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June 20, 2018

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P 954-828-5138

Re: Legal Justifications for Exempt Information in Conduent State & Local Solutions, Inc. Proposal submitted in response to Solicitation 12109-885 - Comprehensive Parking Demand Management System

Ms. Platkin:

This letter is submitted in response to the demand for legal justification communicated to Michael Davis, regarding the subject request for the above referenced materials. Conduent State & Local Solutions, Inc. (Conduent) is pleased to be given the opportunity to respond to the request. We have attached a replacement Attachment F and a redacted copy of our submitted proposal that we have further reviewed to confirm all our assertions fall under the state statute exemptions.

We assert that portions of the Proposal and incorporated documents are trade secrets which are therefore exempt from public disclosure under the Florida Public Records Act, Title 10 Chapter 119. Accordingly, the document should not be released without removal of specific exempt sections.

I. Overview of Florida Public Records Act

Florida public records law expressly outlines that "It is the policy of this state that all state, county, and municipal records are open for personal inspection and copying by any person. Providing access to public records is a duty of each agency" (Section 119.01(1) Florida Statutes). Nevertheless the State has also included various exceptions that expressly deny access to information that according to the legislature should not be disseminated to the public. Florida Statute Title 46 Chapter 815 highlights trade secret information at section 815.045 whereby the statute contains the following statement, "The Legislature finds that it is a public necessity that trade secret information as defined in s. 812.081, and as provided for in s. 815.04(3), be expressly made confidential and exempt from the public records law because it is a felony to disclose such records". Trade Secret information is contained in the Proposal and is, as indicated by section 815.045, exempt from public disclosure.

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Further clarification can be found under Florida's Uniform Trade Secrets Act (UTSA), which applies to government entities and as indicated above in the public records act, forbids the misappropriation or unauthorized disclosure of another's trade secrets (Florida Statutes Article 39 Chapter 688 section 688.01 et seq.).

Florida law defines a "trade secret" under 688.02 (4) as

"Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique, or process that:

- (a) Derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and
- (b) Is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

Conduent asserts that the requested Proposal documentation contains information from which Conduent derives actual value. The information is not generally known and cannot be readily ascertainable by others who could obtain economic value from disclosure/use. Further, Conduent employs reasonable efforts to maintain the secrecy of the information and thus maintain trade secret status.

The subject information constitutes trade secret information which has been developed by Conduent at significant cost and if publicly disclosed would give competitors an advantage in the marketplace and cause substantial competitive harm to Conduent.

The Courts have distilled evaluation of this information by noting that "a *trade secret* is considered to be:

1. Secret;
2. Of value;
3. For use or in use by the business; and
4. Of advantage to the business, or providing an opportunity to obtain an advantage, over those who do not know or use it, but only when the owner thereof takes [reasonable] measures to prevent it from becoming available to persons other than those selected by the owner to have access thereto for limited purposes." *Id. See generally Am. Red Cross v. Palm Beach Blood Bank, Inc.*, 143 F.3d 1407, 1410-11(11th Cir. 1998); *Lee v. Cercoa, Inc.*, 433 So. 2d 1, 2 (Fla. 4th DCA 1983)

The above listed factors are indicia of whether information is a trade secret. Whether any individual factor will constitute a *sine qua non* will depend on the specific factual information being considered and scrutinized according to the measures used to keep the information secure.

II. The Conduent Trade Secret Information Comes within the Trade Secrets Exception to the Florida Public Information Act

Conduent does not assert that all of the documentation is exempt from public disclosure. However, the Proposal does contain trade secret subcontractor information, and technical system information and the implementation thereof, proprietary best

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practice and other proprietary screen shots of our trade secret software and related documentation utilized for successful implementation and operation of a parking demand management system, system security documents, and information on non-public studies conducted by Conduent, and pricing methodologies that are of significant economic value to Conduent and are not being generally known by Conduent's competitors. If disclosed, Conduent's competitors can utilize the information to improve the project implementation of their own parking demand management systems as well as anticipate Conduent's future bid and negotiation approaches and potential future services.

As stated above, the express language of Section 815.045 Florida Statutes provides exceptions from public disclosure for Conduent trade secret information. The following sections of the Proposal and incorporated documents epitomize the trade secret exceptions where all of the following examples are secret, of value and used by Conduent and considered Conduent's competitive trade secret information.

The requested Proposal contains:

- Confidential names and personal information of several key employees and individuals from Conduent's trade secret subcontractors. Conduent keeps key employees and two subcontractors completely secret so that integration and other solution aspects are kept secret. Conduent does not allow either party to disclose the subcontract relationship and the arrangement between parties keeps the relationship confidential. The release of this information might enable another party to identify key employees or advantages and/or weaknesses in Conduent's subcontractors and procedures;
- Software configurations and system implementation information that highlights the best practice features of Conduent's proprietary solution. The release of this information, which is not made available to the public and is not available for sale to the public will give competitors insight into the capabilities and offerings of Conduent's parking demand management system solutions, all of which Conduent developed at its own significant expense. The disclosure of this information will competitively harm Conduent by allowing competitors to better predict Conduent's pricing, plagiarize Conduent's solutions, and critique Conduent's solutions in their own proposal without affording Conduent the same opportunity. The loss of this information would cause Conduent to lose the competitive edge now held by the prior experiences of Conduent;
- Project implementation plans, best practice materials, methodologies to optimally implement a project gained from years of Conduent experience;
- Proprietary value added features, standard and optional competitive enhancements, Conduent's operational and quality insurance standards; and
- Security and system architecture documents regarding Conduent's hosted system outlining all security aspects of our proprietary system.

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- Negotiation of the “general terms and conditions”. Conduent’s internal negotiating strategies, pricing schemes, and risk assessments are directly affected by the terms and conditions. These conditions reflect the internal corporate policies of Conduent as well as the pricing strategies. The identification of the terms Conduent is willing to accept are used in conjunction with the pricing section so that the final pricing offered is contingent on the risk assumed under the terms and conditions. This information is provided on an individualized customer basis and is a customized price based on a provision of services based on a variety of factors and requests from a customer and recognized by the Court to be trade secret (see *Certex United States, Inc. v. Vidal*, 2010 U.S. Dist. LEXIS 151611 - CASE NO. 09-61818-CIV-MOORE/SIMONTON)

This proposal information is considered a trade secret under 588.02 (4) et seq. by corresponding to the four extrapolated guidelines above as follows:

1. **The secrecy of the information and extent to which the information is known outside of the company’s business; and**
 - i. the Trade Secrets have not been disclosed outside of Conduent except in the Fort Lauderdale, Florida Proposal and the secrecy of the Trade Secrets are carefully guarded within Conduent
 - ii. The Trade Secrets are not publicly available, and are confidential information of Conduent. Conduent has not shared copies of the Trade Secret information with any competitor. Conduent’s competitors do not have access to the Trade Secrets and this information is not available from any source other than Conduent and Fort Lauderdale, Florida.
 - iii. Conduent does not publicly disseminate its methodologies or its proposals, especially not those portions of its proposal that address its proposed approach to a particular project and those methodologies and strategies that Conduent plans to employ. Proposals are developed and reviewed by only those people within Conduent who are specifically involved in the decision-making process for the proposal. Conduent takes considerable and meaningful steps on an ongoing basis to protect the confidentiality of such information and maintain the information inside of Conduent.
 - iv. Dissemination to a subcontractor is limited to only need to know contractor personnel and confidentiality agreements identifying the information as trade secret are entered into to maintain the confidentiality of the trade secret information.
 - v. Any contractor is required to maintain the same standards of protection of the trade secret information as Conduent maintains to protect the trade secret information.
2. **The value of the information to the company and to its competitors and the amount of effort or money expended by the company in obtaining and developing this information;**

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All of the above listed information and knowledge has been gained by Conduent from the expenditure of large amounts of human effort, from the expenditure of large sums of money in developing a working project, and the experience gained from past experience. This information gives Conduent a competitive edge in implementing and performing parking demand management system systems. This information is quite valuable to Conduent as would the information be to Conduent's competitors. Conduent has created specific proprietary solutions that are not known to others from the experiences of prior implementations. Any competitor can for the price of the copy of the proposal know how to implement a parking demand management system. All the best practices and steps in implementing and providing parking demand management system services would be available to the competitors for their use in improving their system or calling out differences in competition and at very little cost to the competitor.

3. The use of the information by the business;

The information at issue as further described under this section has been developed specifically so that Conduent can utilize the trade secret information to provide services to various cities and municipalities throughout the world. The information is integrated into the core services product and sets Conduent apart from our competitors in providing the services. Conduent utilizes these trade secrets in providing services and continues to develop and further refine the trade secrets described to better compete against our competitors.

4. The advantages of the trade secret information and extent of measures and precautions taken by the company to guard the secrecy of the information.

- i. The information as previously described is Conduent's trade secret method of identifying problems and creating solutions to better serve cities and municipalities in the parking demand and enforcement technology arenas. The information has been developed so that Conduent can provide the best services and solution to customers which sets us apart from companies responding to standardized requests for services. Our product is innovative and leads the industry in forward looking solutions and innovative technologies which provides advantages in performance and competition to our company.
- ii. Conduent guards the secrecy of the Trade Secret information in the following ways. The information is maintained within Conduent's secured office building, where access to the building is limited to only authorized persons. All visitors must be invited, sign in, and be escorted by a Conduent employee.
- iii. The files are stored in a locked library or if in electronic form on a secure server where access to said files is limited to those individuals who have a need to access the information. Access to the files is monitored and maintained by employees who grant access to only those individual employees who have a need and the authority to access said files.

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- iv. All employees, agents and subcontractors who have been granted access have confidentiality agreements with Conduent preventing the disclosure of the trade secret information.
- v. Additionally this information is not publicly available, has not been released by Conduent to any competitor and has only been provided to the City of Fort Lauderdale, Florida for this procurement and is not available in this form anywhere else. Since the information cannot be acquired otherwise, to duplicate this information would require the expenditure of time, effort and money as Conduent did to create the underlying solution that is embedded in the requested information. However, this effort to duplicate the information may still result in a different overall solution than the Conduent proprietary trade secret solutions as submitted.

The determination of whether any particular information is a trade secret under Florida law is a question of fact. Conduent maintains that if the party requesting the information cannot establish that the information is not a trade secret or confidential commercial or financial information as a matter of law, then Conduent need only make a prima facie showing that the information is a trade secret. The information and answers submitted above make the necessary prima facie showing that the Trade Secret is a trade secret.

III. The Conduent Information is exempt as a Trade Secret

To further bolster the trade secret statements above, Conduent would like to point out Conduent has numerous competitors around the county. The information in the documents identified above gives Conduent an advantage over those competitors, and the competitors, if provided access to the information, could use Conduent's valuable information to better compete against Conduent. Conduent therefore objects to the release of the Response as submitted to Fort Lauderdale, Florida.

As stated above, Conduent has identified portions of the proposal response that contain the trade secrets outlined above and on the revised Attachment F. Conduent is one of the largest parking demand management system providers in the United States and uses these services to differentiate ourselves from competitors. Conduent has spent decades arriving at our current solution. This differentiator system/software and knowledge has taken decades and millions of dollars in research to develop our unique solution. The information is the roadmap on how Conduent provides top notch systems and services to our Customers and Conduent's service partner relationships to provide top notch services.

The release of any of the identified information would cause serious competitive harm to Conduent. The information specifically identifies how Conduent has solved the issues in implementing and performing parking demand management systems on a large scale, the best software solutions incorporating ways to perform services and how not to perform services. In addition we outline our trade secret partners, methodologies in performance and timing charts on how to successfully implement a program. All of this information is based on our past experience in successful implementations and knowledge on how to efficiently and cost-effectively implement the parking demand management services. This information specifically equates into costs savings and performance enhancing information for any competitor without the need to actually perform on any contract or invest in personnel who are knowledgeable on performing these services. Any competitor who can obtain this information is boosted in overall knowledge and experience without having to expend any effort so they can improve their

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solution at the expense of Conduent. The combined solution of any recipient would enable them to more effectively compete against us and the ability to lower their costs since they do not have to invest the millions Conduent already invested.


Conduent's competitive pricing has to reflect these costs and time and future advancements research. Release of the information provides this information to our competitors for nominal fees having Conduent bear the burden of advancing the industry and cheaper imitations of our solutions can be competed against Conduent that otherwise would not exist. Current competition is based on experience, time and investment in developing new solutions for current issues. Competitors know of some standard industry wide issues that are communicated by all agencies. However the Proposal information is Conduent's unique solution addressing known industry issues, identifying Conduent known issues and solutions to those issues, as well as Conduent's identification of other issues. Release of this information in and of itself competitively harms Conduent since the information acts as a troubleshooting guide on how to implement and operate a parking demand management program and addresses and answers questions about parking demand management when our competitors do not even know to ask the question.

Conduent is willing to provide an affidavit attesting to the trade secret nature of the exempt information as well as more detailed and additional factual evidence if requested.

Conduent however does not object to the release of the remaining requested information with the sections which are redacted pursuant to the objections presented in this letter and as listed in the replacement Attachment F. Conduent has included a copy of a redacted file that Conduent does not object to the release thereof.

Should you have any questions or concerns, please do not hesitate to call upon me at (202) 840 - 7078.

Respectfully submitted,



James Haddow Jr.
VP & Corporate Counsel

Attachment F – Trade Secret Designations

Table F-1, on the following pages, lists our trade secret designations.



Table F-1. Trade Secret Designations

Section	PDF Pages	Description of Item to Redact	Reason
2	5	Table 2-1, Key Elements of the Proposal	<p>CONDUENT TRADE SECRET – TECHNICAL – Description of methodology and identifies key advantages using methodology</p> <p>The technical approaches and business strategies included in the indicated section are solutions for which Conduent has expended considerable time, effort, and expense. Allowing access to this information by our competitors would result in a significant unfair competitive advantage to such companies. This information is a trade secret because it presents a "formula, pattern, compilation, program, device, method, technique or process created by Conduent, and used in Conduent's business. The information presented as part of these sections is not unique to this Proposal. Rather, it reflects many of the technical processes Conduent undertakes for similar projects, a process that Conduent has and will continue to employ across the country. Therefore, the Information is not related to a single or ephemeral event but is part of "a process or device" developed by Conduent at its sole expense, and used continuously in Conduent's business.</p>
2 Executive Summary	5	Key Staff information	<p>CONDUENT TRADE SECRET -EMPLOYEE - SUBCONTRACTOR</p> <p>This section includes information on Conduent's proposed key staff. The disclosure of proposed staff could result in substantial and irreparable harm to Conduent by assisting competitors in identifying, and seeking to and hire, Conduent-trained, experienced staff members. The loss of these trained personnel would greatly increase Conduent's recruitment and training costs. Such added costs would in turn create a significant and irreparable competitive disadvantage that would make it much more difficult for Conduent to compete successfully in future health care procurements.</p> <p>Conduent is in the business of providing services. The value of our business is in the people who provide those services and the experiences and knowledge they bring. Thus, unlike a proposal just for the sale of software or pencils or any other material good that might be sold to a state agency, Conduent is proposing the sale of "people services." The identity and skills of those people can and do constitute a trade secret.</p> <p>Conduent does not customarily reveal any information concerning that may be utilized other than to potential clients and current clients – and then, only for the purposes of other performing or obtaining contracts.</p>
4, 4.12	18, 71	Page 18, Figure 4-1 and accompanying language, and (same figure) page 71, Figure 4-23	CONDUENT TRADE SECRET – TECHNICAL Contains Conduent 's proprietary implementation steps adapted to meet City's desired implementation timeline
4	19 & 20	Description of partners	CONDUENT TRADE SECRET –SUBCONTRACTOR This section provides names, phone numbers, and contact information of key persons for Conduent



Section	PDF Pages	Description of Item to Redact	Reason
			subcontractors. Disclosing the information would make available data about Conduent contacts and key subcontractors that Conduent has gone to great lengths to keep trade secret. The disclosure of proposed subcontractor information could result in substantial and irreparable harm to Conduent by assisting competitors in identifying, and seeking to and hire, Conduent –trained, experienced subcontractors that support Conduent’s proprietary solution. Conduent is in the business of providing services. The business is only as “good” as the people and subcontractors who provide those services and the experiences and knowledge they bring. Thus, unlike a proposal just for the sale of software or pencils or any other material good that might be sold to a state agency, which our subcontractors provide valuable services and the identity and skills of those people can and do constitute a “trade secret.”
4.3.1	23-30	Figures 4-2, 4-3, 4-4, 4-5, 4-6, 4-7, 4-8, 4-9, and accompanying narrative concerning our analytics capabilities	CONDUENT TRADE SECRET – TECHNICAL Conduent trade secret information, specifically Conduent’s methods, techniques, designs, and processes
4.3.1	34	Future Development narrative	CONDUENT TRADE SECRET – TECHNICAL Contains not yet released features of our trade secret solution.
4.3.2	36	Improving customer awareness narrative	CONDUENT TRADE SECRET – TECHNICAL Contains Conduent trade secret information, specifically Conduent’s methods, techniques, designs, and processes that could, if known, provide independent economic value to competitors. The narrative also includes supplier names that could provide a competitor an economic advantage.
4.3.2	37-42	Technology assessment narrative	CONDUENT TRADE SECRET – TECHNICAL Contains Conduent trade secret information, specifically Conduent’s key suppliers and Conduent’s trade secret methods, techniques, designs, and processes for providing services.
4.3.3	46-47	Virtual permitting and training	CONDUENT TRADE SECRET – TECHNICAL Remove video provided on USB – methodology of integration
4.3.4	48-49	PCI, audits, and mobile technology	CONDUENT TRADE SECRET – TECHNICAL Contains specific trade secret methods to implement the system, security and tracking information



Section	PDF Pages	Description of item to Redact	Reason
4.5	59-61	Figures 4-16, 4-18, and accompanying narrative concerning the components of and technology behind our violation processing system, our enforcement device solution, and back office system.	CONDUENT TRADE SECRET – TECHNICAL Contains specific trade secret details on system operation, integration and platform
4.6	57-60	Figures 4-19, 4-20, 4-21, and 4-22 representing our secret data visualizations and accompanying narrative describing our methods and techniques	CONDUENT TRADE SECRET – TECHNICAL Contains Conduent methodology and presentation of data analytics
4.12	73-76	Figure 4-23 and description of implementation planning	CONDUENT TRADE SECRET – TECHNICAL Proprietary methodology to implement a project as well as identifying various best practice questions that need consideration to provide effective program
4.15	77-79	Client program information and our methodology used in studies conducted	CONDUENT TRADE SECRET – TECHNICAL Contains various Conduent studies and best practice information
7	99-100	Table 7-1 and accompanying description of suppliers	CONDUENT TRADE SECRET –SUBCONTRACTOR As cited above
8	108-115	Section 8.1, Section VI (Cost Proposal Page), and Optional Technologies, Capabilities, and Pricing, discussing suppliers, clients, methodologies, and secret financial information, including costs	CONDUENT TRADE SECRET – TECHNICAL AND PRICING Negotiation strategies and optional service pricing with trade secret subcontractor information Contains Conduent trade secret information, specifically Conduent's secret proposal pricing. Our pricing information is not publicly available or disseminated widely. We have exclusive supplier relationships, and the pricing shared during the course of those relationships constitutes a trade secret. Conduent's pricing is adjusted uniquely for each procurement based on size, operations, services, equipment and a multitude of various factors which all culminate in unique price offers for each customer. In addition various assumptions and assertions were made that are also unique and create custom tailored pricing for this bid.



Section	PDF Pages	Description of Item to Redact	Reason
Attachment A	All	SOC 2 Report	TRADE SECRET - SECURITY Conduent trade secret confidential security report
Attachment C	As marked	As marked	TRADE SECRET - TECHNICAL The technical approaches and business strategies included in the indicated section are solutions for which Conduent has expended considerable time, effort, and expense. Allowing access to this information by our competitors would result in a significant unfair competitive advantage to such companies. This information is a trade secret because it presents a "formula, pattern, compilation, program, device, method, technique or process" created by Conduent and used in Conduent's business. The information presented as part of these sections is not unique to this Proposal. Rather, it reflects many of the technical processes Conduent undertakes for similar projects, a process that Conduent has and will continue to employ across the country. Therefore, the information is not related to a single or ephemeral event but is part of "a process or device," developed by Conduent at its sole expense, and used continuously in Conduent's business. These systems, methods and processes represent best practices and case studies the demonstrate our methodology, the disclosure of which would result in substantial and irreparable harm to Conduent by assisting competitors by providing a road map for developing their products and services.
Attachment D	As marked	As marked	CONDUENT TRADE SECRET -EMPLOYEE Key employee names that are not publicly disclosed have been removed
Attachment E	All		CONDUENT TRADE SECRET -SUBCONTRACTOR Trade secret partners materials have been withheld to protect the trade secret partner relationship



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9 Attachments

Conduent includes additional requested information in the following Attachments.

Attachment A – SOC 2 Type I Report

Attachment B – Litigation

Attachment C – Photos and Illustration of Work in the Past Five Years

Attachment D – Staff Biographies

Attachment E – Additional Information: Partner Materials

Attachment F – Trade Secret Designations

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Attachment A – SOC 2 Type I Report [RFP 2.44]

REQUIREMENT: RFP Section 2.44

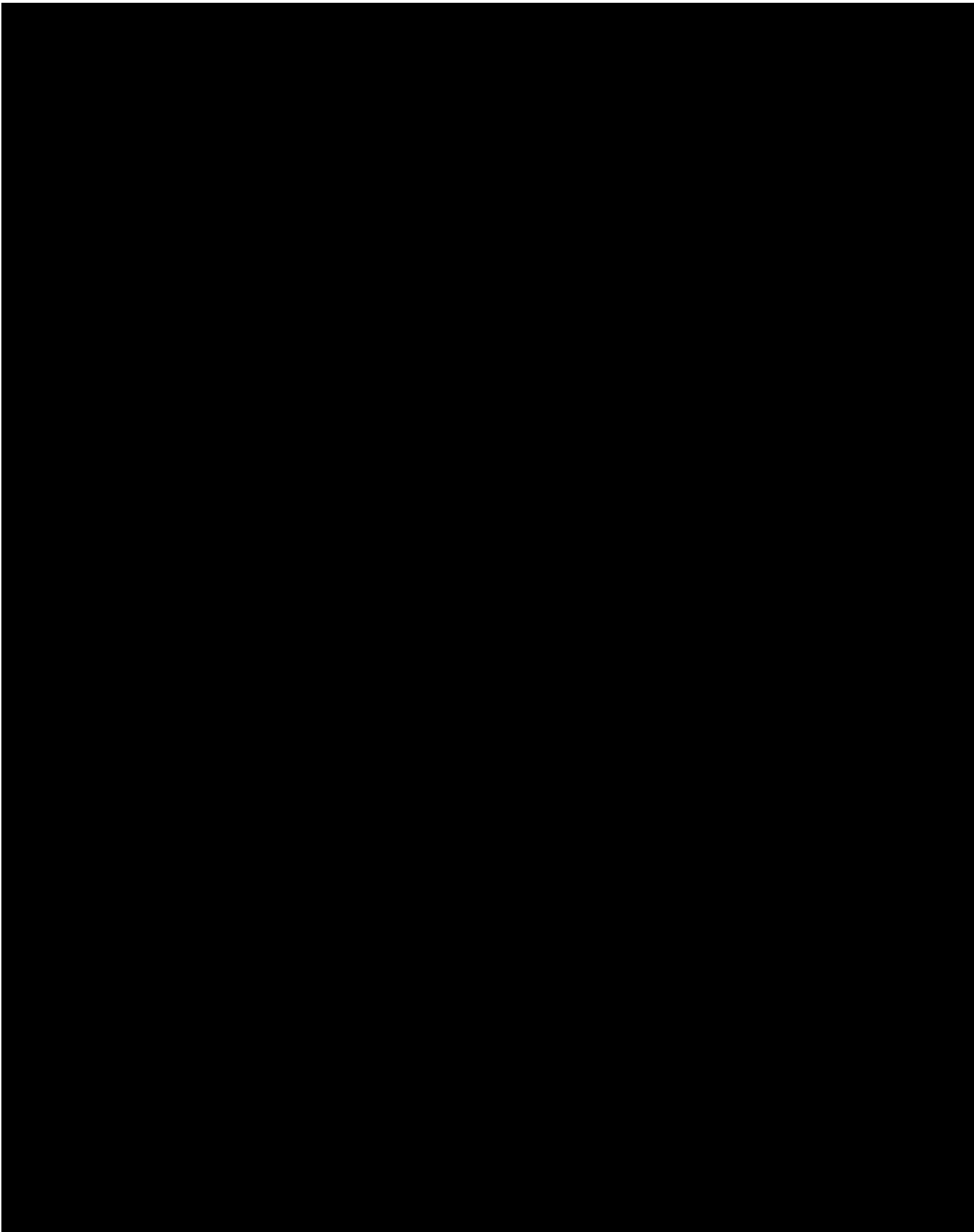
2.44 Service Organization Controls

The Contactor should provide a current SSAE 18, SOC 2, Type I report with their proposal. Awarded Contractor will be required to provide an SSAE 18, SOC 2, Type II report annually during the term of this contract. If the Contractor cannot provide the SSAE 18, SOC 2, Type I report at time of proposal submittal, a current SOC 3 report will be accepted.

We include our most recent SOC 2 report on the pages that follow. We are currently kicking off another a multi-user SOC 2 report for the security and confidentiality principles and will have the new report by September.

The audit report was issued for Xerox Business Services, LLC (the previous name of Conduent Business Services, LLC, and the parent company of Conduent State & Local Solutions, Inc.). As described in Section 3, we split from Xerox Corporation in 2017 and are now a separate company. Conduent will provide the required SSAE 18, SOC 2 Type II report annually during the term of the contract.

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Attachment A – SOC 2 Type I Report [RFP 2.44]

REQUIREMENT: RFP Section 2.44

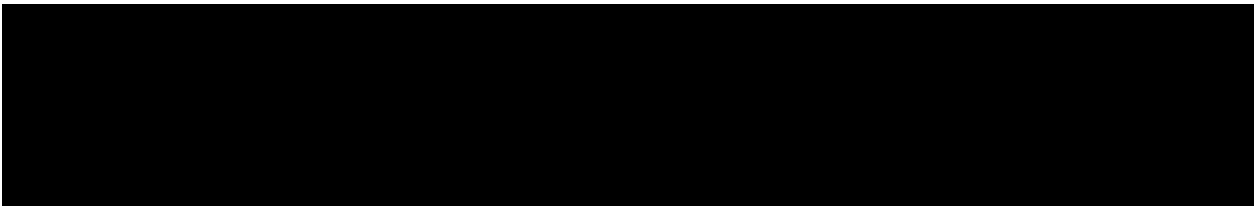
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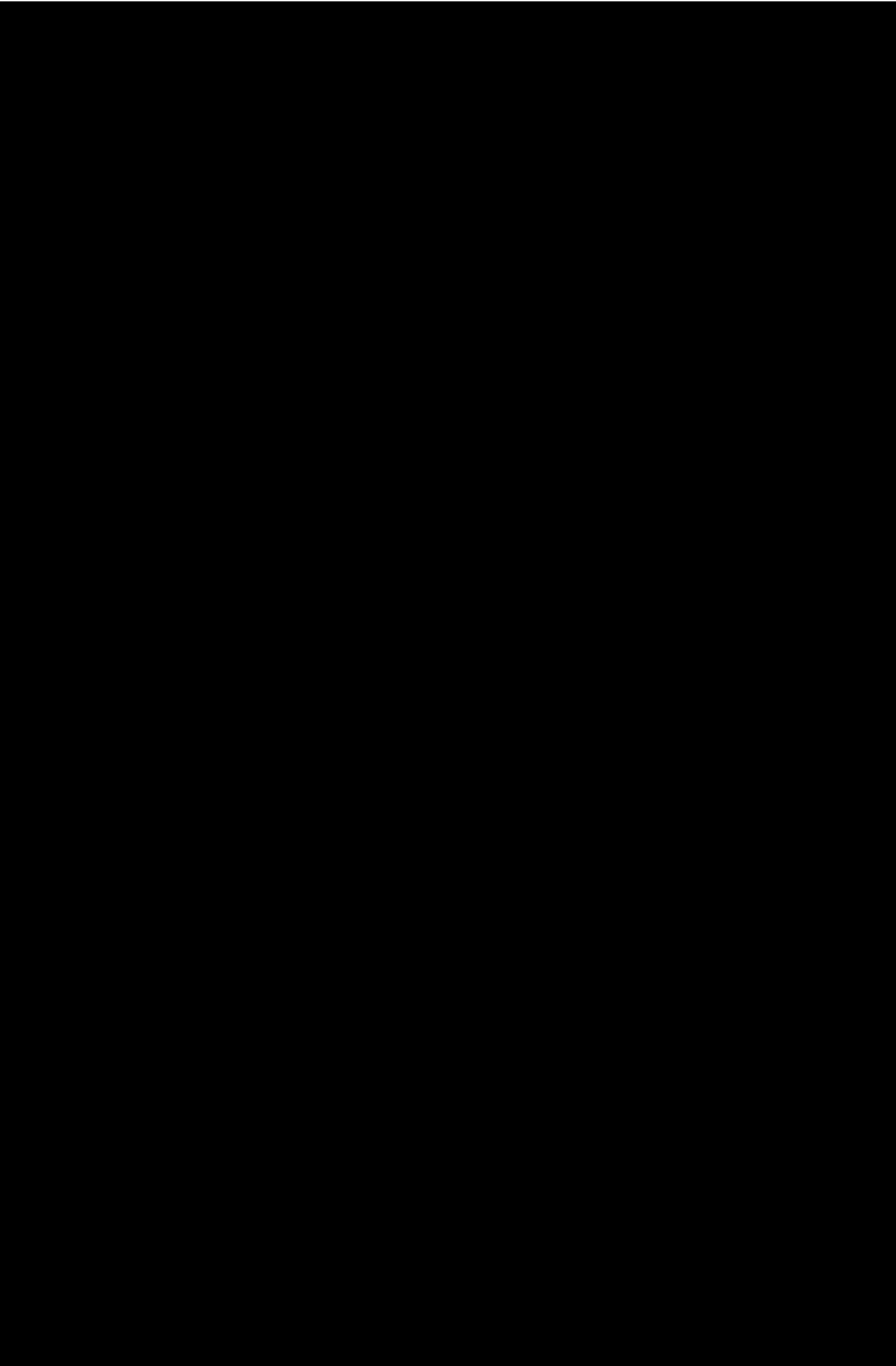
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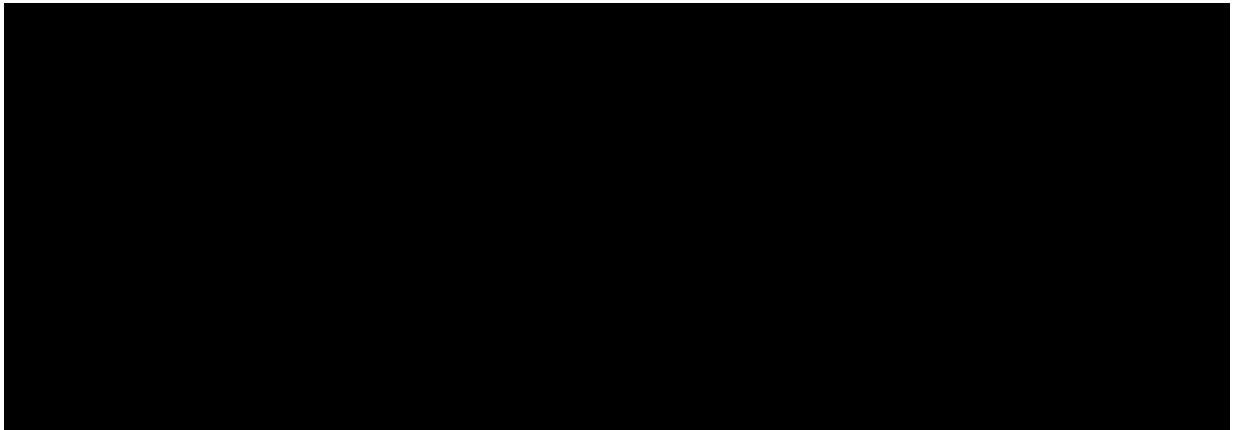
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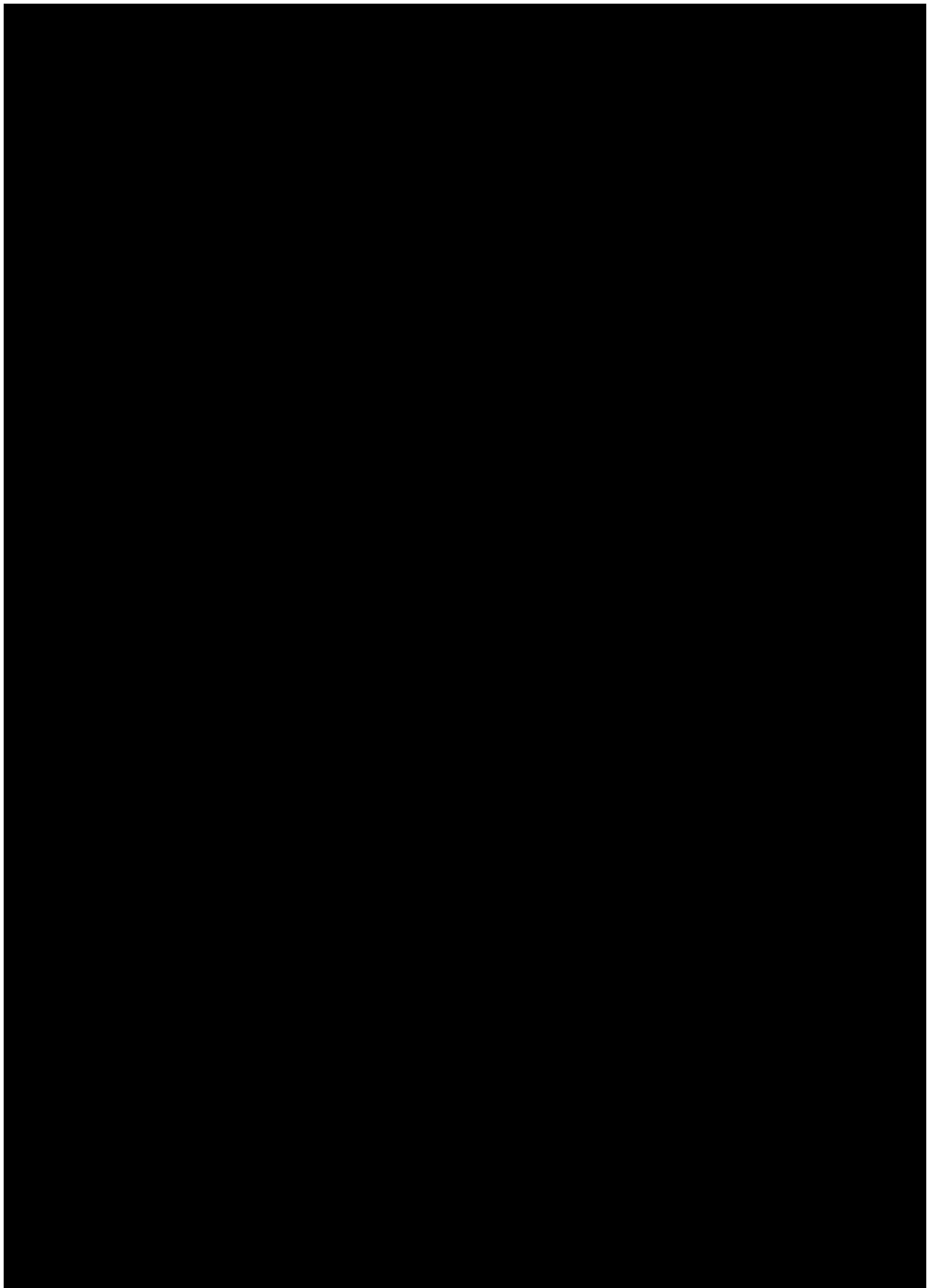
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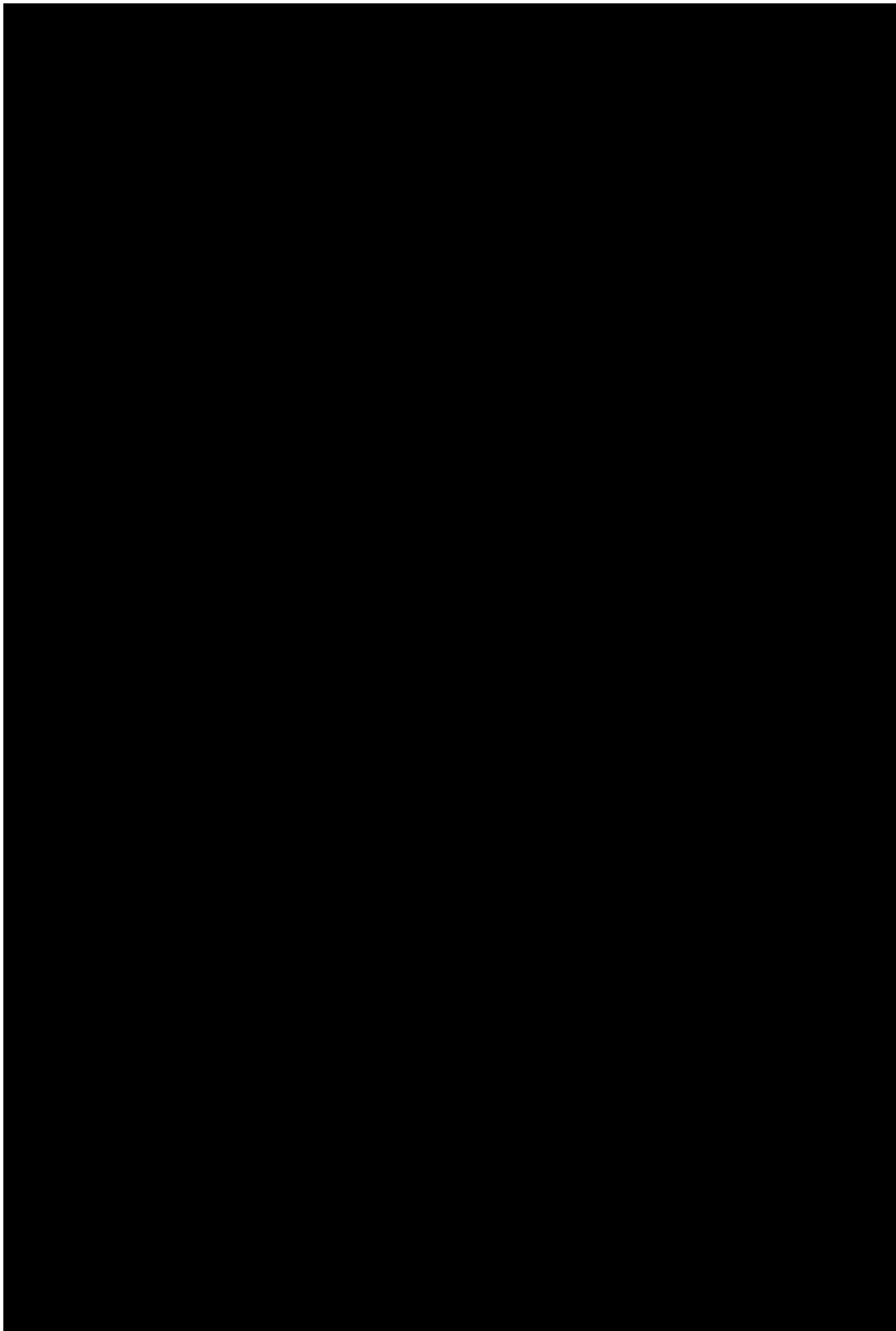


