202) 671-2800 <i>Email:</i> soumya.dey@dc.gov	<i>Address:</i> 1100 4th St SW Washington, DC 20024
QuickPay		
Standard Parking Corporation	<i>Contact Name:</i> Michael Drow <i>Phone:</i> (312) 274-2090 <i>Email:</i> mdrow@standardparking.com	<i>Address:</i> 200 E. Randolph Street Suite 7700 Chicago, IL 60601
Spokane, WA	<i>Contact Name:</i> David Steele <i>Phone:</i> (509) 625-6064 <i>Email:</i> dsteele@spokanecity.org	<i>Address:</i> 808 W. Spokane Falls Blvd. Spokane, WA, 99201

5 INSURANCE

Duncan proposes General Liability, Errors & Omissions, Automobile, and Crime insurance coverage in amounts appropriate under the final award and contract as well as workers compensation insurance coverage in compliance with State of Missouri requirements. All such insurance shall be provided in a form reasonably required by the City including the City as additional insured with waiver of subrogation. Generally, our coverage includes:

- Worker’s compensation and employers’ liability up to \$2,000,000
- General liability up to \$2,000,000
- Automobile liability up to \$1,000,000
- Professional liability up to \$5,000,000




6 ATTACHMENTS

6.1 Detailed Reference Descriptions

As a supplement to the references provided in proposal Section 4, References, we have included written descriptions of key accounts.

6.1.1 Duncan References

City of Atlanta, GA		
	Name	Angela Bowers-Ervin
	Title	Program Manager
	Direct Phone	(404) 865-8957
	Mailing Address	PO Box 2404 Atlanta, GA 30301
	Email Address	ABowersErvin@AtlantaGa.gov
	Solutions Provided	AutoCITE & AutoISSUE enforcement systems and services; AutoPROCESS citation processing system; AutoCOLLECT delinquent collections; Parking Enforcement (Sworn and Non-Sworn Officers); Managed on-street parking services; Single- and multi-space parking meters; Regulatory signage; AutoTRAX meter management system.
	Volumes	250,000 tickets issued annually; 2,500 on-street spaces
Contract Dates	2004-PRESENT	

Project Overview

On November 1, 2009, Duncan Solutions, which operates locally under the d/b/a name PARKatlanta, commenced the management and operation of the City’s on-street parking program. The contract covers a seven year term and includes provision for maintenance of parking citation processing and delinquent collection services; vehicle booting and towing services; on-street parking and right-of way regulation enforcement; as well as parking meters equipment and collections; and regulatory signage.

The contract, which was based on an open, transparent and competitive process, calls for the City to receive an annual guarantee of \$5.5 million with no net cost to the City, a huge increase over the \$2.1 million Atlanta collected from parking tickets in each of the last two years.

This contract introduced a wide range of technologies and services to Atlanta that make it one of the most modern, service-oriented parking programs in the country. As cities increasingly seek to unlock the value of their on-street parking programs, Atlanta is leading the way with this innovative partnership. All services are performed in accordance with City regulations and guidelines.

Improvements introduced by PARKatlanta include enhanced customer service options for motorists who receive parking tickets to pay fines securely and easily online (www.parkatlanta.org) or by calling a toll-free phone number. Additionally the collection process was improved and new systems were



installed to exceed previous operating systems the City of Atlanta was utilizing. These upgrades included IVR payment systems, customer service call center, citation database, collections processes, booting and towing services and administration of first level appeal system.

Prior to the implementation of the private operation there were a number of policy changes that had to be administered such as booting, officer training and certification, citation stock terminology, appeals process, collection processes and customer service. From a public perspective there were a number of initiatives including vast public outreach that included community meetings, public broadcasting announcements, government work sessions, transportation committee meetings and public relations as a whole.

As part of the implementation and transition process, Duncan led a strategic community outreach initiative that utilized broad networking and public education campaigns to inform motorists, residents, and business owners about changes to the parking program. This initiative included significant collaboration between Duncan, the City, the Atlanta Police Department, and various neighborhood, community, and business organizations.

City of Kansas City, MO		
	Name	Bruce Campbell
	Title	Parking Services Division Manager
	Direct Phone	(816) 645-4684
	Mailing Address	414 E. 12th St. Kansas City, MO 64106
	Email Address	bruce.campbell@kcmo.org
	Solutions Provided	Meter operations including maintenance and collections
	Contract Dates	2013-PRESENT

Project Overview

In early 2012, the City of Kansas City underwent a comprehensive study to better understand how to effectively manage their parking program. As a result, the City issued an RFP for staffing, collections, parts, repairs, and maintenance of all meters and operational equipment. Their goal was to increase efficiency in the meter operations portion of their program, while still maintaining control over program policies. The competitive procurement resulted in the City selecting Duncan as their vendor of choice.

Duncan sent in seasoned parking professionals to analyze the City’s parking program and provide feedback. After understanding the City’s established policies and procedures, Duncan inventoried existing assets to determine functionality and identified appropriate staff to carry out the activities. With this analysis complete, Duncan went to the City with recommendations for overall operations, focusing on security, safety, aesthetics, and motorist acceptance. The City is using Duncan’s initial study to make informed decisions on where and how to increase hourly parking rates and fines to make the site more productive and ensure program fairness and consistency.



One of the discoveries during Duncan’s initial operational review was that the City’s current inventory of parking meters purchased through another vendor were not only antiquated, but were not able to be audited. This left a critical risk for revenue leakage. To amend this problem Duncan was as able to locate and source a suite of pre-owned Duncan meter mechanisms, audit software, and a meter handheld—a solution that was provided for pennies on the dollar.

City of Milwaukee, WI



Name	Cindy Angelos
Title	Parking Finance Administrator
Agency	Department of Public Works
Direct Phone	(414) 286-2404
Fax	(414) 286-0535
Mailing Address	Department of Public Works Municipal Building, 841 North Broadway Milwaukee, Wisconsin 53202
Email Address	cangels@milwaukee.gov
Solutions Provided	Ticket processing, tow lot management, 75 handheld enforcement devices, delinquent collections
Contract Dates	1998-PRESENT (2008 re-bid contract)

Project Overview

The City of Milwaukee operates one of the largest and most sophisticated parking citation processing operations in the US. Duncan has been processing City of Milwaukee parking, traffic, and municipal citations since May of 1998. At that time, the City’s program generated approximately \$11 million in annual revenue; within a few years, Duncan has doubled that figure, despite substantial decreases in citation issuance. Our contract with the City includes the provision of all related software and hardware and to operate an AutoPROCESS network with more than 150 touch points across the City. This is a full turnkey operation as we provide all hardware, software and operate all citation processing services including a call center that handles over 30,000 customer service calls on a monthly basis, and 3,500 correspondence items each month.

We also support the enforcement operation through the provision of 75 Duncan-manufactured, purpose-built AutoCITE handhelds and supporting systems.

Duncan is a licensed collection agency, and our secondary collections services for the City of Milwaukee have proven to be very effective. Our systems support City Tow Desk and Tow Lot operations and we provide the facilities and staff for three decentralized payment sites. We facilitate a very successful tax return intercept (TRIP) program; this effective sanction helps the City realize exceptional collection rates.

Since the initiation of Duncan services in Milwaukee, we have assisted the City in reengineering its parking enforcement activities and added several new features to add value to the parking management system. These include:

- Integration of the City’s Night Parking Permit system to AutoPROCESS and expansion of the number of locations where permits may be purchased.
- Set up and implementation of payment kiosks at a number of key locations, which offer citizens the ability to purchase parking permits and/or pay parking citations at ATM-type devices.
- The integration of an Interactive Voice Response (IVR) system and Internet payment system to complement our other customer service features.
- Integration with the City’s multi-space meter system.
- Enhancement of the AutoPROCESS Boot/Tow module and addition of a customer-designed program to



City of Milwaukee, WI

support the process of selling unclaimed vehicles at bid.

- Automation and management of the process for refunding overpayments.
- Integration with the City’s License Plate Recognition (LPR) system.
- Implementation of a state authorized Tax Refund Intercept Program (TRIP) that has generated over \$24 million since 2003.

The 2008 re-implementation included a handheld refresh (new X3’s as well as wireless upgrades to existing handhelds) a processing upgrade to the new version of AutoPROCESS and the integration of several towing sub-systems (vehicle auction and salvage) that were previously stand-alone systems run outside of AutoPROCESS.

Key Performance Indicators

Duncan has helped the City to realize exceptional performance for a City of its size. This performance includes:

- **Annual Ticket Issuance:** Approximately 800,000
- **Ticket Closure Rate:** 87%
- **Ticket Collection Rate:** 78%



Department of Public Works

Ghassan Korban
Commissioner of Public Works

Preston D. Cole
Director of Operations

May 20, 2013

To whom it may concern:

The City of Milwaukee has been working with Duncan Solutions (Professional Account Management) since 1988. During that time our parking citation program has benefitted immensely. Our partnership with Duncan has enabled the City of Milwaukee to take advantage of the most innovative technologies the industry has to offer. The services they provide include:

- Citation Processing
- Notice Processing
- Internet Payment Service
- Integrated Voice Response Service
- Customer Service / Citation Dispute and Court Scheduling
- Handheld Ticket Writing Equipment Services and Supplies
- Provision and Support of 9 Automated Payment Kiosks Located Throughout the City
- Document Scanning and Data Entry Services
- Walk-In Payment Facilities
- Delinquent Citation Collection Services (including the TRIP tax intercept program)

We have worked with the Duncan team to implement a number of enhancements that have streamlined complex processes and expanded service to customers. This has strengthened our long term partnership and benefited the relationship the City has with our citizens by improving services and making processes more efficient. These new services include:

AutoPROCESS Multi-Media Enhancement – This enhancement provides functionality for the import and storage of digital photos and a virtual copy of tickets transferred from the AutoISSUE system to make them available for viewing within each citation record by customer service staff. Copies can be downloaded, printed or emailed to provide evidence of offense for administrative reviews and hearings.

Customer Facing Web Services for Parking Permit Purchase – Available on a 24/7 basis, a hosted web site provides support for the purchase of annual and four-month night parking permits. This web service allows citizens to enter their vehicle and address information to purchase a night parking permit. This enhancement now serves over 20% of the permit purchasing public.

Integration with their Multi-Space Meter System – Duncan has developed an interface with the back office software that supports our multi-space meter system for the immediate determination of payment and violation status. This allows for real-time confirmation of an expired meter violation.

Frank P. Zedler Municipal Building, 841 N. Broadway, Milwaukee, Wisconsin 53202
Administration, Room 501 (414) 288-3703 * Fax (414) 286-3953 * TDD (414) 288-2025
Contract Administration, Room 506 (414) 286-3314 Fax (414) 286-8110 * www.city.milwaukee.gov/mpw





Upgrade of AutoCITE X3 System – This includes upgraded camera, enhanced memory and wireless capability for real-time citation upload to the processing system and interface with meter system and public safety databases.

Currently we are preparing to sign a new agreement that will expand services and take our contract to the next level. Some of the key components to the new services are:

- Roll out of a new virtual permitting system.
- Cashiering enhancements at the walk in pay sites and the tow lot.
- Integration with City's license plate recognition program to be implemented in 2013


It is my pleasure to endorse the work completed and service provided by both Duncan Solutions and their local support team. We look forward to continuing our lasting partnership in the new contract term.

Should you have any question or need further assistance, please do not hesitate to call me directly at 414-286-2404

Sincerely,

Cindy Angelos
Parking Finance Manager

Public Parking Authority of Pittsburgh, PA

	Name	Nancy Davis
	Title	Parking Court Manager/Operations
	Agency	Pittsburgh Parking Authority
	Direct Phone	(412) 560-7222
	Fax	(412) 560-7219
	Mailing Address	232 Boulevard of the Allies
	Email Address	Ndavis@pittsburghparking.com
	Solutions Provided	Parking citation processing, delinquent collections, booting/towing services, and adjudication support services
	Volumes	279,000 Average ticket issuance per year
	Contract Dates	2005 - PRESENT

Project Overview

As the result of a highly competitive procurement, the Parking Authority of Pittsburgh PA awarded a broad-based parking management services contract to Duncan in March of 2005. The contract required us to provide for the operation of the Pittsburgh Parking Court; a full-featured citation management system; citation processing services; the development and operation of a booting and towing program; customer service features that included a call center, web-based and phone-based payment capabilities and multiple walk-in cashiering stations; and integration of AutoPROCESS with the Authority's existing handheld devices. At the time, the Pittsburgh Parking Authority (PPA) had no experience in the processing of parking ticket management and was in need of a



Public Parking Authority of Pittsburgh, PA

ground floor solution.

Prior to implementing Duncan ticket processing and collection services, ticket payment revenue in Pittsburgh averaged \$3 million per year. Through the implementation of our services, which included a secondary collection program and the introduction of the scofflaw booting program, Duncan helped the PPA increase citation revenue to over \$6 million by 2006. Today the program generates approximately \$9.9 million in annual revenue.

We have continued to refine the operation in Pittsburgh including:

- Developing an online hearing module in AutoPROCESS that was released in October 2013
- Added a second boot truck with LPR system
- Added multimedia to AutoProcess

Duncan was awarded the contract with the understanding that we would be able to deliver all of the requirements of the RFP by the stated deadline of July 5, 2005. This deadline put our project management and implementation expertise to the test. We began work in mid-March and, with diligent cooperation from the PPA and were able to install all key components of the system over the 4th of July weekend. On July 5, 2005, the citation management system was operational.

Key Performance Indicators

Duncan has helped the PPA to realize exceptional performance. This performance includes:

- **Annual Ticket Issuance:** Approximately 279,400
- **Ticket Closure Rate:** 89%
- **Ticket Collection Rate:** 86%



737 Boulevard of the Allies
Pittsburgh, PA 15212
Tel: 412.568.7211
Fax: 412.568.7200
Web: www.pittsburghparking.com

November 19, 2013

To Whom It May Concern,

The Pittsburgh Parking Authority (PPA), specifically the Pittsburgh Parking Court, has been working with Duncan Solutions (through their services division, Professional Account Management) for over 8 years. During that time, our parking citation program has realized significant benefits. Our partnership with Duncan has enabled the PPA to take advantage of the leading services and technologies that the parking industry has to offer.

In 2005 Duncan was awarded the PPA's citation processing contract, and their team worked closely and collaboratively with PPA stakeholders to facilitate a streamlined and successful implementation of the AutoPROCESS system. At the time of roll-out, Duncan's solution included:

- Parking citation processing and collections services
- Management of the Parking Court's booting and towing operation
- On-site operations management
- Cashiering and lockbox services
- Call Center customer service
- Adjudication support services
- Booting, Towing and Auction services
- LPR technology

Throughout the life of the contract, we have worked with Duncan Solutions and their program management team to implement a number of new services and system enhancements. These upgrades have strengthened our long term partnership and increased customer convenience. These new services include:

- Developing an online hearing module in AutoPROCESS that was released in October 2013
- Added second boot truck in 2012 to enhance identification of boot eligible vehicles
- Added multimedia to AutoProcess in 2012

As a result of our relationship with Duncan, and our enhanced citation processing program, the PPA has realized greater operational efficiency and optimal program revenues.

It is my pleasure to endorse the work completed and service provided by Duncan Solutions and we look forward to continuing our lasting partnership. Should you have any questions or need further assistance, please do not hesitate to call me directly.

Sincerely,

Nancy Davis
Parking Court Manager/Operations
Pittsburgh Parking Authority



City of Sacramento, CA



Name	Howard Chan
Title	Assistant City Manager
Agencies	<ul style="list-style-type: none"> • City of Sacramento - Fire Department, Code Enforcement, Police Department • County of Sacramento - Parks, Airport, Sheriff, General Services • State of California - Department of Justice, Highway Patrol • Grant School District • Sacramento Unified School District
Direct Phone	916-808-7488
Fax	916- 808-7501
Mailing Address	City of Sacramento 300 Richards Boulevard, Suite 213 Sacramento, CA 95811
Email Address	hchan@cityofsacramento.org
Solutions Provided	Citation processing, delinquent collections, enforcement systems
Volumes	Approximately 200,000 citations issued annually
Contract Dates	2007-PRESENT

Project Overview

Duncan has been processing citations for the City of Sacramento as a service provider for the ICMS consortium since October of 2007. AutoPROCESS is used for both parking citation management as well as all permit sales. This client also participates in a delinquent citation collections program as well as the FTB program. Customized programming includes IVR and Internet payment systems, real-time DMV access, interface with AutoCITE handheld ticket writers.