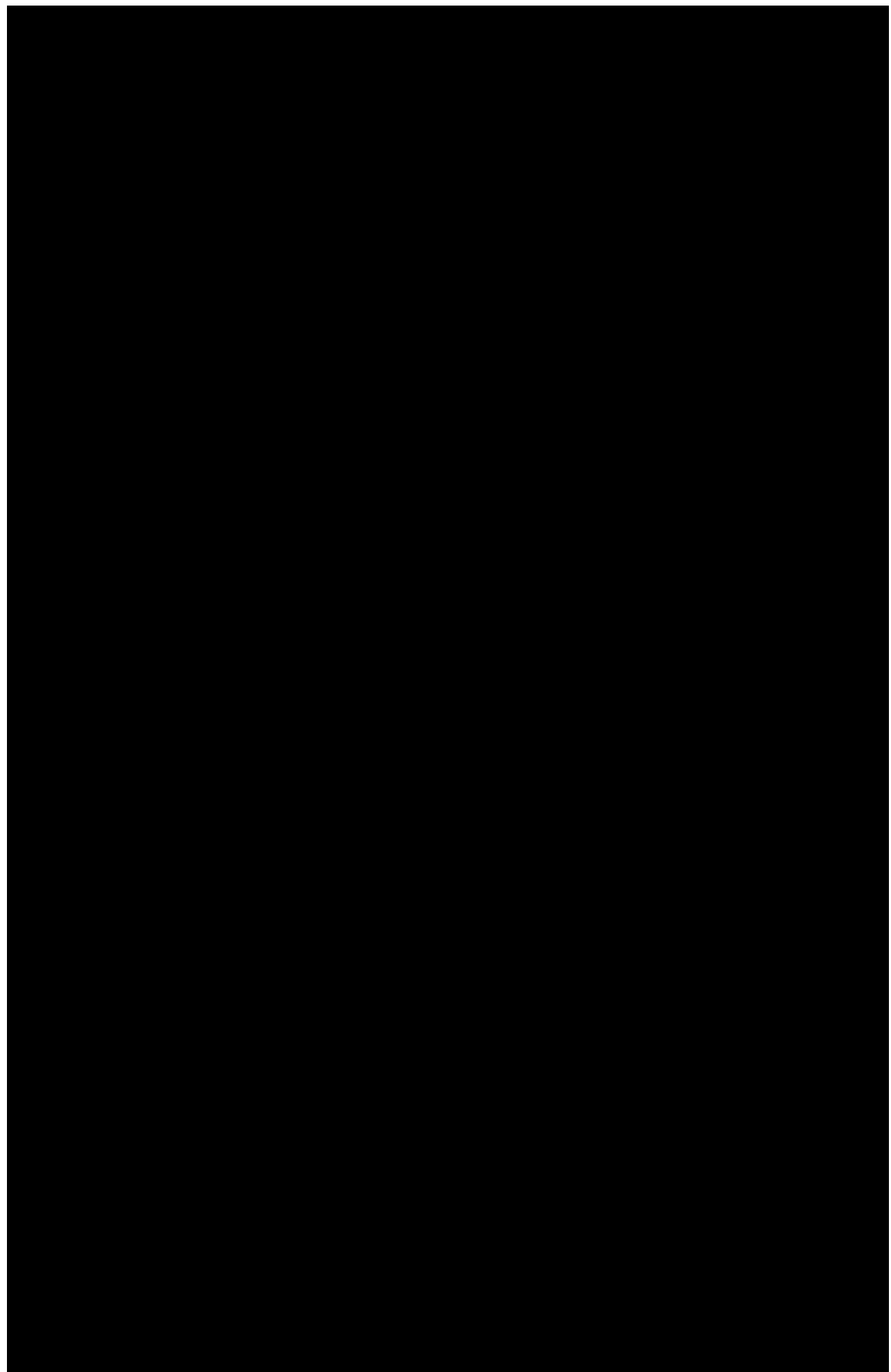


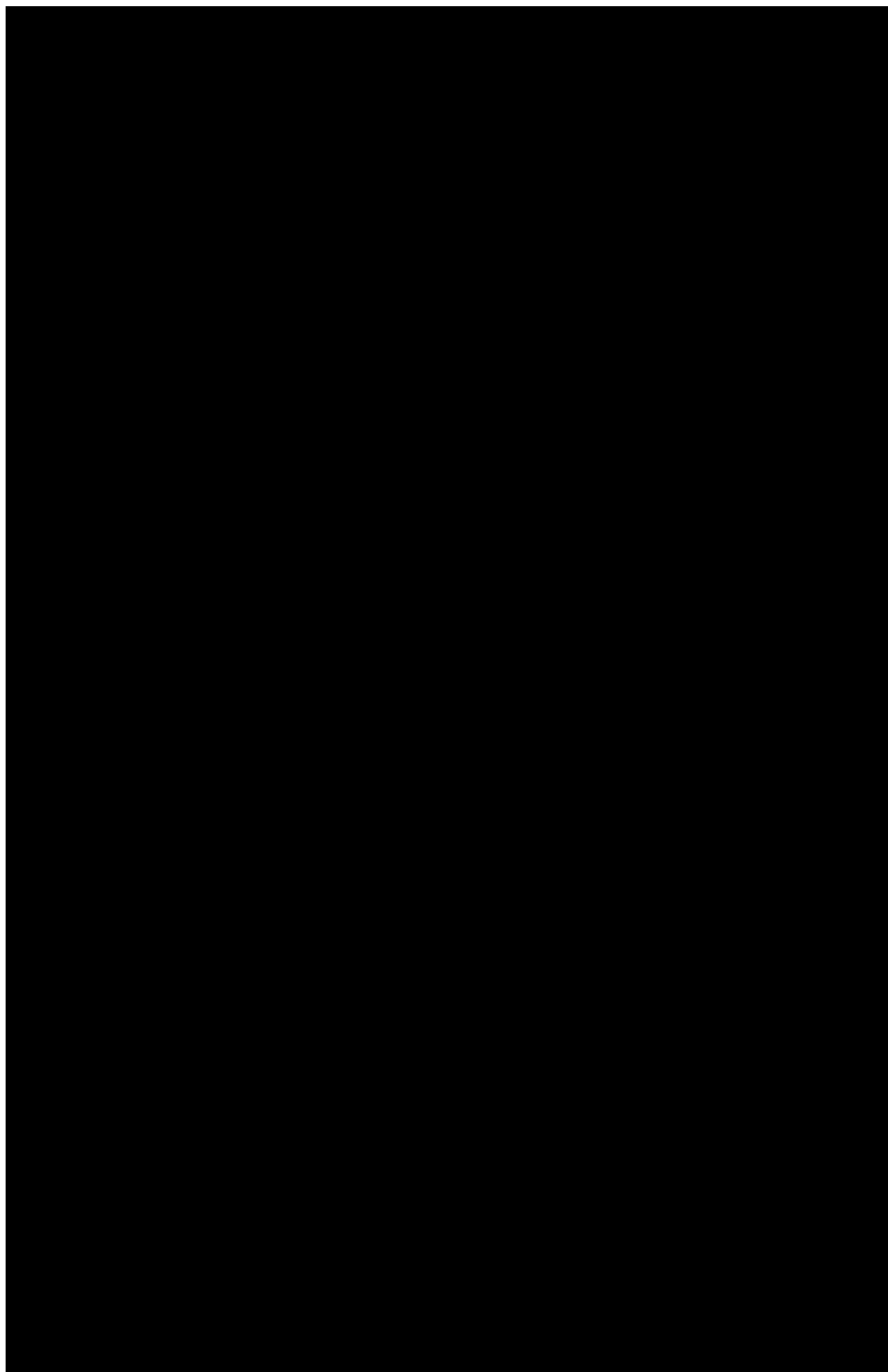


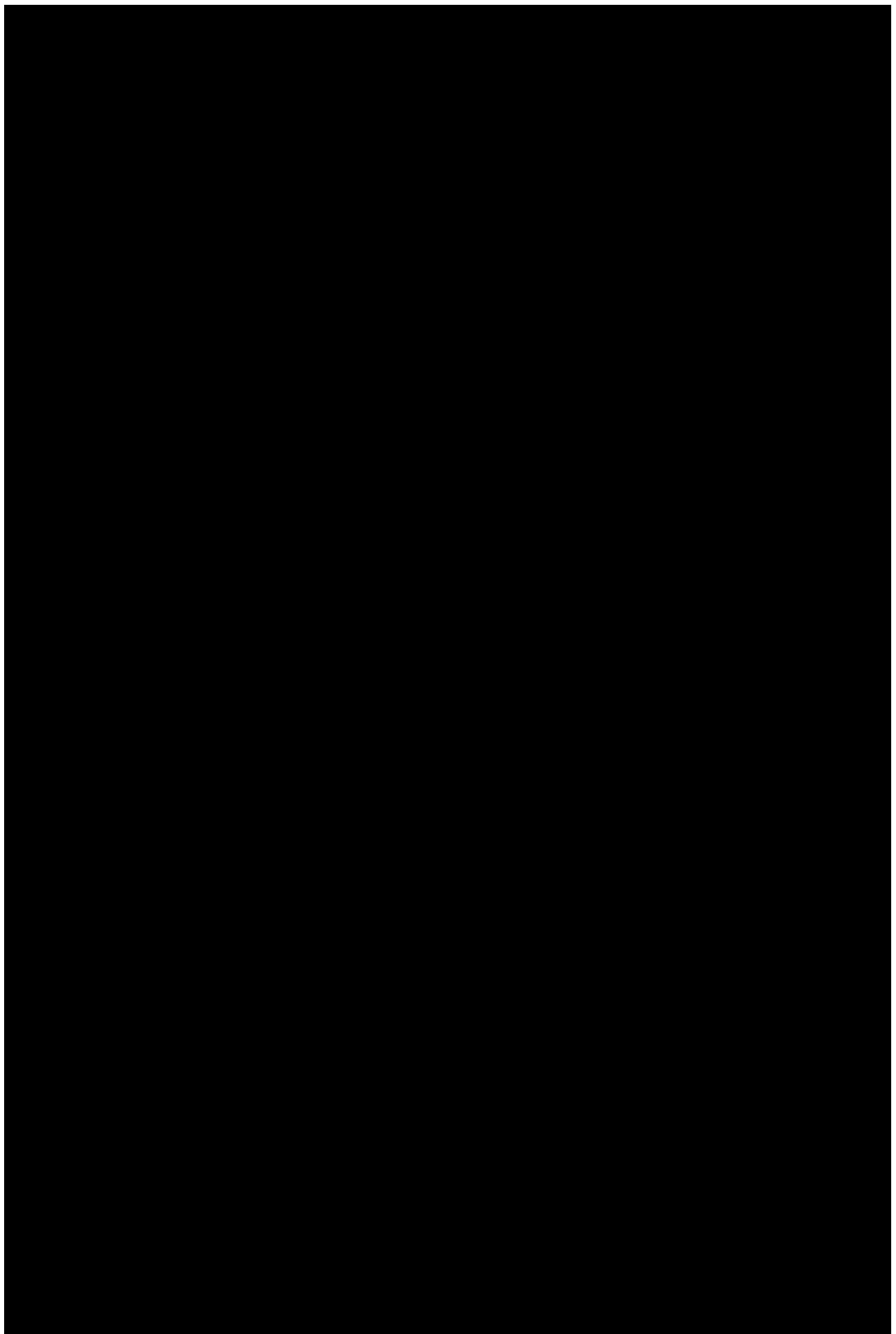


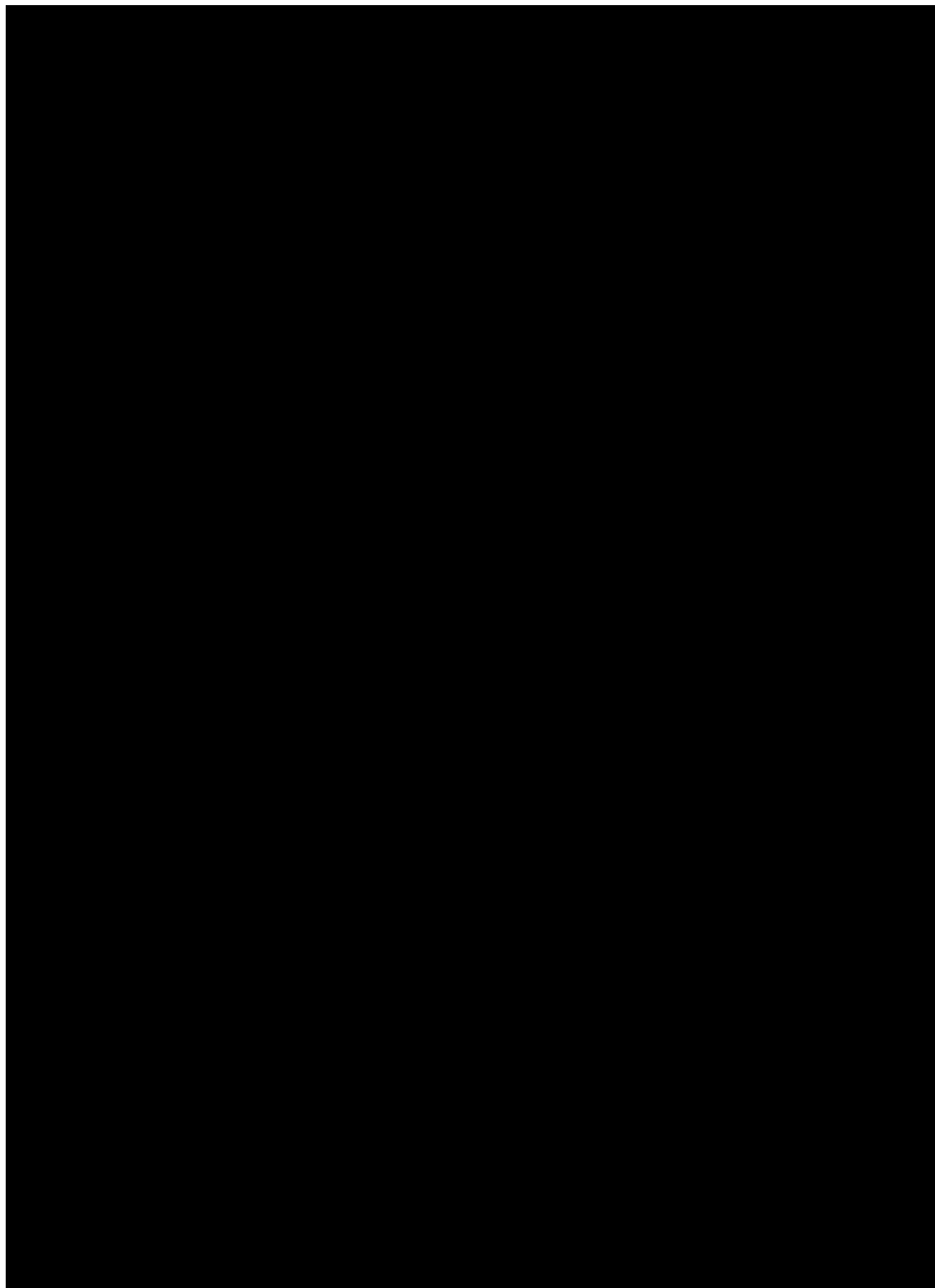


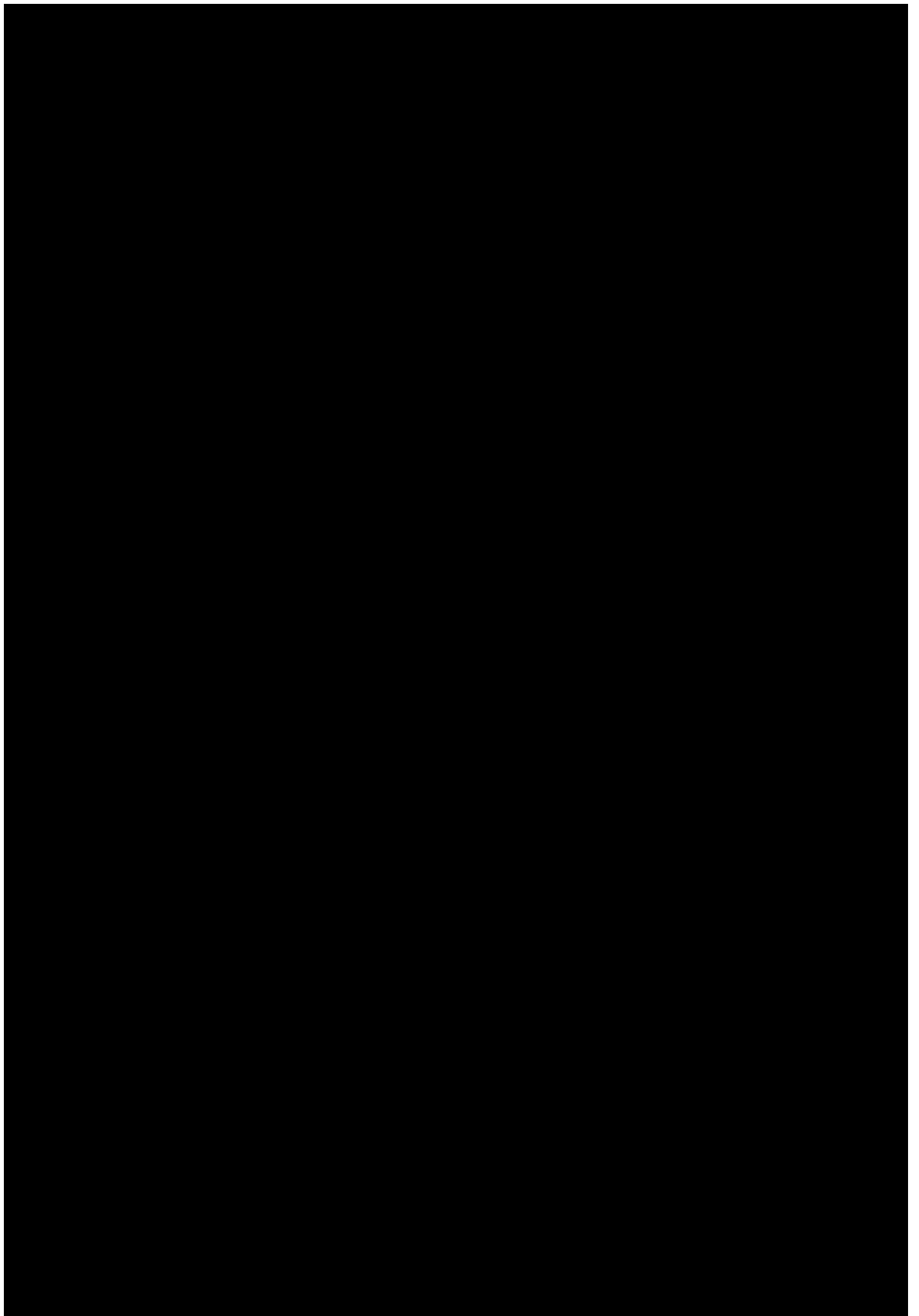


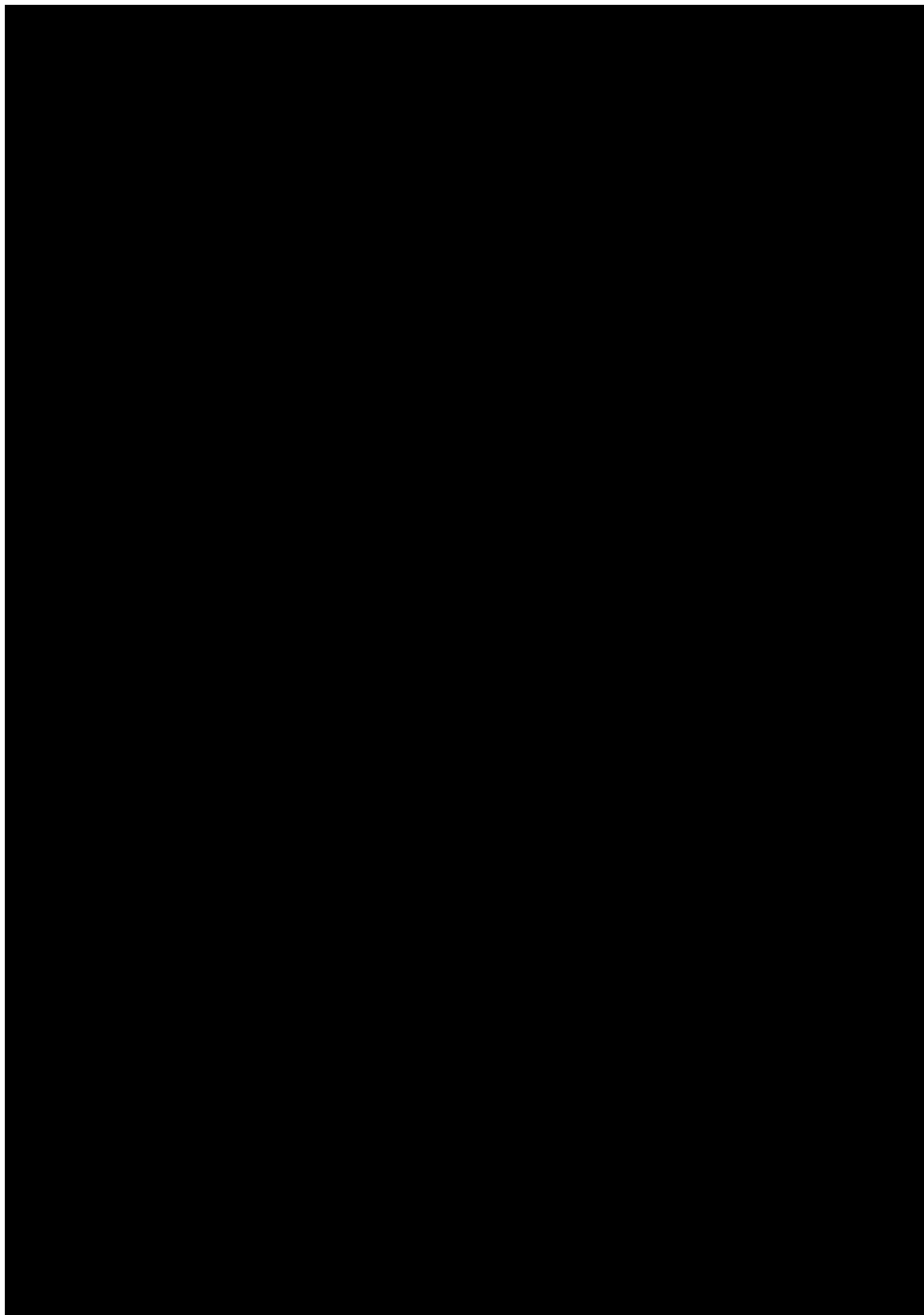


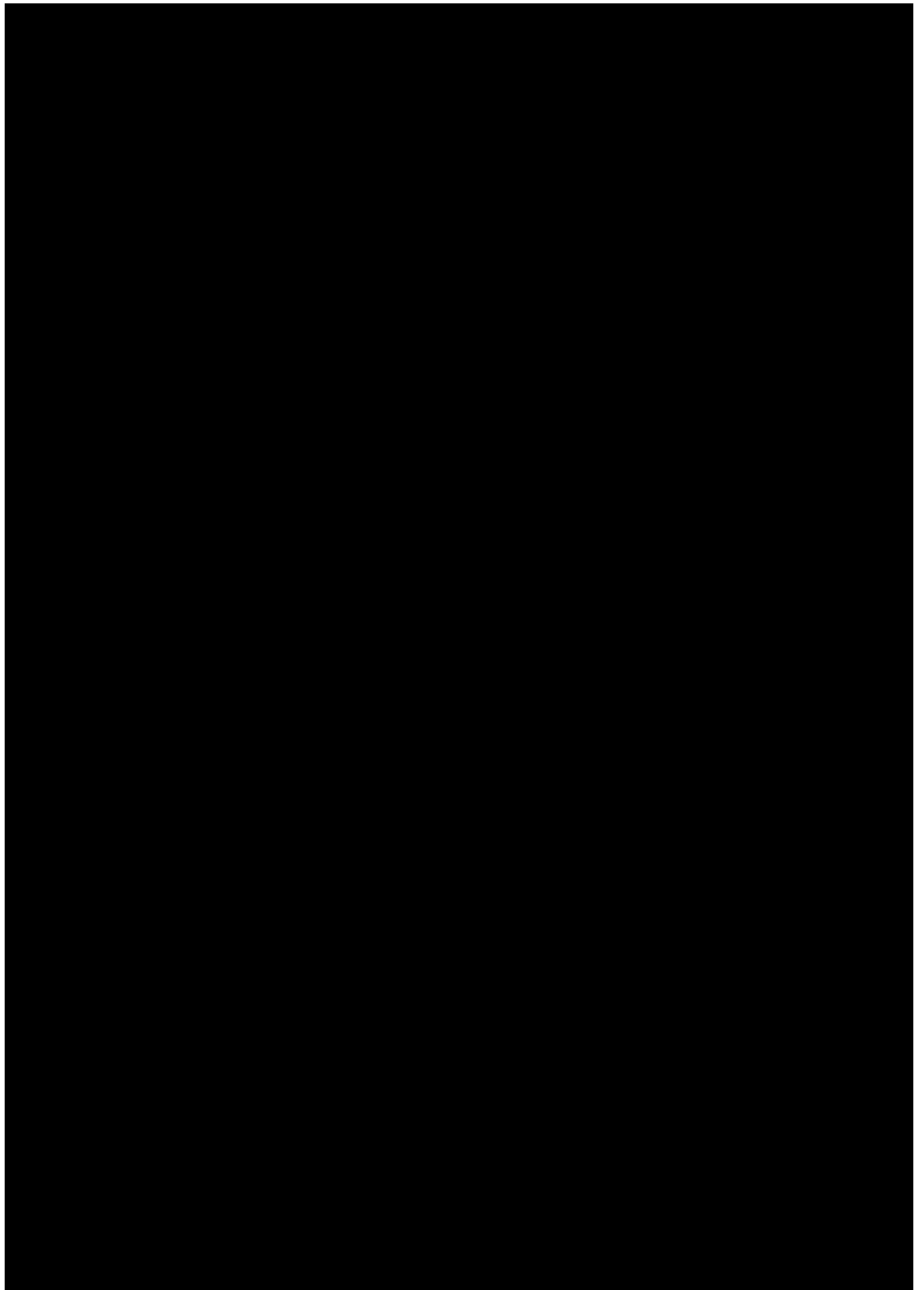


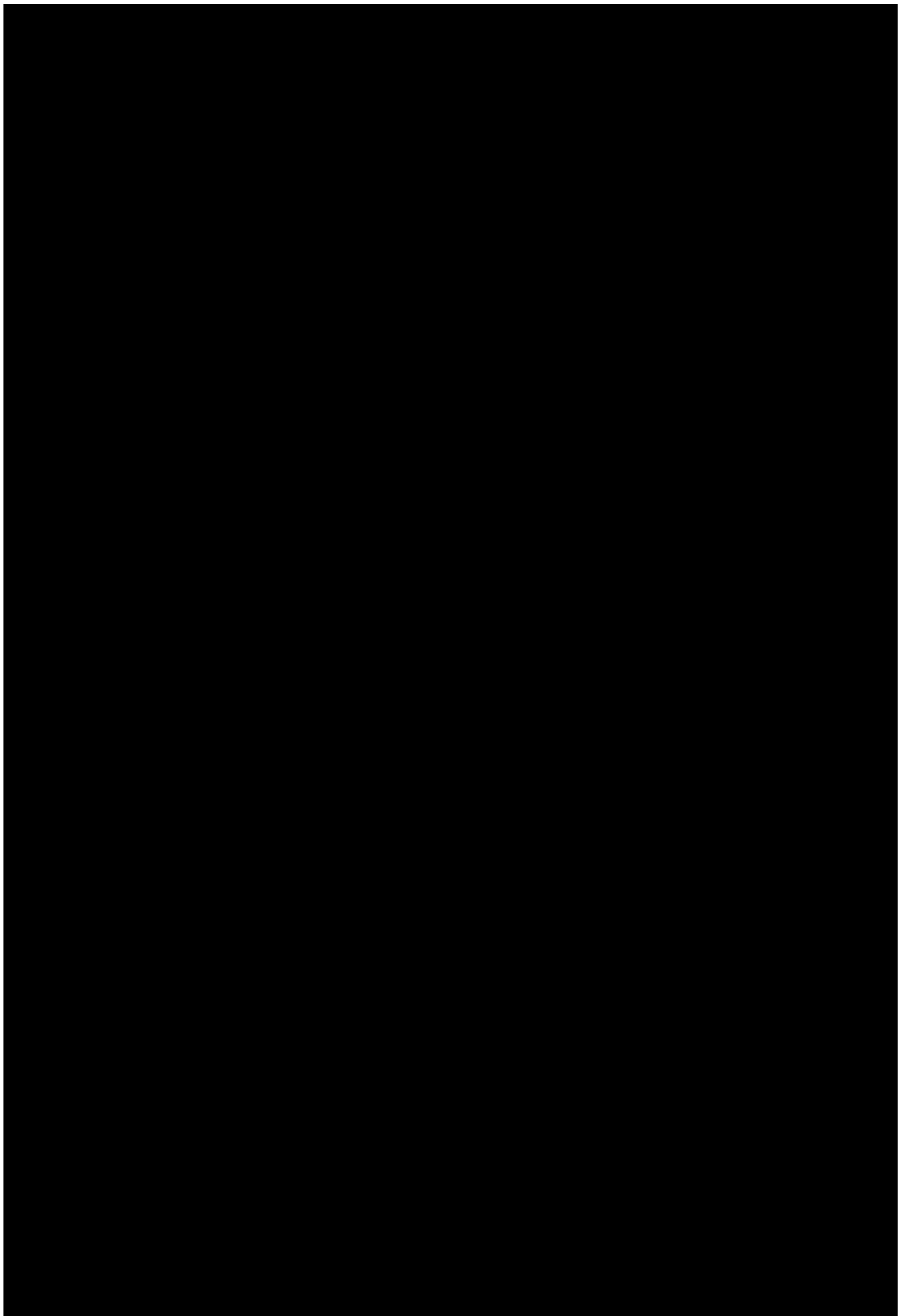


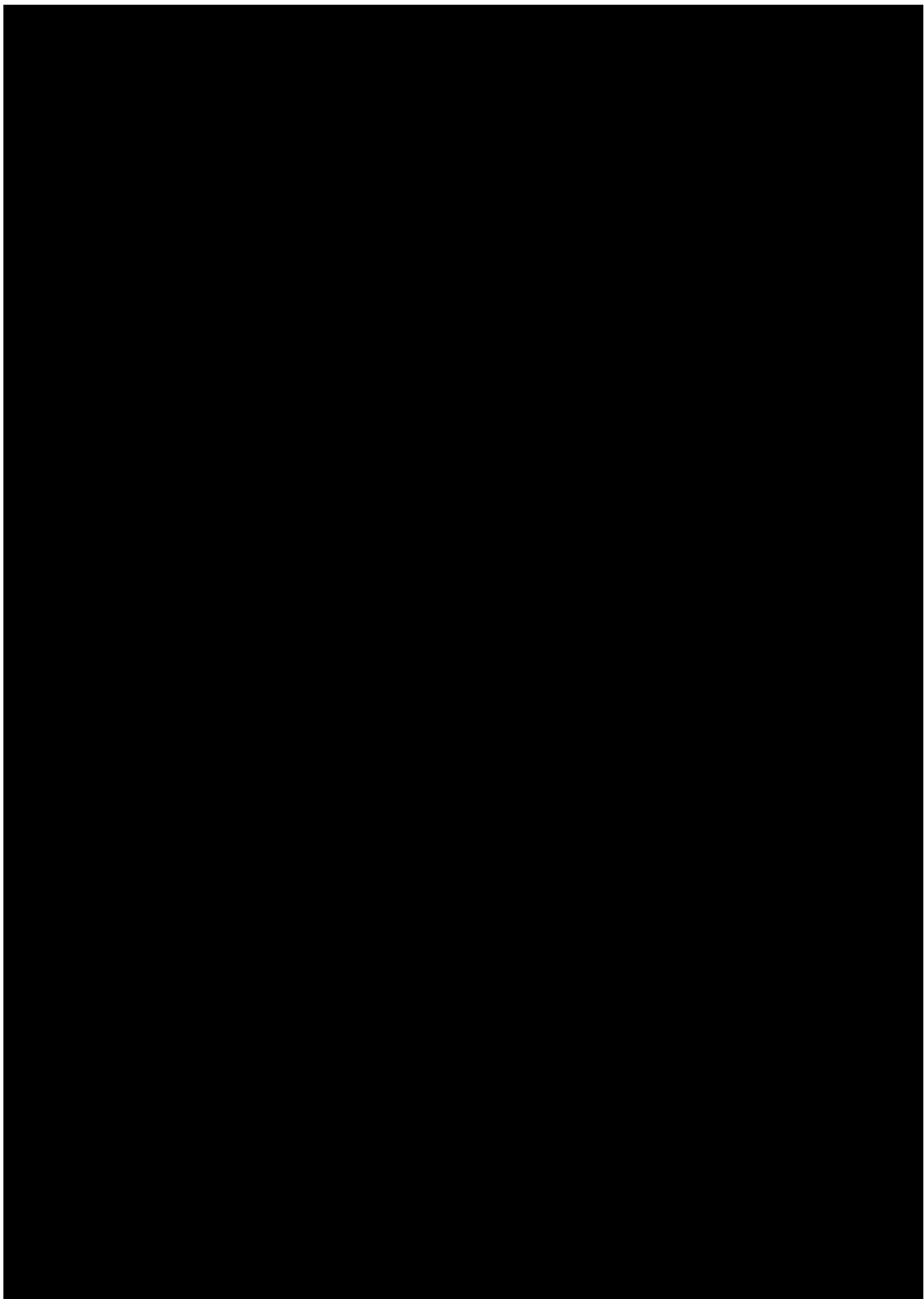










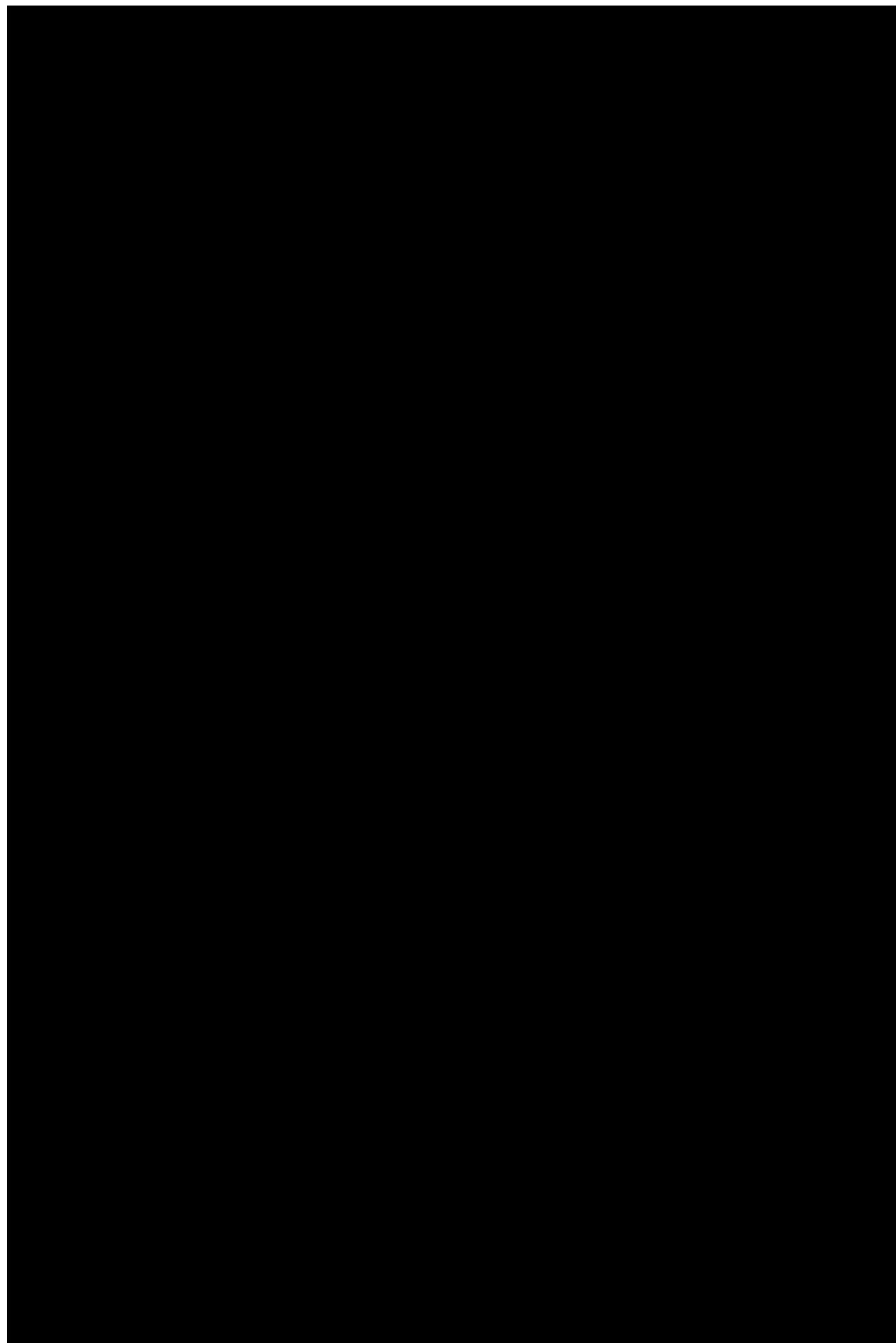


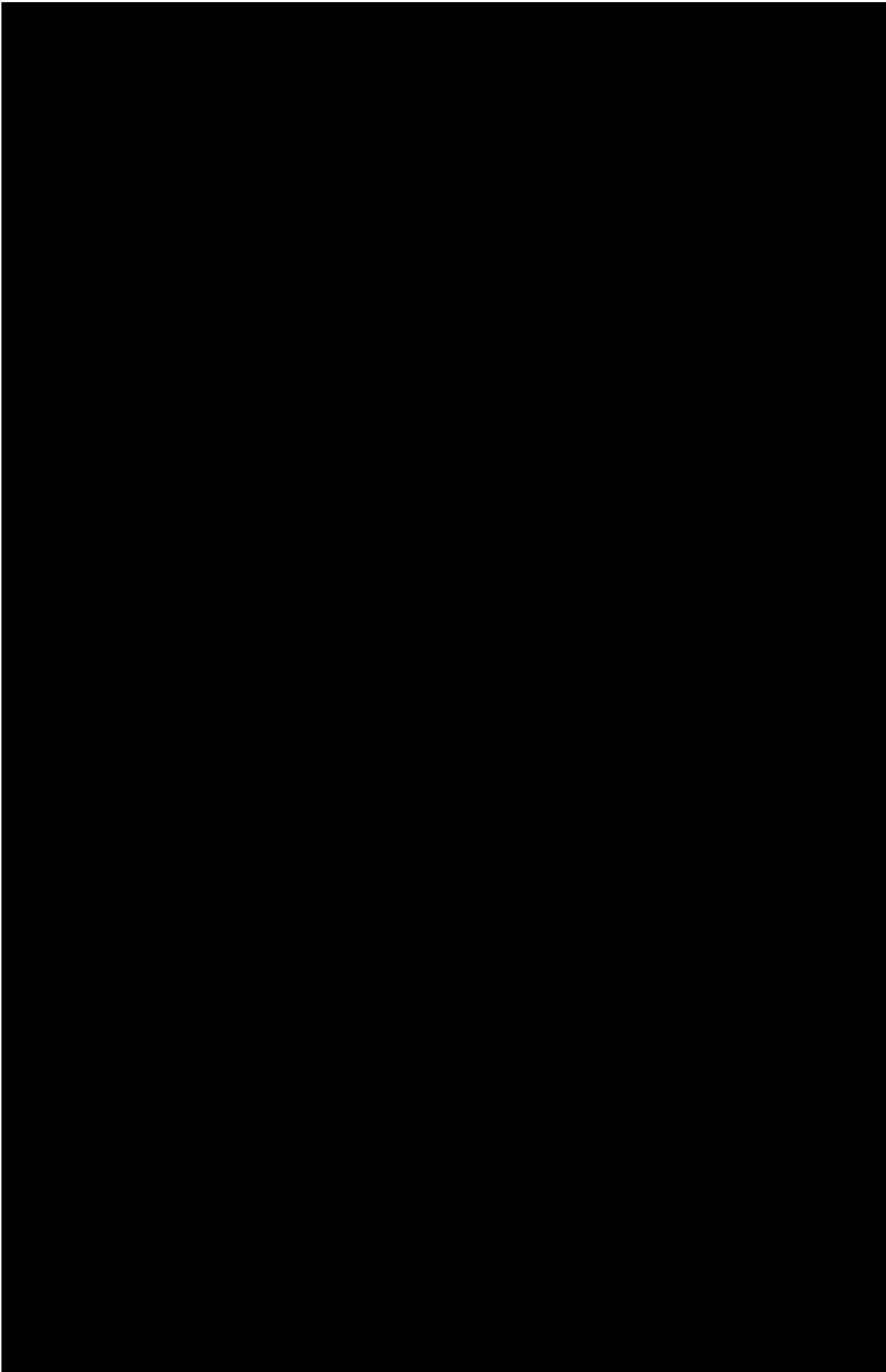
The first part of the paper discusses the importance of understanding the cultural context of the research. It highlights the need for researchers to be sensitive to the values and beliefs of the communities they are studying. This is particularly important in the field of education, where cultural differences can significantly impact learning outcomes.

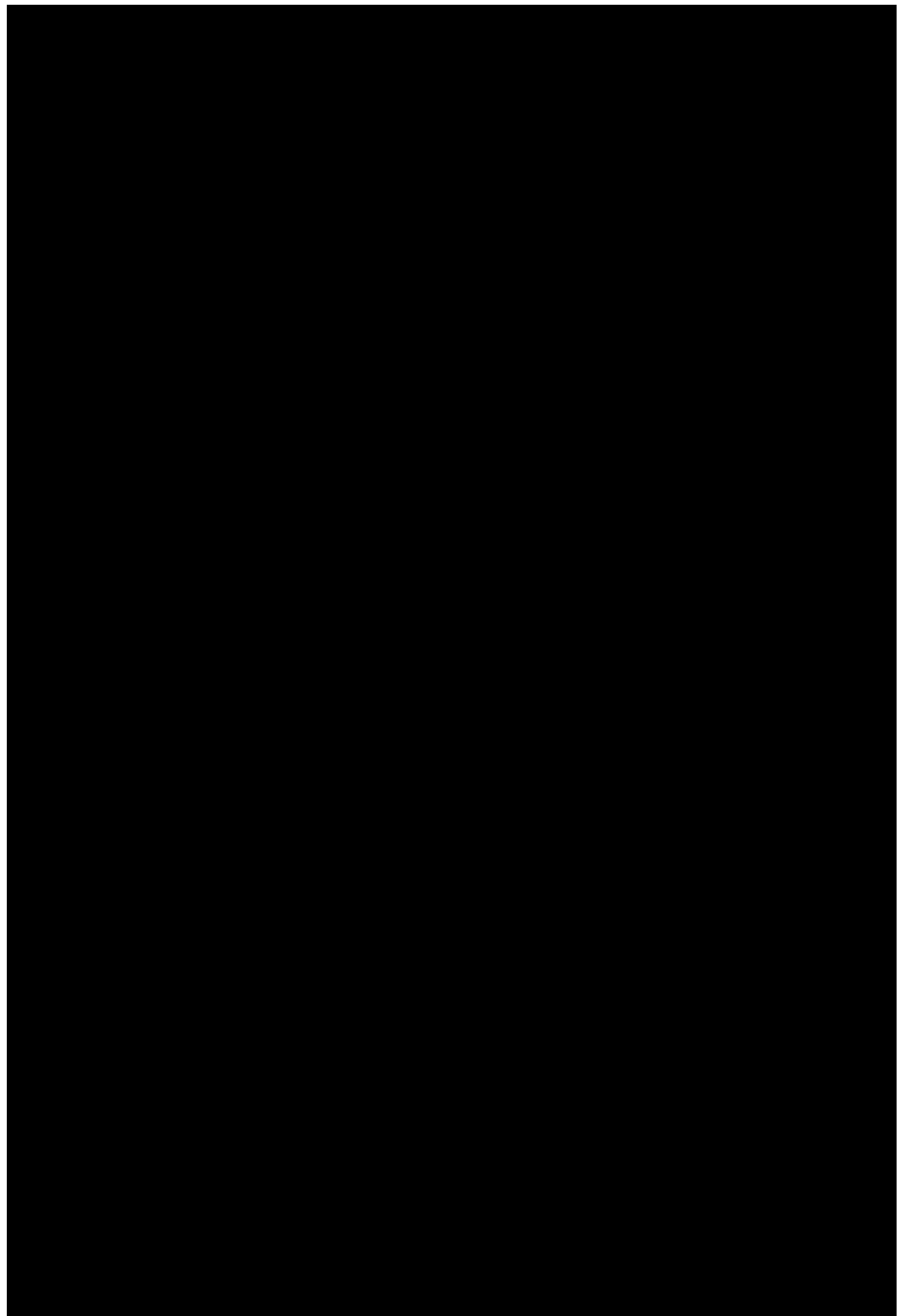
The second part of the paper focuses on the methodology used in the study. It describes the process of selecting participants, collecting data, and analyzing the results. The authors emphasize the importance of using a mixed-methods approach to gain a comprehensive understanding of the research topic.

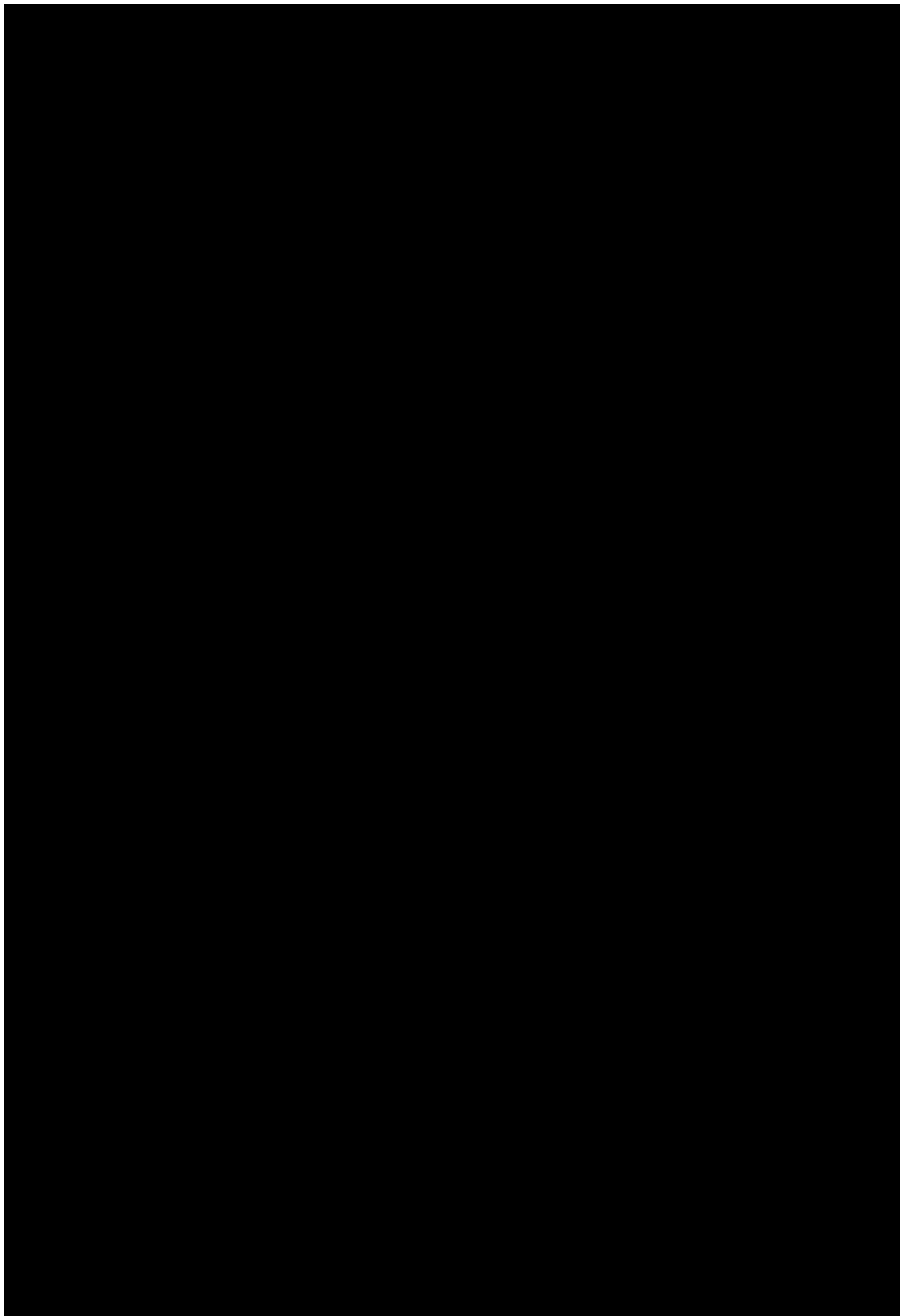
The third part of the paper presents the findings of the study. It discusses the results of the quantitative data analysis and the insights gained from the qualitative interviews. The authors conclude that there are significant differences in learning outcomes between the two groups, and these differences can be attributed to cultural factors.

The final part of the paper discusses the implications of the findings for future research and practice. It suggests that educators should be aware of the cultural context of their students and tailor their teaching methods accordingly. Additionally, it calls for further research to explore the underlying reasons for the observed differences.