Compliance with technical requirements and customer satisfaction are maintained through bi-weekly operations meetings to insure contractual compliance, reporting for CS unit compliance, on-going training sessions, and regular program enhancements as the City's needs evolve. Some of these include:

- Management Dashboard Reporting
- Online Adjudication with Image-based workflow
- Online Permit Sales
- Photo Review Website
- Skeletal payment automation
- Retrofitting the AutoCite X3's with wireless capabilities, increased memory, and 3MP digital camera

In 2007, Sacramento was converted from the Inglewood processing system to Duncan's AutoPROCESS system. Because all system users were pre-trained during the start of the existing contract, there were only two (2) days in the black out period. Citations were still issued but not uploaded to the new AutoPROCESS system until day three (3) of the go-live period. There was no loss of revenue to the City. Duncan staff stayed with the cashiering clerks, back office clerks, and enforcement officers for the first two (2) weeks of the go-live to insure there was no down time experienced by the City.





City of Sacramento, CA

Key Performance Indicators

Duncan has helped the City to realize exceptional performance. This performance includes:

- **Annual Ticket Issuance:** Approximately 180,000
- **Ticket Closure Rate:** 91%
- **Ticket Collection Rate:** 79%



City of
SACRAMENTO
Office of the City Manager

Howard Chan
Assistant City Manager

City Hall
915 I Street, Fifth Floor
Sacramento, CA 95814-2604
916-808-5704

November 19, 2013

To Whom It May Concern:

The City of Sacramento has been working with Duncan Solutions through the City of Inglewood Consortium's Inglewood Citation Management System (ICMS) since 2007. During that time our parking enforcement program has benefitted immensely. Our partnership with Duncan has enabled the City of Sacramento to take advantage of the many new technologies the parking industry has to offer.

We have worked with Duncan Solutions and the Inglewood team to implement a number of web-based services and workflow enhancements. This has strengthened our long term partnership and benefited the relationship the City has with our citizens by improving services and making processes more efficient. These enhanced services include:

AutoPROCESS Multi-Media Enhancement - This enhancement provides functionality for the import and storage of digital photos and a virtual copy of parking citations transferred from the AutoISSUE system, making each citation available for viewing by customer service staff. Copies can be downloaded, printed, or emailed to provide evidence of the infraction for Administrative Reviews and Hearings.

Customer Facing Web Services for Citation Review - A hosted web site is provided to support the customer facing web services for citation review. This web service allows citizens to enter a citation number and license plate to retrieve information regarding their citation. The web service is available on a 24/7 basis. The viewing of citation data and digital photos of violations has resulted in an increase in payment of violations within 24 hours of viewing. This can also result in a decrease in administrative review requests and telephone inquiries. The web service includes a "Pay Now" link that directs customers to the existing Internet credit/debit card payment service.

Customer Facing Web Services for Online Administrative Review Requests - A hosted web site is provided to enable customers to file online administrative review requests. The online service is offered as an alternative to the existing process which involves downloading a form on the City's web site, which then must be printed out, completed, and then mailed or hand delivered to the City for processing. In contrast, the web service is available on a 24/7 basis and provides a means to expedite the review. The online form includes functionality that allows for customers to submit electronic documents or images as evidence to their request. Because the online form requires key data fields to be completed before a review request is accepted, the process has improved the quality of data submitted.



City of
SACRAMENTO
Office of the City Manager

Howard Chan
Assistant City Manager

City Hall
915 I Street, Fifth Floor
Sacramento, CA 95814-2604
916-808-5704

DocuPeak Data Exchange with AutoPROCESS - This platform provides an integrated correspondence and administrative review request workflow. Because work tasks are assigned and progress can be monitored by staff, the steps needed to open a request for Administrative Reviews in the AutoPROCESS system, accept the request, suspend the associated citation, and place it in a queue to be reviewed are substantially reduced.

AutoCITE X3 Hardware Upgrade - Upgraded to higher resolution 3 MP cameras with flash, updated the issuance software, increased the memory capacity, and added wireless connectivity capabilities.

Management Dash Board - This tool provides management with reporting tools that provide data in high level chart and graphic displays. The metrics displayed were tailored to specific needs and provide our management team with a visual comparison of data points for different areas of our parking operations.

Throughout the life of the contract, our operation has continued to evolve, including system and service enhancements in the following areas:

- Enhanced Collection Services – we will be adding collection notices to the existing series, and add outbound calling to targeted offenders by using both attended and unattended means based on the value of accounts assigned.
- Online Permitting - We are currently expanding our use of the permitting module to allow for issuance, renewal and fulfillment of permits online.

It is without reservation that I provide this endorsement for both The City of Inglewood and Duncan Solutions. They have been great partners and I look forward to continuing our very productive relationship.

Please feel free to call me should you have any question or need any additional information.

Sincerely,

Howard Chan
Assistant City Manager



City of Evanston, IL



Name	Rickey Voss
Title	Parking Manager
Agency	Evanston Parking Department
Direct Phone	(847) 448-8292
Mailing Address	2100 Ridge Avenue Evanston, IL 60201
Email Address	rvoss@cityofevanston.org
Solutions Provided	Parking ticket processing, enforcement handheld devices and supporting systems, delinquent collections
Contract Dates	2008-PRESENT, contract extension 6/2013

Project Overview

Our relationship with the City of Evanston began over 50 years ago, fulfilling our first order of Duncan single-space meters and housings. Since then, our partnership has grown to include comprehensive technology and support services in support of the City of Evanston’s parking ticket issuance, processing, and collections program, including the provision of all hardware, software, and related services required to process parking citations.

The scope of services for the City includes:

- **Citation Processing**
 - AutoPROCESS – state of the art citation processing system (provides for ticket processing, court scheduling, cashiering, permit processing, payment processing and hearing resolution)
 - 8 Cashiering terminals and integrated cashiering system
 - Data entry of manual tickets
 - Enhanced reporting and ad-hoc reporting
 - Registered owner acquisition (In-State and Out of State)
 - Noticing
 - Court Scheduling
 - Lockbox payment processing
 - Web and IVR payment capability – 40% of all payments received by the City are now electronic (either Web or IVR)
 - Correspondence imaging
 - Manual ticket imaging
 - Boot program support
 - Management Dashboard Analysis
 - License Plate Reader Integration
 - AutoPROCESS Multi-Media Enhancement
 - Online residential permit renewal
 - Full website hosting
- **Citation Issuance**
 - 18 AutoCITE X3 handhelds ticket writing units equipped with image capture and voice capture
 - All ticket stock (Electronic, Manual and envelopes)
 - AutoISSUE Host PC for download of all electronically written tickets
- **Delinquent Collections**
 - Any citations that go unpaid after 90 days are escalated to Duncan’s secondary delinquent collections agency for noticing and outbound calling

In 2010, Evanston’s program achieved a record 89 percent ticket clearance rate, significantly outperforming the industry average. The City’s focus on citizen convenience led to the addition of online payment options, online hearing module to submit appeal requests, and a city-wide permit issuance and administration program. In May,



City of Evanston, IL

2013, the City selected Duncan to provide over 1,500 single space credit card meters further enhancing the City program and providing additional convenience to their customers. As part of this solution, Duncan provides pay by cell functionality that allows citizens the convenience of meter payment without the need for a physical presence at the meter.

Key Performance Indicators

Duncan has helped the City to realize exceptional performance. This performance includes:

- **Annual Ticket Issuance:** Approximately 110,000
- **Ticket Closure Rate:** 82%
- **Ticket Collection Rate:** 89%



Civic Center
City of Evanston
2100 Ridge Avenue
Evanston, IL 60201

November 18, 2013

To Whom It May Concern,

The City of Evanston has been working with Duncan Solutions (through their services division, Professional Account Management) for over 8 years. During that time, our parking citation program has realized significant benefits. Our partnership with Duncan has enabled the City to take advantage of the leading services and technologies that the parking industry has to offer.

In 2007, Duncan was awarded the City's citation processing contract, and their team worked closely and collaboratively with City stakeholders to facilitate a streamlined and successful implementation of the AutoPROCESS system. At the time of roll-out, Duncan's solution included:

- AutoPROCESS parking ticket processing system and services
 - Online payment options
 - Online hearing module to submit appeal requests
 - City-wide permit issuance and administration program
 - Cashiering terminals and integrated cashiering system
 - Data entry of manual tickets
 - Enhanced reporting and ad-hoc reporting
 - Registered owner acquisition (In-State and Out of State)
 - Noticing
 - Court Scheduling
 - Lockbox payment processing
 - Correspondence imaging
 - Manual ticket imaging
 - Boot program support
- Enforcement hardware and systems
- Delinquent collections services
- Comprehensive technology and support services

Throughout the life of the contract, we have worked with Duncan Solutions and their program management team to implement a number of new services and system enhancements. These upgrades have strengthened our long term partnership and increased customer convenience. These new services include:

- Online Residential Parking Permit Program
- Management Dashboard
- Nationwide Fleet Management Program

City of Evanston, IL

1



- City-wide Cashiering solution
- Multiple vendor interfaces
- LPR integration
- Pay by Cell integration

As a result of our relationship with Duncan, and our enhanced citation processing program, the City of Evanston has realized greater operational efficiency, customer convenience and optimal program revenues.

It is my pleasure to endorse the work completed and service provided by Duncan Solutions and we look forward to continuing our lasting partnership. Should you have any questions or need further assistance, please do not hesitate to call me directly.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Voss".

Rickey A. Voss
Revenue/Parking – Division Manager
City of Evanston
P: 847.448.8292
F: 847.448.8122
rvoss@cityofevanston.org



6.1.2 Case References

Pittsburgh Parking Authority, City of Pittsburgh, PA	
POC:	Dave Onorato, Executive Director
Email:	donorato@pittsburghparking.com
Direct Phone #:	412.560.7200
Address:	232 Boulevard of the Allies, Pittsburgh, PA 15222-1616
Product Description:	CWT Pay by License Plate and MPC Pay and Display
Quantity:	895
Date Started:	May 2005
Date Completed:	Ongoing
<p>Scope of Work: The City installed 55 of Cale's MPC P&D multi-space pay stations in 2005. They accept coins, bill notes, and credit cards. The majority of the pay stations are solar powered.</p> <p>In 2012, the City awarded Cale awarded the largest contract of the year. Cale installed 500 Cale CWT Pay by License Plate pay stations throughout the City. The pay stations are installed both on street and off. Cale performed ground preparation, pay station programming/testing/ installation, and training. The vast majority of the pay stations are solar powered. All of these pay stations are still in service.</p> <p>The City recently awarded Cale an additional 340 CWT Pay by License Plate pay stations, which are currently being installed in 2013.</p>	

Chicago, IL	
POC:	Dennis Padrelli
Email:	dpedrelli@amigroupllc.com
Direct Phone #:	312.262.6862
Address:	205 North Michigan Ave. Suite 1910, Chicago, IL 60601
Product Description:	MPC Pay and Display
Quantity:	4,658
Date Started:	2009
Date Completed:	On-going
<p>Scope of Work: Chicago is the largest installation that Cale has ever performed and is one of the largest in the US marketplace. The key statistic for the Chicago installation is the speed with which Cale was able to deploy its pay stations throughout the City, completing the initial phase of installing 3,750 pay and display pay stations in five months; a feat never before tried or accomplished. The methodology of this installation that is different from the previous two is that Cale leased warehouse space in the City, setting up a temporary production facility to better meet the needs of the customer and to make the installation as efficient as possible.</p> <p>Cale committed resources for ground preparation, pay station programming and testing, and installation, and for six months. We housed five employees in Chicago, ensuring control over the process, including quality and schedule of the work. The method Chicago used for implementing the pay and display pay stations was to first prepare the ground to receive the pay station, then the pay station was installed and immediately turned on. At the same time, the single space pay stations were</p>	



Chicago, IL
<p>bagged and later uninstalled, and the posts were cut down and capped.</p> <p>The total number of single space pay stations installed before Cale installed its first pay station: approximately 40,000 single spaces, with a mixture of Duncan and MacKay brands. There were also approximately 200 Parkeon pay and display pay stations installed, all of which were replaced with the Cale pay and display pay stations.</p>

6.1.3 Digital References

City of Milwaukee, WI

Department of Public Works
841 North Broadway, Room 501
Milwaukee, WI, 53202

Cindy DeAngelos
Parking Finance Manager
Tel: 414-286-2404
Email: cindy.angelos@milwaukee.gov

Paul Klajbor
Administrative Services Manager
Tel: 414-286-3271
E-mail: paul.klajbor@milwaukee.gov

Installation Date:	June 2007
Type of Pay Station:	LUKE, AC-powered
Number of Pay Stations:	315 installed to date
Payment Options:	Credit cards, coins
Connection Type:	GSM
EMS Services:	Real-time credit card processing Real-time data integration

The City of Milwaukee has installed 315 LUKE pay stations in its downtown corridor. “The LUKE meters allow consumers to pay with coins, debit, and credit cards authorized in real-time, and their networking capability allows consumers to pay at any LUKE meter. The City intends to take advantage of the full colored screen to provide the public useful information on current events in the area,” stated Paul Klajbor, Administrative Services Manager.

The City currently utilizes a live integration between AutoCITE and LUKE for real-time enforcement. The City is next planning to implement the Extend-by-Phone service to further add benefit to its paying customers and to increase its parking revenue.

City of Houston, TX

2020 McKinney
Houston, TX, 77003

Maria Irshad
Deputy Assistant Director
Tel: 832-393-8643
E-mail: Maria.irshad@houstontx.gov

Installation Date: September 2006





Type of Pay Station:	LUKE, solar-powered and some AC-powered
Number of Pay Stations:	1,000
Payment Options:	Credit cards, bills, coins, Parkmobile pay-by-phone
Connection Type:	The first 750 units ran on the city's network, the last 250 units were GSM, soon to be CDMA
EMS Services:	Real-time credit card processing Reporting Remote updates

DPT was awarded a five-year contract by Affiliated Computer Services, Inc. (ACS) to supply 1,000 LUKE pay stations for deployment throughout the City of Houston, TX, in September 2006. This contract capped a two-year evaluation period by the City of Houston to investigate general system integrators, on-street pay station manufacturers, and network suppliers for its on-street parking system.

This project represented the first municipal parking meter system in the U.S. that communicates using a dedicated 802.11b/g Wi-Fi network. To further emphasize the versatility of the DPT LUKE system, 250 pay stations communicate using a cellular network in addition to the 750 that communicate using Wi-Fi. This enables the City to have all pay stations connected even beyond the coverage area of the Wi-Fi network. At the conclusion of the trial, the LUKE pay station was rated the highest by both City officials and the public.

Houston's LUKE solar-powered on-street pay stations accept credit cards, bills, coins, and Pay-by-Phone. The pay stations also offer on-screen payment instructions in multiple languages, as well as remote backend system management through DPT's Web-based EMS. EMS enables City officials to remotely update all pay stations, in real-time, with new rate and configuration information.

The success of the LUKE pay stations allowed DPT to negotiate a new contract directly with the City in December 2011, resulting in the acquisition of an additional 300 pay stations over the next five years. The first 75 of these pay stations shipped in March 2013.

Beginning in 2011, the City of Houston began to bring all of its pay stations onto the CDMA cellular network. DPT provided installation testing of the city supplied modems, parts and cables, as well as supporting the configuration of the pay station and modem. The backwards compatibility of the LUKE platform and the support of the DPT team ensured a seamless and successful transition.

During the City of Houston's initial deployment, the DPT Client Services team worked closely with the City's project team to assist in planning, performing site walks, staging the pay stations, and performing acceptance testing. DPT dedicated Project Managers, provided training and on-site support on a weekly rotation for over a year. Ongoing scalable support for things such as software upgrades continue to this day.

Project 2 - Washington, DC (District of Columbia), District Department of Transportation (DDOT)

6.1.4 ParkMobile References

Washington, DC

(June 2010 until present)

Mr. Soumya Dey





Soumya.Dey@dc.gov
Phone: 202-671-2800

Project Description: City-wide implementation of cashless payments for daily parking at more than 18,000 spaces. Provide direct integration with enforcement solution providers as well as installation of signage at 2,200 block faces and a comprehensive marketing campaign.

Background of Service: DDOT wanted to increase parking revenue without increasing rates, decrease operational cost and provide a superior customer parking experience. Each of these goals has been achieved through the use of the Parkmobile mobile payment solution. The program has been wildly successful. Parkmobile is adding over 1,000 new customers daily since July 2011, totaling in more than 650,000 DC registered members in only twenty-seven (27) months. In excess of 50% of all daily parking revenues are collected utilizing the Parkmobile service, surpassing 525,000 transactions per month.

MTA New York, NY
(May 2010 until present)

Mr. Philip Petillo - 212-340-4934
petillo@MNR.org
Phone: 212-340-4934

Project Description: The MTA wanted to increase parking revenue without increasing rates and decrease operational cost by optimizing availability. Both MTA and the operator demanded a superior customer parking experience. Parkmobile issues more than 10,000 monthly permits and thousands of daily riders utilizing the mobile payment solution offered at the same locations. Due to the success of the digital permit management system, the MTA asked Parkmobile, as a service extension of the existing contract, to implement mobile payment parking at 34 MTA locations (14,000 spaces) in early 2011.