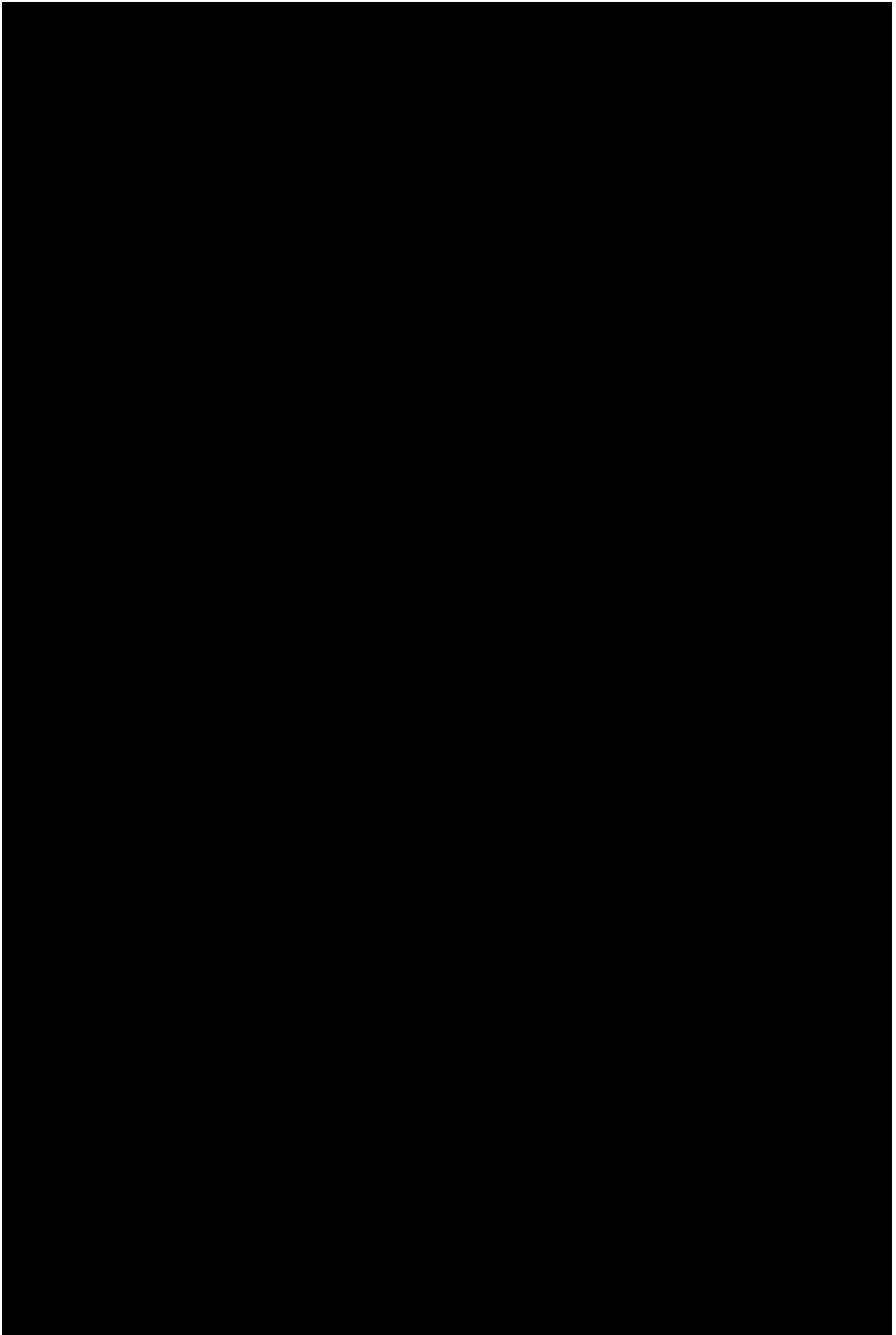


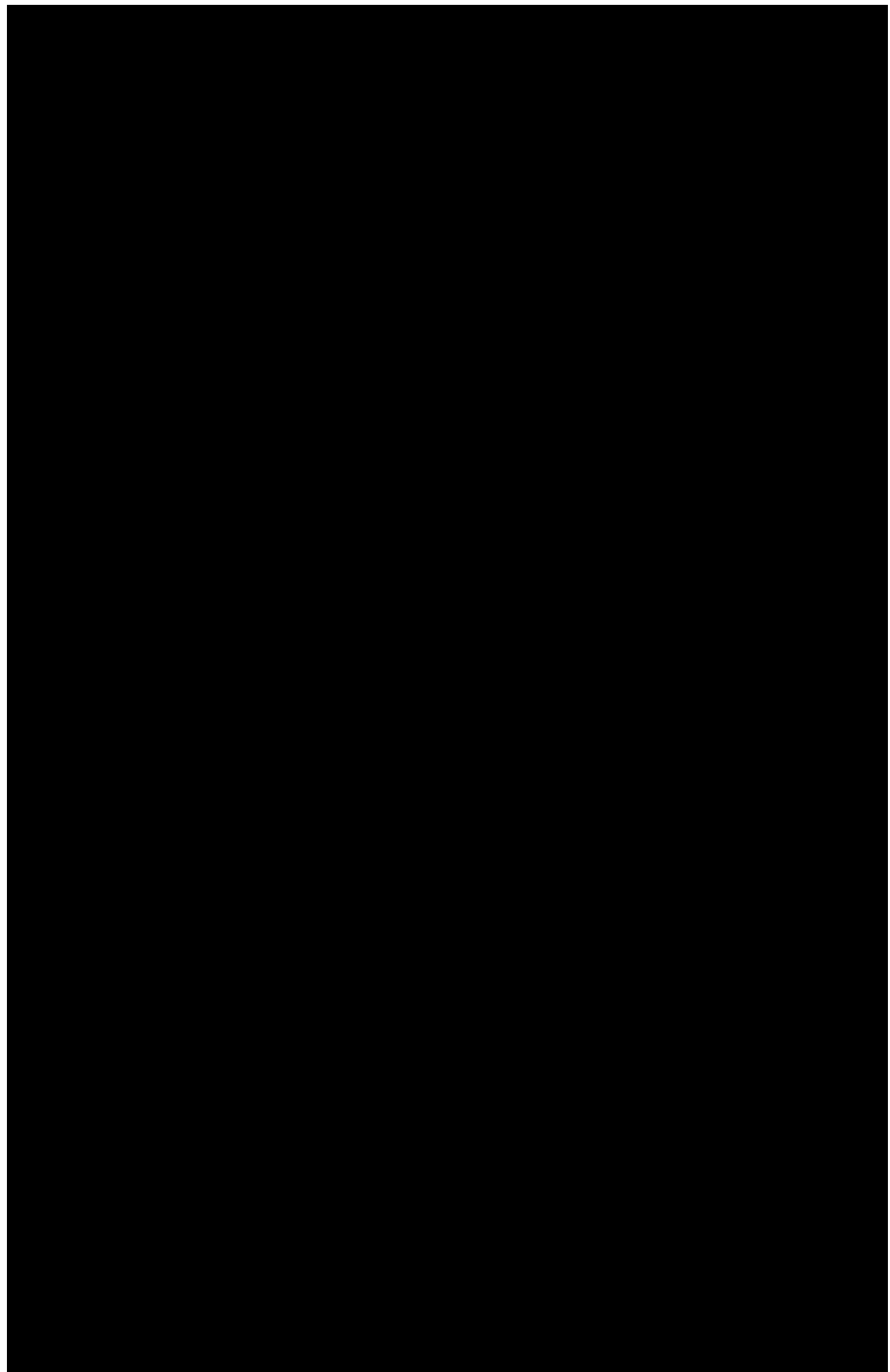


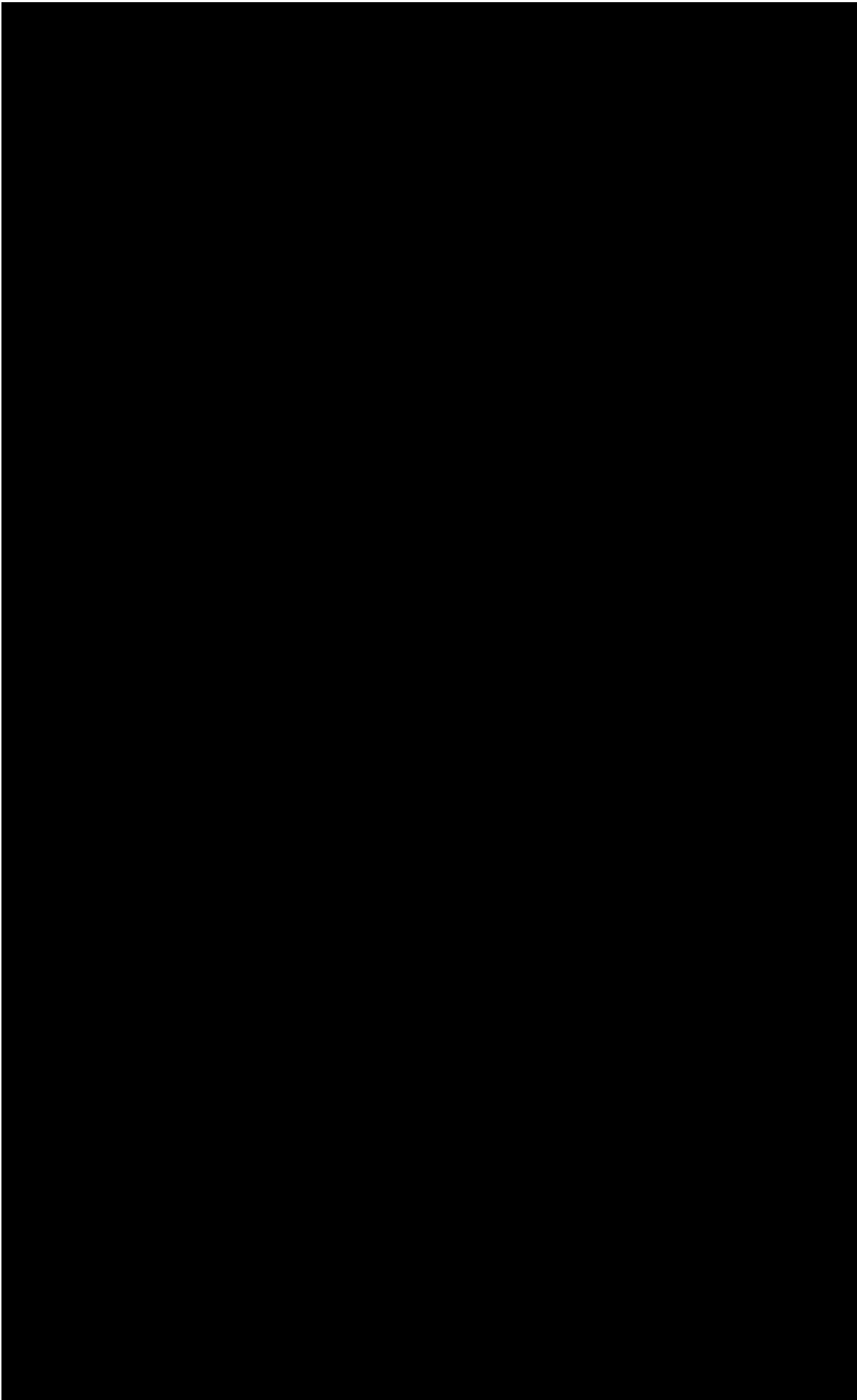


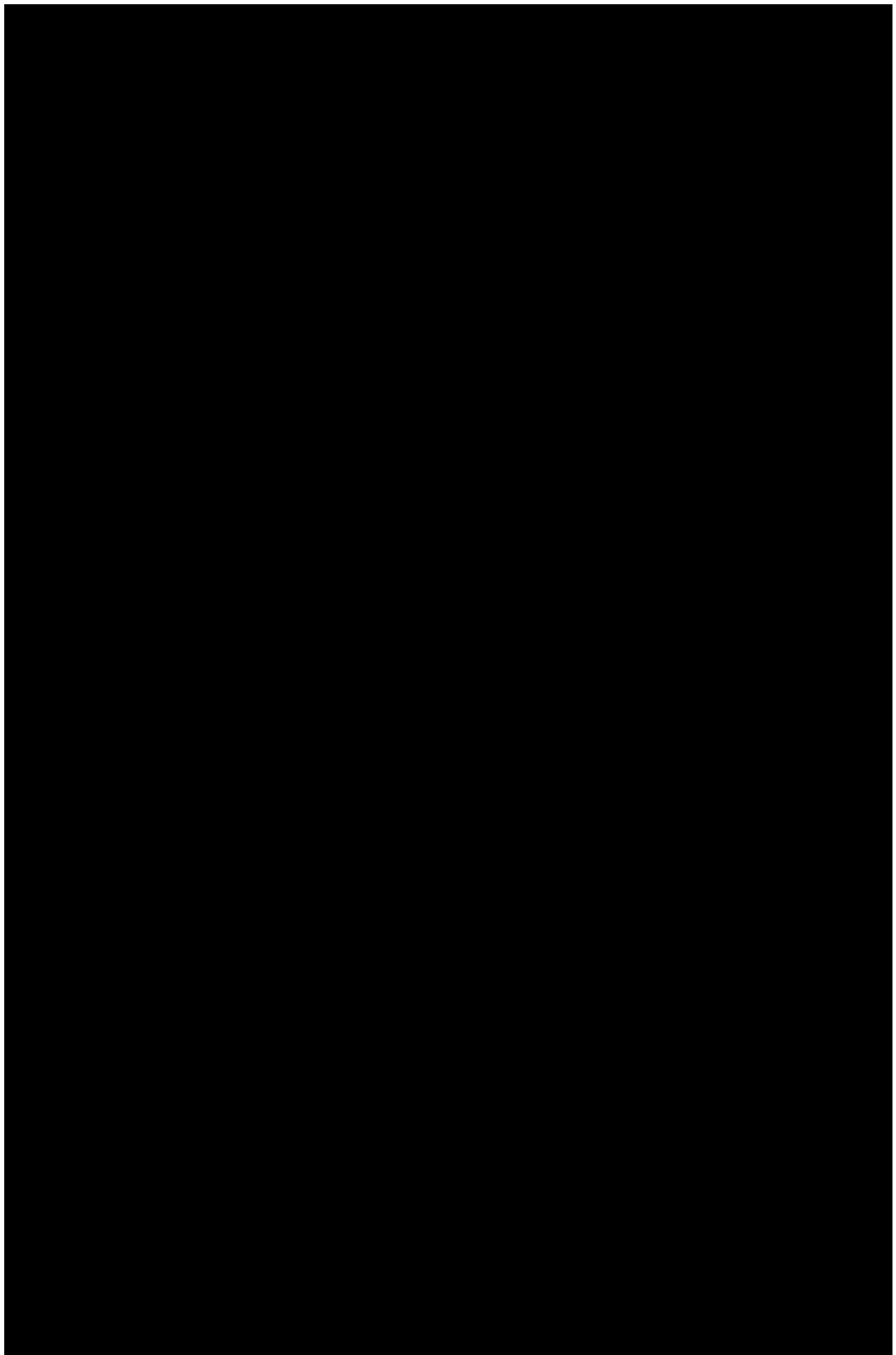


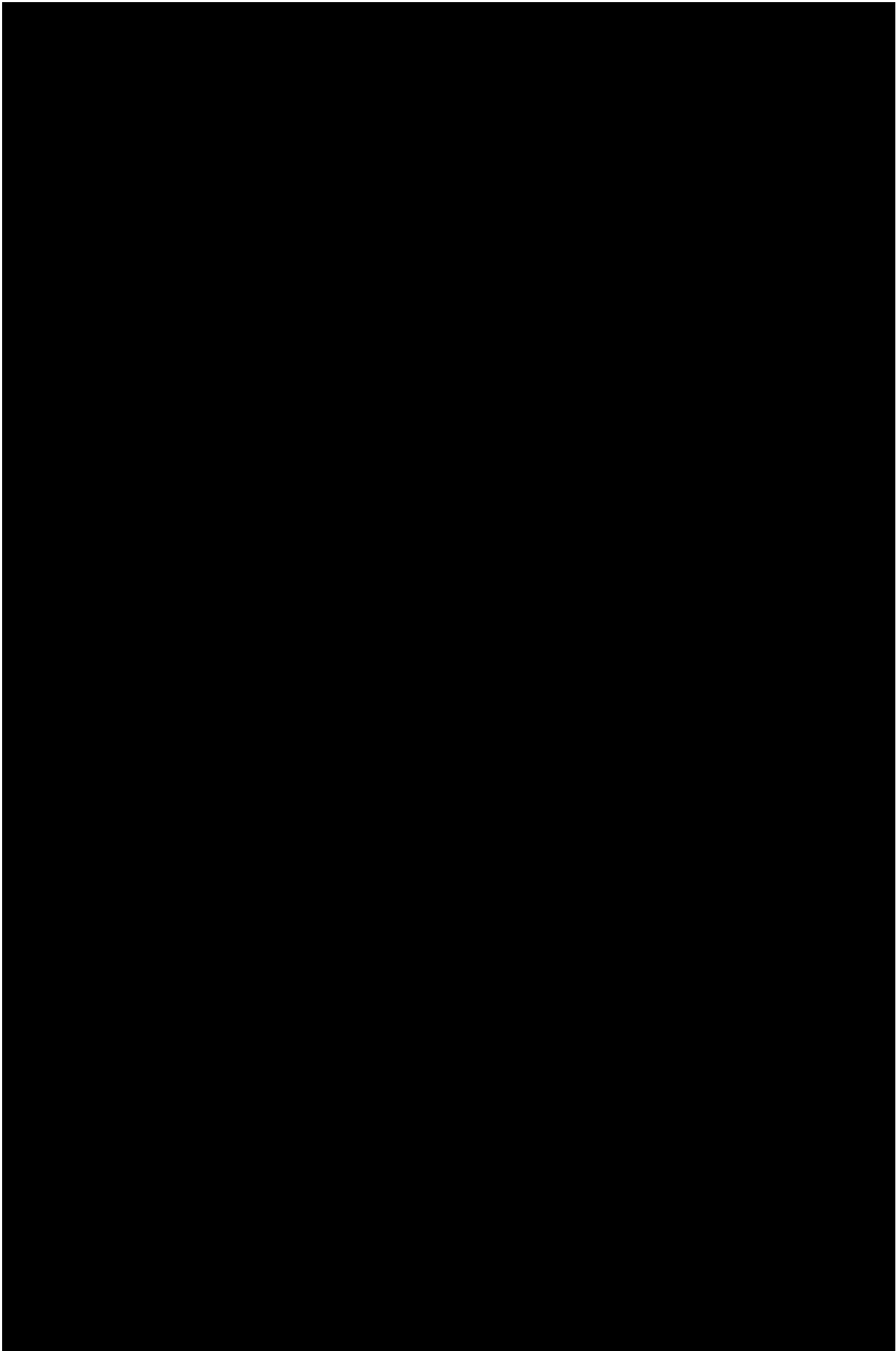


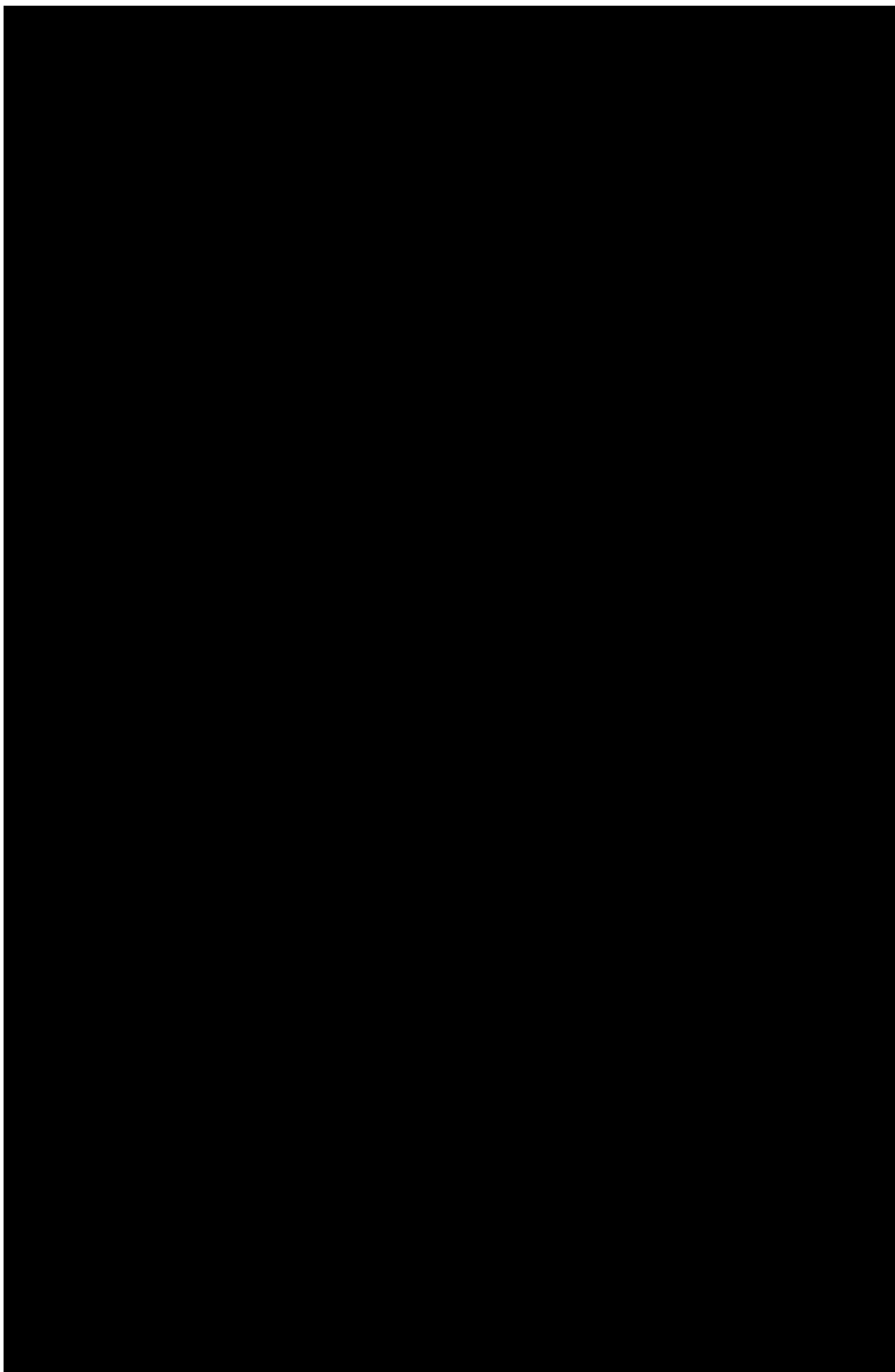


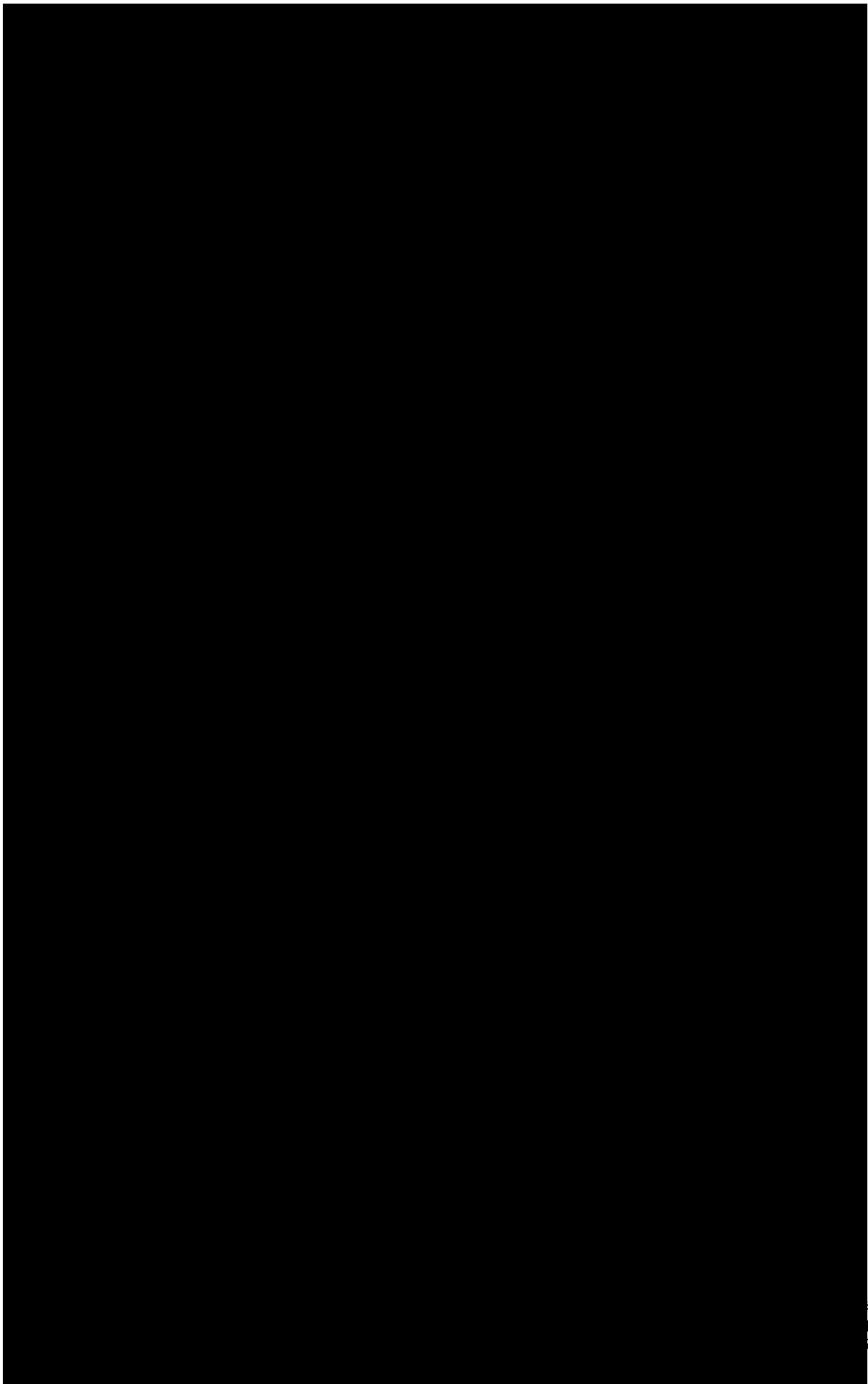


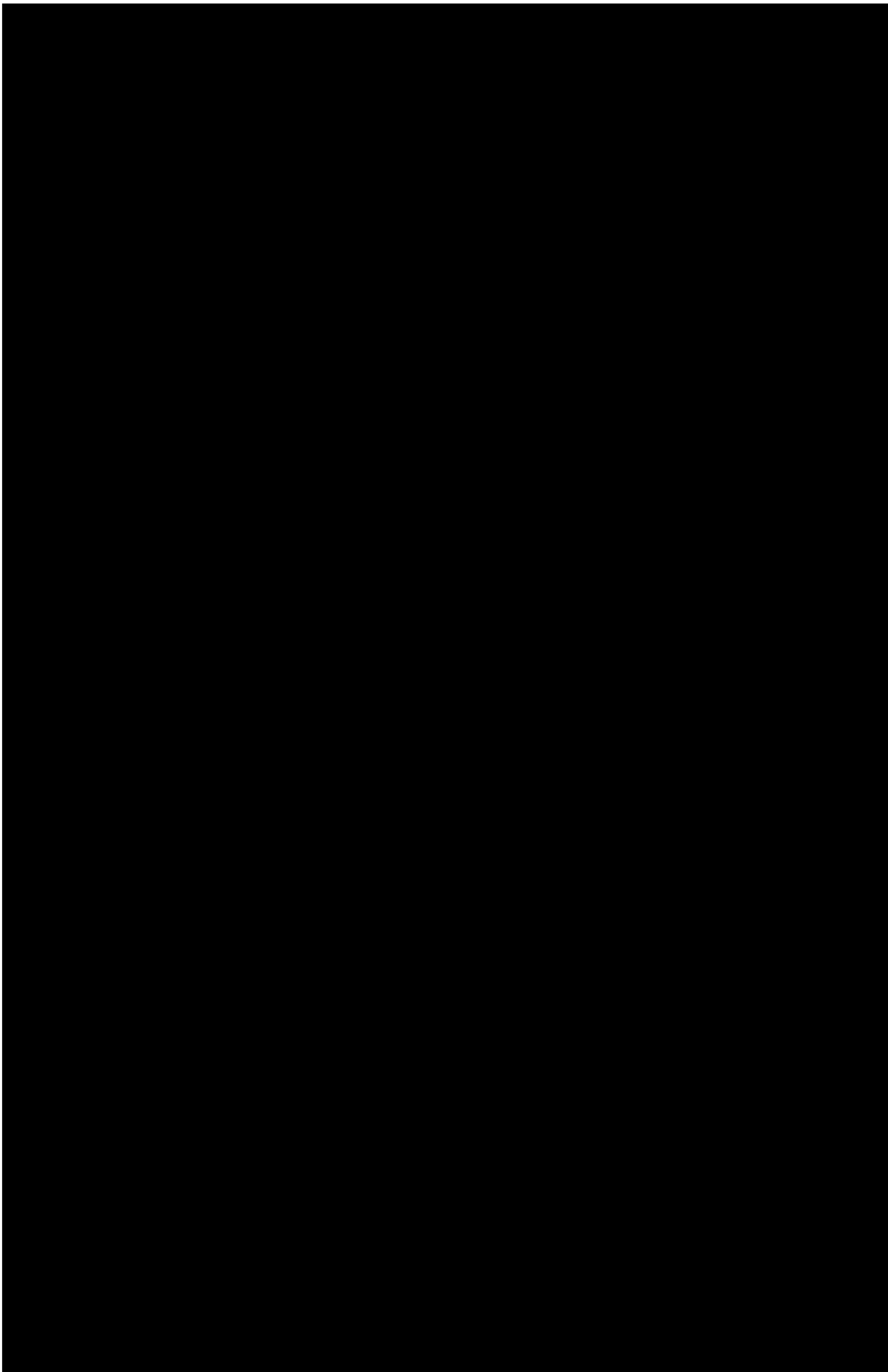


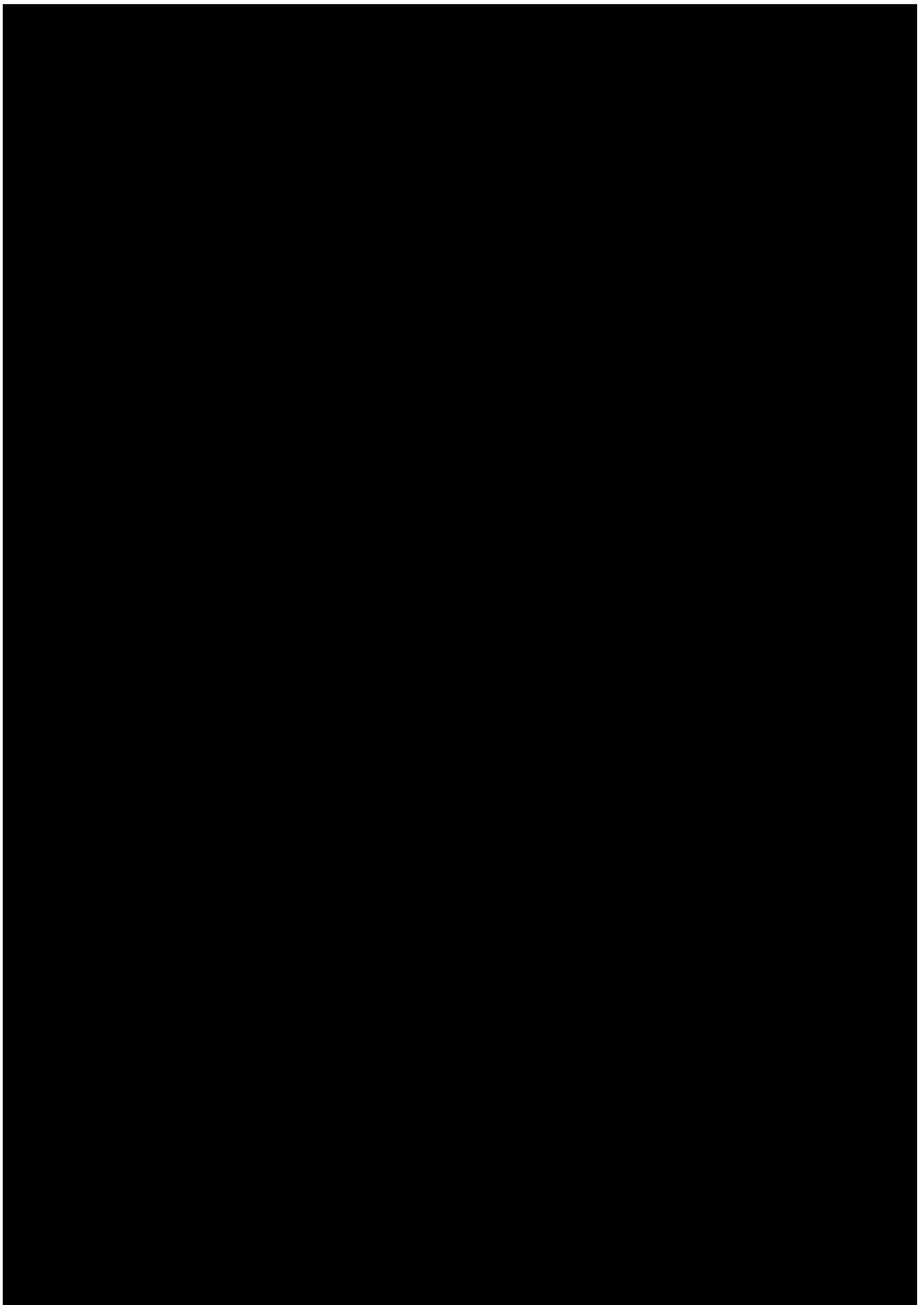


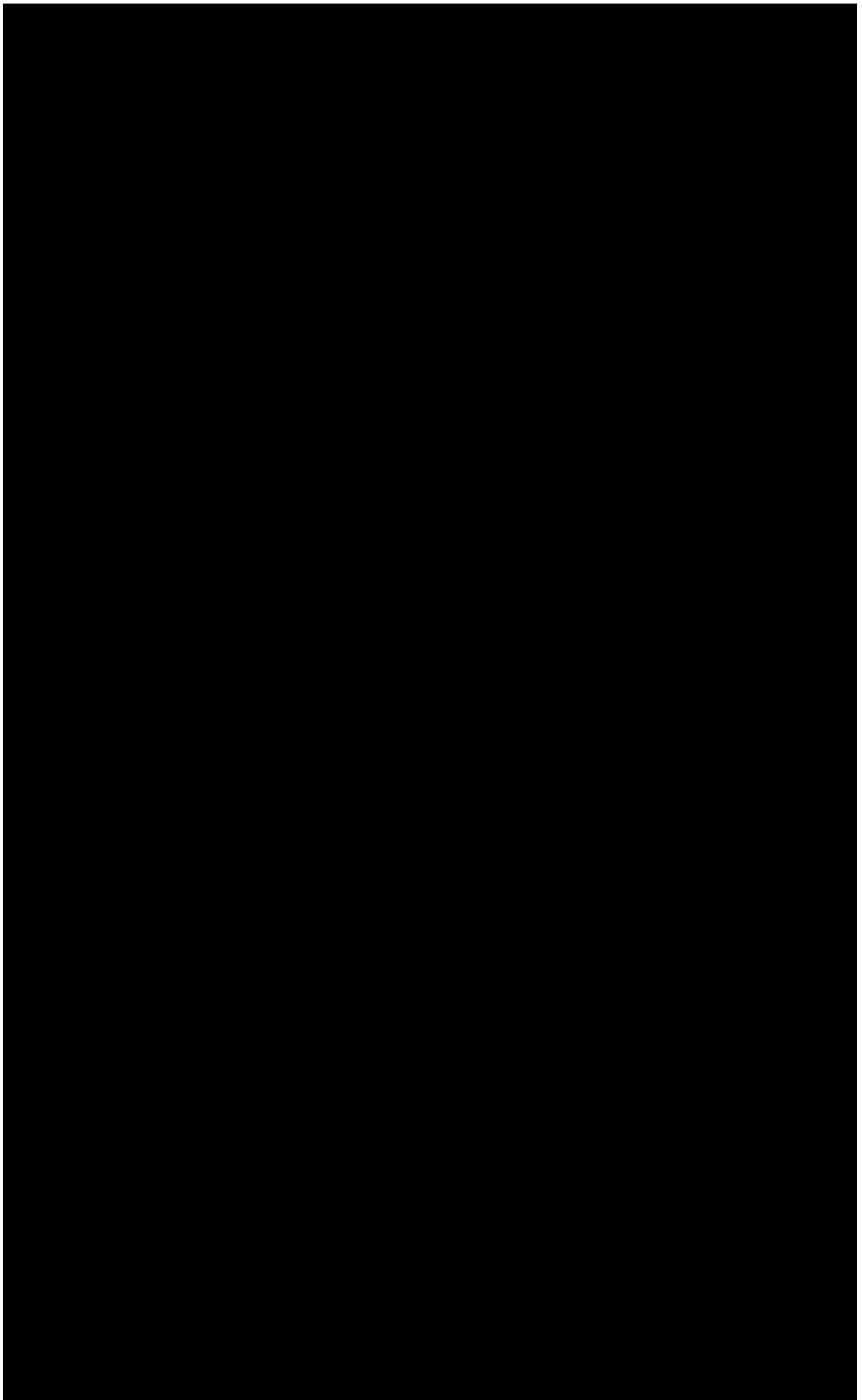


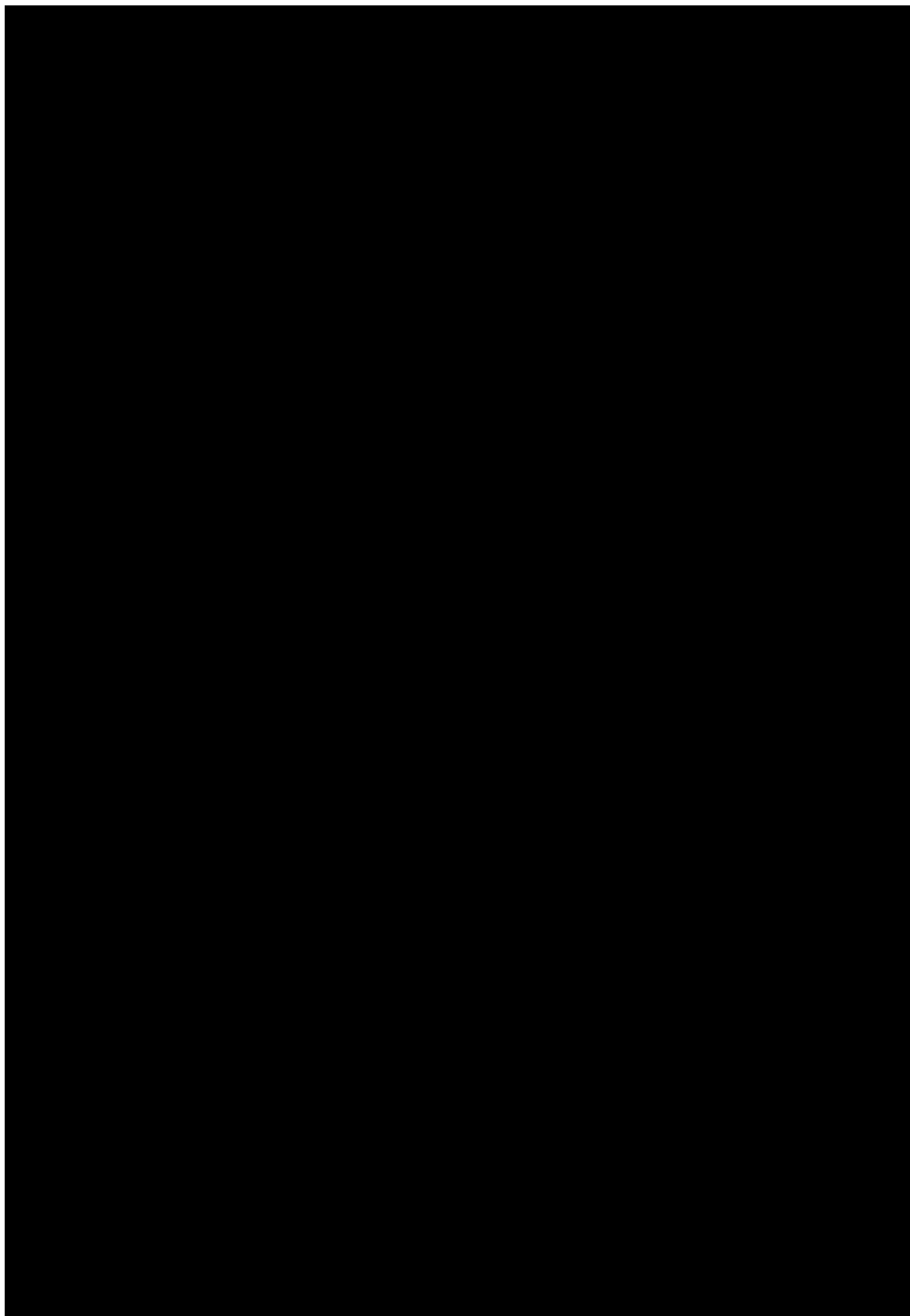


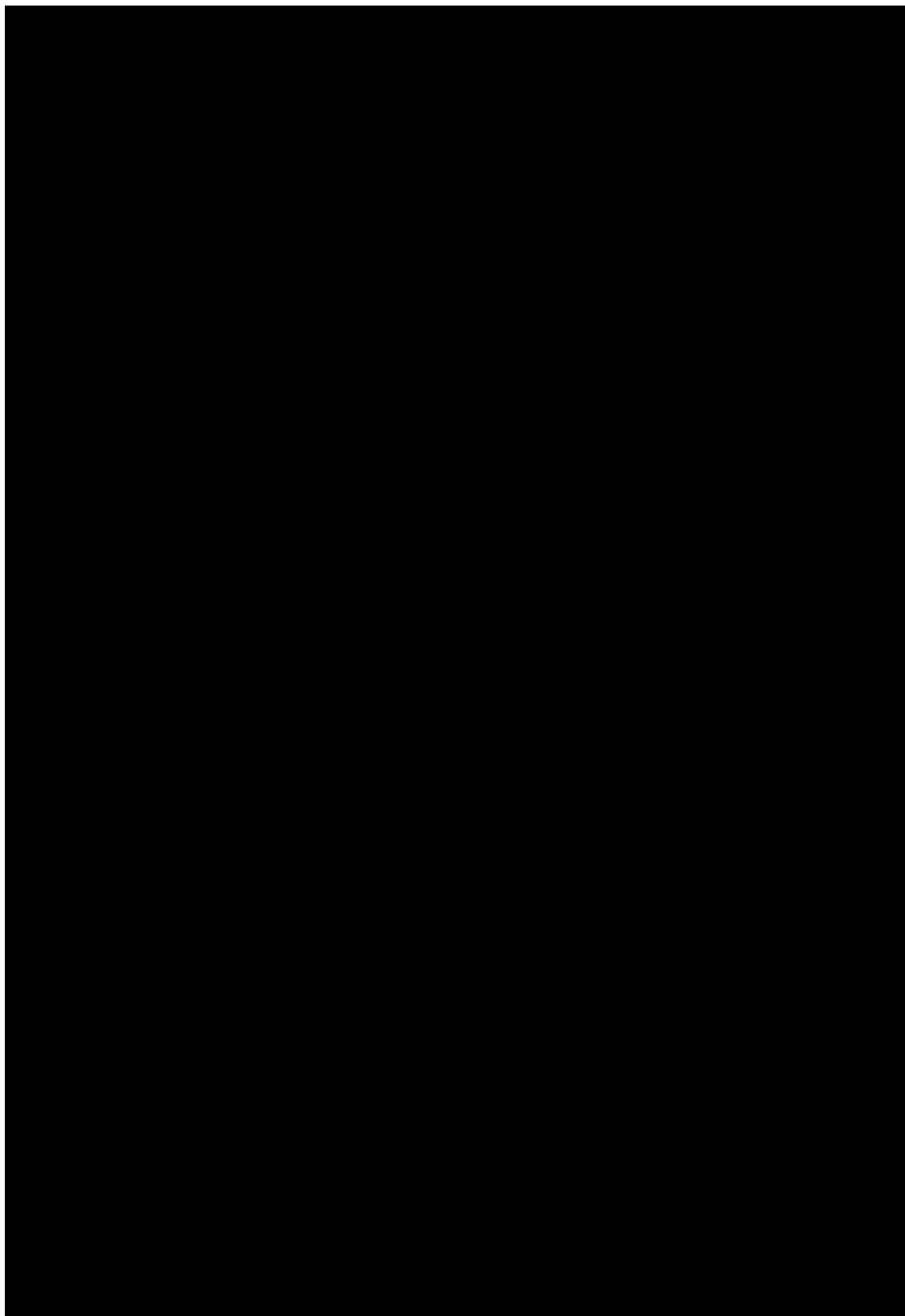


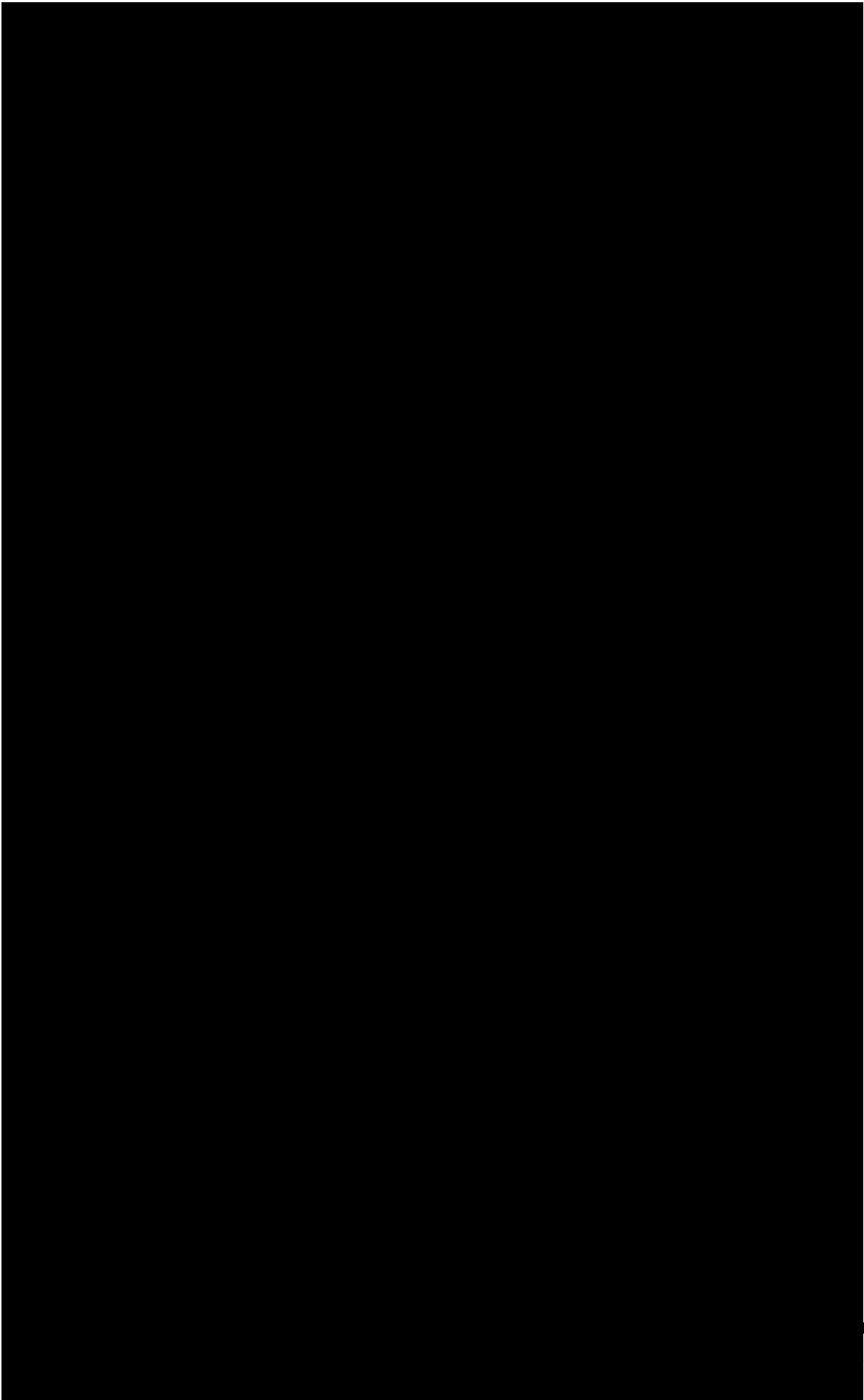


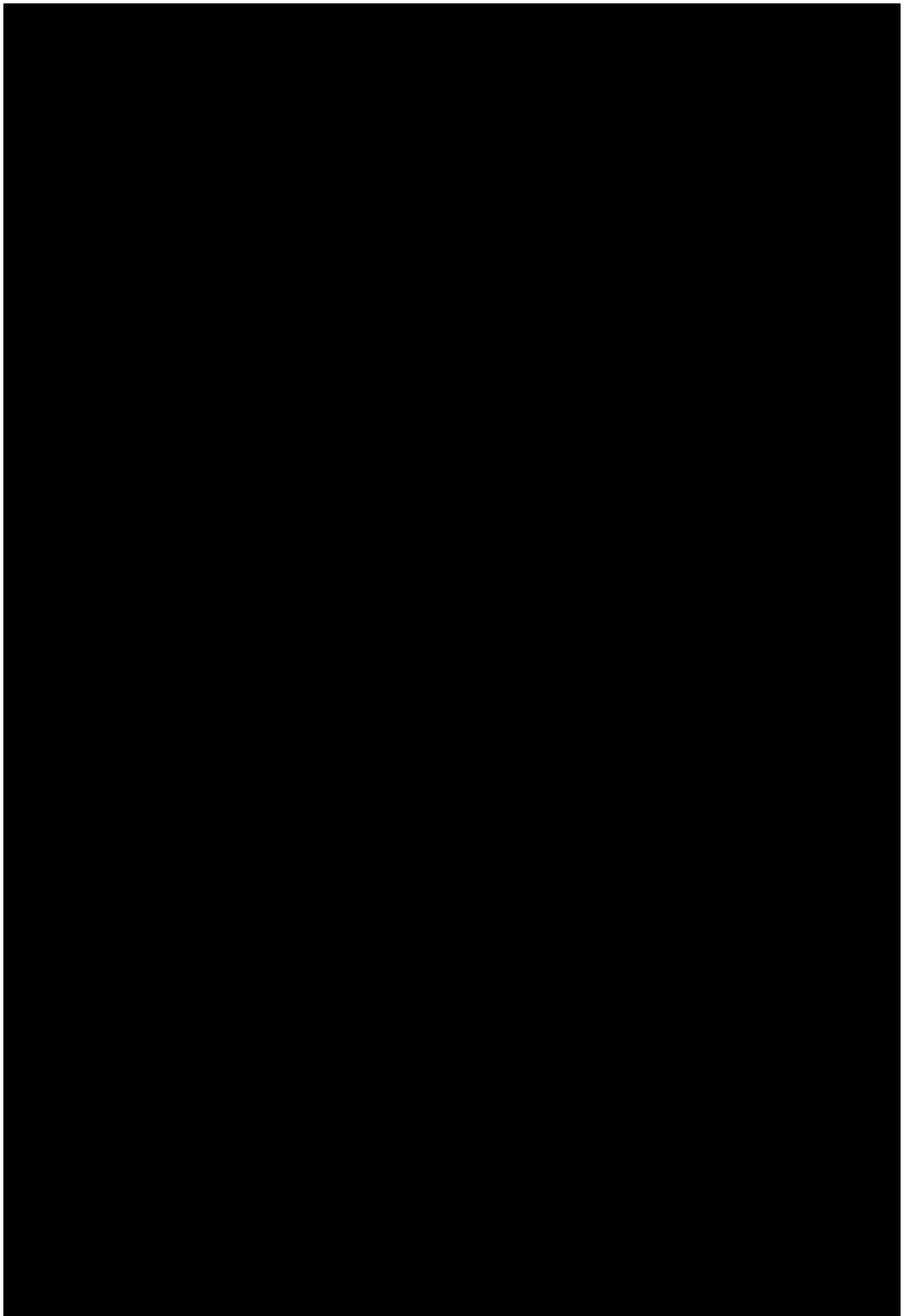


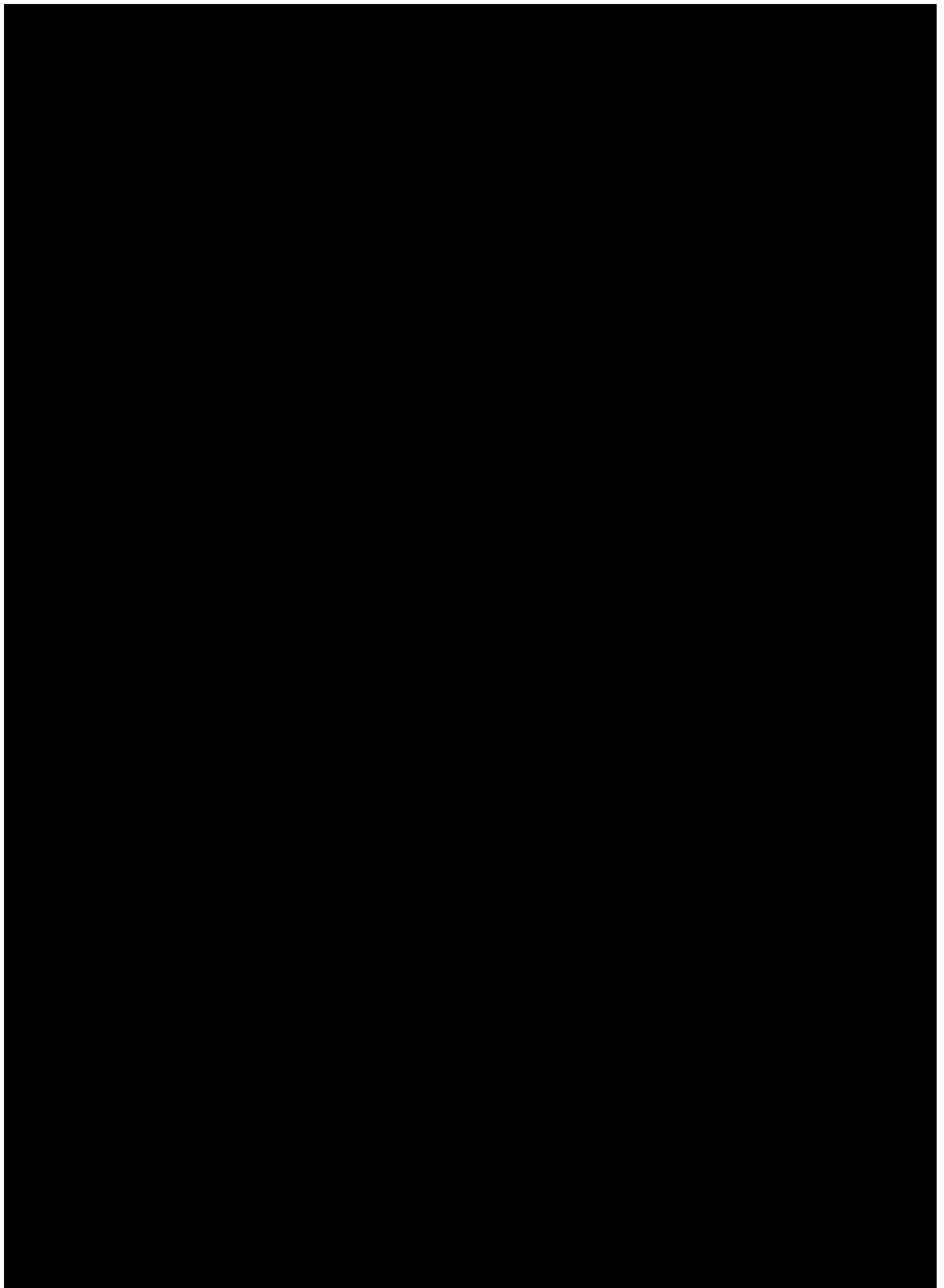


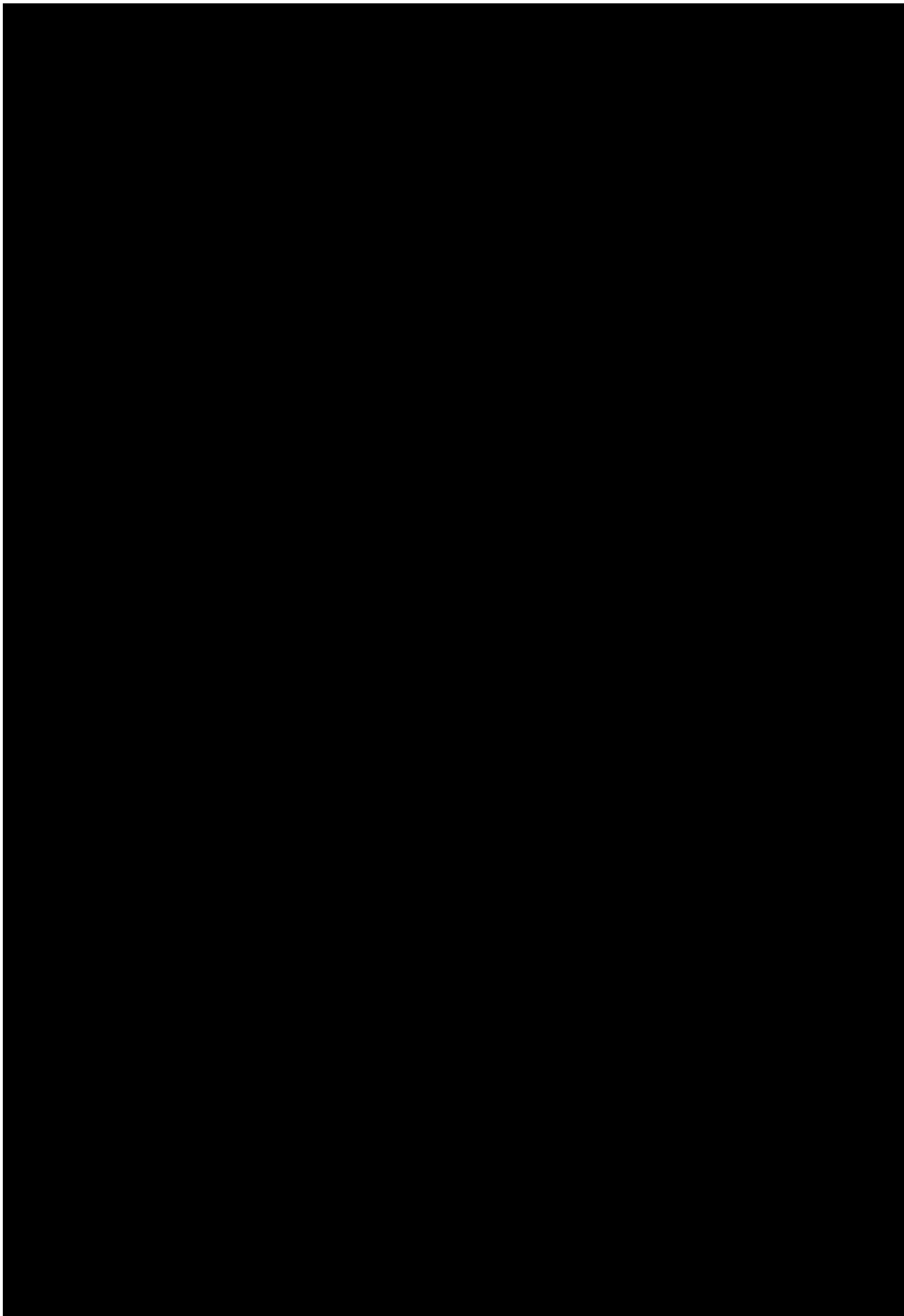


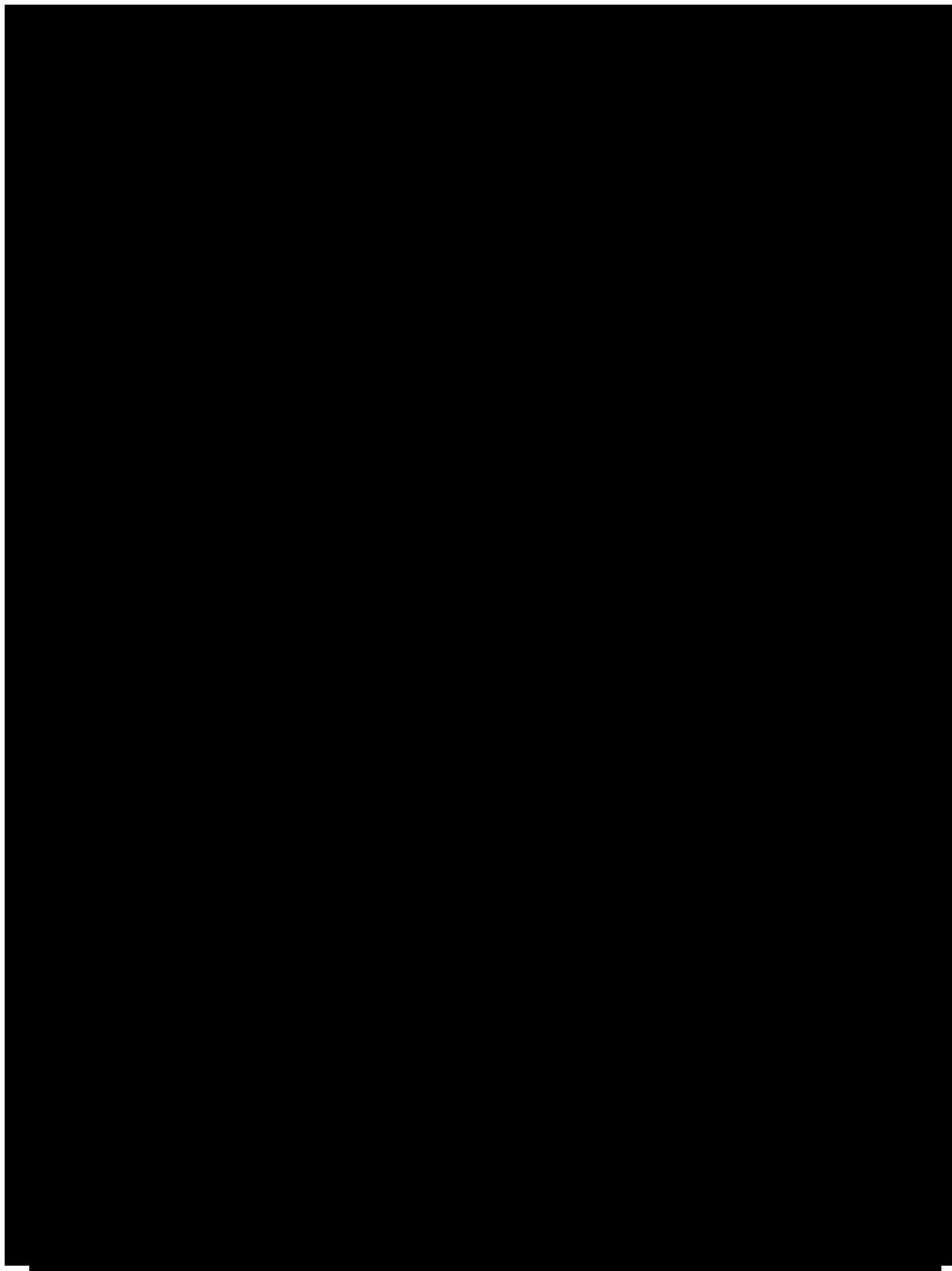


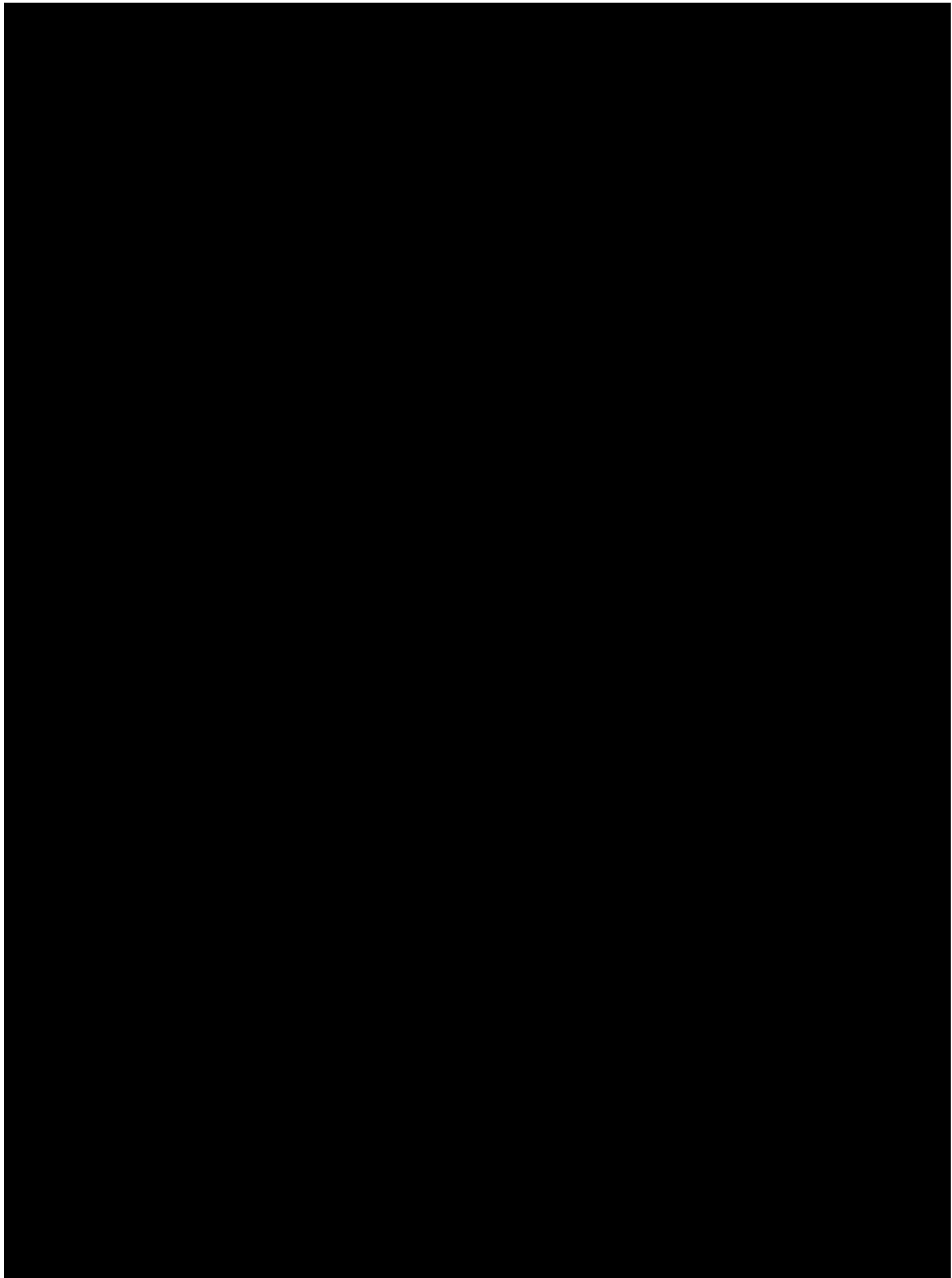


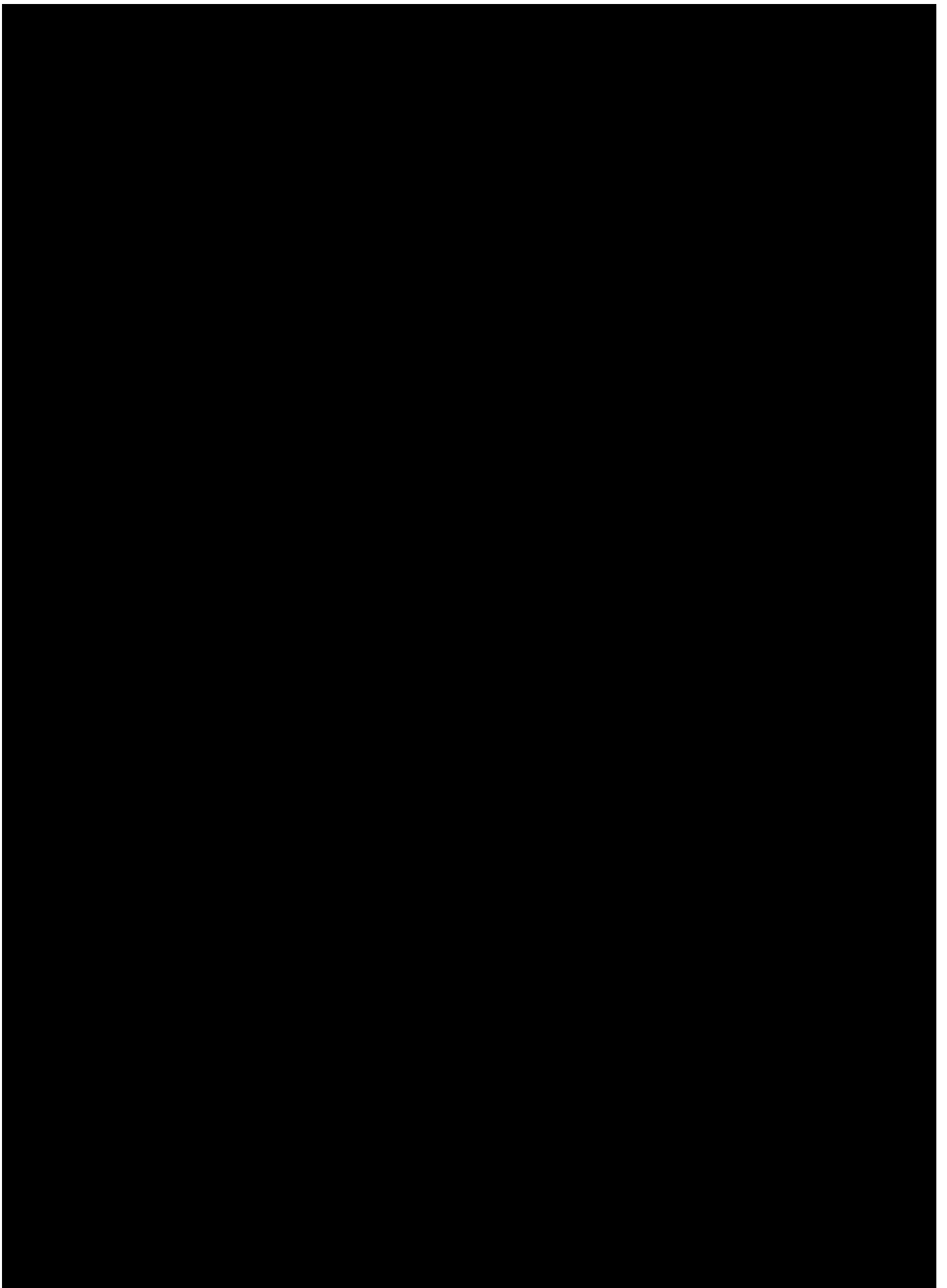


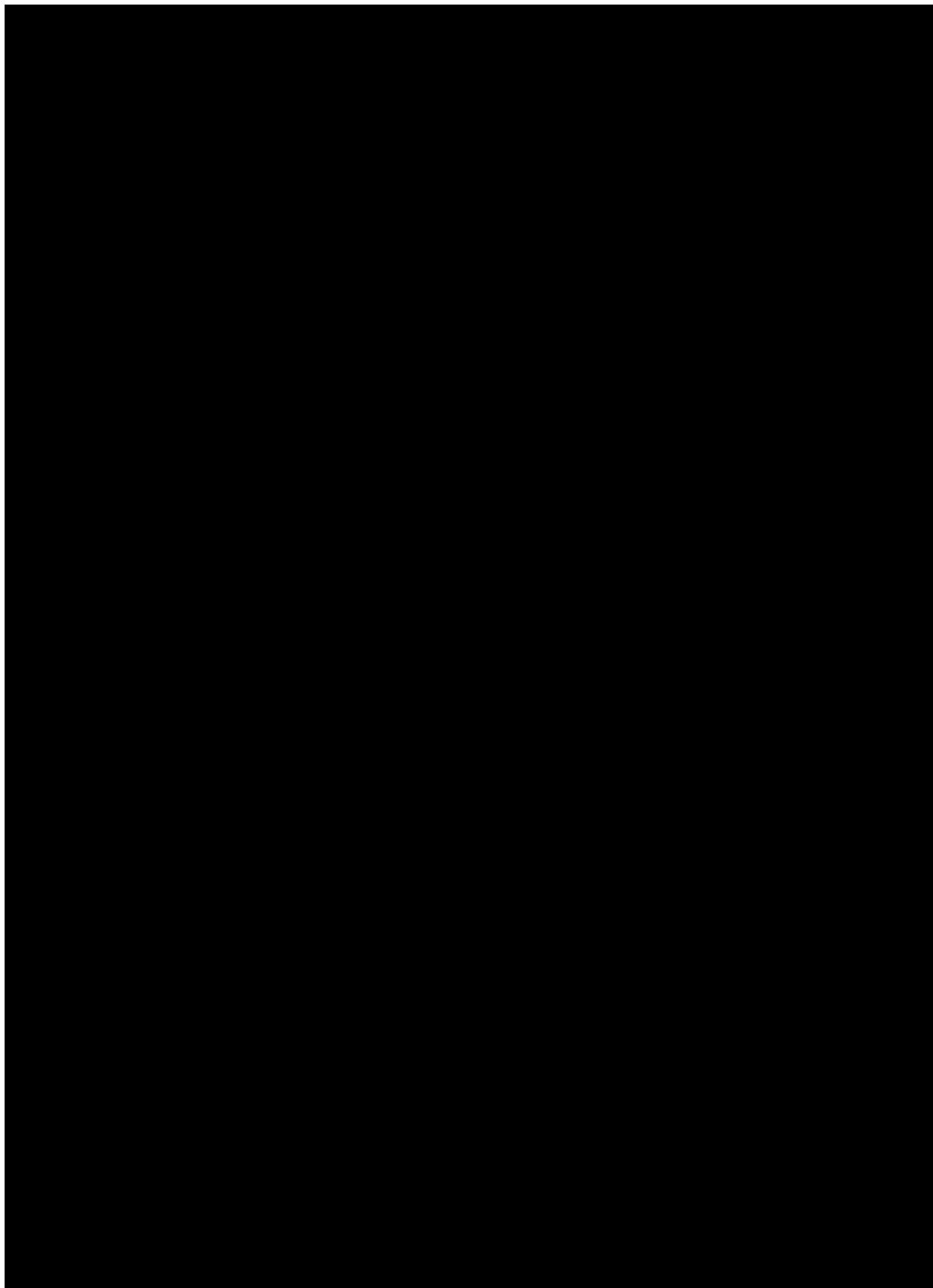