6.1.5 QuickPay References

Standard Parking Corporation (NASDAQ: STAN) is one of the leading providers of parking management, ground transportation and other ancillary services to municipal, commercial, and institutional clients in the United States and Canada. Our services include a comprehensive set of on-site parking management and ground transportation services, which consist of training, scheduling and supervising all service personnel as well as providing customer service, marketing, maintenance and accounting and revenue control functions necessary to facilitate the operation of our clients' parking and transportation systems.

Scope of Services – QuickPay is working with Standard Parking Corporation on a number of initiatives that are designed to enhance a parker's experience while creating more efficient operations. The likes of these initiatives will be put in place by the end of 2013.



Client Contact – Michael Drow, Senior Vice President of Technology Integration, MDrow@standardparking.com, 312-274-2090

6.2 Sample Marketing Plans

Duncan has considerable experience in developing program outreach materials. We will work with the City to create the materials that effectively educates the public on program information.

Duncan is sensitive to the need for open communications with the City’s program consumers and stakeholders, and we will develop a comprehensive public outreach campaign that meet the City’s objectives. The initial outreach activities and deliverables will be finalized in close cooperation with the City during the transition planning and implementation phase, and may include:

- Public facing web site content
- News releases
- Social media outreach
- Public information meetings
- Mass mailings to the public announcing updates to the program
- Announcements to the City Council
- Public service announcements at significant program milestones

Ongoing outreach activities will be conducted by Duncan throughout the contract period to facilitate community involvement.

For the City of Atlanta we followed a blueprint identical to the one outlined above. As would be the case with St. Louis, we also integrated partner solution documents for a cohesive marketing model. We retained a PR firm to assist in the development of a new brand for their program – PARKatlanta. Once in place, we:

- Conducted over 45 community outreach sessions enhancing understanding of parking operations and ordinances.
- Distributed 24,000 parking program brochures
- Unveiled an enhanced, interactive on-street parking program website (www.parkatlanta.org)

While we plan to use strategically issued press releases as a means of communicating significant events, web-based social media will become an increasingly important means of messaging. Quick-hitting, real-time alerts will help keep the program front and center. We rely on local PR firms to assist the Duncan Team to include social media access as part of the Public Outreach campaign, all directly linked to the new branded website. Using features such as Facebook, Twitter and other social media technologies, commuters can have easy access and up to date information on parking changes and events.



Duncan will coordinate with the multi-space meter and pay-by-cell vendors to create a cohesive campaign that effectively explains all of the relevant elements of the parking program to stakeholders.

But most of all, Duncan’s commitment to client service is apparent from Duncan’s continuous and energetic collaboration with its client in conceiving, developing and implementing enhancements that improve the quality of life for City motorists, residents, visitors, and businesses.

Public Outreach Examples



Duncan delivers a robust set of public outreach materials through a variety of media.



Example Customer-Facing Videos	
Description	Link
Liberty Meter Demonstration	http://www.youtube.com/watch?v=-WGSUqPHmnE
Cale Meter Demonstration	http://www.pittsburghparking.com/meter-policies
Digital Meter Demonstration	http://www.youtube.com/watch?v=g_SHe7Mz2ik&autoplay=1&rel=0
ParkMobile Application Demonstration	http://www.youtube.com/watch?v=gke_w88k3Zc

Program Branding

Branding efforts can help to launch innovations in a parking program, calling attention to added conveniences and helping motorists recognize the efforts made by their municipality to make parking easier. Duncan has helped many of our clients with branding and customer outreach programs. For example, the *EasyPark* program in Anchorage, Alaska utilizes a vibrant orange and white color scheme, which we reflected in their parking program with custom meter domes, retainers, and their Parkcard smartcard program.



ParkMobile Wallet Card

3 Easy Ways To Sign Up

- ▶ Download **FREE** app
- ▶ www.parkmobile.com
- ▶ Call toll-free # on signs/stickers

For additional questions visit:
www.parkmobile.com

Paying For Parking Made Simple

QR code: www.parkmobile.com

- Mobile Apps
- Find My Car
- Parking Alerts
- Remote Parking Extensions

Parkmobile
PARKING MADE SIMPLE™

ParkMobile can provide a wallet card to inform parkers of their service and provide a QR code to easily link to the site—without leaving the car.



Sample QP Signage

The signage is a vertical rectangle with a black top section and a green bottom section. The top section contains the text 'Pay for parking with your phone!' in white. The green section contains the text 'Get the QP QuickPay™ smartphone app or call 801-701-1888 to sign up!' followed by 'Three easy ways to pay:'. Below this are three rows: 'Pay by App' with a smartphone icon, 'Pay by Text' with a text message icon, and 'Pay by Voice' with a telephone handset icon. At the bottom of the green section is the text 'Registration is quick, easy, and free!' and 'It just takes a one-time entry of credit card details and license plate number to begin.' followed by 'A convenience fee may apply'. The bottom black section contains the City of St. Louis seal, the text 'Get the App at www.qpme.com', and a QR code.

**Pay for parking
with your phone!**

Get the QP QuickPay™ smartphone app
or call 801-701-1888 to sign up!

Three easy ways to pay:

Pay by App
Scan QR code or tap NFC
located on parking space post

Pay by Text
Text space number to 801-701-1888

Pay by Voice
Call 801-701-1888

Registration is quick, easy, and free!
It just takes a one-time entry of credit card details and
license plate number to begin.

A convenience fee may apply

Get the App at
www.qpme.com

This example of signage was designed by QP for use in Salt Lake City, Utah.

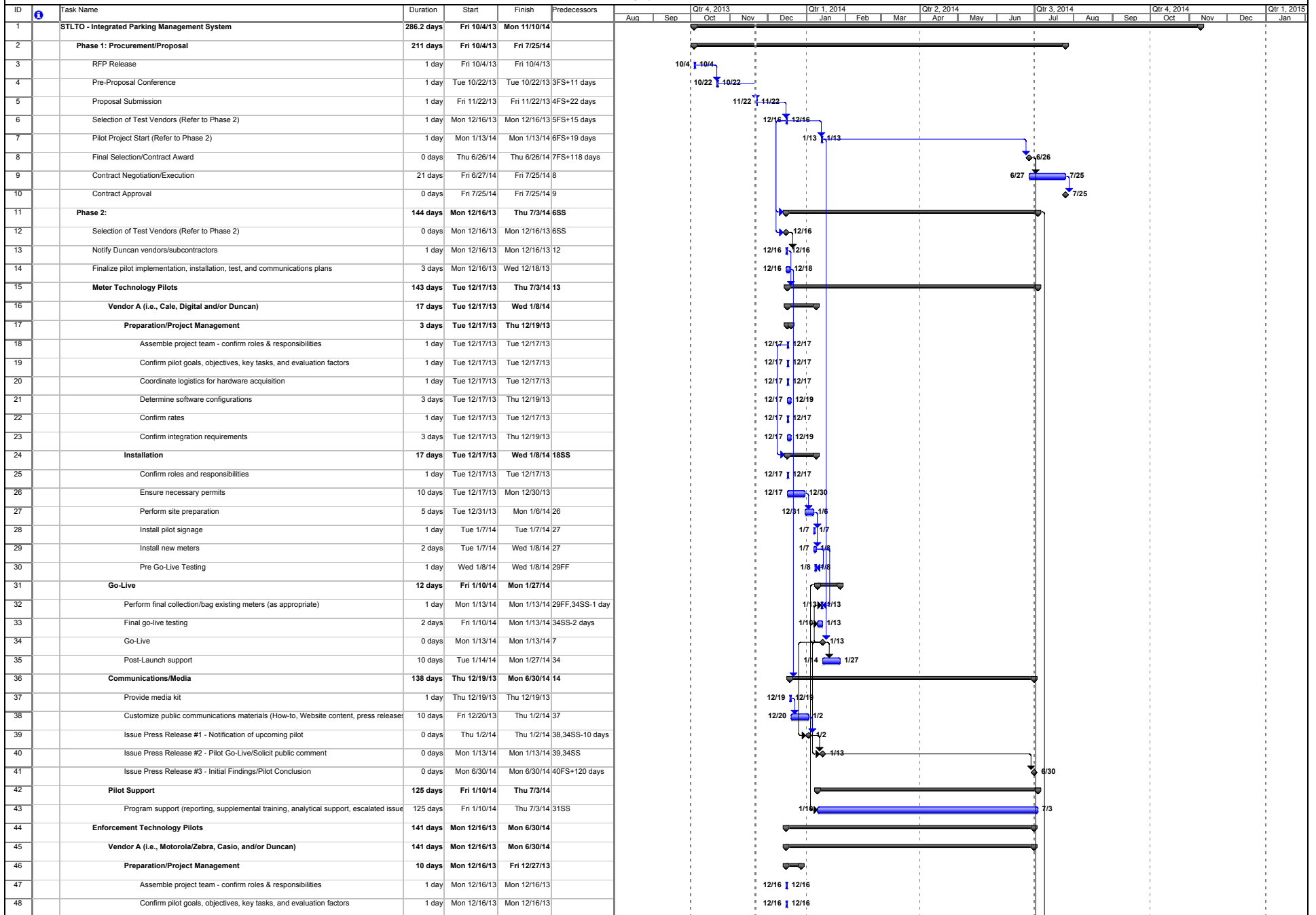


6.3 Implementation Plan



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City of St. Louis - Treasurer's Office
 Integrated Parking Management System (IPMS) Program
 Preliminary Implementation Plan



City of St. Louis - Treasurer's Office
 Integrated Parking Management System (IPMS) Program
 Preliminary Implementation Plan

ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013			Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014			Qtr 4, 2014			Qtr 1, 2015	
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
49	Coordinate logistics for hardware acquisition	5 days	Mon 12/16/13	Fri 12/20/13						12/16	12/20											
50	Determine software configurations	5 days	Mon 12/16/13	Fri 12/20/13						12/16	12/20											
51	Confirm integration requirements	10 days	Mon 12/16/13	Fri 12/27/13						12/16	12/27											
52	Installation & Training	14 days	Mon 12/16/13	Thu 1/2/14																		
53	Confirm roles and responsibilities	5 days	Mon 12/16/13	Fri 12/20/13						12/16	12/20											
54	Perform site preparation	5 days	Mon 12/23/13	Fri 12/27/13	53					12/23	12/27											
55	Install new equipment and infrastructure (recharging stations, etc.)	2 days	Mon 12/30/13	Tue 12/31/13	54					12/30	12/31											
56	User Training	2 days	Wed 1/1/14	Thu 1/2/14	55					1/1	1/2											
57	Go-Live	2 days	Fri 1/3/14	Mon 1/6/14																		
58	Final go-live testing	2 days	Fri 1/3/14	Mon 1/6/14	56					1/3	1/6											
59	Go-Live	0 days	Mon 1/6/14	Mon 1/6/14	58						1/6											
60	Post-Launch support	125 days	Tue 1/7/14	Mon 6/30/14	57																	
61	Pilot Support	125 days	Tue 1/7/14	Mon 6/30/14																		
62	Program support (reporting, supplemental training, analytical support, escalat	125 days	Tue 1/7/14	Mon 6/30/14																		
63	Phase 3: Full Production Implementation	96.2 days	Fri 6/27/14	Mon 11/10/14	8																	
64	Meter and Booting Operations Implementation Plan	36 days	Fri 6/27/14	Fri 8/15/14																		
65	Confirm scope, roles & responsibilities	1 day	Fri 6/27/14	Fri 6/27/14																		
66	Assemble project team	5 days	Mon 6/30/14	Fri 7/4/14	65																	
67	Detailed transition from current operation TBD based on final contract	30 days	Mon 7/7/14	Fri 8/15/14	66																	
68	ISSUANCE, PROCESSING & COLLECTIONS IMPLEMENTATION PLAN	96.2 days	Fri 6/27/14	Mon 11/10/14																		
69	PROJECT START-UP	7.65 days	Fri 6/27/14	Tue 7/8/14																		
70	CONTRACT COMPLETION	0 days	Thu 7/3/14	Thu 7/3/14	11																	
71	PLANNING	7.65 days	Fri 6/27/14	Tue 7/8/14																		
72	Refine Project Plan	1.1 days	Fri 6/27/14	Mon 6/30/14																		
73	Review/Revise Activities & Tasks	0.25 days	Fri 6/27/14	Fri 6/27/14																		
74	Specify Deliverables & Acceptance Criteria	0.25 days	Fri 6/27/14	Fri 6/27/14	73																	
75	Confirm Roles & Responsibilities	0.5 days	Fri 6/27/14	Fri 6/27/14																		
76	Internal Resources	0.25 days	Fri 6/27/14	Fri 6/27/14	74																	
77	Subcontractor Resources	0.25 days	Fri 6/27/14	Fri 6/27/14	76																	
78	Identify Key Contacts	0.1 days	Mon 6/30/14	Mon 6/30/14	77																	
79	Refine Project Schedule	0.6 days	Mon 6/30/14	Mon 6/30/14																		
80	Clarify Staffing Plans	0.25 days	Mon 6/30/14	Mon 6/30/14	78																	
81	Clarify Development Items	0.25 days	Mon 6/30/14	Mon 6/30/14	78																	
82	Clarify Training Plans	0.25 days	Mon 6/30/14	Mon 6/30/14	78																	
83	Clarify Testing Plans	0.25 days	Mon 6/30/14	Mon 6/30/14	78																	
84	Refine Dependencies	0.25 days	Mon 6/30/14	Mon 6/30/14	78																	
85	Refine Milestones	0.1 days	Mon 6/30/14	Mon 6/30/14	78																	
86	Update Project Schedule	0.25 days	Mon 6/30/14	Mon 6/30/14	85																	
87	Project Plan Review & Approval	0.25 days	Mon 6/30/14	Mon 6/30/14	86																	
88	Refine Risk Management Plan	0.75 days	Mon 6/30/14	Tue 7/1/14																		
89	Identify Initial Risks	0.25 days	Mon 6/30/14	Mon 6/30/14	87																	
90	Clarify Risk Mitigation Strategies	0.25 days	Mon 6/30/14	Tue 7/1/14	89																	
91	Update Risk Management Plan	0.25 days	Tue 7/1/14	Tue 7/1/14	90																	
92	Contracts Management	0.95 days	Tue 7/1/14	Wed 7/2/14																		
93	Subcontractor(s)/Vendor(s) Management	0.95 days	Tue 7/1/14	Wed 7/2/14																		
94	(**As May Be Required**)	0.5 days	Tue 7/1/14	Tue 7/1/14																		
95	Review/Clarify Scope	0.25 days	Tue 7/1/14	Tue 7/1/14	91																	
96	Review Teaming Agreement with Partner(s)	0.25 days	Tue 7/1/14	Tue 7/1/14	95																	

City of St. Louis - Treasurer's Office
 Integrated Parking Management System (IPMS) Program
 Preliminary Implementation Plan

ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013					Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014			Qtr 4, 2014			Qtr 1, 2015
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
97	Courier	0.45 days	Tue 7/1/14	Wed 7/2/14																			
98	Review/Clarify Scope	0.1 days	Tue 7/1/14	Wed 7/2/14	96												7/1	7/2					
99	Identify Bonded Courier	0.25 days	Wed 7/2/14	Wed 7/2/14	98												7/2	7/2					
100	Review Teaming Agreement	0.1 days	Wed 7/2/14	Wed 7/2/14	99												7/2	7/2					
101	Policies & Procedures Management	0.25 days	Wed 7/2/14	Wed 7/2/14																			
102	Assemble Baseline Procedures	0.25 days	Wed 7/2/14	Wed 7/2/14	100												7/2	7/2					
103	Assemble Baseline Disaster Recovery Plan (as required)	0.25 days	Wed 7/2/14	Wed 7/2/14	100												7/2	7/2					
104	Communications Management	0.5 days	Wed 7/2/14	Thu 7/3/14																			
105	Client Communications	0.25 days	Wed 7/2/14	Wed 7/2/14																			
106	Define Client Communications Methods/Frequency	0.25 days	Wed 7/2/14	Wed 7/2/14	103												7/2	7/2					
107	Establish Client Communication Protocol	0.25 days	Wed 7/2/14	Wed 7/2/14	103												7/2	7/2					
108	Internal Communications	0.25 days	Wed 7/2/14	Thu 7/3/14																			
109	Define Internal Communications Methods/Frequency	0.25 days	Wed 7/2/14	Thu 7/3/14	107												7/2	7/3					
110	Establish Internal Communication Protocol	0.25 days	Wed 7/2/14	Thu 7/3/14	107												7/2	7/3					
111	Facilities Planning	0.3 days	Thu 7/3/14	Thu 7/3/14																			
112	Determine Infrastructure & Operational Requirements	0.3 days	Thu 7/3/14	Thu 7/3/14																			
113	Communications Lines (as required)	0.1 days	Thu 7/3/14	Thu 7/3/14	110												7/3	7/3					
114	Equipment & Supplies Requirements (as required)	0.1 days	Thu 7/3/14	Thu 7/3/14	113												7/3	7/3					
115	Hardware Requirements (as required)	0.1 days	Thu 7/3/14	Thu 7/3/14	114												7/3	7/3					
116	Finalize Project requirements	3.2 days	Thu 7/3/14	Tue 7/8/14																			
117	Set up Project Environment	0.25 days	Thu 7/3/14	Thu 7/3/14																			
118	Prepare Project Team Environment (as required)	0.25 days	Thu 7/3/14	Thu 7/3/14	115												7/3	7/3					
119	Prepare Standards & Procedures	0.25 days	Thu 7/3/14	Thu 7/3/14	115												7/3	7/3					
120	Set up Project Tools	0.1 days	Thu 7/3/14	Thu 7/3/14																			
121	MS Office	0.1 days	Thu 7/3/14	Thu 7/3/14	119												7/3	7/3					
122	MS Project	0.1 days	Thu 7/3/14	Thu 7/3/14	119												7/3	7/3					
123	SharePoint	0.1 days	Thu 7/3/14	Thu 7/3/14	119												7/3	7/3					
124	Organize Project Resources	2 days	Thu 7/3/14	Mon 7/7/14																			
125	Finalize Staffing Plan	0.25 days	Thu 7/3/14	Fri 7/4/14	123												7/3	7/4					
126	Finalize Project Resource Acquisitions	0.25 days	Fri 7/4/14	Fri 7/4/14	125												7/4	7/4					
127	Set up Team Performance Standards	0.25 days	Fri 7/4/14	Fri 7/4/14	126												7/4	7/4					
128	Conduct Team Orientation	0.25 days	Mon 7/7/14	Mon 7/7/14	127FS+1 day												7/7	7/7					
129	Quality Management Planning	0.5 days	Mon 7/7/14	Tue 7/8/14																			
130	Review/Revise Baseline Quality Management Plan	0.25 days	Mon 7/7/14	Tue 7/8/14	128												7/7	7/8					
131	Review/Revise Quality Assurance Guidelines	0.25 days	Tue 7/8/14	Tue 7/8/14	130												7/8	7/8					
132	Outreach Communication Strategy & Plan	0.35 days	Tue 7/8/14	Tue 7/8/14																			
133	Review/Revise City Focused Communications Plan	0.25 days	Tue 7/8/14	Tue 7/8/14	131												7/8	7/8					
134	Review/Revise Citizen Focused Communications Plan	0.25 days	Tue 7/8/14	Tue 7/8/14	131												7/8	7/8					
135	Review/Revise Duncan Focused Communications Plan	0.25 days	Tue 7/8/14	Tue 7/8/14	131												7/8	7/8					
136	Obtain Planning Approval	0.1 days	Tue 7/8/14	Tue 7/8/14	135												7/8	7/8					
137	Planning Completion	0 days	Tue 7/8/14	Tue 7/8/14	136												7/8	7/8					
138	REQUIREMENTS DESIGN	35.45 days	Tue 7/8/14	Wed 8/27/14																			
139	DATA CONVERSION DESIGN	3.75 days	Tue 7/8/14	Mon 7/14/14																			
140	Identify Data Sources	0.5 days	Tue 7/8/14	Wed 7/9/14	137												7/8	7/9					
141	Perform Data Mapping	2 days	Wed 7/9/14	Fri 7/11/14	140												7/9	7/11					
142	Define/Refine Conversion Process	1 day	Fri 7/11/14	Mon 7/14/14	141												7/11	7/14					
143	Define Conversion Controls	0.25 days	Mon 7/14/14	Mon 7/14/14	142												7/14	7/14					
144	HANDHELDS & AutoISSUE - CITATION ISSUANCE DESIGN	13.3 days	Tue 7/8/14	Fri 7/25/14																			

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ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013					Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014			Qtr 4, 2014			Qtr 1, 2015	
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
145	Handheld Issuance Computers	5 days	Tue 7/8/14	Tue 7/15/14																				
146	Review Statement of Work Requirements	0.25 days	Tue 7/8/14	Tue 7/8/14	137																			
147	Finalize Features & Functions	0.5 days	Tue 7/8/14	Wed 7/9/14	146																			
148	Finalize Data Flow	0.5 days	Wed 7/9/14	Wed 7/9/14	147																			
149	Finalize Rules (edits & cross edits)	1 day	Wed 7/9/14	Thu 7/10/14	148																			
150	Define Defaults	0.25 days	Thu 7/10/14	Fri 7/11/14	149																			
151	Define Enterable Data	0.25 days	Fri 7/11/14	Fri 7/11/14	150																			
152	Define Communication Requirements	0.25 days	Fri 7/11/14	Fri 7/11/14	151																			
153	Obtain/Finalize List Data (streets, officers, volitions, etc.)	2 days	Fri 7/11/14	Tue 7/15/14	152																			
154	Handheld Paper	0.55 days	Tue 7/15/14	Wed 7/16/14																				
155	Finalize Electronic Ticket Requirements	0.1 days	Tue 7/15/14	Tue 7/15/14	153																			
156	Prepare Electronic Ticket Design	0.25 days	Tue 7/15/14	Tue 7/15/14	155																			
157	Obtain Approval for Electronic Ticket Design	0.1 days	Wed 7/16/14	Wed 7/16/14	156																			
158	Order Electronic Ticket Stock	0.1 days	Wed 7/16/14	Wed 7/16/14	157																			
159	Finalize Payment Envelope Requirements	0.1 days	Tue 7/15/14	Tue 7/15/14	153																			
160	Prepare Payment Envelope Design	0.25 days	Tue 7/15/14	Tue 7/15/14	159																			
161	Obtain Approval for Payment Envelope Design	0.1 days	Wed 7/16/14	Wed 7/16/14	160																			
162	Order Payment Envelopes	0.1 days	Wed 7/16/14	Wed 7/16/14	161																			
163	AutoISSUE Issuance Application	0.25 days	Tue 7/15/14	Tue 7/15/14																				
164	Review Statement of Work Requirements	0.1 days	Tue 7/15/14	Tue 7/15/14	153																			
165	Finalize Features & Functions	0.25 days	Tue 7/15/14	Tue 7/15/14	153																			
166	Finalize Interface/Integration	0.6 days	Tue 7/15/14	Wed 7/16/14																				
167	Citation Data Transfer (batch & wireless where applicable)	0.1 days	Tue 7/15/14	Tue 7/15/14	165																			
168	Scofflaws & Other Lists (batch & wireless where applicable)	0.25 days	Wed 7/16/14	Wed 7/16/14	167																			
169	Exempt List	0.25 days	Wed 7/16/14	Wed 7/16/14	167																			
170	Stolen Vehicle List	0.25 days	Wed 7/16/14	Wed 7/16/14	167																			
171	Permit Cross Reference List	0.25 days	Wed 7/16/14	Wed 7/16/14	167																			
172	Meter Location Matrix	0.25 days	Wed 7/16/14	Wed 7/16/14	167																			
173	LPR Interface (if any)	0.25 days	Wed 7/16/14	Wed 7/16/14	167																			
174	Interface/Integration Approval	0.25 days	Wed 7/16/14	Wed 7/16/14	173																			
175	Reporting	0.5 days	Wed 7/16/14	Wed 7/16/14																				
176	Identify Required Reports	0.25 days	Wed 7/16/14	Wed 7/16/14	174																			
177	Review Available Reports	0.25 days	Wed 7/16/14	Wed 7/16/14	174																			
178	Define/Design Additional Reports	0.25 days	Wed 7/16/14	Wed 7/16/14	177																			
179	Security	0.35 days	Thu 7/17/14	Thu 7/17/14																				
180	Identify Handheld Users (enforcement officers, supervisors, etc.)	0.1 days	Thu 7/17/14	Thu 7/17/14	178																			
181	Identify Back Office System Users & Capabilities	0.1 days	Thu 7/17/14	Thu 7/17/14	180																			
182	Define/Design Security Profiles	0.25 days	Thu 7/17/14	Thu 7/17/14	180																			
183	Finalize Infrastructure Requirements	0.5 days	Thu 7/17/14	Thu 7/17/14																				
184	Determine Handheld Deployment Plan (handhelds per location)	0.25 days	Thu 7/17/14	Thu 7/17/14	182																			
185	Finalize Charger/Communication Requirements	0.1 days	Thu 7/17/14	Thu 7/17/14	184																			
186	Finalize Desktop HW/SW Requirements	0.25 days	Thu 7/17/14	Thu 7/17/14	184																			
187	Finalize Desktop HW Physical Location Requirements	0.1 days	Thu 7/17/14	Thu 7/17/14	184																			
188	Finalize Location Connectivity & IT Support Requirements	0.1 days	Thu 7/17/14	Thu 7/17/14	184																			
189	Procurement of Hardware & Software	6.1 days	Thu 7/17/14	Fri 7/25/14																				
190	Order Placement	0.25 days	Thu 7/17/14	Fri 7/18/14																				
191	Prepare/Submit Purchase Order for HW/SW	0.25 days	Thu 7/17/14	Fri 7/18/14	186																			
192	Material Receipt & Inspection	0.5 days	Fri 7/25/14	Fri 7/25/14																				

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ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013			Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014			Qtr 4, 2014			Qtr 1, 2015		
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
241	Send Sample Notices to City for Approval	0.1 days	Fri 7/25/14	Fri 7/25/14	240												7/25	7/25					
242	Obtain Notice Format Approval	0.1 days	Mon 7/28/14	Mon 7/28/14	241FS+1 day												7/28	7/28					
243	Payment Processing	0.8 days	Mon 7/28/14	Tue 7/29/14																			
244	Define Mail/Lockbox Processing	0.25 days	Mon 7/28/14	Mon 7/28/14	242												7/28	7/28					
245	Define Web Payment Process	0.1 days	Mon 7/28/14	Mon 7/28/14	244												7/28	7/28					
246	Define IVR Payment Process & Scripts	0.25 days	Mon 7/28/14	Tue 7/29/14	245												7/28	7/29					
247	Define Credit/Debit Card Processing	0.1 days	Tue 7/29/14	Tue 7/29/14	246												7/29	7/29					
248	Confirm Credit/Debit Card Gateway & Processor	0.1 days	Tue 7/29/14	Tue 7/29/14	247												7/29	7/29					
249	Optional payment Considerations	0.85 days	Tue 7/29/14	Wed 7/30/14																			
250	Define/Refine Cashiering Process & Equipment	0.25 days	Tue 7/29/14	Tue 7/29/14	248												7/29	7/29					
251	Kiosk	0.25 days	Tue 7/29/14	Tue 7/29/14	250												7/29	7/29					
252	Drop Box	0.1 days	Tue 7/29/14	Tue 7/29/14	251												7/29	7/29					
253	Define Payment Interface	0.25 days	Tue 7/29/14	Wed 7/30/14	252												7/29	7/30					
254	Customer Service	1.25 days	Wed 7/30/14	Thu 7/31/14																			
255	Inbound Call Handling (Multi-Lingual)	0.4 days	Wed 7/30/14	Wed 7/30/14																			
256	Define/Refine Rules for Citation Maintenance	0.4 days	Wed 7/30/14	Wed 7/30/14																			
257	Void/Reinstate Actions With Reasons	0.1 days	Wed 7/30/14	Wed 7/30/14	253												7/30	7/30					
258	Dismiss/Reverse Actions With Reasons	0.1 days	Wed 7/30/14	Wed 7/30/14	257												7/30	7/30					
259	Suspend/Resume Actions With Reasons	0.1 days	Wed 7/30/14	Wed 7/30/14	258												7/30	7/30					
260	Due Date Extension Actions	0.1 days	Wed 7/30/14	Wed 7/30/14	259												7/30	7/30					
261	Define Web Inquiry Process	0.25 days	Wed 7/30/14	Wed 7/30/14	260												7/30	7/30					
262	Define IVR Inquiry Process & Scripts (Multi-Lingual)	0.25 days	Wed 7/30/14	Wed 7/30/14	261												7/30	7/30					
263	Inbound Correspondence Handling (Multi-Lingual)	0.25 days	Thu 7/31/14	Thu 7/31/14	262												7/31	7/31					
264	Multi-Lingual support	0.1 days	Thu 7/31/14	Thu 7/31/14	263												7/31	7/31					
265	Correspondence (Inbound & Outbound)	2.15 days	Thu 7/31/14	Mon 8/4/14																			
266	Review SOW Correspondence Requirements (including multi-language)	0.1 days	Thu 7/31/14	Thu 7/31/14	264												7/31	7/31					
267	Review Available Correspondence Inventory	0.1 days	Thu 7/31/14	Thu 7/31/14	266												7/31	7/31					
268	Tailor Existing Correspondence	0.25 days	Thu 7/31/14	Thu 7/31/14	267												7/31	7/31					
269	Develop New Outbound Correspondence	0.5 days	Thu 7/31/14	Fri 8/1/14	268												7/31	8/1					
270	Confirm Initial Correspondence Design	0.1 days	Fri 8/1/14	Fri 8/1/14	269												8/1	8/1					
271	Define Automated Correspondence Regeneration Rules	0.1 days	Fri 8/1/14	Fri 8/1/14	270												8/1	8/1					
272	Define Document Retention Requirements	0.1 days	Fri 8/1/14	Fri 8/1/14	271												8/1	8/1					
273	Define Inbound Correspondence Scanning Requirements	0.1 days	Fri 8/1/14	Fri 8/1/14	272												8/1	8/1					
274	Define Correspondence Workflow Actions, Process & Controls	0.25 days	Fri 8/1/14	Fri 8/1/14	273												8/1	8/1					
275	Define/Refine Quality Assurance Guidelines	0.1 days	Fri 8/1/14	Mon 8/4/14	274												8/1	8/4					
276	Confirm Workflow is Compliant With Performance Standards	0.1 days	Mon 8/4/14	Mon 8/4/14	275												8/4	8/4					
277	Prepare Sample Correspondence for Approval	0.25 days	Mon 8/4/14	Mon 8/4/14	276												8/4	8/4					
278	Obtain Correspondence Format Approval	0.1 days	Mon 8/4/14	Mon 8/4/14	277												8/4	8/4					
279	Define Adjudication Support Considerations	0.9 days	Mon 8/4/14	Tue 8/5/14																			
280	Define Online Request RProcess (if applicable)	0.5 days	Mon 8/4/14	Mon 8/4/14	278												8/4	8/4					
281	Define Court/Reviewer Name, et al	0.1 days	Tue 8/5/14	Tue 8/5/14	280												8/5	8/5					
282	Define Rules (officer present, language options, etc.)	0.25 days	Tue 8/5/14	Tue 8/5/14	281												8/5	8/5					
283	Define Schedule (as applicable-hearings per period)	0.25 days	Tue 8/5/14	Tue 8/5/14	281												8/5	8/5					
284	Define Maintenance Responsibilities	0.1 days	Tue 8/5/14	Tue 8/5/14	281												8/5	8/5					
285	Define Dispositions	0.1 days	Tue 8/5/14	Tue 8/5/14	284												8/5	8/5					
286	Define Disposition Posting Responsibilities	0.1 days	Tue 8/5/14	Tue 8/5/14	285												8/5	8/5					
287	Payment Plan Rules (as required)	0.2 days	Tue 8/5/14	Tue 8/5/14																			
288	Define Payment Plan Rules	0.1 days	Tue 8/5/14	Tue 8/5/14	286												8/5	8/5					