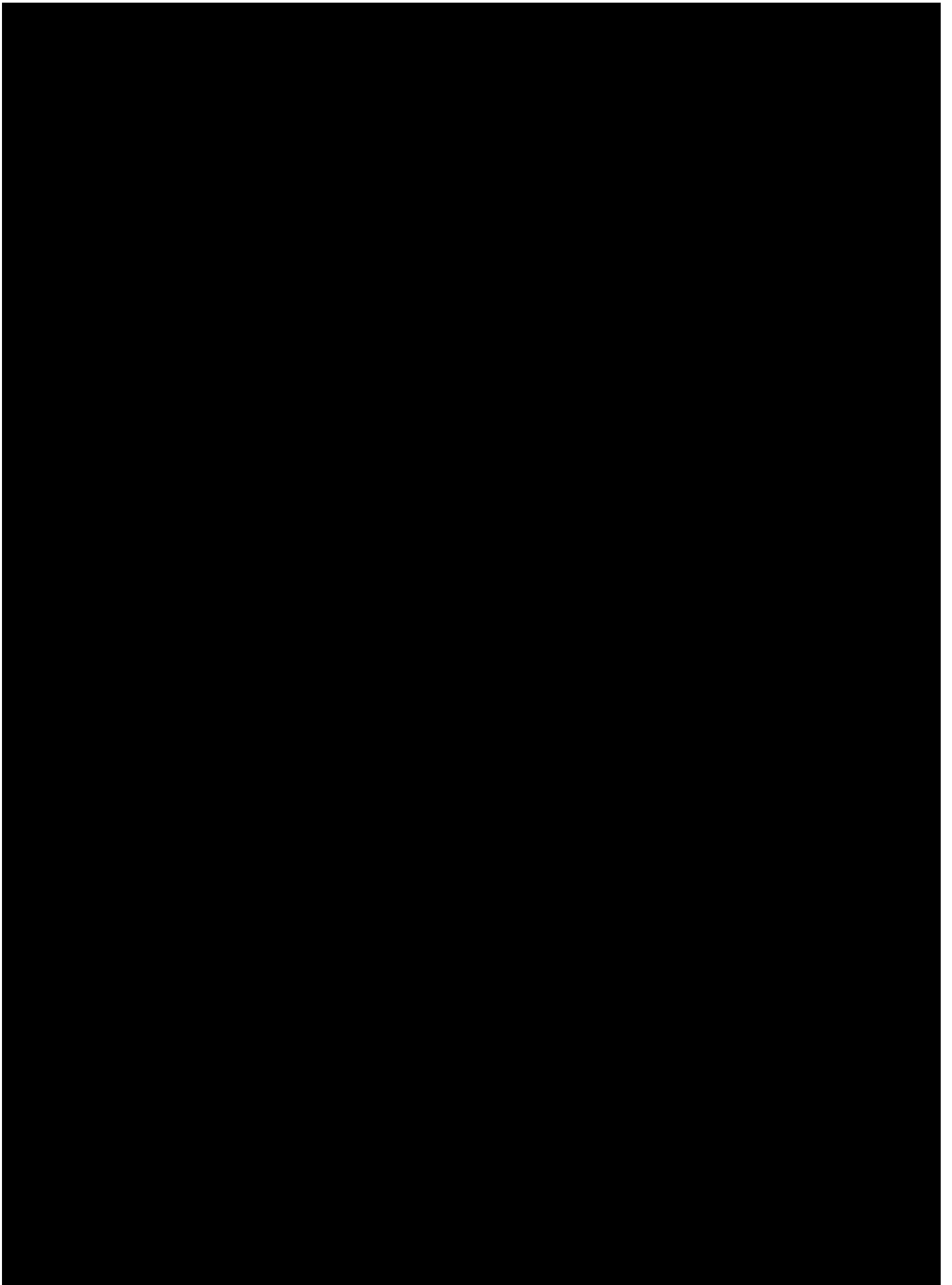


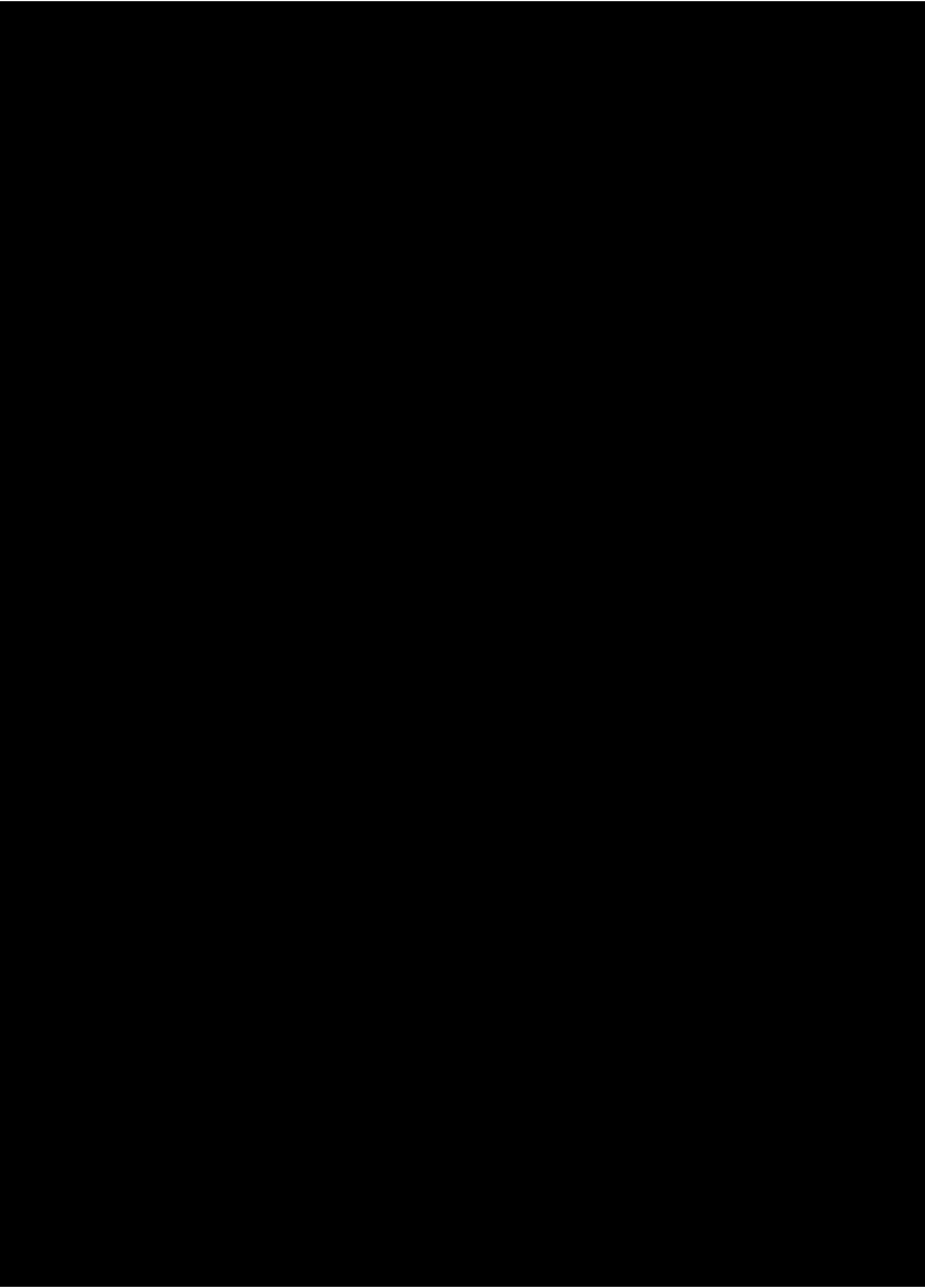




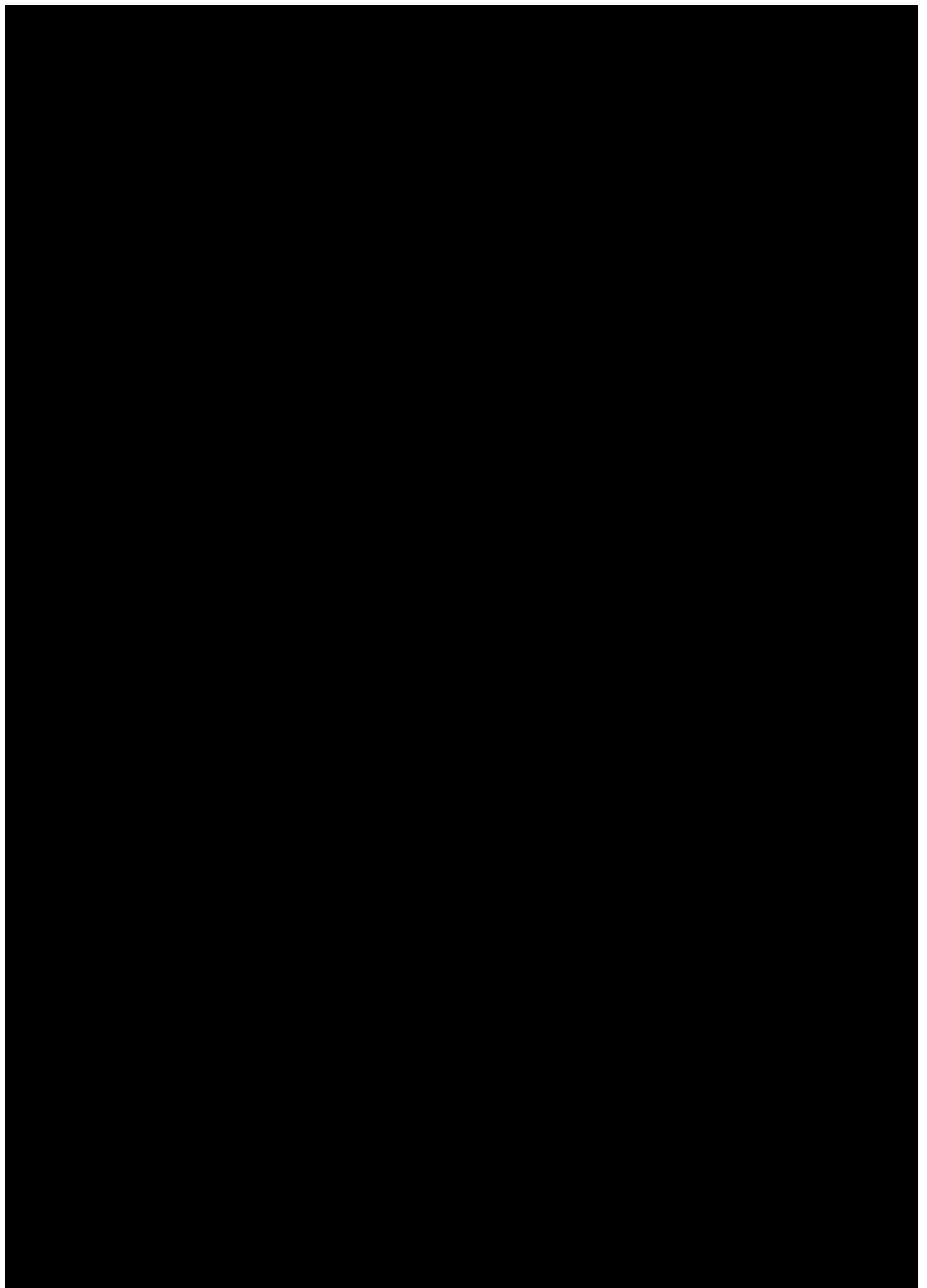


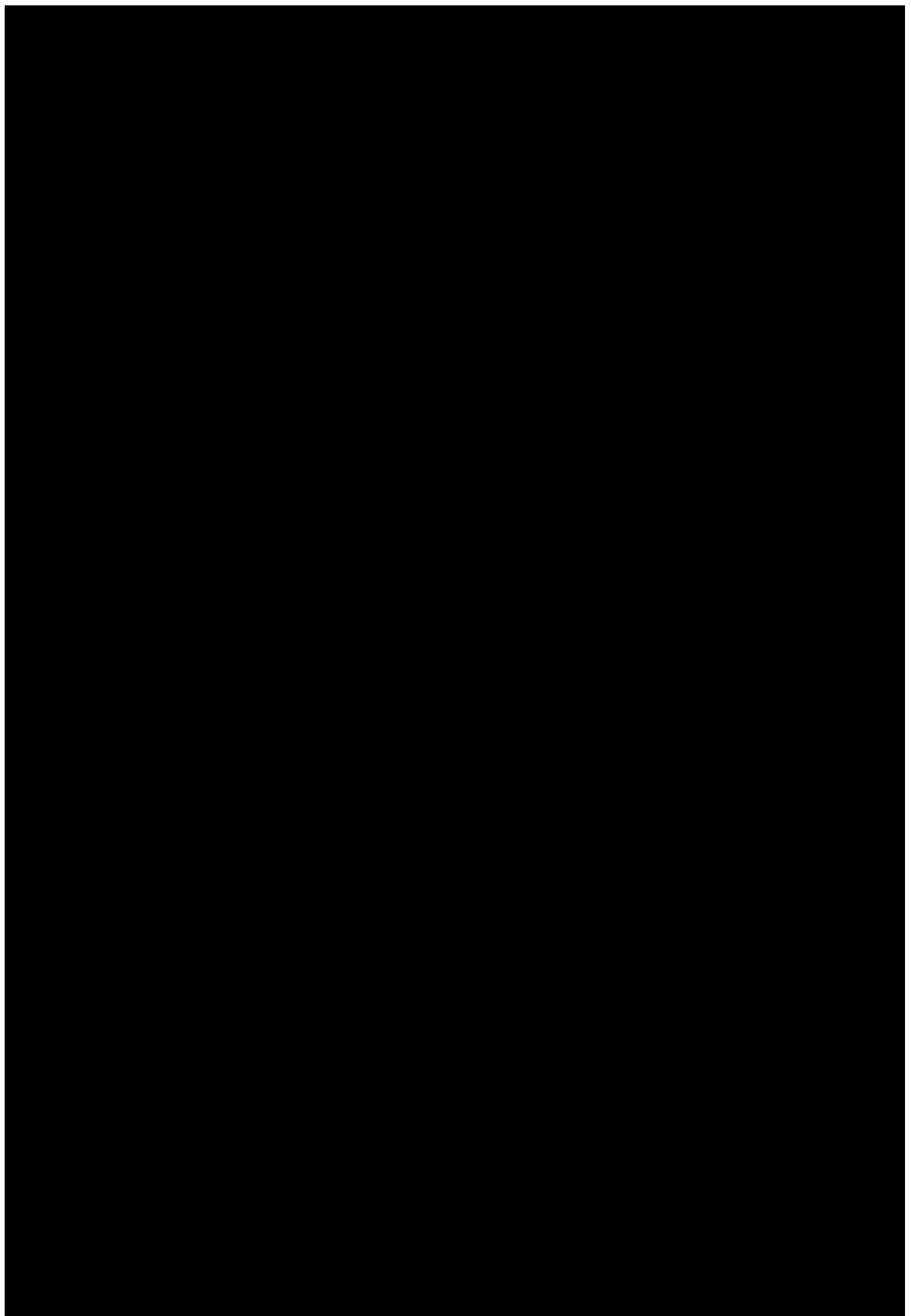


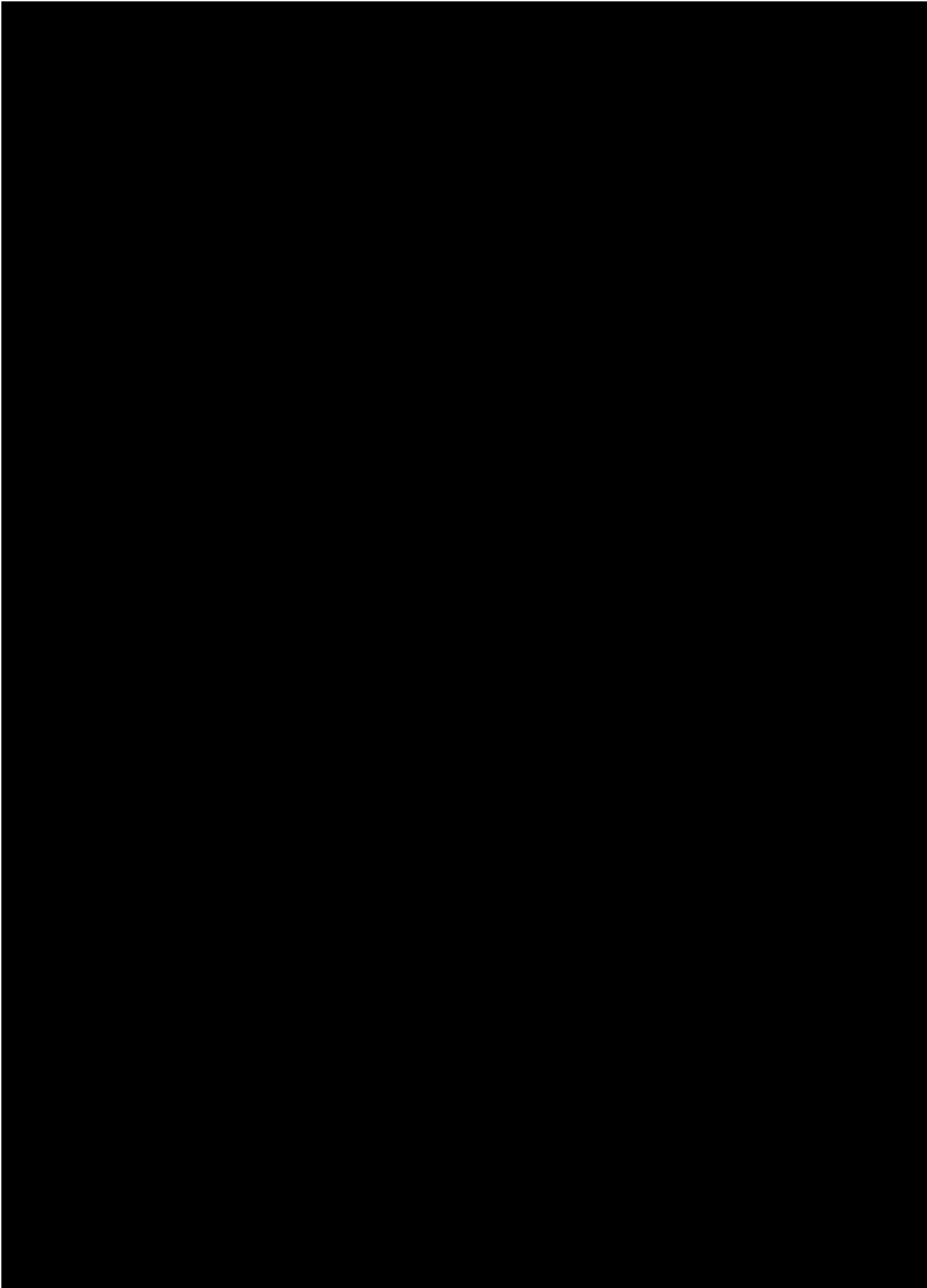


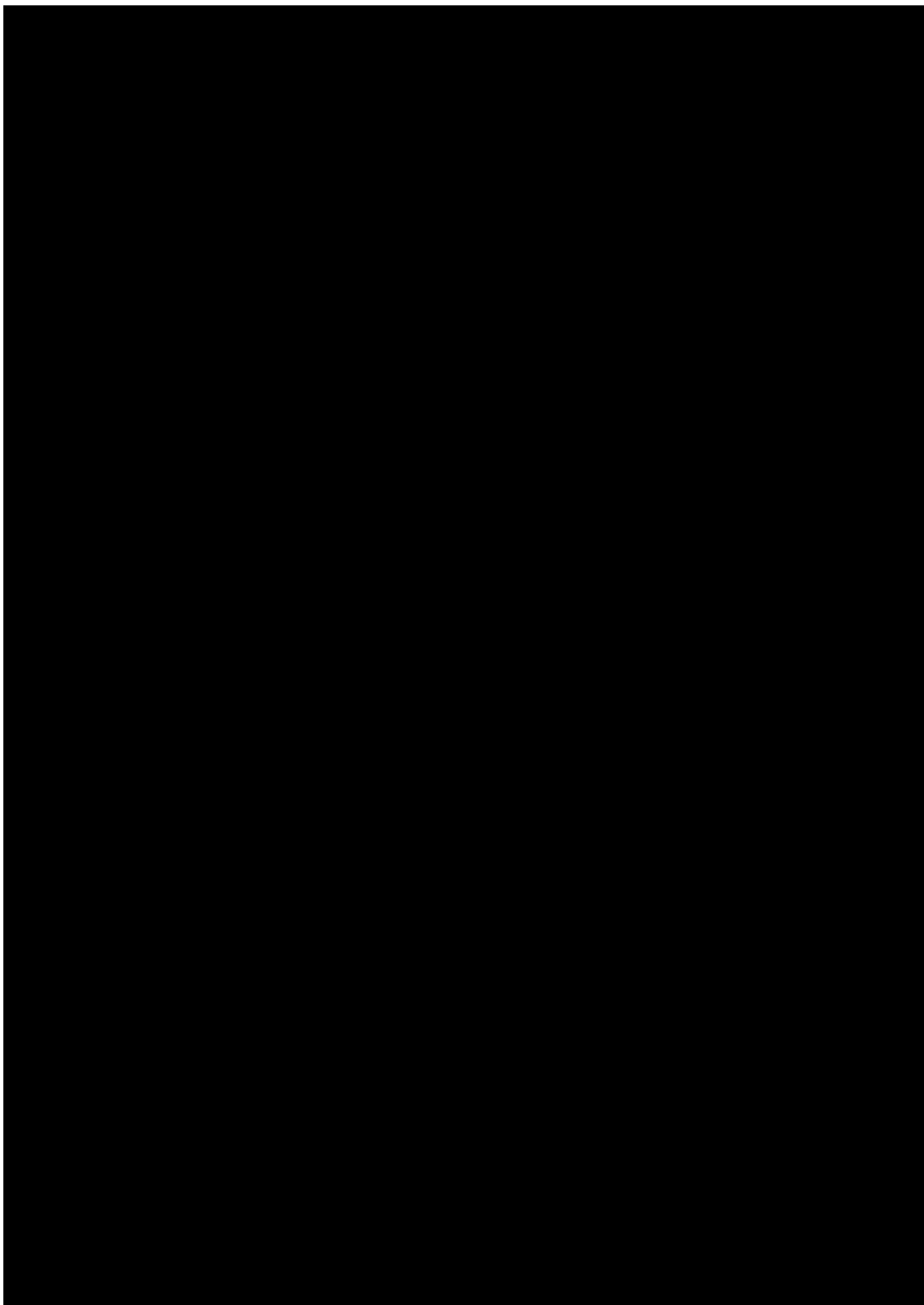


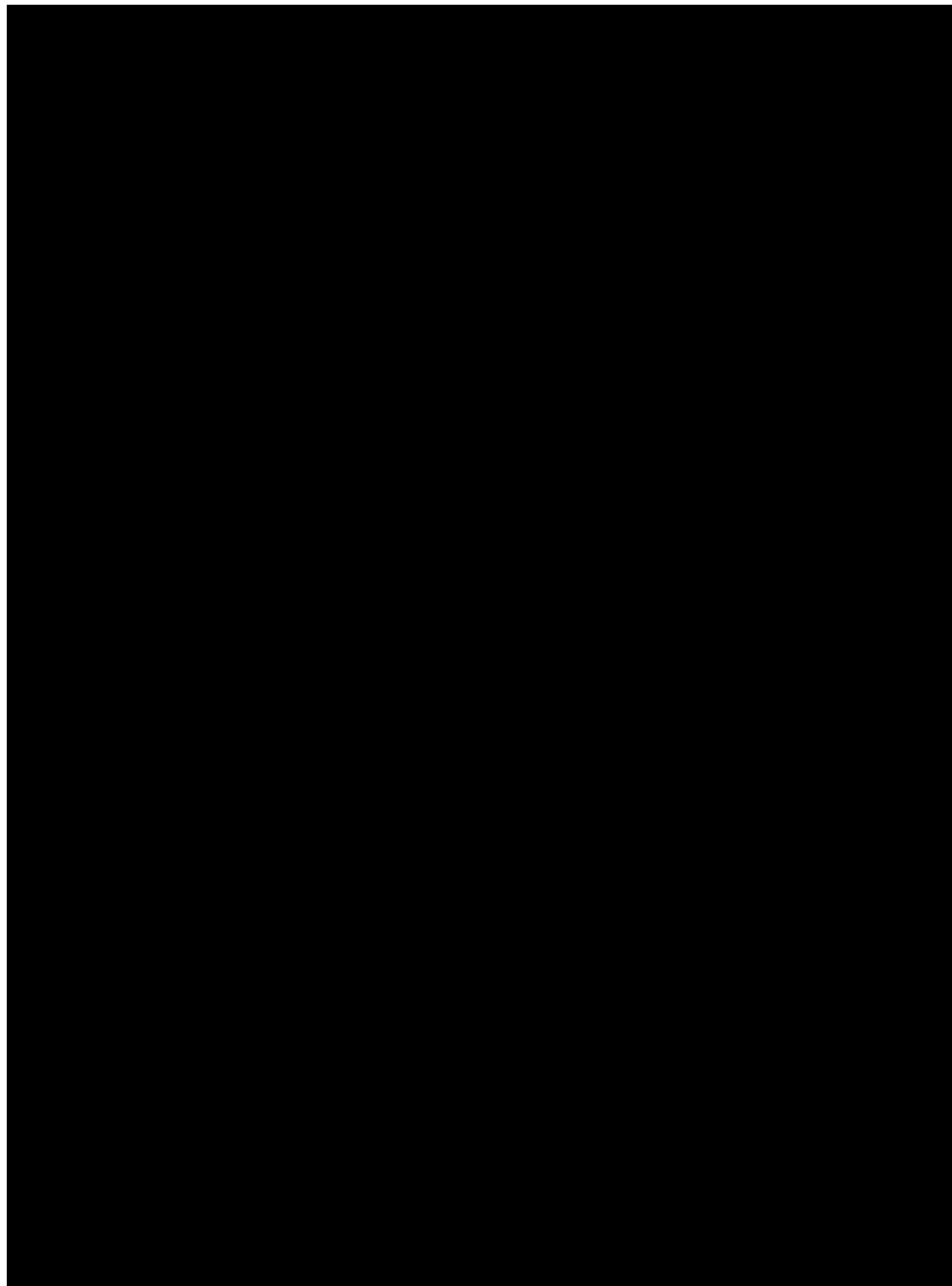


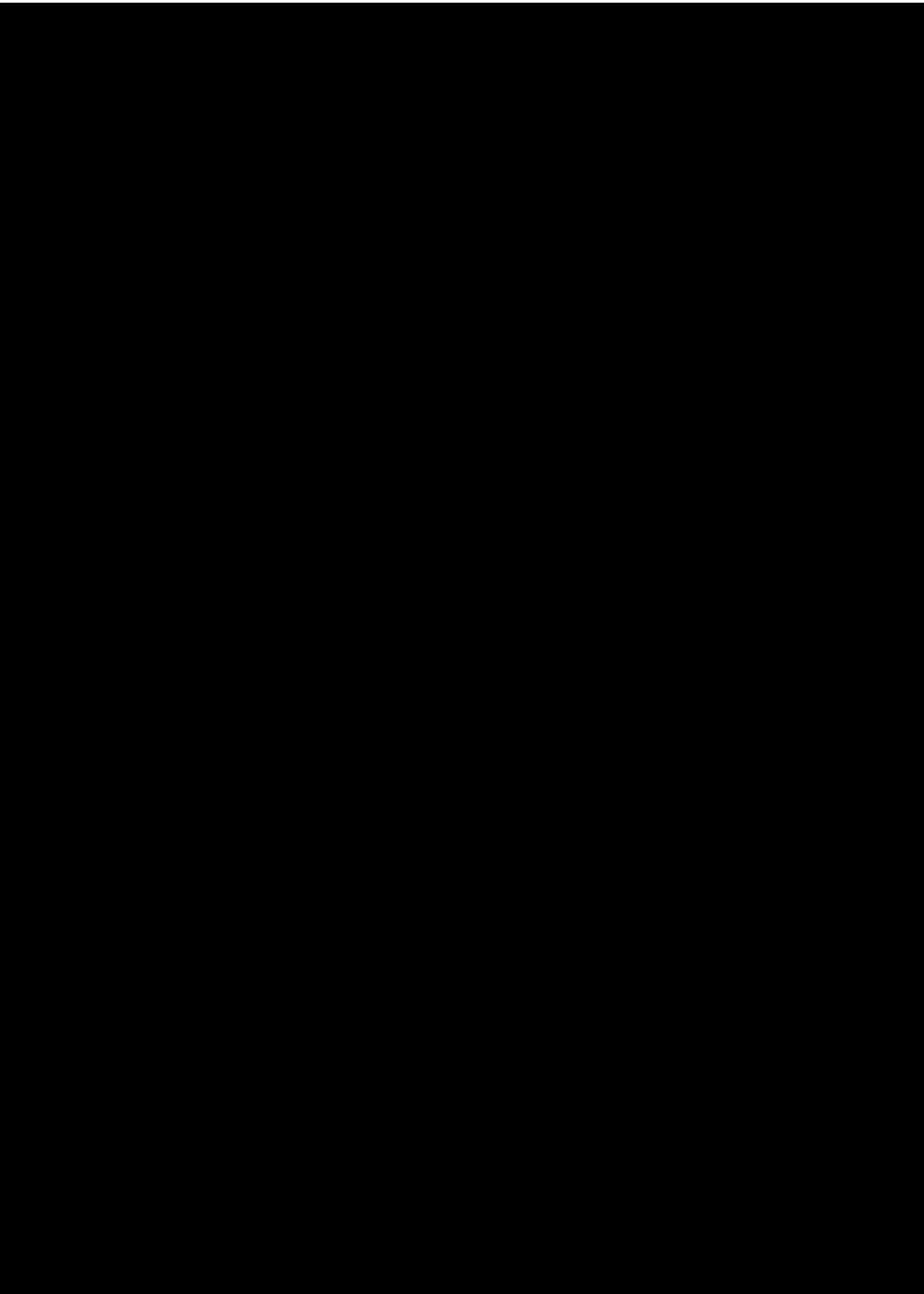


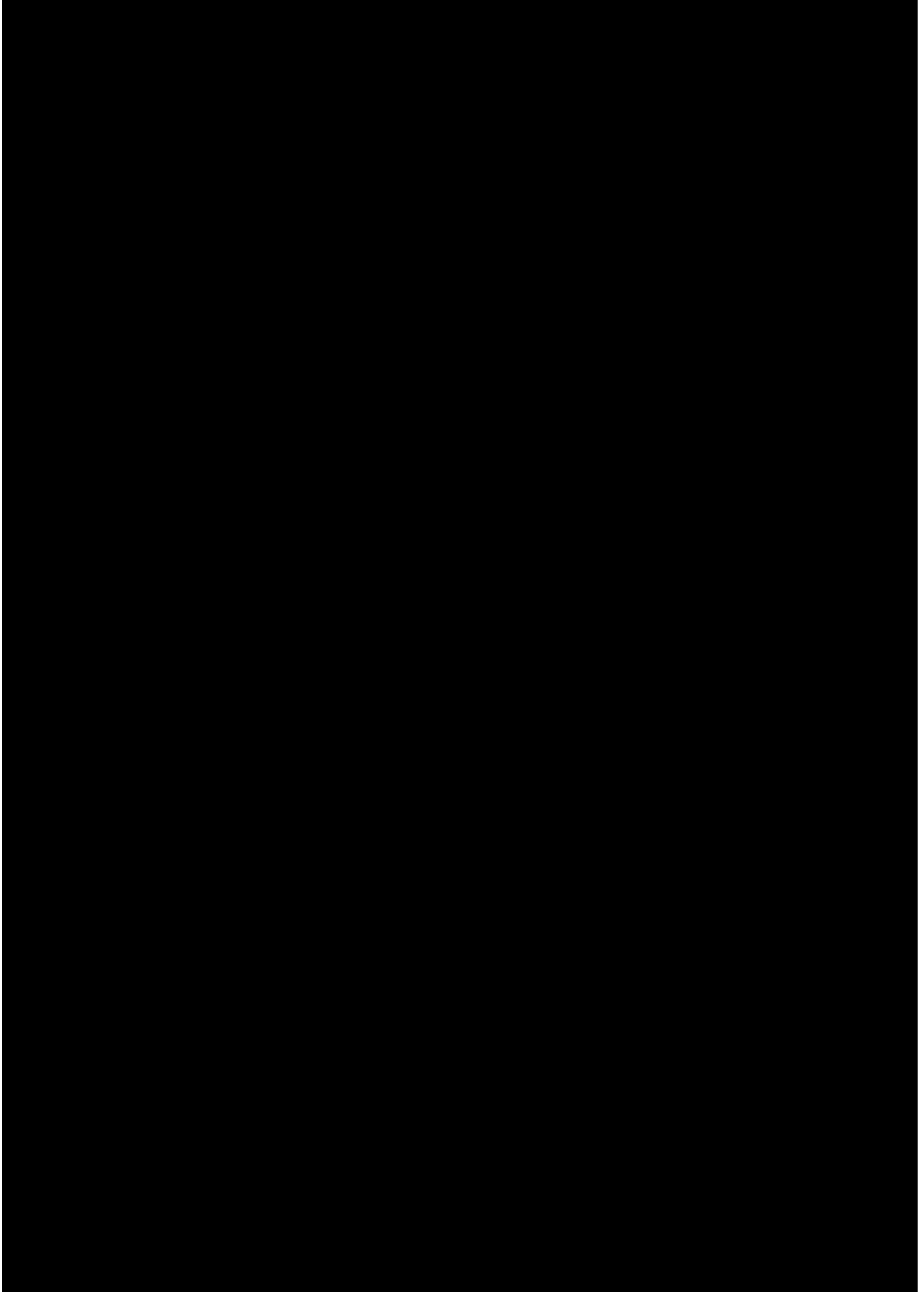


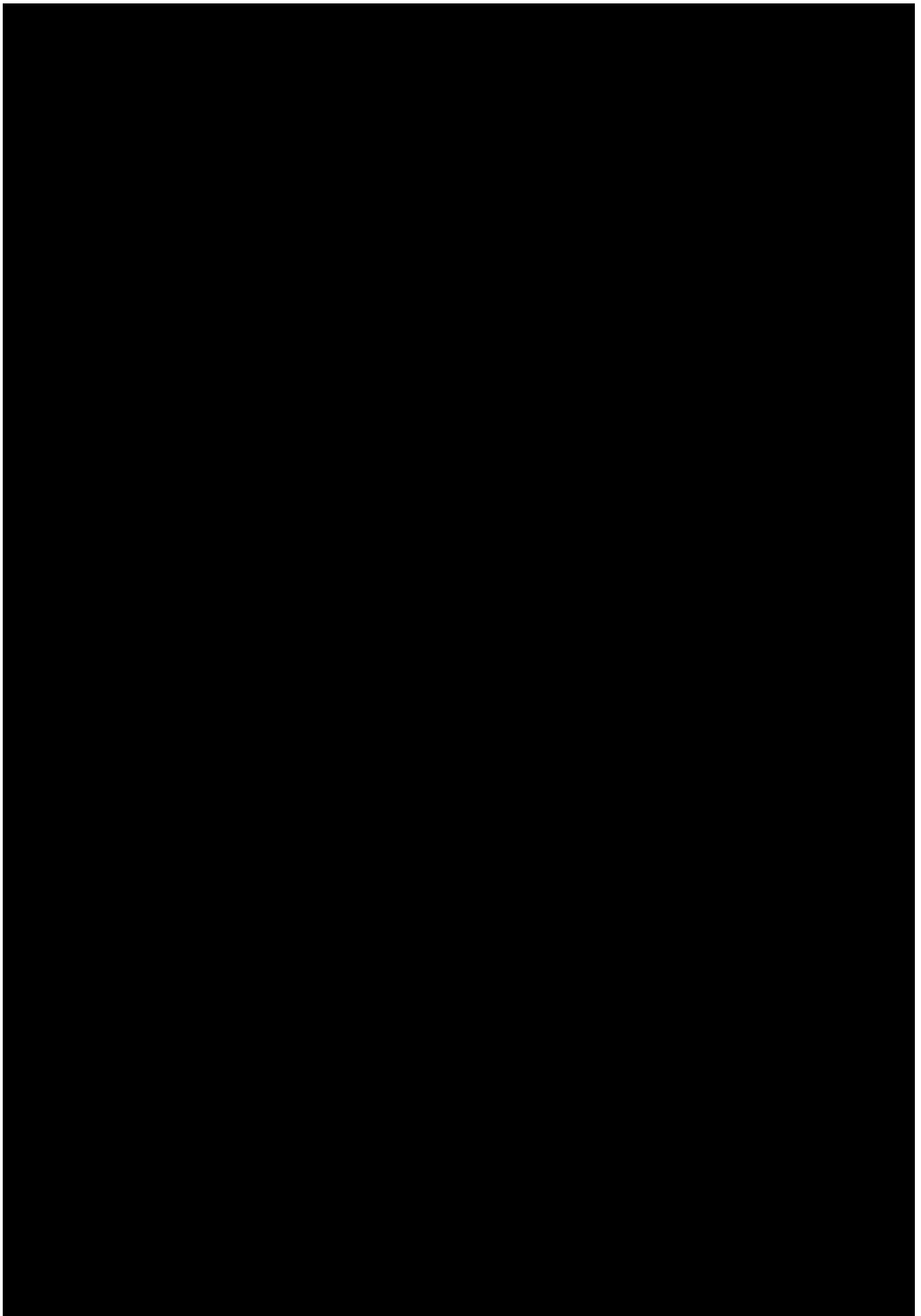