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ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013					Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014			Qtr 4, 2014			Qtr 1, 2015	
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
289	Define Exception Handling (revocation)	0.1 days	Tue 8/5/14	Tue 8/5/14	288													8/5	8/5					
290	Define Noticing Requirements (payment due, revocation notice, etc.)	0.1 days	Tue 8/5/14	Tue 8/5/14	288													8/5	8/5					
291	Define Booting Support Considerations (as required)	1 day	Tue 8/5/14	Wed 8/6/14	290																			
292	Review Rules & Considerations	1 day	Tue 8/5/14	Wed 8/6/14	290													8/5	8/6					
293	Define Equipment/Integration Considerations	1 day	Tue 8/5/14	Wed 8/6/14	290													8/5	8/6					
294	Define/Design Process	1 day	Tue 8/5/14	Wed 8/6/14	290													8/5	8/6					
295	Define Roles & Responsibilities	1 day	Tue 8/5/14	Wed 8/6/14	290													8/5	8/6					
296	Define/Design Reporting Requirements	1 day	Tue 8/5/14	Wed 8/6/14	290													8/5	8/6					
297	Define Towing Support Considerations (as required)	1 day	Wed 8/6/14	Thu 8/7/14																				
298	Review Rules & Considerations	1 day	Wed 8/6/14	Thu 8/7/14	296													8/6	8/7					
299	Define Service Provider(s) Considerations	1 day	Wed 8/6/14	Thu 8/7/14	296													8/6	8/7					
300	Define/Design Process	1 day	Wed 8/6/14	Thu 8/7/14	296													8/6	8/7					
301	Define Roles & Responsibilities	1 day	Wed 8/6/14	Thu 8/7/14	296													8/6	8/7					
302	Define/Design Reporting Requirements	1 day	Wed 8/6/14	Thu 8/7/14	296													8/6	8/7					
303	Residential Parking Permits (as required)	2.2 days	Wed 8/6/14	Fri 8/8/14																				
304	Define Permit Types	0.25 days	Wed 8/6/14	Wed 8/6/14	291													8/6	8/6					
305	Define Permit Fees	0.1 days	Wed 8/6/14	Wed 8/6/14	304													8/6	8/6					
306	Define Permit Content, Format & Provisioning Responsibility (assume City)	0.25 days	Wed 8/6/14	Thu 8/7/14	305													8/6	8/7					
307	Define Application Process & Rules	1.5 days	Thu 8/7/14	Fri 8/8/14																				
308	Define Selling Rules	0.5 days	Thu 8/7/14	Thu 8/7/14	306													8/7	8/7					
309	Define Application Process (batch, online)	0.5 days	Thu 8/7/14	Fri 8/8/14	308													8/7	8/8					
310	Define Renewal Process & Rules	0.5 days	Fri 8/8/14	Fri 8/8/14	309													8/8	8/8					
311	Define Document Retention Guidelines	0.1 days	Fri 8/8/14	Fri 8/8/14	310													8/8	8/8					
312	Define Special Enforcement List Management	1.1 days	Fri 8/8/14	Mon 8/11/14																				
313	Finalize Boot/Tow List Management	0.1 days	Fri 8/8/14	Fri 8/8/14	311													8/8	8/8					
314	Define/Prepare Exempt List & Management Process	0.1 days	Fri 8/8/14	Fri 8/8/14	313													8/8	8/8					
315	Confirm Hot Sheet Eligibility Rules	0.1 days	Mon 8/11/14	Mon 8/11/14	314													8/11	8/11					
316	Define/Prepare Permit Cross Reference List & Management Process	0.1 days	Mon 8/11/14	Mon 8/11/14	315													8/11	8/11					
317	Define/Prepare Meter Location Matrix & Management Process	0.1 days	Mon 8/11/14	Mon 8/11/14	316													8/11	8/11					
318	Define/Prepare AutoVU Interface & Management Process	0.1 days	Mon 8/11/14	Mon 8/11/14	317													8/11	8/11					
319	Define/Prepare Stolen Vehicle List & Management Process	0.5 days	Mon 8/11/14	Mon 8/11/14	318													8/11	8/11					
320	Additional Considerations	0.6 days	Mon 8/11/14	Tue 8/12/14																				
321	Define/Refine Overpayment Management	0.1 days	Mon 8/11/14	Mon 8/11/14	319													8/11	8/11					
322	Define/Refine Refund Management	0.1 days	Tue 8/12/14	Tue 8/12/14	321													8/12	8/12					
323	Define/Refine NSF Management	0.1 days	Tue 8/12/14	Tue 8/12/14	322													8/12	8/12					
324	Define Bank Deposit Management	0.1 days	Tue 8/12/14	Tue 8/12/14	323													8/12	8/12					
325	Define Reconciliation & Financial Reporting	0.1 days	Tue 8/12/14	Tue 8/12/14	324													8/12	8/12					
326	Define Fleet, Lease/Rental Management	0.1 days	Tue 8/12/14	Tue 8/12/14	325													8/12	8/12					
327	Management Reporting	2 days	Tue 8/12/14	Thu 8/14/14																				
328	Standard Reporting	1 day	Tue 8/12/14	Wed 8/13/14																				
329	Define Monthly, Quarterly & Annual Reporting Requirements	1 day	Tue 8/12/14	Wed 8/13/14	326													8/12	8/13					
330	Define Distribution/Access Requirements	1 day	Tue 8/12/14	Wed 8/13/14	326													8/12	8/13					
331	Ad Hoc Reporting	0.5 days	Wed 8/13/14	Wed 8/13/14																				
332	Define Ad Hoc Reporting Requirements	0.5 days	Wed 8/13/14	Wed 8/13/14	330													8/13	8/13					
333	Define Roles & Responsibilities	0.5 days	Wed 8/13/14	Wed 8/13/14	330													8/13	8/13					
334	Management Dashboard	0.25 days	Thu 8/14/14	Thu 8/14/14																				
335	Define Management Dashboard Considerations	0.25 days	Thu 8/14/14	Thu 8/14/14	333													8/14	8/14					
336	Audit Support	0.25 days	Thu 8/14/14	Thu 8/14/14																				

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						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
337	Define Audit Support Considerations	0.25 days	Thu 8/14/14	Thu 8/14/14	335																		
338	Processing System Management & Administration	7.6 days	Thu 8/14/14	Tue 8/26/14																			
339	System Configuration	7.5 days	Thu 8/14/14	Mon 8/25/14																			
340	Obtain Required System Lists	3 days	Thu 8/14/14	Tue 8/19/14																			
341	Obtain/Prepare Validation Lists	2 days	Thu 8/14/14	Mon 8/18/14	337																		
342	Obtain/Prepare Violation List	1 day	Mon 8/18/14	Tue 8/19/14	341																		
343	Obtain Officer List	1 day	Mon 8/18/14	Tue 8/19/14	341																		
344	Define Timing Requirements	1 day	Tue 8/19/14	Wed 8/20/14																			
345	Late Fee Application	0.5 days	Tue 8/19/14	Tue 8/19/14	343																		
346	Notice & Correspondence Generation	0.5 days	Wed 8/20/14	Wed 8/20/14	345																		
347	Transfer to Delinquent Collections	0.5 days	Wed 8/20/14	Wed 8/20/14	345																		
348	Other Automation Requirements	0.5 days	Wed 8/20/14	Wed 8/20/14	345																		
349	Standard Comments & Remarks	1 day	Wed 8/20/14	Thu 8/21/14																			
350	Define/Refine Standard Comments and Remarks	1 day	Wed 8/20/14	Thu 8/21/14																			
351	Notes	0.5 days	Wed 8/20/14	Wed 8/20/14	348																		
352	Status Change Reasons (Void, Suspend, Dismiss, etc.)	0.5 days	Thu 8/21/14	Thu 8/21/14	351																		
353	Define Security Requirements	2.5 days	Thu 8/21/14	Mon 8/25/14																			
354	Define Profiles (feature, functions by role)	0.5 days	Thu 8/21/14	Thu 8/21/14	137,352																		
355	Identify Personnel for Each Profile	1 day	Fri 8/22/14	Fri 8/22/14	354																		
356	Confirm Profiles & Security Definitions	1 day	Mon 8/25/14	Mon 8/25/14	355																		
357	System Administration	0.1 days	Tue 8/26/14	Tue 8/26/14																			
358	Define System Administration Roles & Responsibilities	0.1 days	Tue 8/26/14	Tue 8/26/14	356																		
359	Design Approval	1 day	Tue 8/26/14	Wed 8/27/14																			
360	Confirm Approval of All Design Components	1 day	Tue 8/26/14	Wed 8/27/14	188,200,212,233,2																		
361	Design Completion	0 days	Wed 8/27/14	Wed 8/27/14	360																		
362	CONFIGURATION	20 days	Wed 8/27/14	Wed 9/24/14																			
363	ISSUANCE & PROCESSING CONFIGURATION	20 days	Wed 8/27/14	Wed 9/24/14																			
364	DATA CONVERSION CONFIGURATION & TESTING	13.7 days	Wed 8/27/14	Mon 9/15/14																			
365	Initial Test Conversion	5.6 days	Wed 8/27/14	Wed 9/3/14																			
366	Develop Conversion Export Tools (client or current vendor)	2 days	Wed 8/27/14	Fri 8/29/14	361																		
367	Develop Conversion Export Controls (client or current vendor)	0.5 days	Wed 8/27/14	Wed 8/27/14	361																		
368	Configure Conversion Import Tools (citations, accounts, images, hearing)	1 day	Wed 8/27/14	Thu 8/28/14	367																		
369	Perform/Deliver Small File(s) Test Export with Controls	1 day	Thu 8/28/14	Fri 8/29/14	368																		
370	Perform Small File(s) Test Import	1 day	Fri 8/29/14	Mon 9/1/14	369																		
371	Perform Data Scrubbing	1 day	Mon 9/1/14	Tue 9/2/14	370																		
372	Review/Refine Conversion Tools & Process	1 day	Tue 9/2/14	Wed 9/3/14	371																		
373	Obtain Approval of Small Test Conversion	0.1 days	Wed 9/3/14	Wed 9/3/14	372																		
374	Volume Test Conversion	5.1 days	Mon 9/8/14	Mon 9/15/14																			
375	Perform/Deliver Volume File(s) Test Export with Controls	2 days	Mon 9/8/14	Wed 9/10/14	373FS+3 days																		
376	Perform Volume File(s) Test Import	1 day	Wed 9/10/14	Thu 9/11/14	375																		
377	Perform Data Scrubbing	1 day	Thu 9/11/14	Fri 9/12/14	376																		
378	Review/Refine Conversion Tools & Process	1 day	Fri 9/12/14	Mon 9/15/14	377																		
379	Obtain Approval of Volume Test Conversion	0.1 days	Mon 9/15/14	Mon 9/15/14	378																		
380	Infrastructure Management Configuration	0.6 days	Wed 8/27/14	Wed 8/27/14																			
381	Help Desk Support	0.1 days	Wed 8/27/14	Wed 8/27/14																			
382	Integrate Agency in Help Desk Support Program	0.1 days	Wed 8/27/14	Wed 8/27/14	361																		
383	System Administration & Maintenance	0.5 days	Wed 8/27/14	Wed 8/27/14																			
384	Finalize Key Contact Information	0.1 days	Wed 8/27/14	Wed 8/27/14																			

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ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013				Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014			Qtr 4, 2014			Qtr 1, 2015	
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
385	Users of Hosted AutoISSUE	0.1 days	Wed 8/27/14	Wed 8/27/14	361													8/27	8/27				
386	Users of Hosted AutoPROCESS	0.1 days	Wed 8/27/14	Wed 8/27/14	361													8/27	8/27				
387	Users of Other Contracted Hosted Applications	0.1 days	Wed 8/27/14	Wed 8/27/14	361													8/27	8/27				
388	Define/Refine Communication Procedures	0.5 days	Wed 8/27/14	Wed 8/27/14	361													8/27	8/27				
389	Database Back-up	0.1 days	Wed 8/27/14	Wed 8/27/14																			
390	Refine Back-up Procedures to Accommodate New Agency	0.1 days	Wed 8/27/14	Wed 8/27/14	361													8/27	8/27				
391	Disaster Recovery Plan	0.5 days	Wed 8/27/14	Wed 8/27/14																			
392	Modify DRP to Accommodate New Agency	0.5 days	Wed 8/27/14	Wed 8/27/14	390													8/27	8/27				
393	Configure Citation Issuance Solution	4.2 days	Wed 8/27/14	Tue 9/2/14																			
394	Citation Issuance Emulator Configuration	1 day	Wed 8/27/14	Thu 8/28/14	361													8/27	8/28				
395	Internal Emulator Testing	0.25 days	Thu 8/28/14	Thu 8/28/14	394													8/28	8/28				
396	Review/Revise Emulator Test Results	0.1 days	Thu 8/28/14	Thu 8/28/14	395													8/28	8/28				
397	Client Emulator Testing	1 day	Thu 8/28/14	Fri 8/29/14	396													8/28	8/29				
398	Review/Revise Emulator Test Results	0.5 days	Fri 8/29/14	Fri 8/29/14	397													8/29	8/29				
399	Obtain Citation Issuance Emulator Approval	0.1 days	Fri 8/29/14	Mon 9/1/14	398													8/29	9/1				
400	Configure AutoISSUE Issuance Management Solution	1 day	Mon 9/1/14	Tue 9/2/14	399													9/1	9/2				
401	Review/Confirm Issuance Configuration	0.25 days	Tue 9/2/14	Tue 9/2/14	400													9/2	9/2				
402	Configure Citation Processing Solution	2.5 days	Tue 9/2/14	Thu 9/4/14																			
403	Configure AutoPROCESS Lists	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
404	Configure Security	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
405	Configure Officer List	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
406	Configure AutoISSUE Transfer File Import	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
407	Configure AutoVU Imports/Export	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
408	Configure Hot Sheets & Other Interface File Imports/Export	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
409	Configure Document Imaging	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
410	Configure Data Entry	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
411	Configure Ticket Book Management	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
412	Configure In-State BMV Solution	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
413	Configure Out-of-State DMV Solution	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
414	Configure Notice Generation	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
415	Configure Correspondence	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
416	Configure Late Fee Assessment	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
417	Configure Payment Management	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
418	Configure Installment Payment Plan Management	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
419	Configure IVR Solution	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
420	Configure Web Solution	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
421	Configure Cashiering	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
422	Configure Fleet, Lease/Rental Management	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
423	Configure Boot/Tow Management	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
424	Configure RPP Management	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
425	Configure Adjudication Solution	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
426	Configure Standard Reporting	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
427	Configure Ad Hoc Reporting	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
428	Configure Management Dashboard	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
429	Configure AutoCOLLECT Imports/Export	2 days	Tue 9/2/14	Thu 9/4/14	401													9/2	9/4				
430	Review/Confirm Processing Configuration	0.5 days	Thu 9/4/14	Thu 9/4/14	429													9/4	9/4				
431	Operational Procedures Configuration	1.5 days	Thu 9/4/14	Mon 9/8/14																			
432	Prepare/Revise User Documentation	1 day	Thu 9/4/14	Fri 9/5/14	430													9/4	9/5				

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ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013					Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014		Qtr 4, 2014			Qtr 1, 2015	
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
433	Revise Quality Assurance Plan	0.5 days	Fri 9/5/14	Mon 9/8/14	432																		9/8
434	Configure Collection Solution	10 days	Wed 9/10/14	Wed 9/24/14																			9/10
435	Functional Requirements	1 day	Wed 9/10/14	Thu 9/11/14																			9/10
436	Review & Confirm Overall Functional Requirements	0.5 days	Wed 9/10/14	Wed 9/10/14	361FS+10 days																		9/10
437	Prepare Client Master/Profile Package	0.5 days	Wed 9/10/14	Thu 9/11/14	436																		9/10
438	Operational Requirements	0.85 days	Wed 9/10/14	Thu 9/11/14																			9/10
439	Define/Design Customer Service	0.25 days	Wed 9/10/14	Wed 9/10/14																			9/10
440	Define Inquiry Handling Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
441	Define Complaint Handling Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
442	Define Contested Debt Handling Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
443	Define Correspondence Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
444	Define/Design Payment Management	0.25 days	Wed 9/10/14	Wed 9/10/14																			9/10
445	Define Payment Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
446	Define/Design Payment Interface Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
447	Define/Design Financial Reporting	0.25 days	Wed 9/10/14	Wed 9/10/14																			9/10
448	Define Reporting Requirements	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
449	Define/Design Other Operational Requirements	0.25 days	Wed 9/10/14	Wed 9/10/14																			9/10
450	Define Data Analysis/Action Dispositions	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
451	Define NSF Handling Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
452	Define/Design Settlement Options (if any)	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
453	Define New User Set-up Process	0.25 days	Wed 9/10/14	Wed 9/10/14	436																		9/10
454	Finalize Operational Design	0.6 days	Wed 9/10/14	Thu 9/11/14																			9/10
455	Finalize Operational Design Specification	0.25 days	Wed 9/10/14	Thu 9/11/14	453																		9/10
456	Review/Refine Operational Design	0.25 days	Thu 9/11/14	Thu 9/11/14	455																		9/11
457	Approve Operational Design	0.1 days	Thu 9/11/14	Thu 9/11/14	456																		9/11
458	Configuration Requirements	2.85 days	Thu 9/11/14	Tue 9/16/14																			9/11
459	AutoCOLLECT & Related Infrastructure Requirements	1.35 days	Thu 9/11/14	Fri 9/12/14																			9/11
460	Define/Design IVR Requirements	0.1 days	Thu 9/11/14	Thu 9/11/14																			9/11
461	Automated Inquiry	0.1 days	Thu 9/11/14	Thu 9/11/14	457																		9/11
462	Call Center Transfer-To Collector	0.1 days	Thu 9/11/14	Thu 9/11/14	457																		9/11
463	Payment Transfer-To Collector	0.1 days	Thu 9/11/14	Thu 9/11/14	457																		9/11
464	Define/Design Dialer Requirements	0.1 days	Thu 9/11/14	Thu 9/11/14																			9/11
465	Define Dialer Automated Process Flow	0.1 days	Thu 9/11/14	Thu 9/11/14	463																		9/11
466	Define Unattended Messaging Flow	0.1 days	Thu 9/11/14	Thu 9/11/14	463																		9/11
467	Define Contact Codes	0.1 days	Thu 9/11/14	Thu 9/11/14	463																		9/11
468	Define/Design AutoCOLLECT Data Flow	0.1 days	Thu 9/11/14	Thu 9/11/14																			9/11
469	Define Routes	0.1 days	Thu 9/11/14	Thu 9/11/14	467																		9/11
470	Define/Design Transfer File Imports	0.1 days	Thu 9/11/14	Thu 9/11/14	467																		9/11
471	Define/Design Update File Imports (Payments, Other)	0.1 days	Thu 9/11/14	Thu 9/11/14	467																		9/11
472	Define/Design Update File Exports (Payments, Other)	0.1 days	Thu 9/11/14	Thu 9/11/14	467																		9/11
473	Define/Design Skip Tracing Requirements	0.1 days	Thu 9/11/14	Thu 9/11/14																			9/11
474	Define/Design Link for Skip Tracing	0.1 days	Thu 9/11/14	Thu 9/11/14	472																		9/11
475	Define/Design Client Specific Options	0.7 days	Thu 9/11/14	Fri 9/12/14																			9/11
476	Define Client Class	0.1 days	Thu 9/11/14	Thu 9/11/14	474																		9/11
477	Collection Fee Computation	0.1 days	Thu 9/11/14	Thu 9/11/14	474																		9/11
478	Define Billing Process	0.1 days	Thu 9/11/14	Thu 9/11/14	474																		9/11
479	Define Cancel Codes (Write-off)	0.1 days	Thu 9/11/14	Thu 9/11/14	474																		9/11
480	Define Credit Bureau Reporting Rules & Process (if any)	0.1 days	Thu 9/11/14	Thu 9/11/14	474																		9/11

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ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013				Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014			Qtr 4, 2014			Qtr 1, 2015		
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
481	Define/Design Collection Letters	0.5 days	Thu 9/11/14	Fri 9/12/14																				
482	Format/Content	0.5 days	Thu 9/11/14	Fri 9/12/14	480																			9/11/14
483	Process	0.1 days	Thu 9/11/14	Fri 9/12/14	480																			9/11/14
484	Define/Design Collection Correspondence	0.5 days	Fri 9/12/14	Fri 9/12/14																				9/12/14
485	Format/Content	0.5 days	Fri 9/12/14	Fri 9/12/14	483																			9/12/14
486	Process	0.1 days	Fri 9/12/14	Fri 9/12/14	483																			9/12/14
487	Define/Design Other Program Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14																				9/12/14
488	Define/Design Lease/Rental Handling	0.1 days	Fri 9/12/14	Fri 9/12/14	486																			9/12/14
489	Tax Intercept (if any)	0.1 days	Fri 9/12/14	Fri 9/12/14	486																			9/12/14
490	Define/Design Reporting Requirements	0.25 days	Fri 9/12/14	Fri 9/12/14																				9/12/14
491	Define Standard Reporting Requirements	0.25 days	Fri 9/12/14	Fri 9/12/14	489																			9/12/14
492	Define Special/Ad Hoc Reporting Requirements	0.25 days	Fri 9/12/14	Fri 9/12/14	489																			9/12/14
493	Define Performance Reporting Requirements	0.25 days	Fri 9/12/14	Fri 9/12/14	489																			9/12/14
494	Define Security Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14																				9/12/14
495	Identify Security Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14	493																			9/12/14
496	Define Security Profiles	0.1 days	Fri 9/12/14	Fri 9/12/14	493																			9/12/14
497	Define User Security Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14	493																			9/12/14
498	Define/Design Recall/Archiving Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14																				9/12/14
499	Define/Design Account Recall Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14	497																			9/12/14
500	Define Archiving Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14	497																			9/12/14
501	Finalize AutoCOLLECT Configuration Requirements	0.1 days	Fri 9/12/14	Fri 9/12/14																				9/12/14
502	Review/Revise Defined Configuration	0.1 days	Fri 9/12/14	Fri 9/12/14	500																			9/12/14
503	Obtain FACS Configuration Approval	0.1 days	Fri 9/12/14	Fri 9/12/14	500																			9/12/14
504	Testing Requirements	0.25 days	Fri 9/12/14	Mon 9/15/14																				9/12/14
505	Refine Testing Strategy	0.25 days	Fri 9/12/14	Mon 9/15/14	503																			9/12/14
506	Refine Readiness Assessment Criteria	0.25 days	Fri 9/12/14	Mon 9/15/14	503																			9/12/14
507	Training Requirements	1.25 days	Mon 9/15/14	Tue 9/16/14																				9/15/14
508	Finalize Training Strategy	0.05 days	Mon 9/15/14	Mon 9/15/14	506																			9/15/14
509	Finalize Training Plan	0.2 days	Tue 9/16/14	Tue 9/16/14	508FS+1 day																			9/16/14
510	Finalize Training Schedule	0.1 days	Mon 9/15/14	Mon 9/15/14	508																			9/15/14
511	Review/Revise Training Schedule	0.1 days	Mon 9/15/14	Mon 9/15/14	510																			9/15/14
512	Approved Training Plans/Schedule	0.1 days	Mon 9/15/14	Mon 9/15/14	511																			9/15/14
513	Configuration	6.7 days	Mon 9/15/14	Wed 9/24/14																				9/15/14
514	Operational Procedures Development	0.85 days	Mon 9/15/14	Tue 9/16/14																				9/15/14
515	Refine Operational Procedures	0.5 days	Mon 9/15/14	Mon 9/15/14																				9/15/14
516	Call Center Customer Service	0.5 days	Mon 9/15/14	Mon 9/15/14	512																			9/15/14
517	Correspondence Customer Service	0.5 days	Mon 9/15/14	Mon 9/15/14	512																			9/15/14
518	Payment Management	0.5 days	Mon 9/15/14	Mon 9/15/14	512																			9/15/14
519	Notice Generation & Management	0.5 days	Mon 9/15/14	Mon 9/15/14	512																			9/15/14
520	Financial Management	0.5 days	Mon 9/15/14	Mon 9/15/14	512																			9/15/14
521	Review/Revise Operational Procedures	0.25 days	Mon 9/15/14	Tue 9/16/14	520																			9/15/14
522	Approve Operational Procedures	0.1 days	Tue 9/16/14	Tue 9/16/14	521																			9/16/14
523	AutoCOLLECT & Related Infrastructure Configuration	5.6 days	Mon 9/15/14	Mon 9/22/14																				9/15/14
524	IVR Configuration	0.5 days	Mon 9/15/14	Mon 9/15/14																				9/15/14
525	Configure IVR	0.2 days	Mon 9/15/14	Mon 9/15/14	512																			9/15/14
526	Review/Revise IVR Configuration	0.2 days	Mon 9/15/14	Mon 9/15/14	525																			9/15/14
527	Approve IVR Configuration	0.1 days	Mon 9/15/14	Mon 9/15/14	526																			9/15/14
528	Dialer Configuration	0.5 days	Mon 9/15/14	Tue 9/16/14																				9/15/14

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						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
529	Configure Dialer	0.2 days	Mon 9/15/14	Tue 9/16/14	527																		
530	Review/Revise Dialer Configuration	0.2 days	Tue 9/16/14	Tue 9/16/14	529																		
531	Approve Dialer Configuration	0.1 days	Tue 9/16/14	Tue 9/16/14	530																		
532	Configure AutoCOLLECT Data Flow	1.25 days	Tue 9/16/14	Wed 9/17/14																			
533	Configure Routes	0.1 days	Tue 9/16/14	Tue 9/16/14	531																		
534	Configure Update File Imports	0.5 days	Tue 9/16/14	Tue 9/16/14	533																		
535	Configure Transfer File Imports	0.15 days	Wed 9/17/14	Wed 9/17/14	534																		
536	Configure Update File Exports	0.5 days	Wed 9/17/14	Wed 9/17/14	535																		
537	Configure Skip Tracing	0.25 days	Wed 9/17/14	Wed 9/17/14																			
538	Configure Link for Skip Tracing	0.25 days	Wed 9/17/14	Wed 9/17/14	536																		
539	Configure Client Specific Options	1.75 days	Wed 9/17/14	Fri 9/19/14																			
540	Configure Client Class	0.25 days	Wed 9/17/14	Thu 9/18/14	538																		
541	Configure Collection Fee Computation	0.25 days	Wed 9/17/14	Thu 9/18/14	538																		
542	Configure Billing Process	0.25 days	Wed 9/17/14	Thu 9/18/14	538																		
543	Configure Cancel Codes (Write-off)	0.25 days	Wed 9/17/14	Thu 9/18/14	538																		
544	Configure Credit Bureau Reporting (if any)	0.25 days	Wed 9/17/14	Thu 9/18/14	538																		
545	Configure Collection Letters	0.5 days	Thu 9/18/14	Thu 9/18/14																			
546	Format/Content	0.25 days	Thu 9/18/14	Thu 9/18/14	544																		
547	Process	0.25 days	Thu 9/18/14	Thu 9/18/14	546																		
548	Configure Collection Correspondence	0.5 days	Thu 9/18/14	Fri 9/19/14																			
549	Format/Content	0.25 days	Thu 9/18/14	Thu 9/18/14	547																		
550	Process	0.25 days	Thu 9/18/14	Fri 9/19/14	549																		
551	Configure Other Programs	0.5 days	Fri 9/19/14	Fri 9/19/14																			
552	Configure Fleet, Lease/Rental Handling	0.25 days	Fri 9/19/14	Fri 9/19/14	550																		
553	Configure Tax Intercept (if any)	0.25 days	Fri 9/19/14	Fri 9/19/14	552																		
554	Configure/Develop Reporting	0.6 days	Fri 9/19/14	Mon 9/22/14																			
555	Configure Standard Reporting	0.25 days	Fri 9/19/14	Fri 9/19/14	553																		
556	Develop Special/Ad Hoc Reporting	0.25 days	Fri 9/19/14	Mon 9/22/14	555																		
557	Configure Performance Reporting	0.1 days	Mon 9/22/14	Mon 9/22/14	556																		
558	Configure Security	0.2 days	Mon 9/22/14	Mon 9/22/14																			
559	Configure Security Profiles	0.1 days	Mon 9/22/14	Mon 9/22/14	557																		
560	Configure User Security	0.1 days	Mon 9/22/14	Mon 9/22/14	559																		
561	Configure Account Recall/ Data Archiving	0.2 days	Mon 9/22/14	Mon 9/22/14																			
562	Configure Account Recall Process	0.1 days	Mon 9/22/14	Mon 9/22/14	560																		
563	Configure Data Archiving Process	0.1 days	Mon 9/22/14	Mon 9/22/14	562																		
564	Finalize FACS Configuration	0.35 days	Mon 9/22/14	Mon 9/22/14																			
565	Review/Revise FACS Configuration	0.25 days	Mon 9/22/14	Mon 9/22/14	563																		
566	Obtain FACS Configuration Approval	0.1 days	Mon 9/22/14	Mon 9/22/14	565																		
567	Testing Materials Development	1.1 days	Tue 9/23/14	Wed 9/24/14																			
568	Prepare Unit Test Plan	0.1 days	Tue 9/23/14	Tue 9/23/14	566																		
569	Prepare Interface Test Plan	0.1 days	Tue 9/23/14	Tue 9/23/14	568																		
570	Prepare System Test Plan	0.1 days	Tue 9/23/14	Tue 9/23/14	569																		
571	Prepare Readiness Assessment Tool	0.2 days	Tue 9/23/14	Tue 9/23/14	570																		
572	Approve Testing Plans	0.1 days	Tue 9/23/14	Tue 9/23/14	571																		
573	Refine Test Case Specifications	0.5 days	Tue 9/23/14	Wed 9/24/14	572																		
574	Training Materials Development	0.4 days	Mon 9/15/14	Mon 9/15/14																			
575	Refine FACS Related Training Materials	0.2 days	Mon 9/15/14	Mon 9/15/14	574																		
576	Review/Revise FACS Related Training Materials	0.2 days	Mon 9/15/14	Mon 9/15/14	575																		

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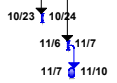
ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 2013					Qtr 1, 2014			Qtr 2, 2014			Qtr 3, 2014		Qtr 4, 2014				Qtr 1, 2015	
						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
625	Web (Inquiry & Payments)	0.25 days	Tue 9/23/14	Tue 9/23/14	624														9/23	9/23				
626	Payment Processing	0.25 days	Tue 9/23/14	Tue 9/23/14	625														9/23	9/23				
627	Customer Service	0.25 days	Tue 9/23/14	Wed 9/24/14	626														9/23	9/24				
628	Correspondence Processing (Inbound & Outbound)	0.25 days	Wed 9/24/14	Wed 9/24/14	627														9/24	9/24				
629	Parking Permit Issuance & Tracking	0.25 days	Wed 9/24/14	Wed 9/24/14	628														9/24	9/24				
630	Boot/Tow Processing	0.25 days	Wed 9/24/14	Wed 9/24/14	629														9/24	9/24				
631	Adjudication Processing	0.25 days	Wed 9/24/14	Thu 9/25/14	630														9/24	9/25				
632	Special Considerations Processing (Overpayments, Refunds, etc.)	0.25 days	Thu 9/25/14	Thu 9/25/14	631														9/25	9/25				
633	Management Reporting	0.25 days	Thu 9/25/14	Thu 9/25/14	632														9/25	9/25				
634	Delinquent Accounts Interface	0.25 days	Thu 9/25/14	Thu 9/25/14	633														9/25	9/25				
635	Unit Testing Review	0.25 days	Thu 9/25/14	Fri 9/26/14	634														9/25	9/26				
636	Validate Unit Testing	0.1 days	Fri 9/26/14	Fri 9/26/14	635														9/26	9/26				
637	System Testing	4.1 days	Fri 9/26/14	Thu 10/2/14																				
638	Conduct System Testing	3 days	Fri 9/26/14	Wed 10/1/14	636														9/26	10/1				
639	System Testing Review	1 day	Wed 10/1/14	Thu 10/2/14	638														10/1	10/2				
640	Validate System Testing	0.1 days	Thu 10/2/14	Thu 10/2/14	639														10/2	10/2				
641	Collection Validation	5.4 days	Thu 10/2/14	Thu 10/9/14																				
642	Unit Testing	2 days	Thu 10/2/14	Mon 10/6/14																				
643	Perform Unit Test Plan	2 days	Thu 10/2/14	Mon 10/6/14	640														10/2	10/6				
644	Review Unit Test Plan Results	0.5 days	Thu 10/2/14	Thu 10/2/14	643SS														10/2	10/2				
645	Revise & Reprocess Unit Test Plan as Required	0.5 days	Thu 10/2/14	Fri 10/3/14	644														10/2	10/3				
646	Validate Unit Testing	0.05 days	Fri 10/3/14	Fri 10/3/14	645														10/3	10/3				
647	Interface Testing	0.5 days	Fri 10/3/14	Fri 10/3/14																				
648	Transfer File Testing	0.35 days	Fri 10/3/14	Fri 10/3/14																				
649	Prepare Initial Transfer File	0.25 days	Fri 10/3/14	Fri 10/3/14	646														10/3	10/3				
650	Obtain Initial Transfer File & Controls	0.1 days	Fri 10/3/14	Fri 10/3/14	649SS														10/3	10/3				
651	Perform/Refine Initial Transfer File Process	0.1 days	Fri 10/3/14	Fri 10/3/14	650SS														10/3	10/3				
652	Review & Approve Transfer File Test Results	0.25 days	Fri 10/3/14	Fri 10/3/14	651														10/3	10/3				
653	Status Update File Testing (if any)	0.5 days	Fri 10/3/14	Fri 10/3/14																				
654	Update Export File Testing	0.25 days	Fri 10/3/14	Fri 10/3/14																				
655	Prepare Initial Update Files & Controls	0.25 days	Fri 10/3/14	Fri 10/3/14	646														10/3	10/3				
656	Perform/Refine Initial Update File Process	0.25 days	Fri 10/3/14	Fri 10/3/14	655SS														10/3	10/3				
657	Update Import File Testing	0.25 days	Fri 10/3/14	Fri 10/3/14																				
658	Prepare Initial Update Files & Controls	0.25 days	Fri 10/3/14	Fri 10/3/14	646														10/3	10/3				
659	Perform/Refine Initial Update Files Process	0.25 days	Fri 10/3/14	Fri 10/3/14	658SS														10/3	10/3				
660	Review & Approve Update Files Test Results	0.25 days	Fri 10/3/14	Fri 10/3/14	656,659														10/3	10/3				
661	System Testing	3.85 days	Fri 10/3/14	Thu 10/9/14																				
662	Perform System Test Plan	2.25 days	Fri 10/3/14	Wed 10/8/14																				
663	AutoCOLLECT Functionality Testing	1 day	Fri 10/3/14	Mon 10/6/14																				
664	Inquiry Testing	0.25 days	Fri 10/3/14	Mon 10/6/14	662,660														10/3	10/6				
665	Update Testing	0.25 days	Mon 10/6/14	Mon 10/6/14	664														10/6	10/6				
666	Notice Generation Testing	0.5 days	Mon 10/6/14	Mon 10/6/14	665														10/6	10/6				
667	Correspondence Generation Testing	0.25 days	Mon 10/6/14	Mon 10/6/14	665														10/6	10/6				
668	Report Generation Testing	0.5 days	Mon 10/6/14	Mon 10/6/14																				
669	Standard Reporting	0.5 days	Mon 10/6/14	Mon 10/6/14	665														10/6	10/6				
670	Ad Hoc Reporting	0.1 days	Mon 10/6/14	Mon 10/6/14	665														10/6	10/6				
671	Performance Reporting	0.25 days	Mon 10/6/14	Mon 10/6/14	665														10/6	10/6				
672	Operational Procedures Testing	1.25 days	Mon 10/6/14	Wed 10/8/14																				