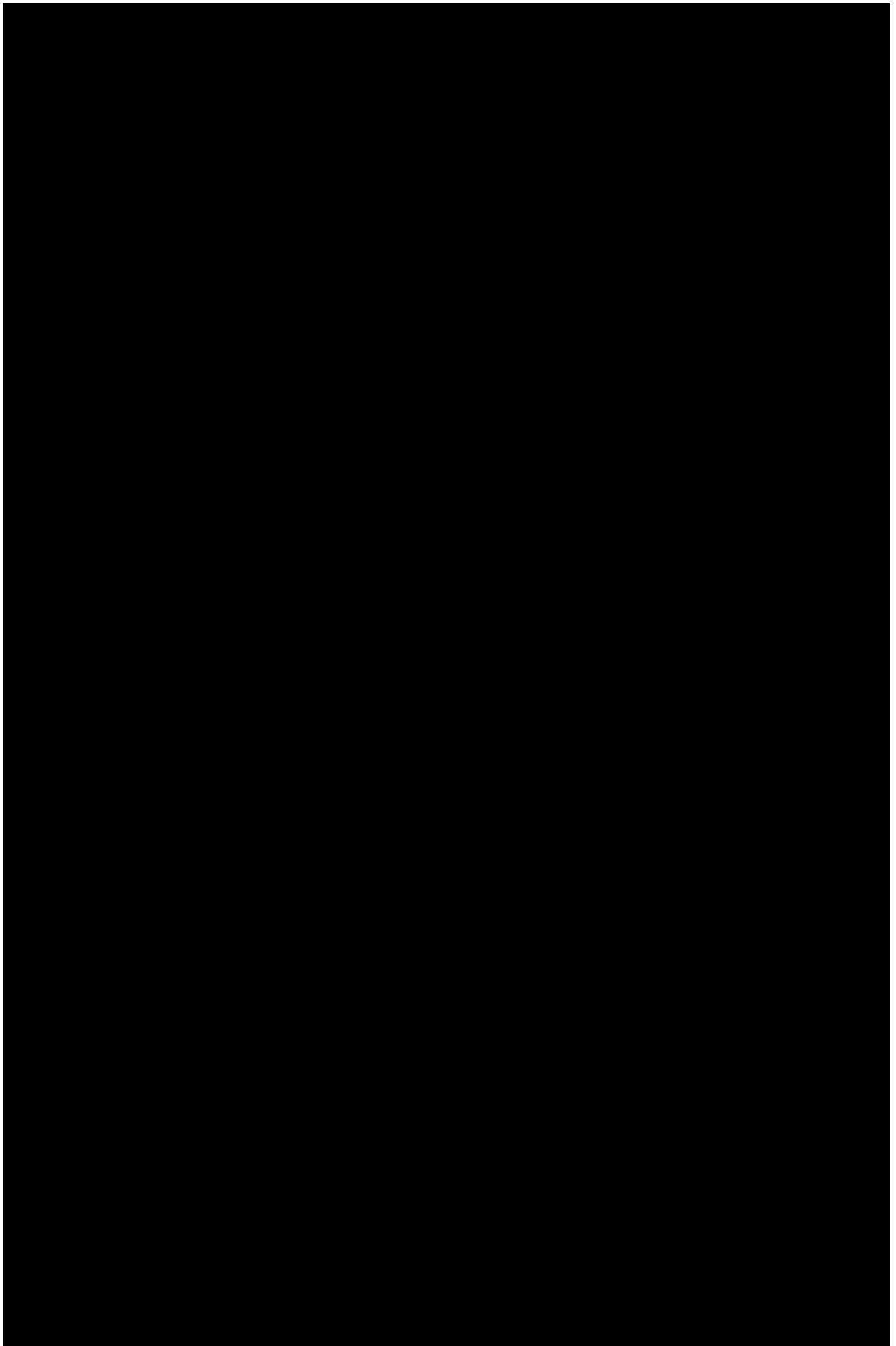


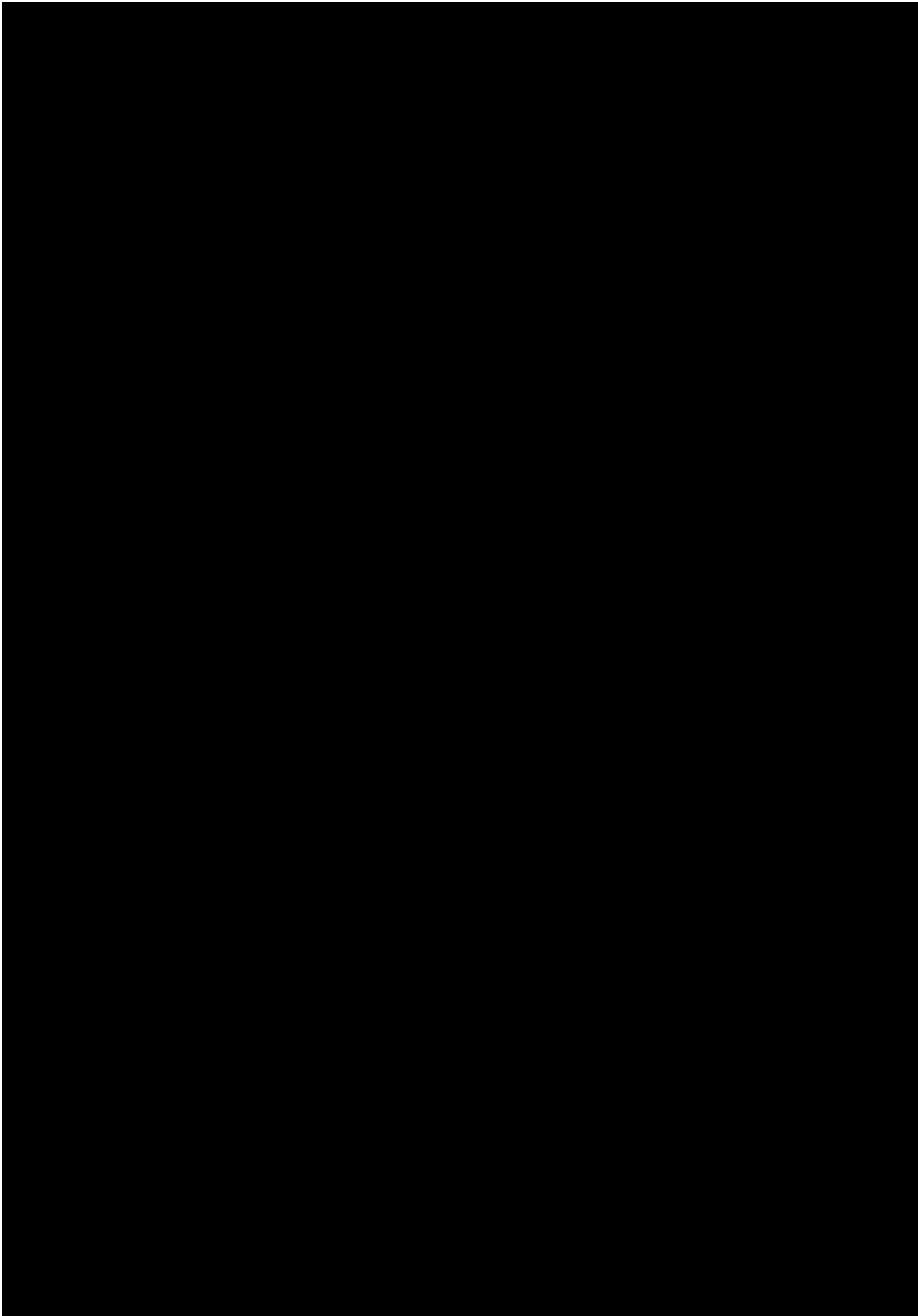


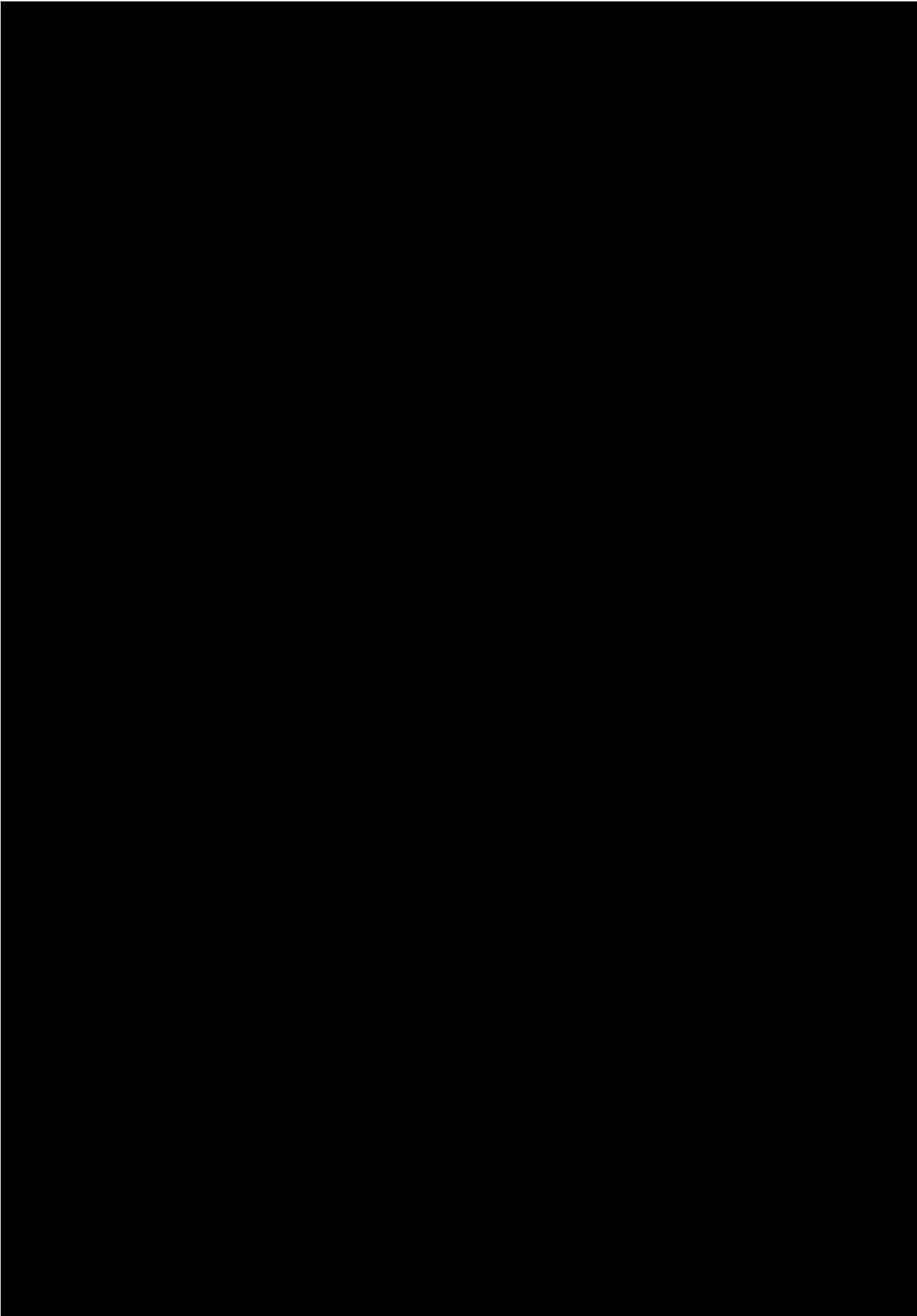


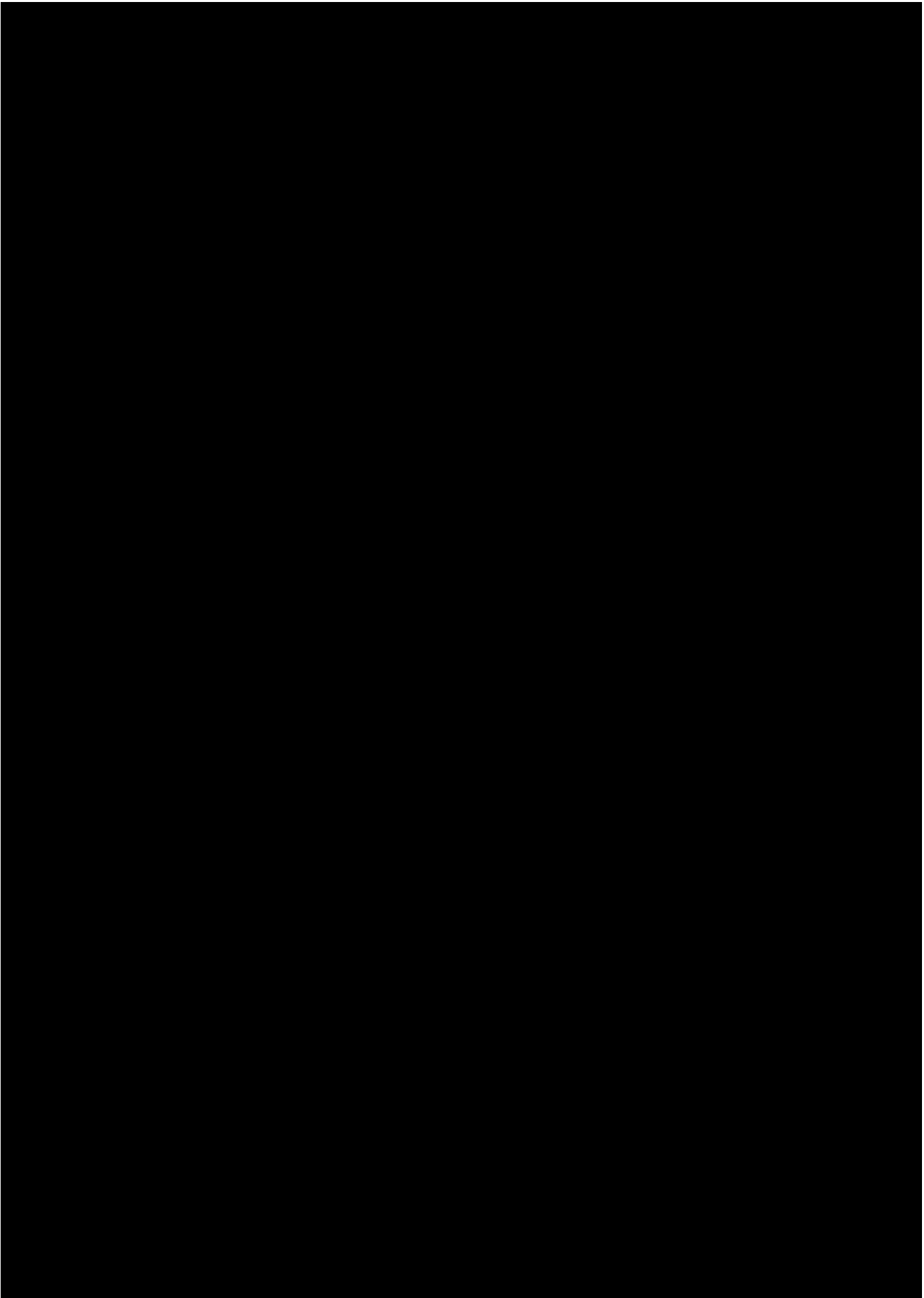


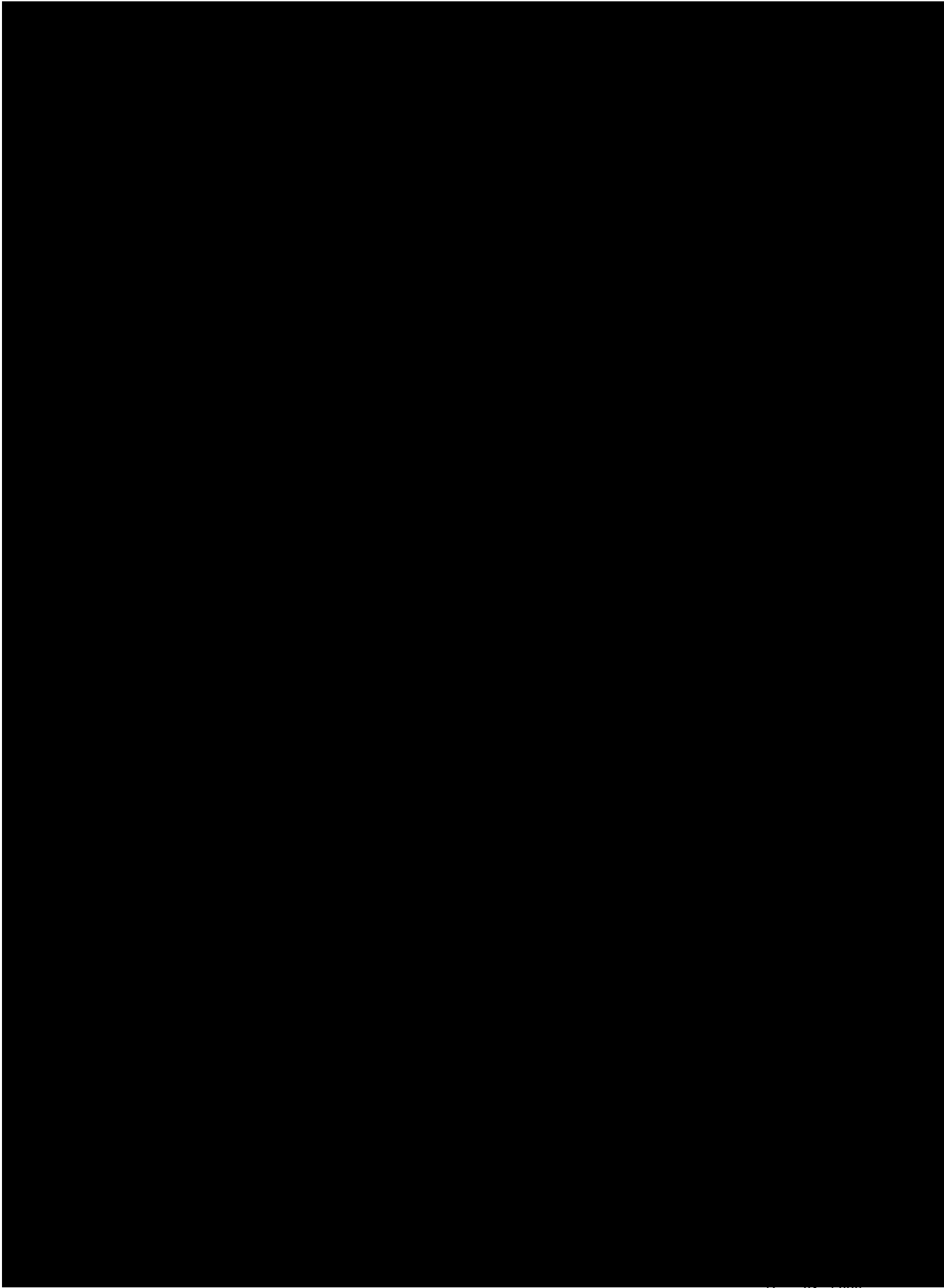


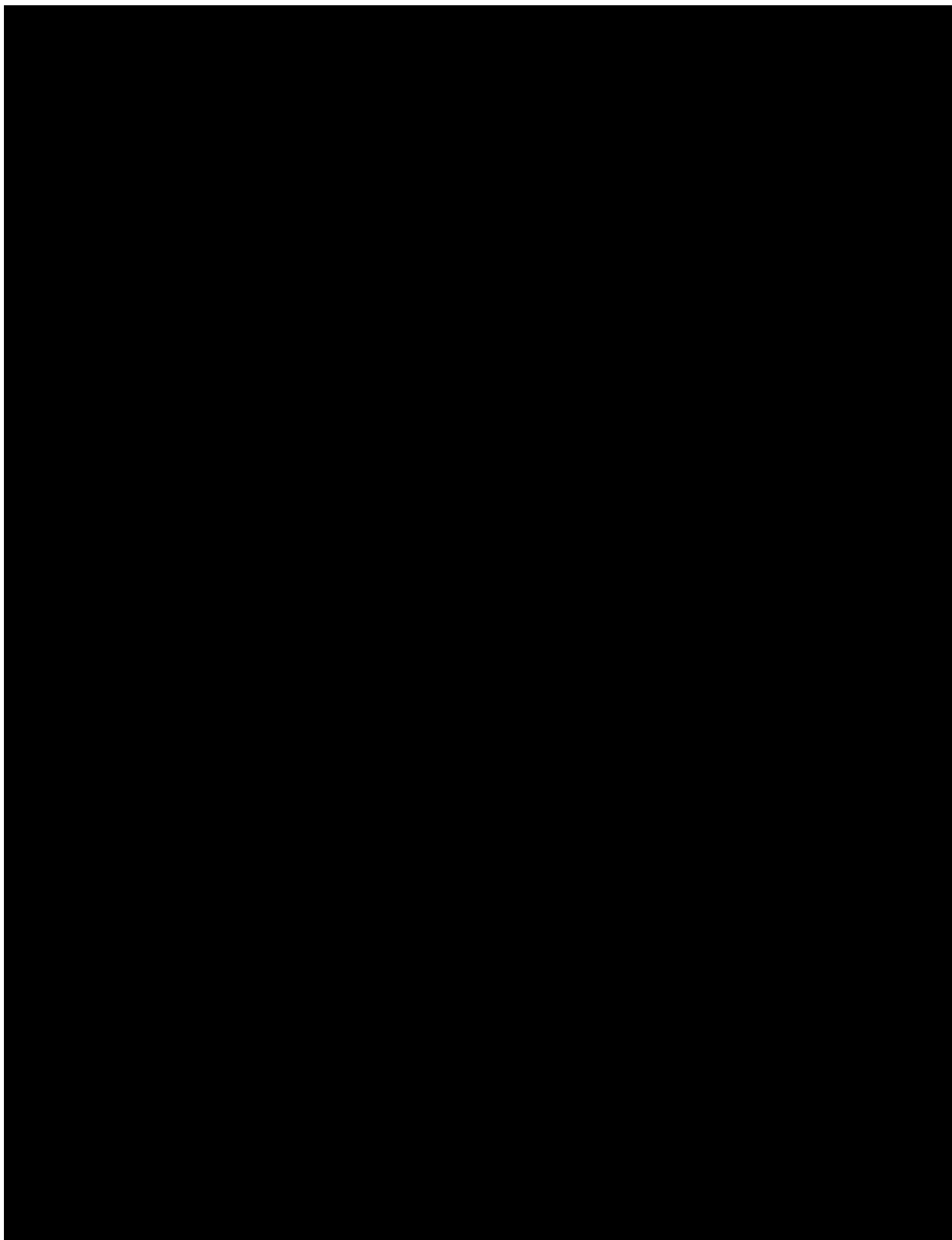


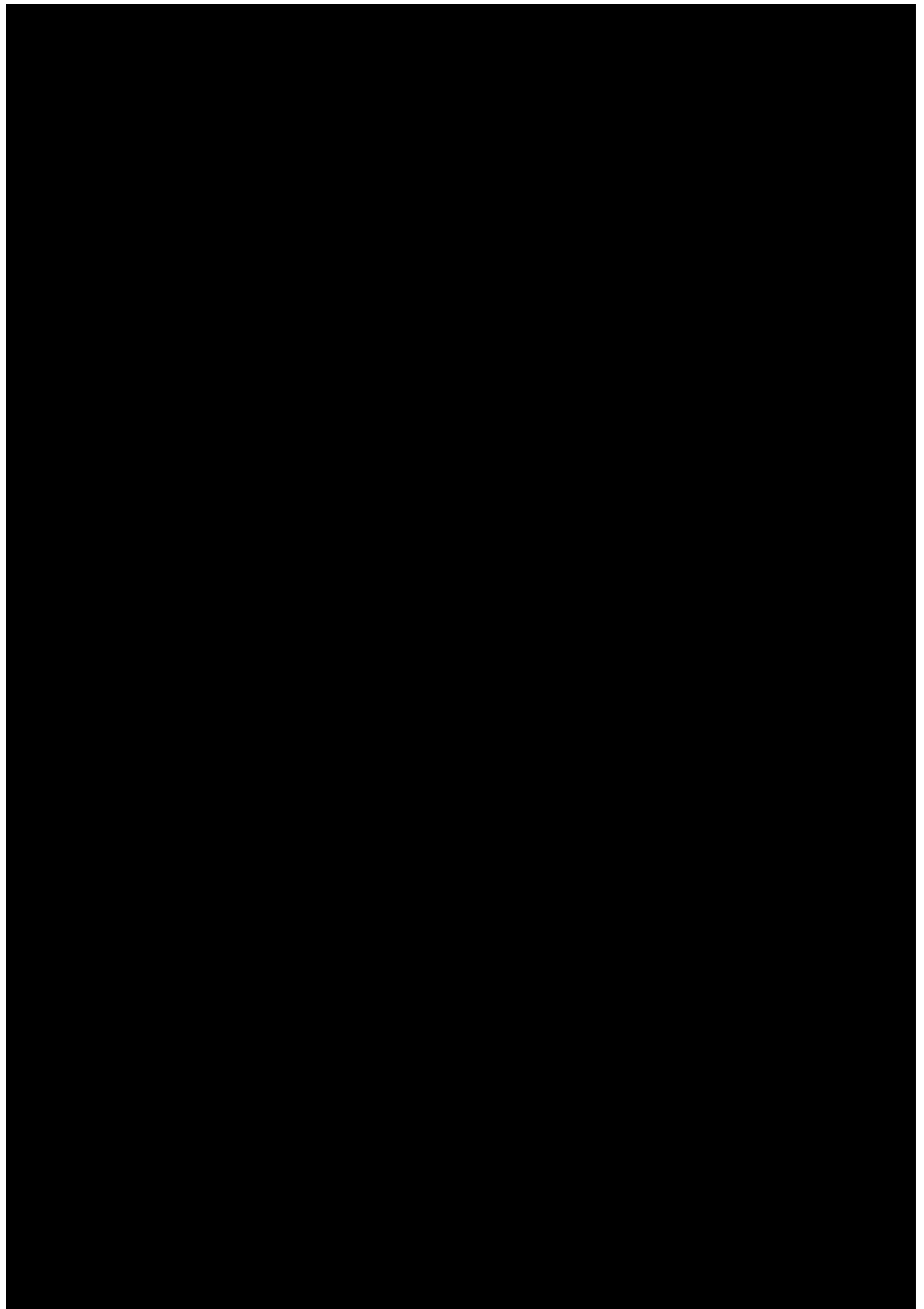


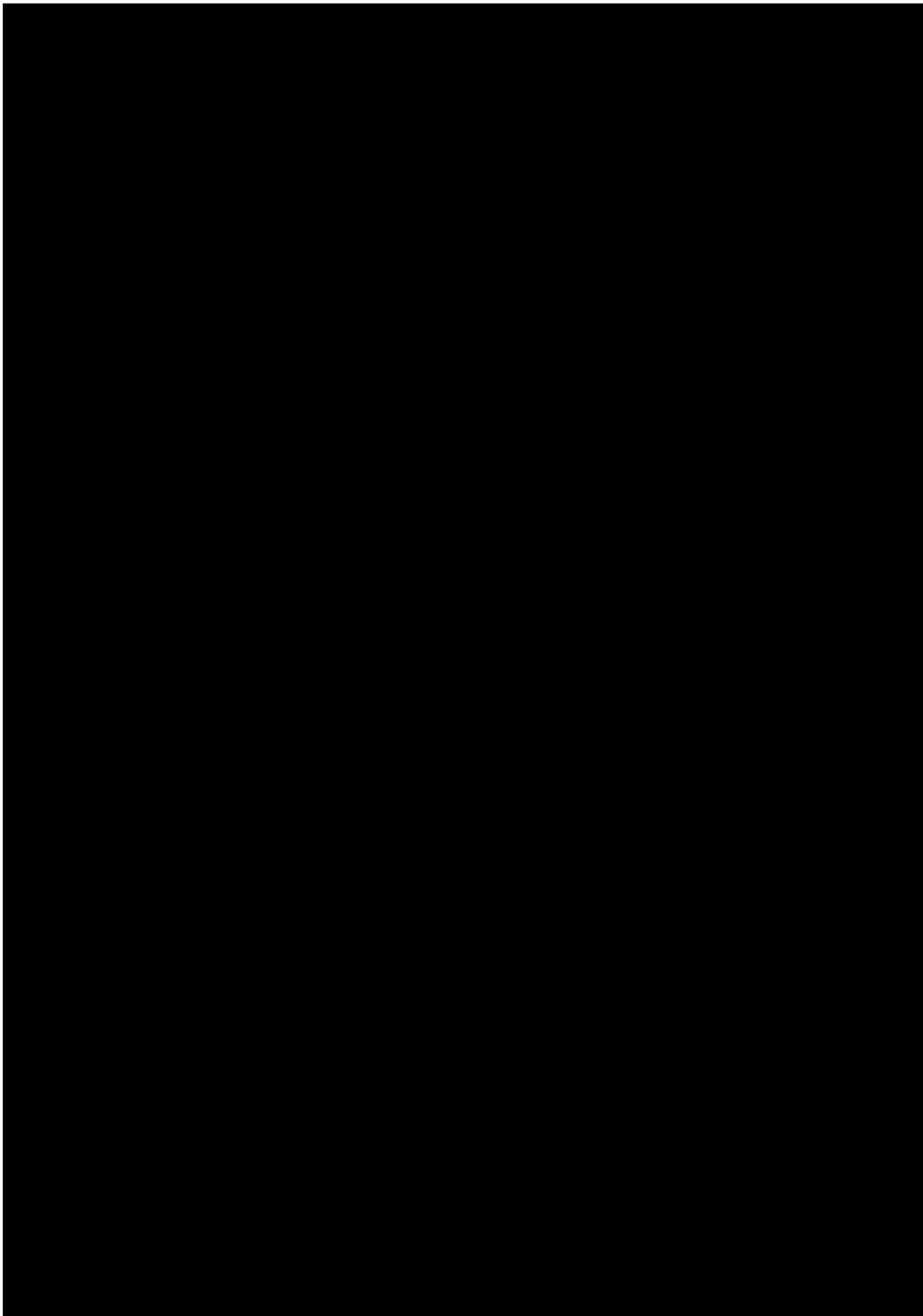


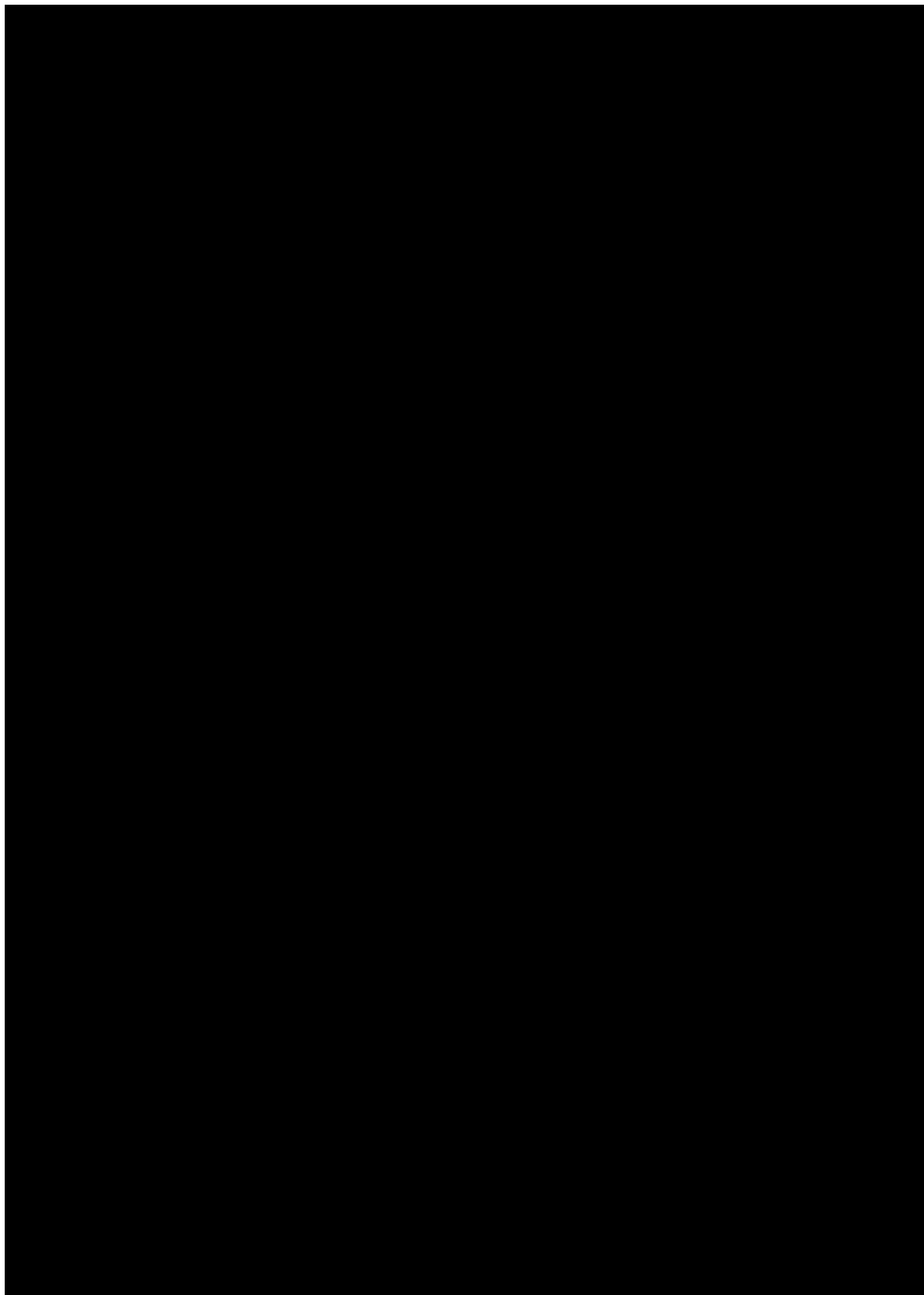


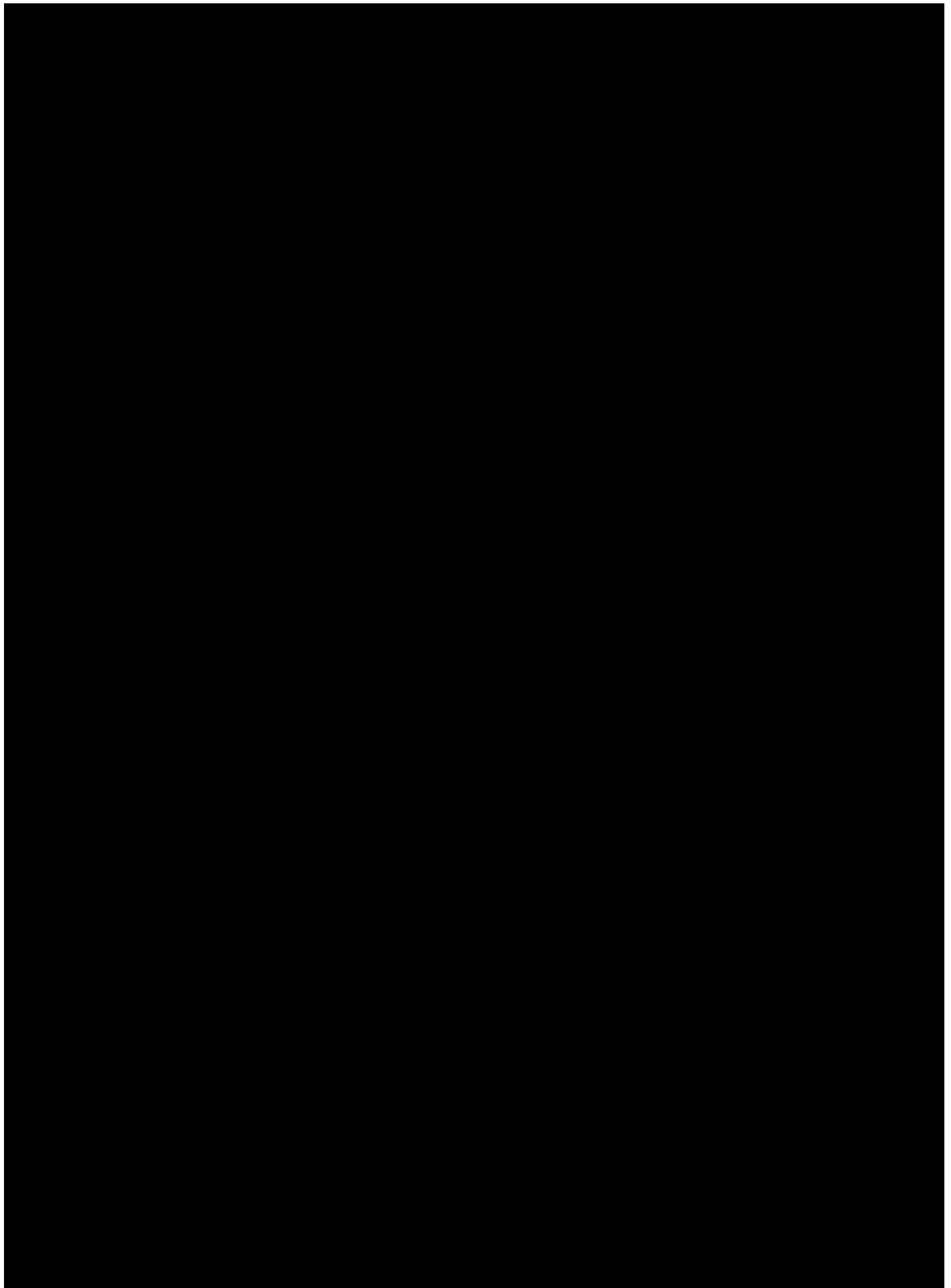


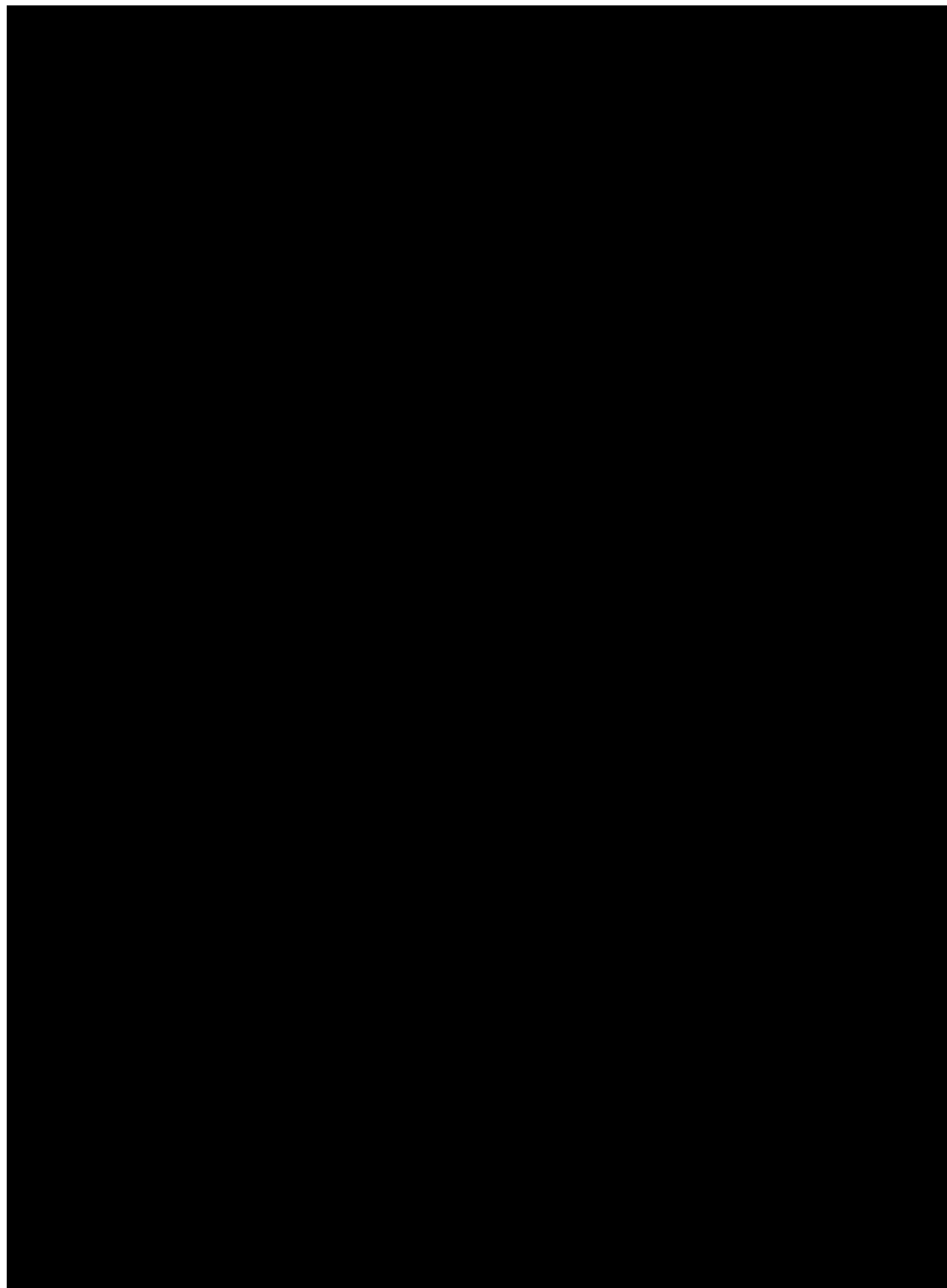