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						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
673	Call Center Customer Service	0.25 days	Mon 10/6/14	Tue 10/7/14	652,660,665,666,6															10/6	10/7			
674	Correspondence Customer Service	0.25 days	Tue 10/7/14	Tue 10/7/14	673															10/7	10/7			
675	Payment Management	0.25 days	Tue 10/7/14	Tue 10/7/14	674															10/7	10/7			
676	Notice Generation & Management	0.25 days	Tue 10/7/14	Tue 10/7/14	675															10/7	10/7			
677	Financial Management	0.25 days	Tue 10/7/14	Wed 10/8/14	676															10/7	10/8			
678	Review System Test Plan Results	0.5 days	Wed 10/8/14	Wed 10/8/14	667,671,677															10/8	10/8			
679	Revise & Reprocess System Test Plan as Required	1 day	Wed 10/8/14	Thu 10/9/14	678															10/8	10/9			
680	Approve System Test Results	0.1 days	Thu 10/9/14	Thu 10/9/14	679															10/9	10/9			
681	Readiness Assessment	0.7 days	Thu 10/9/14	Fri 10/10/14																10/9	10/9			
682	Conduct Final Readiness Assessment	0.1 days	Thu 10/9/14	Thu 10/9/14	613,640,680															10/9	10/9			
683	Review/Resolve Issues	0.5 days	Thu 10/9/14	Fri 10/10/14	682															10/9	10/10			
684	Obtain Readiness Approval	0.1 days	Fri 10/10/14	Fri 10/10/14	683															10/10	10/10			
685	Implementation Approval	0 days	Fri 10/10/14	Fri 10/10/14	684															10/10	10/10			
686	IMPLEMENTATION	36.6 days	Wed 8/27/14	Thu 10/16/14																				
687	Initiate Outreach Communication Plan	32.5 days	Wed 8/27/14	Fri 10/10/14																				
688	Client Organization	5 days	Wed 8/27/14	Wed 9/3/14	361															8/27	9/3			
689	Current Vendor Communication	0.1 days	Fri 10/10/14	Fri 10/10/14	685															10/10	10/10			
690	Public Communication	5 days	Wed 9/3/14	Wed 9/10/14	361FS+5 days															9/3	9/10			
691	Duncan (management, operations, third parties & support organization)	0.1 days	Fri 10/10/14	Fri 10/10/14	685															10/10	10/10			
692	Data Conversion (FINAL)	3.2 days	Fri 10/10/14	Wed 10/15/14																10/10	10/10			
693	Suspend Current City/Vendor Operations	0.1 days	Fri 10/10/14	Fri 10/10/14	685															10/10	10/10			
694	Prepare FINAL Conversion Files With Controls	1 day	Fri 10/10/14	Mon 10/13/14	693															10/10	10/13			
695	Perform FINAL Conversion	1.5 days	Mon 10/13/14	Wed 10/15/14	694															10/13	10/15			
696	Data Scrubbing	0.25 days	Wed 10/15/14	Wed 10/15/14	695															10/15	10/15			
697	Review/Refine Conversion Data	0.25 days	Wed 10/15/14	Wed 10/15/14	696															10/15	10/15			
698	Obtain Acceptance of FINAL Conversion	0.1 days	Wed 10/15/14	Wed 10/15/14	697															10/15	10/15			
699	Implement Operations	1 day	Wed 10/15/14	Thu 10/16/14																10/15	10/15			
700	Decommission Current City Systems/Processes	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
701	Implement City Operations	1 day	Wed 10/15/14	Thu 10/16/14	698															10/15	10/16			
702	Implement Data File Management Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
703	Implement Courier Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
704	Implement Data Entry Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
705	Implement IVR Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
706	Implement Web Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
707	Implement Dialer Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
708	Implement Call Center Customer Service Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
709	Implement Correspondence Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
710	Implement Noticing Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
711	Implement Fleet, Lease/Rental Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
712	Implement RPP Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
713	Implement Boot/Tow Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
714	Implement Adjudication Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
715	Implement Other Processing Operation Components	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
716	Implement Collection Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
717	Implement Financial Management Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
718	Implement Management Reporting Operations	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
719	Initiate Support Plan	0.25 days	Wed 10/15/14	Wed 10/15/14	698															10/15	10/15			
720	Project Completion	0 days	Thu 10/16/14	Thu 10/16/14	699																			

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						Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
721	PROJECT WRAP-UP	11.5 days	Thu 10/23/14	Mon 11/10/14																			
722	Implement Process Automation	0.5 days	Thu 10/23/14	Fri 10/24/14	720FS+5 days																		
723	Post-Implementation Review	0.5 days	Thu 11/6/14	Fri 11/7/14	720FS+15 days																		
724	Project Closure	1 day	Fri 11/7/14	Mon 11/10/14	723																		







6.4 Product Warranty Information

6.4.1 Duncan Warranty

Duncan strives to provide a comprehensive program for warranty and support for products delivered to our clients. We believe satisfaction is borne from the basic principles of delivering and sustaining a reliable solution with consistent results. As such, we have outlined a warranty program that we feel will meet or exceed the City's requirements.

Liberty Warranty

Duncan Parking Technologies, Inc. (Duncan), a Duncan Solutions company, expressly warrants its parking meter products against defects in materials and/or workmanship for a period of twelve (12) months from date of installation or fourteen (14) months from date of delivery to the customer, whichever is sooner.

This includes electronic modules, replacement parts, and accessories covered by this limited warranty period, unless otherwise specifically identified by separate cover. This limited warranty is expressly limited to repair or replacement of the defective part or parts, at Duncan's option, upon return of such part(s) at the customer's cost to Duncan's National Repair Center.

This limited warranty applies to those parts or components determined to be defective in material or workmanship under normal use and service. Those parts determined to be abused, misused, incorrectly handled, improperly maintained, or vandalized are not covered by this warranty. This limited warranty excludes consumables, unless proven to be defective upon supply, and excludes any product failures due to Acts of Nature. Batteries are covered under this warranty for units installed in a solar-supported environment and programmed to operate in an efficient mode

Use of imitation or non-genuine Duncan meter parts or unauthorized alterations in Duncan parking meters may void this limited warranty. Duncan's sole obligation and Buyer's sole and exclusive remedy against Duncan for breach of this limited warranty shall be for the repair or replacement of defective parts at Duncan's option upon return of the parts to the National Repair Center.

The limited warranty described above shall be exclusive and there is no other warranty or liability, express or implied, arising by law or otherwise and whether or not occasioned by seller's negligence. Duncan disclaims and excludes all warranties whether statutory, express or implied, including without limitation any warranty of merchantability or fitness for a particular purpose. Duncan will not be responsible for any general, consequential or incidental damages for loss of use or loss of profits for any breach of warranty.

Parts Warranty

Unless otherwise governed by a specific contract or service agreement, Duncan Technologies warrants for a one (1) year period from the date of accepted delivery to provide repaired or replacement parts or modular components determined by Duncan Technologies to be defective or faulty in material or workmanship under normal use and service at no additional cost to the City.



This warranty does not cover parts replacement required as a result of vandalism, 3rd party damage, normal wear and tear, extreme environmental conditions, or other forms of non-material or non-workmanship.

Extended Maintenance Agreement (Optional)

Duncan can provide an Extended maintenance agreement for a period of one (1) or two (2) years from the expiration date of the initial 1 year warranty period. This would provide repaired or replacement parts or modular components determined by Duncan to be defective or faulty in material or workmanship under normal use and service at no additional cost to the City. This warranty does not cover parts replacement required as a result of vandalism, third party damage, normal wear and tear, extreme environmental conditions or other forms of non-material or non-workmanship.

Duncan strives to provide a comprehensive program for warranty and support for products delivered to our clients. We believe satisfaction is borne from the basic principles of delivering and sustaining a reliable solution with consistent results.

6.4.2 Digital Warranty

This document describes the warranty services purchased by you (“Customer”) from Digital Payment Technologies Corp. (“DPT”) for hardware, software and firmware services for pay station products.

- All DPT products are covered under an initial one year limited warranty from defects in materials or workmanship.
- Continued warranty coverage may be purchased at the end of the first year through the extended warranty program.

If a product proves defective under normal use during the warranty period, DPT at its option will either repair or replace the product as described below. Spare, repaired or replacement parts will be covered under warranty for 90 days or to the end of the warranty period of the unit to which they are attached, whichever comes last.

EXCEPT AS OTHERWISE CONFIRMED IN WRITING BY DPT, THERE ARE NO OTHER WARRANTIES EXPRESSED OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE AND NON-INFRINGEMENT. DPT reserves the right to change the terms and conditions of warranty coverage upon notice from time to time. Warranty coverage will be suspended if Customer fails to pay for equipment and/or services under the terms listed on the quotation or Customer contract. DPT WILL NOT BE LIABLE FOR INCIDENTAL, INDIRECT, CONSEQUENTIAL OR SPECIAL DAMAGES, LABOR COSTS, LOSS OF DATA OR LOSS OF REVENUE ARISING OUT OF OR IN CONNECTION WITH PRODUCT USE OR PERFORMANCE. DPT’S RESPONSIBILITY TO REPAIR OR REPLACE THE DEFECTIVE PRODUCT IS THE SOLE AND EXCLUSIVE REMEDY PROVIDED TO CUSTOMER FOR BREACH OF THESE WARRANTIES.



Some provinces, states or countries do not allow the exclusion or limitation of incidental or consequential damages, so the above limitation may not apply to you.

Overview of Warranty Services

DPT's standard one-year limited warranty and extended warranty services include support and maintenance for hardware, software and firmware products as follows:

- access to 24 x 7 telephone and email support including free telephone support during business hours
- for setup, installation and support matters and discounted telephone support outside business hours.
- repair or replacement of defective parts, including free one way shipping.
- free software maintenance releases and upgrades (for the first year).

The one-year limited warranty commences seven days from the date the products are shipped to Customer. The warranty services also include the following specific hardware, software and firmware services listed below.

Hardware Warranty Services

1. DPT may repair or replace defective parts with new parts or with reworked parts equivalent to new parts in performance.
2. If certain parts that DPT designates as "Customer replaceable" fail, DPT will provide the Customer with a replacement part. It will be the Customer's obligation to install the replacement part(s) and return the replaced part(s) in unaltered form to DPT as instructed.
3. Changing or tampering with electrical equipment bearing the Canadian Standards Association ("CSA") mark may result in loss of certification. Customers may re-certify at their own expense by contacting CSA International directly. This does not apply to out of box failures immediately following installation.

Firmware Warranty Services

1. Firmware Updates. Firmware support is available for device level software including printers, bill acceptors and coin acceptors. Firmware updates will be available via a download utility for installation by Customer. DPT will provide remote installation assistance where required. Spare parts replacements can include installed firmware and where possible, the firmware version in the installed parts will be set at the same version level as the parts replaced. Otherwise, the firmware will be set to the most current version.
2. Chargeable Firmware Upgrades. Chargeable firmware upgrades, together with installation support, include:
 - firmware upgrades for new currency releases issued by governments.
 - firmware releases which add optional improvements to the product.
 - on-site assistance required by the Customer to install downloadable firmware upgrades.

Software Warranty Services

DPT's software maintenance and support services include:



1. Replacement of defective media upon e-mail notification to DPT. Emergency software may be provided in the course of troubleshooting and problem resolution.
2. Free software upgrades.
3. The services below are not covered under software warranty and will be charged separately:
 - Installation / update services.
 - Backup and recovery of software, other computer programs, or data.
 - On-site services.
 - System restoration (i.e. reloading of software, and data).
 - Additional copies of software media.
 - Training queries and consulting services.

Customer Responsibilities

1. Proper Maintenance. Before contacting DPT for warranty services, Customer should ensure it is following proper operation and maintenance of the hardware, firmware and software in accordance with DPT's recommendations and requirements in the product documentation and user manuals. Products must also be in compliance with IEEE standards for electrical power and grounding quality. Customers should inform DPT of changes in product locations.
2. Customer Efforts. Use reasonable efforts to assist DPT in diagnosing and performing repairs, including but not limited to: making Customer personnel available on site to perform reasonable troubleshooting and remedial corrective maintenance activity; providing direct phone or electronic contact between DPT's phone agent and Customer personnel; providing remote access to the defective equipment.
3. Computer Requirements. Ensure that the software is installed on a computer that meets or exceeds the minimum requirements as outlined in the BOSS and EMS User Guides. The Customer acknowledges that upgrades to the software and increases in the size of databases may require upgrades to the computer hardware. Customer is responsible for any computer upgrades that may be required.
4. Software Responsibilities. For software issues, Customer is responsible for installation, testing and operation of software and all upgrades. For all DPT software, the customer is responsible for operating its equipment, providing back-up equipment and services upon product failure, isolating and documenting software problems, safeguarding all programs' data and removable storage media and reloading programs and data.
5. Replication of Problems. Customer may be asked to (i) replicate software problems at the Customer's site utilizing the unaltered version of the software experiencing the problem, and (ii) provide a copy of an unaltered version of the defective software to DPT.
6. Isolating Problems. Remove all features, parts, options, alterations and attachments not supplied by DPT as part of the products to help diagnose where the problem is occurring.
7. On Site Assistance. If on site assistance is required, Customer should not permit anyone other than DPT or a DPT certified reseller to perform service on products under warranty, unless directed by DPT.



Exclusions

Items not covered under warranty. Certain service activities and materials are not covered by DPT's warranty and will be charged to the Customer at the prevailing hourly rate for the service requested. These include, but are not limited to, warranty claims in connection with:

- Alterations or attachments not provided by DPT, approved by DPT in writing, or compatible with DPT's standard interfaces.
- Third party delivered services or attachments (other than Digital Connect) that could include electrical and networking interfaces (GSM, CDMA, Wi-Fi and Ethernet).
- Any negligence, misuse, or abuse by Customer or a third party including theft or vandalism.
- Failure to perform regular cleaning, inspection, adjustment or preventive maintenance activities or to follow proper procedures for operation in accordance with DPT recommendations as set out in the user manuals and documentation
- Movement of products by anyone other than DPT or a certified DPT reseller.
- Failure to adhere to DPT installation or site preparation standards.
- Damage resulting from extreme weather conditions, such as flooding, lightning, fires or any act of force majeure.
- Hardware upgrades as a result of changes in rules or regulations outside of DPT's control (for example, changes to PCI Data Security Council requirements).
- Training issues not covered in the user manuals which are charged on an hourly basis.
- Arrangements for training can be made through your Regional Sales Manager or local authorized Reseller.
- Unless otherwise agreed in writing, DPT shall not assume the warranty obligations of any other party.
- Batteries, locks and keys are limited to a 30-day replacement warranty. USB keys may be replaced within 90 days of purchase. Any services requested in connection with locks or lock components are charged on an hourly basis. All other consumable items are excluded from warranty coverage.

Obtaining Warranty Services

1. Obtaining warranty service. To obtain warranty service for DPT products located in North America, please contact DPT Customer Service using one of the following options:

Phone: 888.687.6822

E-mail: support@digitalpaytech.com

Web: support.digitalpaytech.com

A DPT support specialist will determine if the product is experiencing a problem covered under warranty. DPT will repair or, at its discretion, exchange defective products or parts.

2. Software warranty service. Customers must provide the hardware configuration and serial number of the system running the software with the problem, its physical location, the name, release and version number of the operating system software and a description of the problem.

3. Returning parts or products. Parts or products under warranty which DPT deems to be defective should immediately be returned for replacement, together with the Return Merchandise



Authorization (“RMA”) number issued to you. Parts or products must be packaged in accordance with DPT instructions with the RMA number clearly visible. All return shipping costs are the responsibility of the Customer. DPT will notify you when we ship the replacement part or product and all defective parts or products must be returned to us within 30 days of such notice to avoid any charges. Late return of defective parts will result in you being invoiced for the full amount of the replacement part issued to you. DPT will repair all defective parts received outside of the 30 day time period and will return them to you. Returned defective parts or products which do not require immediate replacement will be repaired and returned to you at no charge. If returned parts are defective due to any of the exclusions outlined above, you will be charged for the full value of the replacement part issued.

6.4.3 Cale Warranty

Meters and Parts - Terms and Conditions

All sales made pursuant to the attached sales quotation and/or purchase order (collectively, the “Order”) are subject in all respects to these Terms & Conditions, which shall be deemed incorporated into and an integrated part of the Order. Cale America Inc. (“Cale”) and Customer agree to be bound by these Terms & Conditions. All references herein to the Order shall be inclusive of these Terms & Conditions.