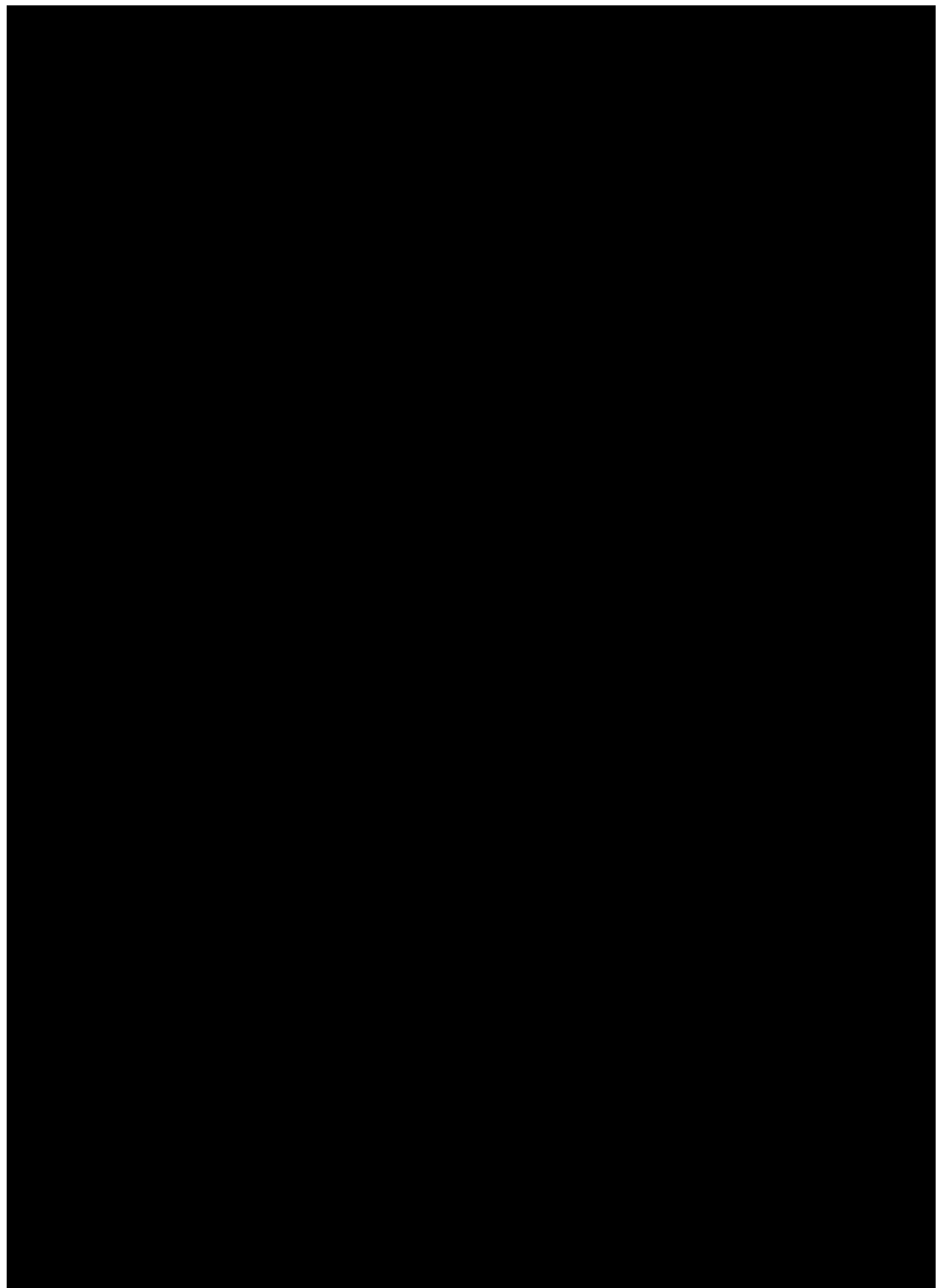


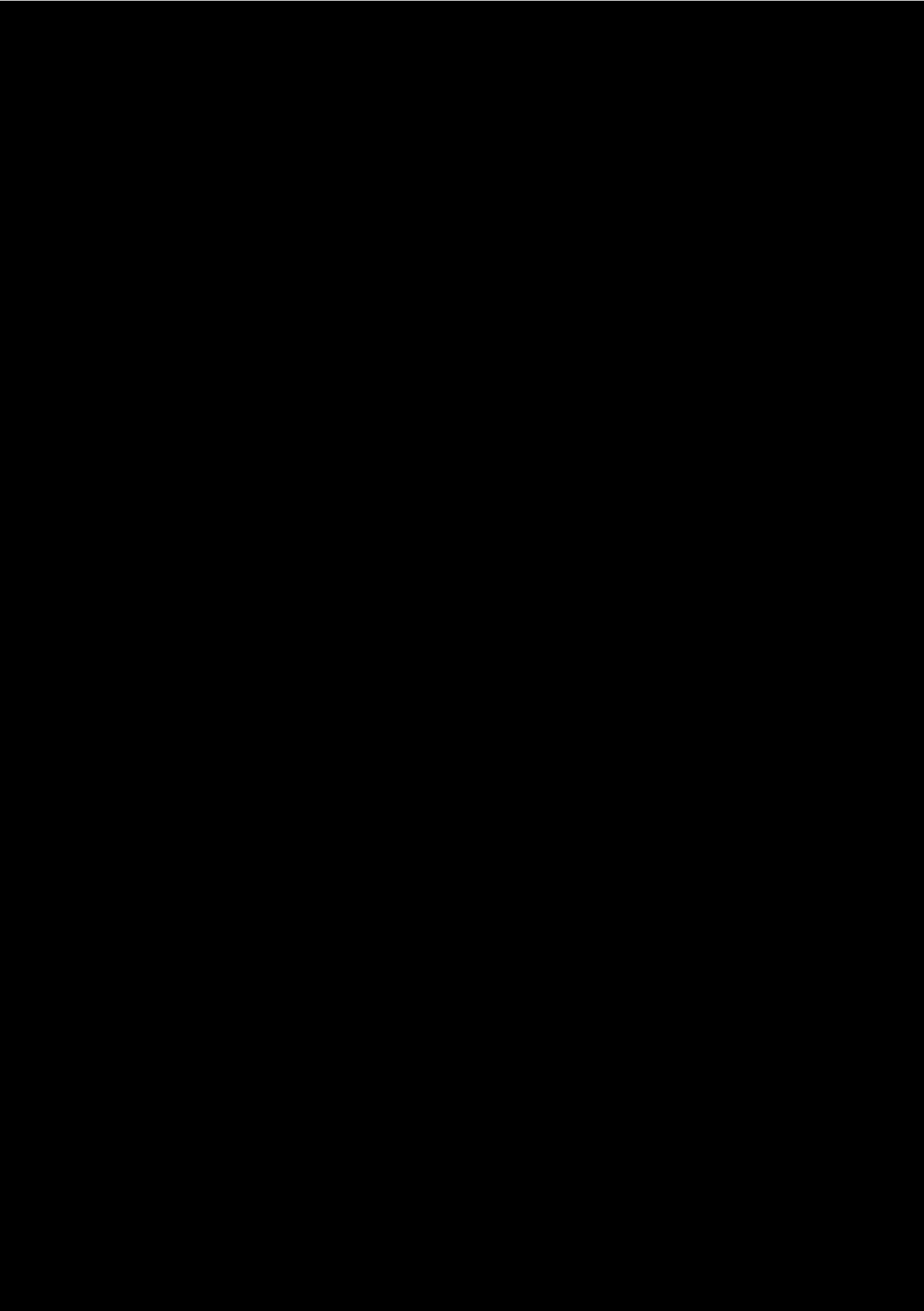


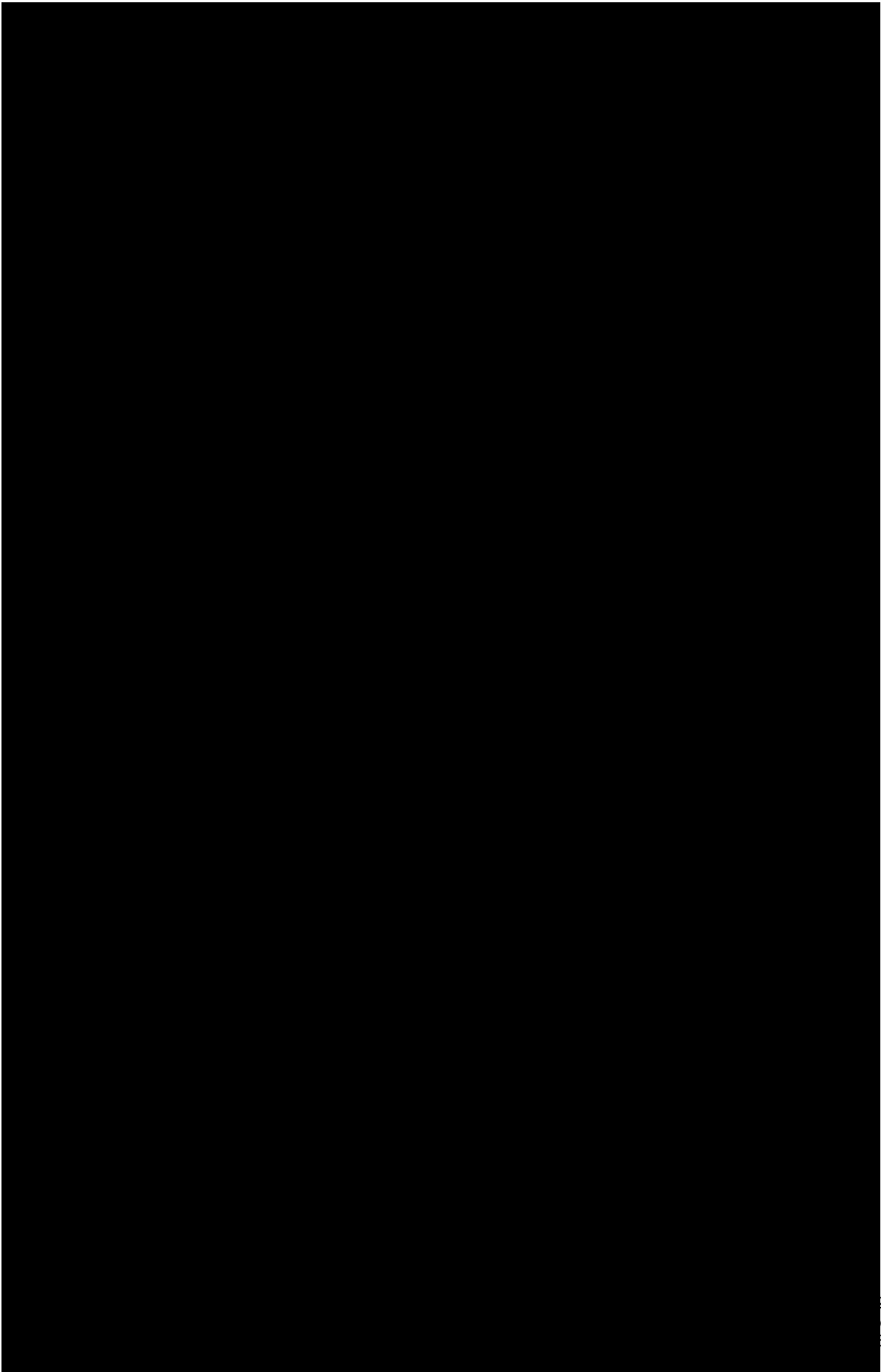


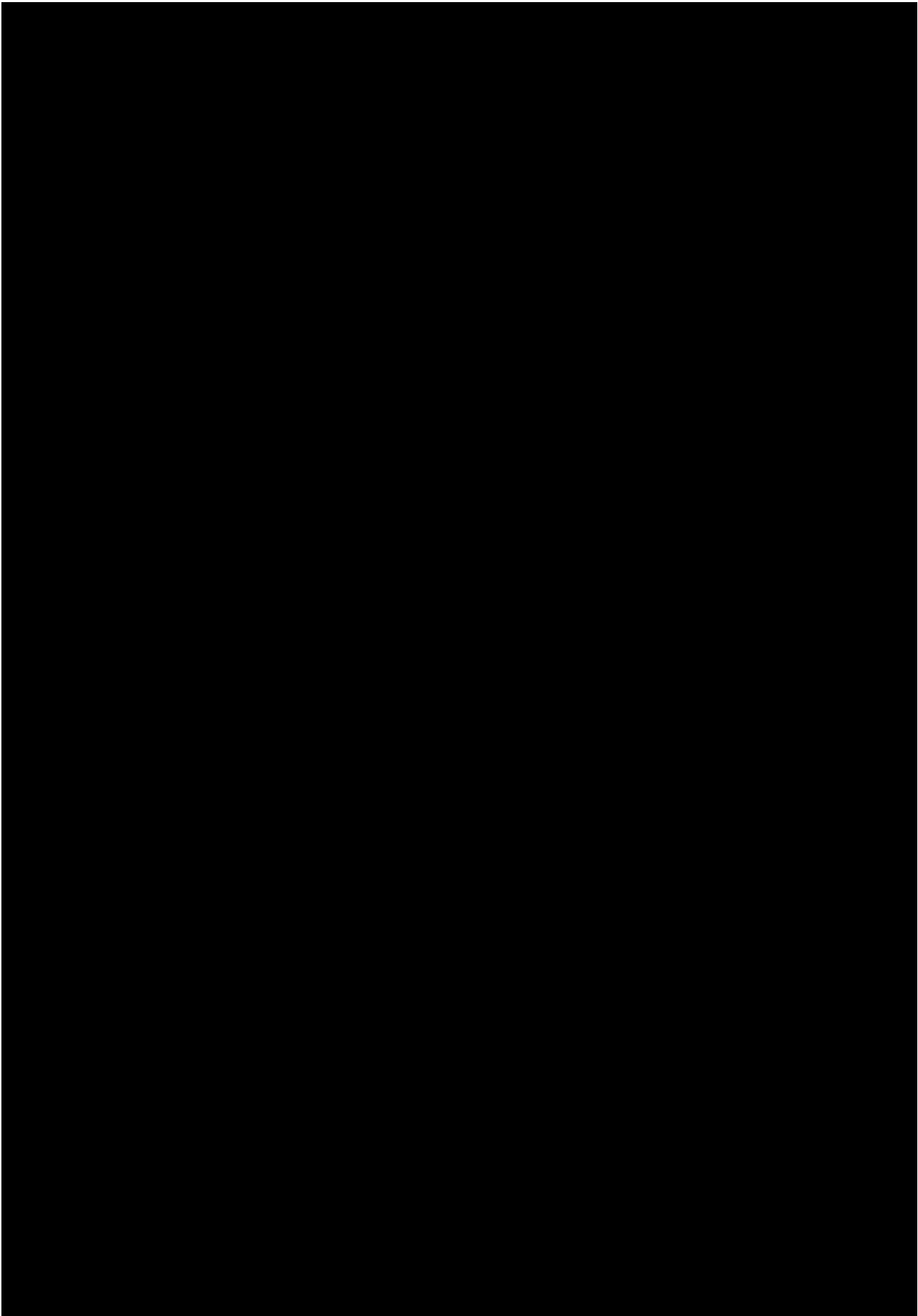












Attachment B – Litigation

Legal matters involving Parking-Enforcement Services Provided by Conduent State & Local Solutions, Inc. (“Conduent”), f/k/a Xerox State & Local Solutions, Inc. (“ACS” or “Xerox”) in the past five (5) years.