1. **CONTRACT TO PURCHASE PRODUCTS.** By executing and tendering an Order to Cale, Customer is entering into a contract to purchase, and Cale is committing to sell, the pay stations, parts or other products described on the Order (the “Products”) in accordance with these Terms & Conditions and the terms set forth on the face of the Order.

2. **PRODUCT WARRANTIES.** During the General Warranty Period (as defined below), Cale shall replace, at no additional cost to Customer, except as otherwise provided under the Order, any part, accessory or modular component of any Products purchased directly from Cale and determined to be defective in material or workmanship under normal use and service (the “General Warranty”). Customer shall cooperate with Cale in any effort to pursue a claim with the manufacturer of a defective part. The “General Warranty Period” for (i) each pay station shall extend for (a) 12 months following the date of installation of the pay station or (b) 13 months following the date of delivery of the pay station to Customer, whichever date occurs first; and (ii) each part or accessory purchased hereunder for 180 days following its delivery to Customer. To the extent that any Products contain pre-installed operating software (“Programs”), Cale warrants that the Programs will conform to Cale’s specifications in effect on the date of delivery to Customer. Cale shall make reasonable efforts to maintain the Programs and provide error corrections as necessary to so that the Programs conform to Cale’s specifications, but Cale shall not be required to provide new features or new versions of the Programs. In no event shall Cale have any responsibility to correct any database errors or any errors or damage caused by or arising out of hardware defects or input errors or resulting from changes to or modifications of the Programs made by the Customer or any other user. Customer shall be responsible for the operation and maintenance of the Products purchased hereunder and shall promptly notify Cale of any Program bugs, defects or other malfunctions, not easily correctable by Customer, that affect the transmission of data to or from the Products or that



otherwise inhibit a key function of the Products. EXCEPT AS EXPRESSLY SET FORTH IN THIS SECTION 2, CALE MAKES NO WARRANTY OR REPRESENTATION, EXPRESS OR IMPLIED, AS TO THE VALUE, DESIGN, CONDITION, TITLE, NON-INFRINGEMENT, MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE OF THE PRODUCTS OR THE PROGRAMS. NO ADDITIONAL WARRANTIES MAY BE INFERRED FROM A COURSE OF DEALING OR USAGE OF TRADE. CALE'S SOLE RESPONSIBILITY AND LIABILITY UNDER THESE TERMS & CONDITIONS SHALL BE TO REPAIR OR REPLACE, AT CALE'S OPTION, A DEFECTIVE PRODUCT.

3. WARRANTY LIMITATIONS. THE GENERAL WARRANTY FOR (i) THE PRINTER COMPONENT OF ANY PAY STATION SHALL BE IMMEDIATELY VOIDED IF CUSTOMER USES RECEIPT PAPER THAT DOES NOT MEET SPECIFICATIONS PROVIDED BY CALE, AND (ii) THE PAY STATION BATTERY SHALL BE 1 YEAR FROM INSTALLATION OF THE PAY STATION. CALE SHALL NOT PROVIDE WARRANTY COVERAGE FOR DAMAGE TO ANY PRODUCT DUE TO ACCIDENT, NEGLIGENCE, MISUSE, ABUSE OR NATURAL DISASTERS. THE GENERAL WARRANTY DOES NOT INCLUDE LABOR OR REPAIR COSTS. THE GENERAL WARRANTY SHALL BE VOIDED BY (i) USE OF NON-CALE REPLACEMENT PARTS; (ii) UNAUTHORIZED ADDITIONS TO THE PRODUCTS; (iii) UNAUTHORIZED ALTERATIONS TO THE PRODUCTS; (iv) SERVICE TO THE PAY STATIONS PERFORMED BY PERSONNEL WHO ARE NOT CERTIFIED BY CALE TO PERFORM SUCH SERVICE; OR (v) FAILURE TO MAINTAIN THE PRODUCTS IN ACCORDANCE WITH THE MAINTENANCE REQUIREMENTS.

4. PAY STATION INSTALLATION AND DELIVERY. Cale shall deliver any pay stations set forth on the Order to the location specified by Customer, and shall install the pay stations on prepared ground. Customer is solely responsible for selecting the site of pay station installation, and shall ensure that the site(s) of installation comply with all applicable laws and third party rights. Customer shall pay for Cale's actual cost to deliver the pay stations to the Customer. Cale shall not be responsible for any ground preparation, unless the Customer otherwise contracts for this service with Cale; Cale shall render an additional charge if it is required to prepare the ground at any of the locations where pay stations are to be installed. Cale is not responsible or liable for any delay in delivery or non-delivery, in whole or in part, due to manufacturer shortages or any other cause beyond Cale's control.

5. PROGRAM LICENSE. Cale hereby grants to Customer a non-transferable license to use the Programs, whether proprietary to Cale or a third party, solely to the extent necessary to operate, maintain or repair the pay stations. Cale shall remain the sole owner of all rights with respect to the Programs. Customer agrees (i) not to reverse engineer copy or distribute the Programs, (ii) not to remove any copyright, trade secret or other proprietary protection legends or notices from the Programs, (iii) to notify Cale promptly of any unauthorized possession, use or knowledge of the Programs of which Customer is aware, and (iv) that any and all trademarks, trade names, copyrights and other intellectual property rights embedded or used in connection with the Products or the Programs are and shall remain the sole property of Cale. The provisions of this Section 5 shall inure to the benefit of any third party owner of the Programs.



6. **PAYMENT TERMS.** Cale shall invoice Customer for the Products on or prior to the date the Products are shipped to Customer, and such invoices shall be due and owing in full 30 days from the date of invoice. Any payment not made when due under this Agreement shall bear interest at a rate equal to the lesser of (i) one and one-half percent (1½%) per month or (ii) the maximum lawful rate of interest for commercial loans under applicable law.

7. **SALES TAX.** Customer shall pay all sales, use, value-added and other similar taxes, however designated, which are levied or imposed by any state, county or other jurisdiction upon the Products or the Programs, or upon the services or payments under the Order (unless Customer can establish to the reasonable satisfaction of Cale that it is exempt from any such taxes). Customer's obligation to pay any tax as provided herein applies to any tax Cale is required to collect under any existing or future law and shall be paid to Cale promptly on demand if not collected by Cale with Customer's initial order.

8. **CANCELLATION.** The Order may not be cancelled without Cale's prior written consent, which it may withhold in its sole discretion. If Customer cancels or attempts to cancel the Order, and Cale permits such cancellation, Cale will charge Customer a cancellation fee as well as any third-party fees to which Cale may be subject as a result of such cancellation.

9. **INSURANCE.** Each of Cale and Customer shall maintain a policy of comprehensive general liability insurance with a limit of not less than \$1,000,000 for each occurrence and a general aggregate limit of not less than \$2,000,000, as well as all other insurance coverages required by applicable law.

10. **INDEMNIFICATION.** Each of Cale and Customer shall defend and indemnify the other and the other's officers, directors, employees and agents, and their respective successors and assigns, from, against and in respect of, any liability, loss, cost, damage, expense or payment, including reasonable attorneys' fees and expenses, incurred or suffered by such indemnified person with respect to any and all claims, controversies, legal actions and proceedings brought by or on behalf of any third party arising out of or in any way related to the indemnifying party's gross negligence, willful misconduct, breach of applicable laws or breach of the Order.

11. **LIABILITY LIMITATIONS.** NOTWITHSTANDING ANYTHING TO THE CONTRARY CONTAINED IN THE ORDER, (i) IN NO EVENT SHALL CALE BE LIABLE TO CUSTOMER OR ANY THIRD PARTY FOR (A) ANY ENVIRONMENTAL, INCIDENTAL, INDIRECT, SPECIAL OR CONSEQUENTIAL DAMAGES (INCLUDING, WITHOUT LIMITATION, ANY DELAY DAMAGES, LOST OPPORTUNITY DAMAGES, LOST DATA OR LOST PROFITS) IN CONNECTION WITH OR ARISING OUT OF THE ORDER OR THE EXISTENCE, FURNISHING OR CUSTOMER'S USE OF THE PRODUCTS OR THE PROGRAMS, (B) ANY LOSS OF CREDIT CARD DATA OR OTHER LOST REVENUES ATTRIBUTABLE TO A PRODUCT DEFECT OR MALFUNCTION, OR (C) THE SECURITY OF INFORMATION TRANSMITTED BY THE PRODUCTS; AND (ii) IN NO EVENT SHALL CALE'S AGGREGATE LIABILITY FOR ANY AND ALL CLAIMS, LOSSES OR EXPENSES ARISING UNDER THE ORDER OR WITH RESPECT TO ANY PAY STATIONS OR PROGRAMS



FURNISHED UNDER THE ORDER EXCEED THE LESSER OF (Y) THE AGGREGATE AMOUNTS PAID TO CALE BY CUSTOMER UNDER THE ORDER, OR (Z) ONE MILLION DOLLARS (\$1,000,000).

12. **FORCE MAJEURE.** Neither party shall be liable to the other for any delay or failure to perform its obligations under the Order to the extent such delay or failure is caused by any event beyond the reasonable control of such party. Notwithstanding the foregoing, in no event shall the provisions of this Section 12 apply to any of Customer's payment obligations under the Order.

13. **SECURITY INTEREST.** Customer hereby grants Cale a security interest in the Products to secure the punctual payment of the purchase price for the Products, and hereby authorizes Cale to file any UCC financing statements and continuation statements necessary to perfect or continue such security interest. The provisions of this Section 13 shall constitute a security agreement under the Uniform Commercial Code, as the same may be enacted in the State the meters are installed in from time to time (the "UCC"). If a breach or default occurs under the Order, Cale, in addition to all other rights and remedies provided by the Order, shall have all the rights and remedies of a secured party under the UCC. If Cale takes possession of any pay stations pursuant to this Section 13, Customer shall pay Cale five hundred dollars (\$500) for each such pay station as the cost of de-installing such pay station, together with the cost of any freight charges incurred by Cale and any attorney's fees and costs incurred by Cale to enforce the Order.

14. **RIGHT OF FIRST REFUSAL.** If Customer seeks to sell or otherwise dispose of any pay stations (or other Cale parking meters) in its possession, it shall promptly notify Cale. Cale shall have the right and option to purchase any such pay stations from Customer (i) upon the same price and terms as a bonafide third party buyer was willing to pay for the same (as documented in a writing from such proposed purchaser) or (ii) if Customer was planning to dispose of the pay stations in any other manner, for an amount of money closely approximating the benefit that the Customer would have received by disposing of the pay stations through some means other than a third-party sale. The provisions of this Section 14 shall survive the consummation of the Order.

15. **MISCELLANEOUS.** Absent a subsequent, signed contract between Customer and Cale with respect to the purchase and sale of the same Products covered by this Order, the Order contains the final agreement of Cale and Customer with respect to the matters covered therein. If the parties agree to utilize Customer's standard terms and conditions, the terms of this Order shall continue to control absent a directly contradictory provision in Customer's terms and conditions. Other terms: (i) any additional terms and conditions contained on the face of the Order shall supersede any contrary or inconsistent terms or conditions contained in these Terms & Conditions; (ii) no modification of the terms of the Order shall be valid without written authorization of Cale; (iii) no prior course of dealing between the parties hereto nor usage of the trade shall be relevant to supplement or explain any term used in the Order; and (iv) should any of the provisions of the Order be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of any remaining provisions.



16. **GOVERNING LAW; VENUE.** The Order shall be construed and enforced in accordance with the internal laws of the State of Florida. Except to the extent the laws of another state apply with respect to the enforcement of a security interest under the Order, any party to the Order bringing a legal action or proceeding against any other party arising out of or relating to the Order or the transactions contemplated hereby shall bring the legal action or proceeding in either the United States District Court for the Middle District of Florida or in any court of the State of Florida sitting in Tampa, Florida (the “Designated Courts”). Each party consents to the exclusive jurisdiction of the Designated Courts for the purpose of all legal actions and proceedings arising out of or relating to the Order or the transactions contemplated hereby. Each party agrees that the exclusive choice of forum set forth in this Section does not prohibit the enforcement of any judgment obtained in the Designated Courts or any other appropriate forum.



6.5 Product Brochures



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6.6 Company Financial Information and Required Forms

Duncan Solutions is a global leader in parking solutions. Headquartered in Milwaukee, WI, we offer one of the largest and most resource-rich sources of technical and subject matter expertise in the parking industry, with more than 300 staff across 10 North American locations. Our deep and experienced team gives us the capacity, coverage, and capability to provide world class solutions to a large, sophisticated portfolio of municipal clients. In North America, we currently serve over 2,000 cities and other local government agencies with parking equipment and violation processing and collection services.

As a company with over 77 years providing world-class parking products and services, we have the stable history and capacity required to succeed with a project of the size and scope of the City of St. Louis. As evidenced by our attached financials, we are a growing company with annual gross revenues that exceed \$60 million.

Please contact the following individuals to attest to our financial stability.

Christine M. Olmstead
Bank of America Merrill Lynch
1301 East Ogden Avenue
Naperville, IL 60563
Phone: (630) 536-0237
Fax: (630) 536-0244
christine.m.olmstead@baml.com

Robert Valcq
Wells Fargo Bank
100 East Wisconsin Avenue, Suite 1400
Milwaukee, WI 53203
Phone: (414) 224-7403
Fax: (414) 224-7410
robert.j.valcq@wellsfargo.com

Duncan has the appropriate licenses to do business in the State of Missouri and the City of St. Louis.

City of Saint Louis

BUSINESS LICENSE

200043793
BUSINESS TYPE: OTHER BUSINESS SERVI
TERM OF LICENSE:
FROM 06/01/13 TO 05/31/14
LICENSE # LC9713316
DATE ISSUED 11/19/13
FEE PAID 200.00



POST AT LOCATION LICENSED

If this is not a business License the following applies:
Pursuant to city ordinance and conditioned upon payment of the required fee or tax due, subject to audit and zoning requirements, license is hereby granted for the term and purpose stated.

If this is a Business License, the following applies: The City of Saint Louis. To all who shall see these presents, greeting: Know ye that the licensee, having paid to the City of Saint Louis the sum stated above, being the tax and license upon the licensee as a business, therefore, the said licensee is hereby authorized to sell any goods, wares, services and merchandise of any description, except as otherwise provided by ordinance at any one store, stand or place of business within the City, for the year ending as stated above. In testimony whereof, I, the comptroller of the City of Saint Louis have hereunto set my hand.

LICENSEE'S NAME AND ADDRESS:
DUNCAN SOLUTIONS INC
5029 NORTHRUP AV
ST LOUIS MO 63110

David May
REGISTER

Robert Brown
COMPTROLLER

Michael Mc Miller
SIGNATURE OF LICENSE COLLECTOR OR DEPUTY

I 552698





In addition, we have provided these documents on the following pages:

- 3 years of consolidated income financial statements, including our last auditor statement
- Most recent SSAE-I6 report (this report has replaced the SAS #70)

The City has also requested disclosure of any pending lawsuits or litigation as related. Duncan is not involved in any such lawsuits.



6.7 Partner Financial Information

We have worked closely with our partner for this proposal to obtain the financial documents requested by the City. However, in some cases we were not able to get all documents timely, or in other cases, our partners were not able to provide documents due to concerns of public disclosure. In order to give the City the most options, we have chosen to include these vendors in our proposal. We are happy to work with the treasurer's office to fulfill any requests.

6.7.1 Cale Financial Information

Cale has provided two financial references for the City to contact.

Nelson & McKay CPA's, LLC
Adam McKay
5415 Mariner Street, Suite 211
Tampa, FL 33609
Phone: 813-286-7946

Nordea Bank
Magnus Asplund
437 Madison Ave #21
New York, NY 10022
Phone: 212-318-9300

Three years of consolidated income financial statements follow this section. These include the last auditor statement. Cale's financial statements from 2011 and 2012. Cale's fiscal years now run from 7/1 to 6/30. Prior to 2012, Cale America Inc. was known as Cale Parking Systems USA, Inc.

In November 2013, Cale will have finalized its SAS 70 certification on auditing controls as a service provider. In addition to SAS 70, Cale is also PCI DSS Level 1 compliant.

Cale does not have any pending lawsuits or litigation.



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6.7.2 Passport Financial Information

Passport has provided the City with the following financial references:

Institutional Investor: Relevance Capital
Cameron Newton, Managing Partner
(931) 455-0155

Council: Baker Donelson
Will Norton, Attorney
(615) 726-7358

There are no pending lawsuits or litigation against PassportParking.

Passport is a certified Minority Business Enterprise through the National Minority Supplier Development Council. Certification follows.



6.7.3 ParkMobile Financial Information

ParkMobile has provided two financial references for the City to contact.

Dan Zucchi, Vice President of Strategic Marketing
Vold Delta
(914) 393-9321
dezucchi@volddelta.com

Nefertiti Joyner, Branch Manager and Vice President
Citi
(646) 840-3010
nefertiti.joyner@citi.com

Additionally, they have provided the City with the last two years' financial statements as well as their most recent SSAE 16 report.



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