Smith v. City of New Orleans et al.

This lawsuit was filed July 10, 2005 in Civil District Court of New Orleans, Louisiana against the City of New Orleans (“City”) and Xerox. The plaintiff, a New Orleans resident, claims that the Mayor had parking meters installed in the French Quarter without the required City Council approval, and originally alleged conversion and negligent misrepresentation against Xerox. Xerox operates the City’s parking management contract. The plaintiff sought class-action certification, which was granted in March 2013. Xerox appealed the court’s ruling granting class-action status to the Louisiana Court of Appeals, which upheld it in December 2013. Xerox and the City in turn appealed this ruling to the Louisiana Supreme Court, but this appeal was also unsuccessful. In May 2016, the court heard both the plaintiff’s and Xerox’ motions for summary judgement (“MSJs”). The court denied the plaintiff’s MSJ in full, but granted Xerox’ in part, dismissing the conversion claim and leaving only that of negligent misrepresentation. The plaintiff filed an interlocutory appeal of the dismissal of the conversion claim, but that appeal was dismissed in July 2017. This case is pending.

Weiss v. City of Los Angeles et al.

In this lawsuit, filed on Jan. 8, 2013 in the Los Angeles Co., California Superior Court, the plaintiff seeks a writ of mandate and declaratory relief and alleges violation of the California Unfair Competition Act against Xerox in connection with the alleged inadequacy of the initial review process for parking tickets. The plaintiff also seeks class-action status. The City of Los Angeles and its Department of Transportation (collectively, “City”) are the other defendants in this case. All but one of the plaintiff’s claims were dismissed, leaving only the question of the initial review process for parking-ticket appeals is statutorily compliant. In September 2014, the trial court ruled that the state could not delegate the initial review process to a processing agency like Xerox. Xerox and the City appealed this ruling in October 2014. In February 2015, the trial court also awarded the plaintiff \$722,000 in attorney fees, and Xerox appealed this ruling as well. The appellate court consolidated the two appeals from the defendants. In August 2016, the appellate court affirmed the lower court’s rulings, and in September 2016 the defendants filed appeals with the California Supreme Court. The Supreme Court declined to review the appellate court’s ruling in November 2016, thereby rendering the trial court’s decisions final. The parties reached a final settlement regarding attorney fees, and the case was closed in May 2017. This case is concluded.

Galfer et al. v. City of Los Angeles et al.

In this lawsuit, filed on Jan. 30, 2013 in the US District Court for the C. D. of California, the plaintiffs alleged Denial of Federal and California due process, civil-rights violation, violation of the Bane Act, violation of mandatory duties, negligence, and conversion against the City of Los Angeles (“City”), Xerox, and three individuals in connection with the City’s parking-enforcement program. They also alleged unjust enrichment against the City and Xerox, and unfair business practices against Xerox alone, and sought declaratory relief. The plaintiffs also sought class-action status. The court denied the plaintiffs’ motion for class certification in May 2014, but allowed the plaintiffs to refile the motion. This

second attempt at class certification was also denied by the court in August 2014, but the plaintiffs appealed this denial to the US Court of Appeals for the 9th Circuit. This appeal was also denied. The plaintiffs continued to pursue the litigation solely on the basis of the traffic tickets issued to the six named plaintiffs. The court granted a partial summary judgment motion in Xerox' favor in March 2015, reducing the number of plaintiffs to two, and later that month Xerox settled with these two plaintiffs for a nominal amount. This case is concluded.

Asad v. Co. of Los Angeles et al. – XEROX NOT A NAMED PARTY

In this lawsuit, filed on June 10, 2013 in the Los Angeles Co., California Superior Court, the plaintiff sought a writ of mandate and declaratory relief against Los Angeles County ("County") and Does 1-10 in connection with a parking citation. Xerox was not a named party in this case, but took over the defense for indemnification reasons pursuant to its contract with the County. This case was settled in May 2015, and is concluded.

Roberts v. Xerox et al.

In this lawsuit, filed on Aug. 20, 2014 in the Circuit Court of Jefferson Co., Alabama, the plaintiff alleged various torts against Xerox, Gila LLC, and a number of unknown individuals in connection with notices allegedly sent to her regarding parking tickets. This case was settled in July 2015, and is concluded.

Godinez v. Xerox

This was a lawsuit filed in the small-claims court of Los Angeles Co., California on Feb. 26, 2016 challenging a parking ticket. This case was dismissed by the court in May 2016 in Xerox' favor and is concluded.

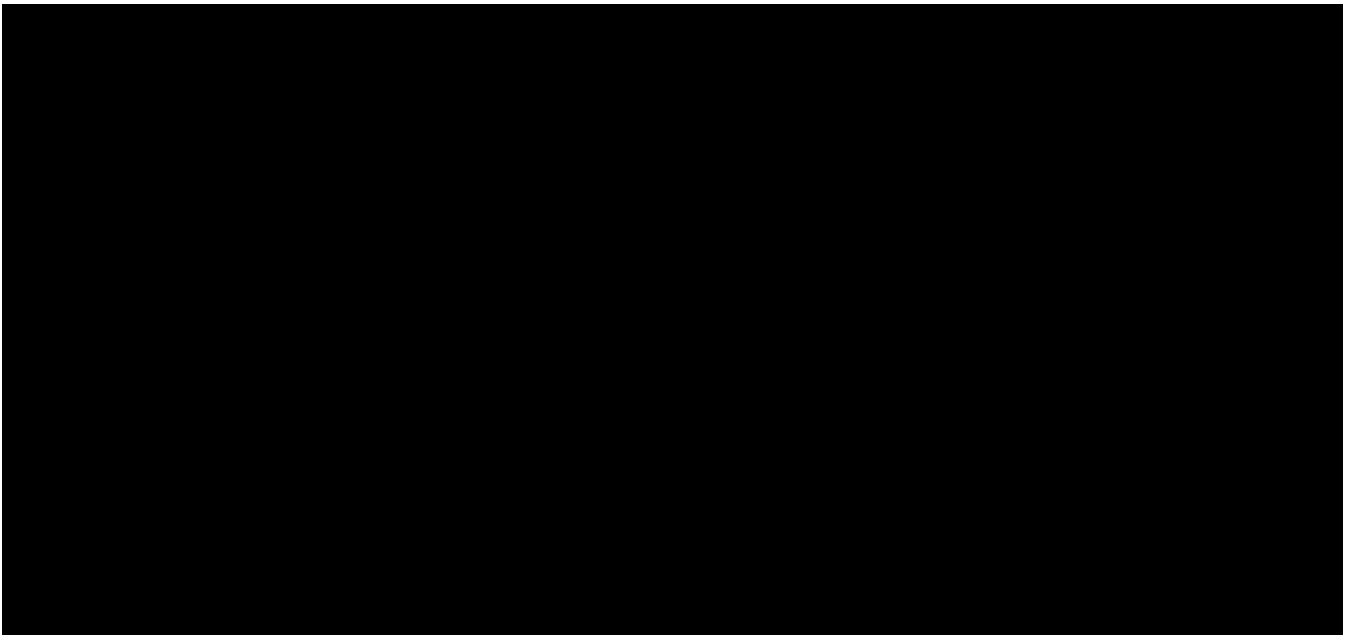
Attachment C – Photos and Illustration of Work in the Past Five Years [RFP 4.2.4.P]

REQUIREMENT: RFP Section 4.2.4.P

P. Photos and/or illustrations showing work completed over the past five years. (Limit last 10 projects)

Conduent has successfully demonstrated its work increasing customer convenience, optimizing performance, and improving revenue across a number of projects, including our planning for this project.

Trade Secret Content Begins



Trade Secret Content Ends

1. Los Angeles Express Park

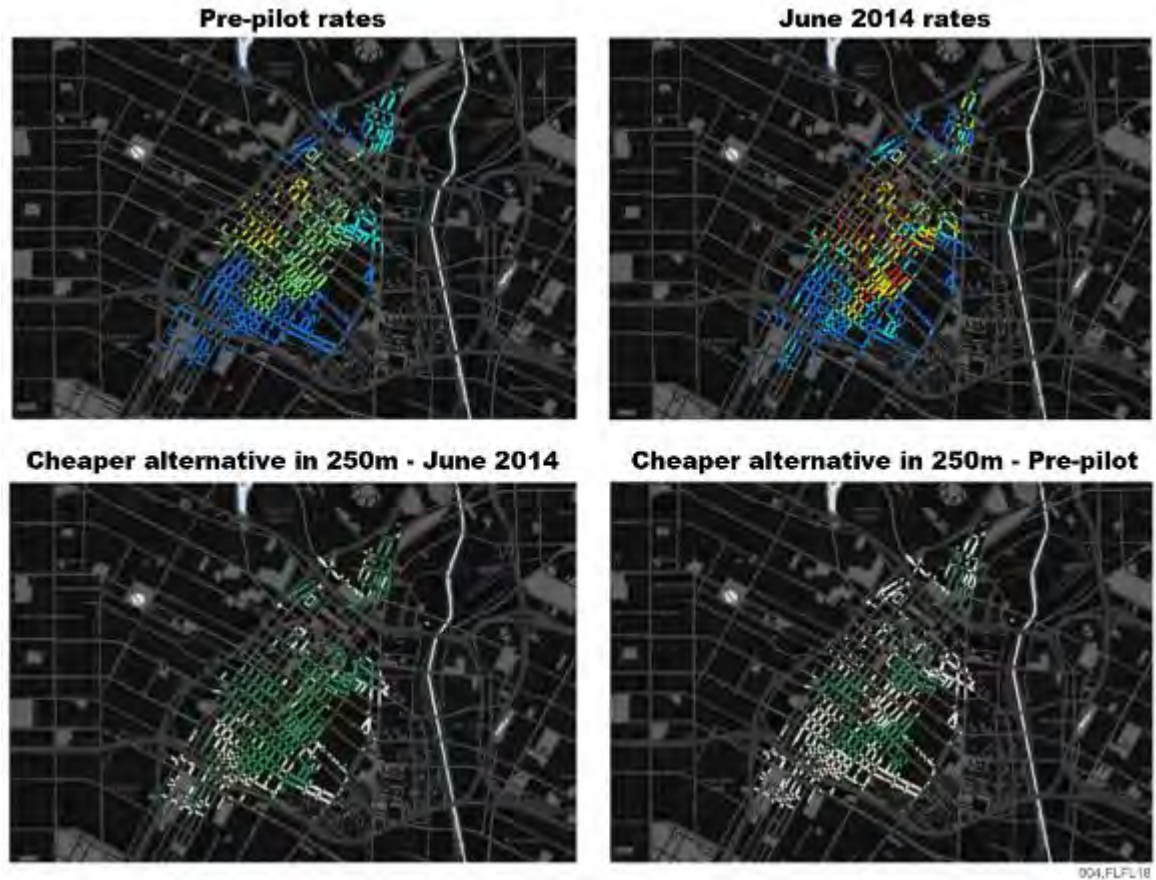


Figure C-1. Creating Cheaper Alternatives

Demand-pricing makes it easier for customers to find cheaper parking near their destination.

Represented above are the rates prior to the rate changes (upper left), the rates after the rate changes (upper right), the availability of cheaper parking options as indicated on the blocks in white prior to rate changes (lower left), and the improvement in cheaper parking after demand-based rate changes (lower right).

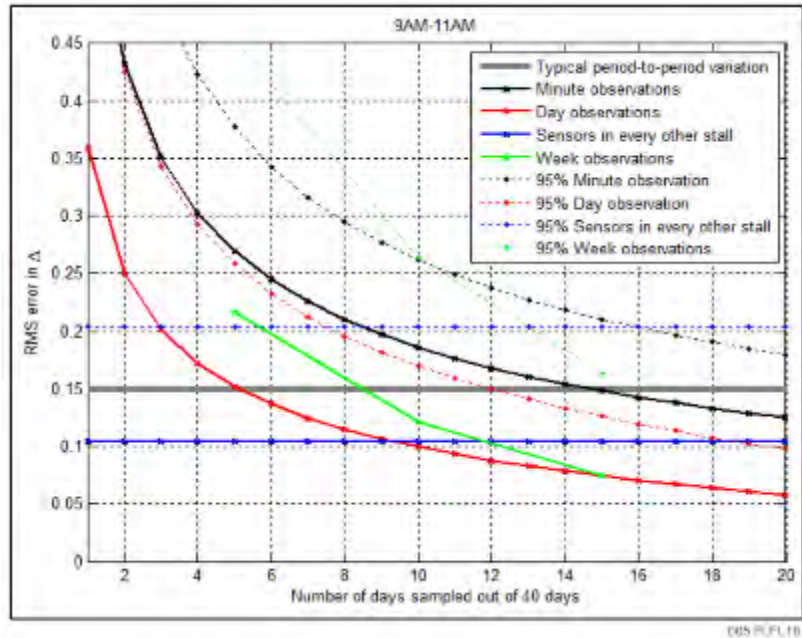


Figure C-2. Options to Reduce Sensor Costs

Data proxies can reduce the reliance upon sensors. In Los Angeles, we compared a variety of options for predicting occupancy.

We were able to demonstrate that in lieu of full sensor coverage, we could achieve very accurate levels of data capture using spatial and temporal sampling, like: 17 days of minute-by-minute observations, 8 days of full-day observations, 3 weeks of 5-day/week observations, and 50% sensor coverage. We can reduce sensor coverage using data algorithms to determine the number and location of sensors when deploying partial sensor coverage, like Kriging (a method developed for mining gold) and spatial autocorrelation (a method for determining the likelihood of being able to use data as a predictor on the same block, on the same street, across the street, or on a different street).

2. Park DC, Washington, DC



Figure C-3. Fixed CCTV and Occupancy

Conduent utilizes a “smart grid,” or the use computers and other technology to gather and act on information, such as information about parking behaviors, in an automated fashion to improve the efficiency, reliability, economics, and sustainability of parking.

Conduent uses this data to mitigate the risk of outages, improve way-finding options, and promote sustainable parking solutions. Figure C-3 represents an example on 8th Street SE in Washington, DC, of our ability to use CCTV and computer vision to determine occupancy: the CCTV image (top), color-coding parking events as red and availability as blue (middle), and providing daily occupancy (bottom).

3. ParkIndy, Indianapolis

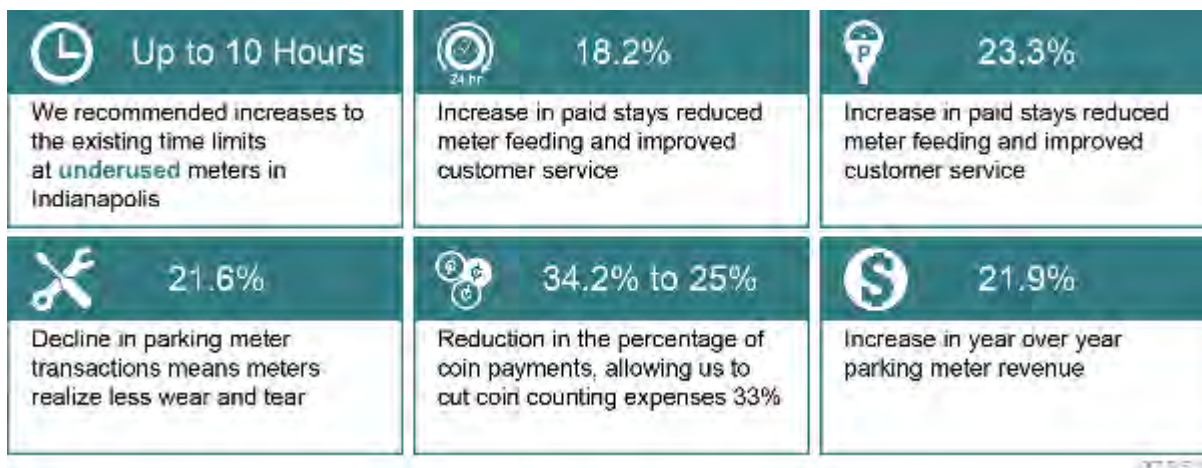


Figure C-4. Tailoring Time Limits Improve Revenue
Getting time limits right is important to ensure customers can shop in, eat at, and enjoy neighborhood establishments.

4. Cincy EZ Park, Cincinnati

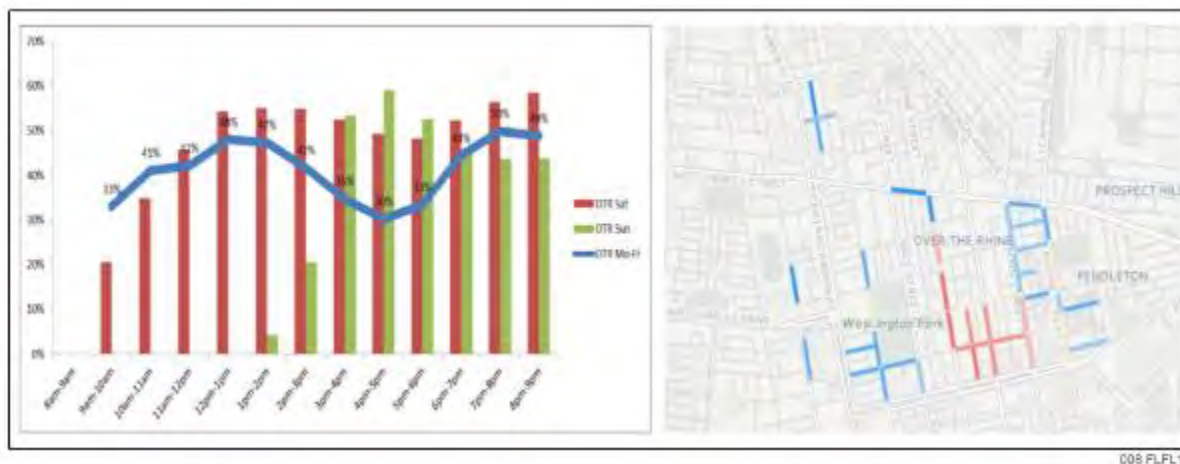
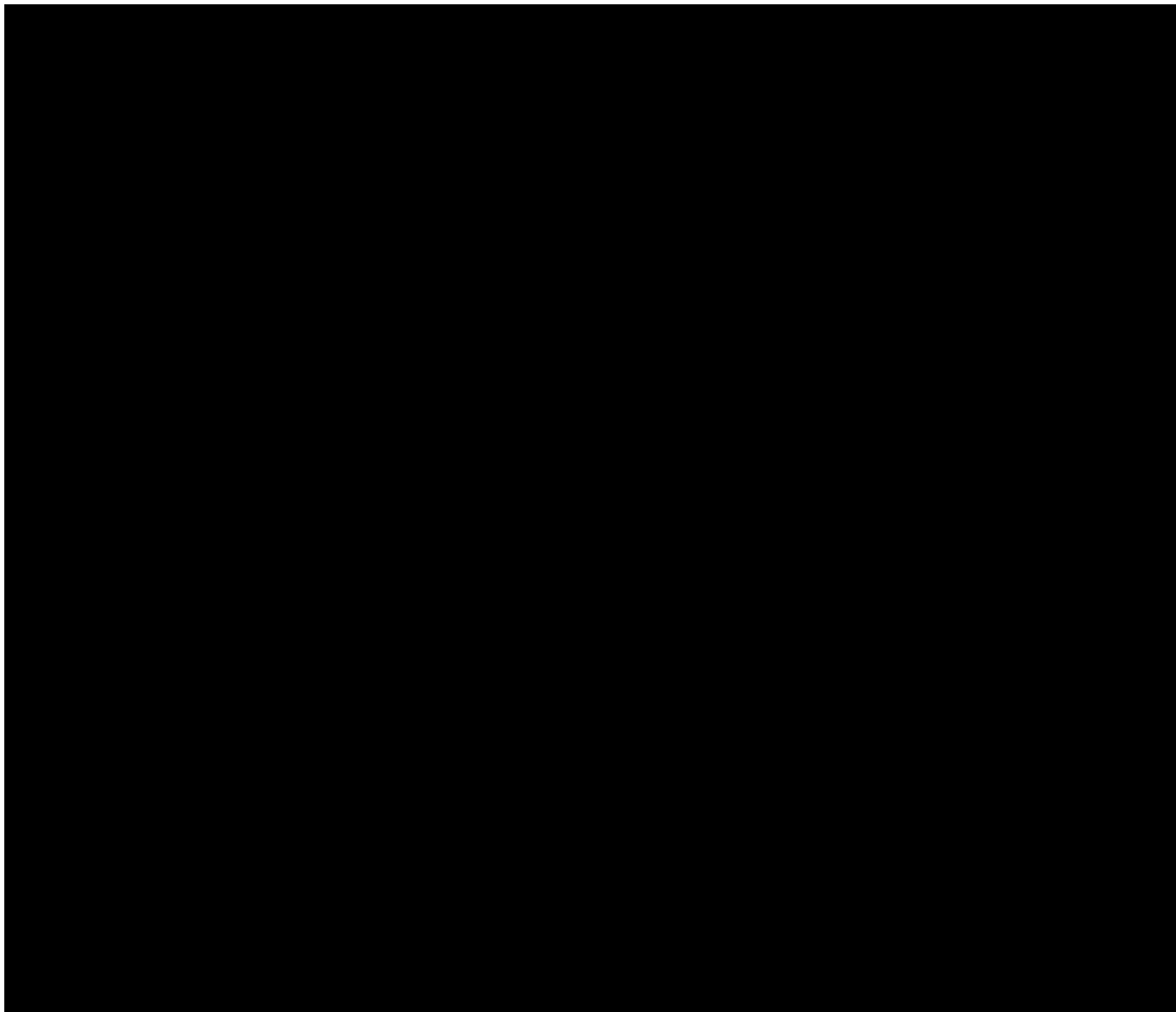
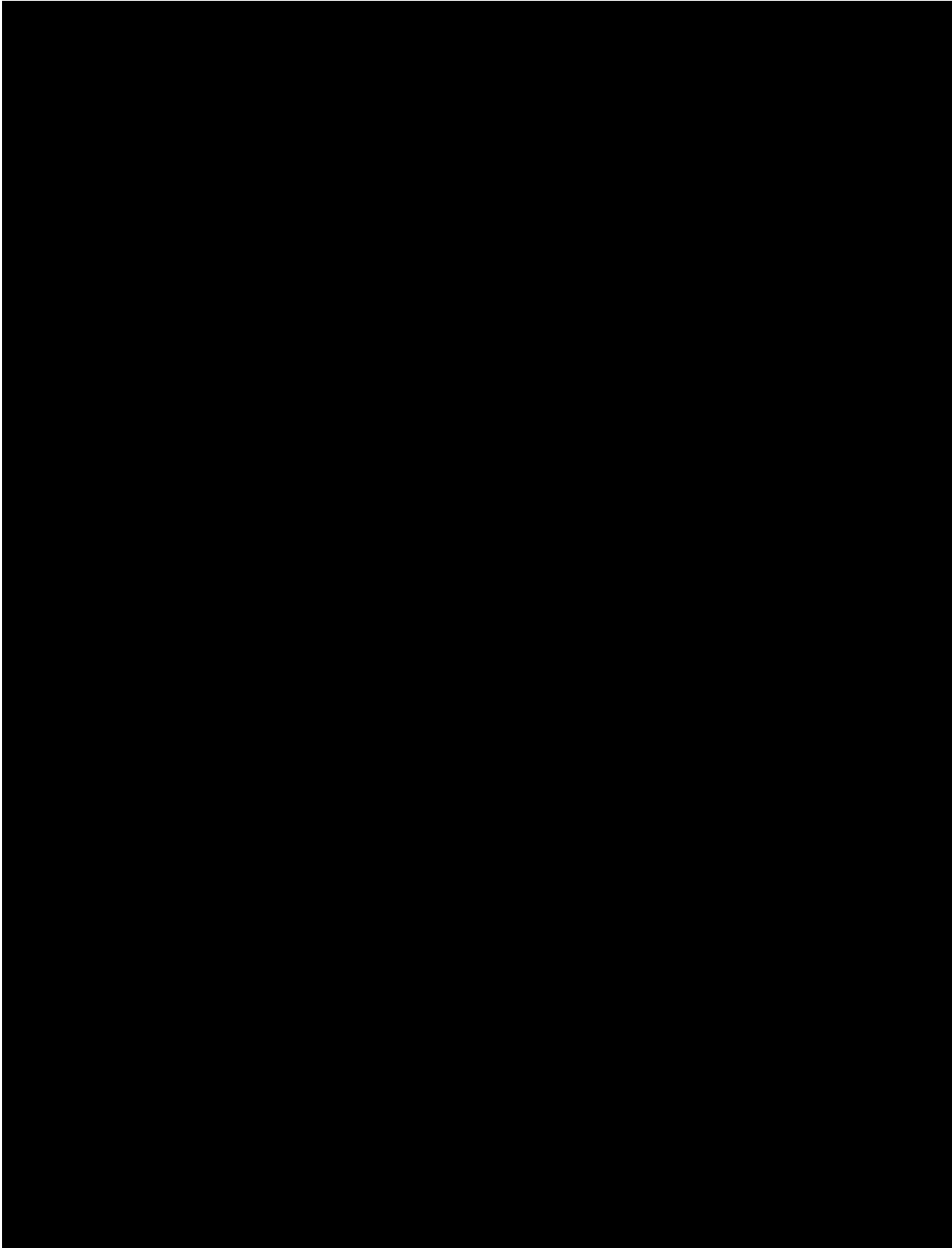
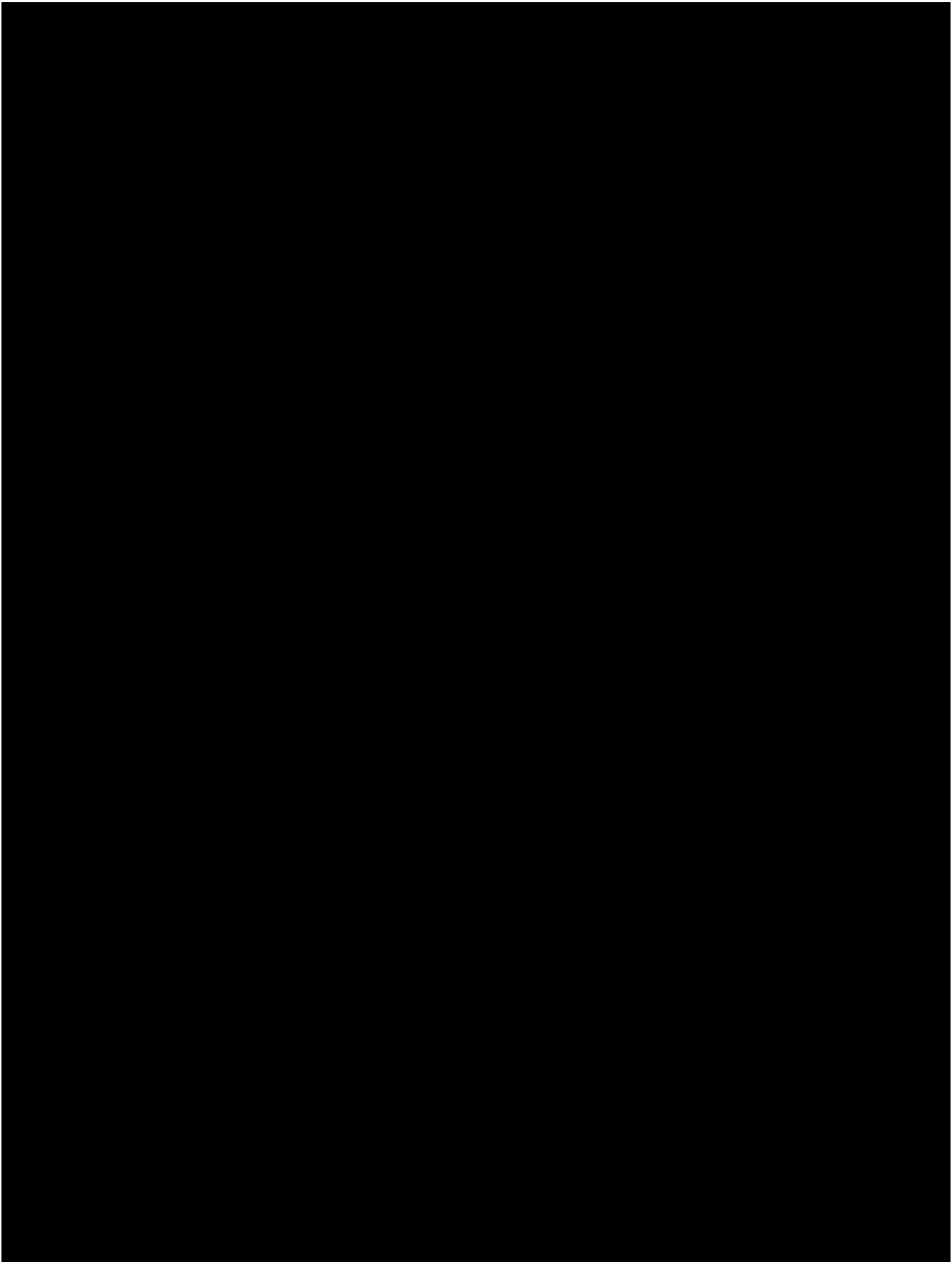


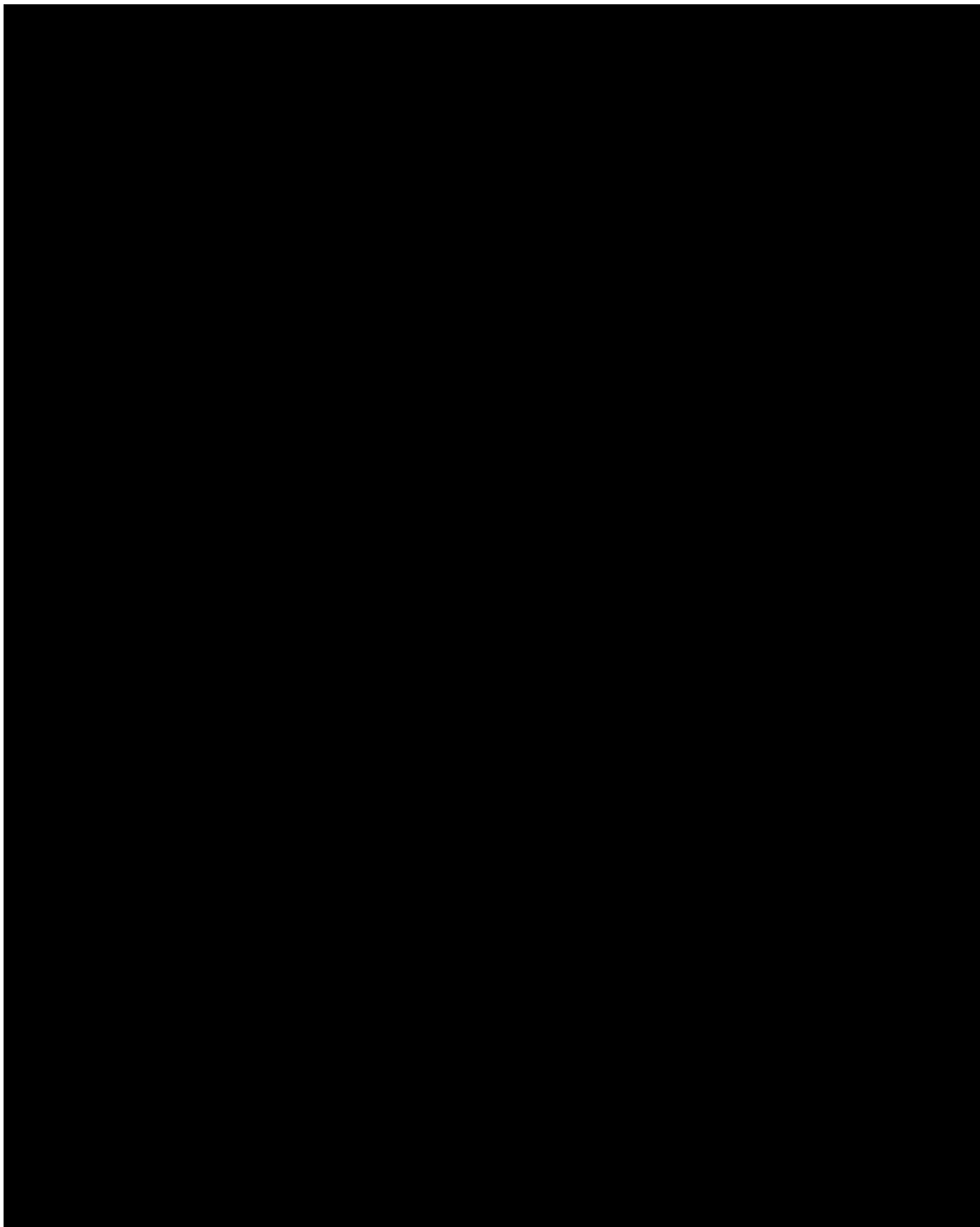
Figure C-5. Client Occupancy Analysis
Studying occupancy by day, by hour, and by block helps drive the right hourly rate recommendations.

Trade Secret Content Begins









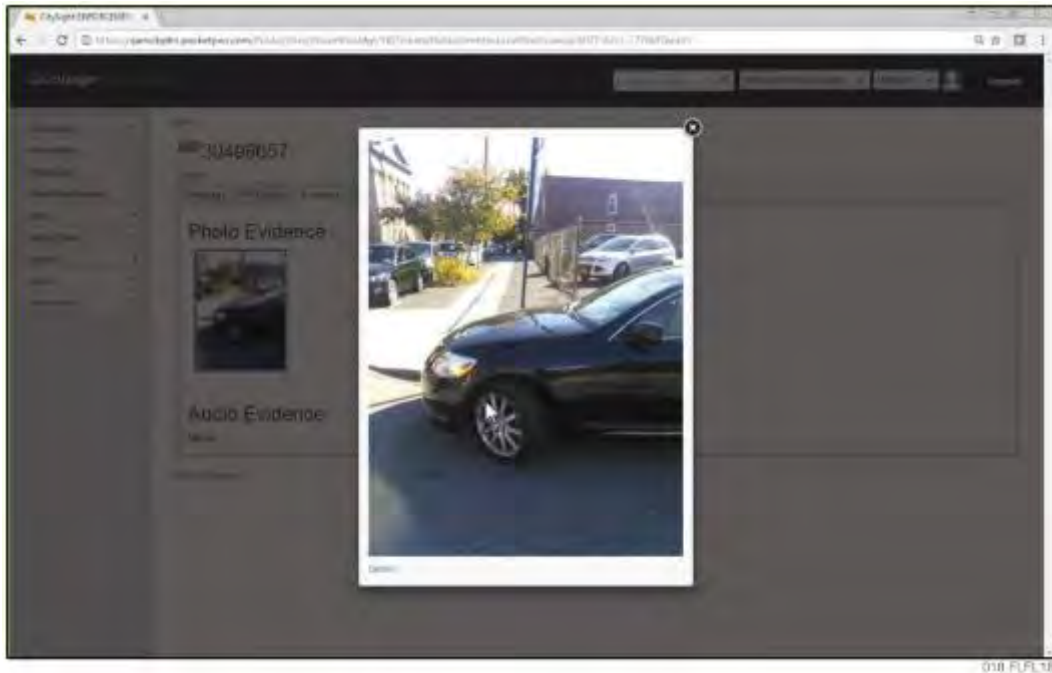
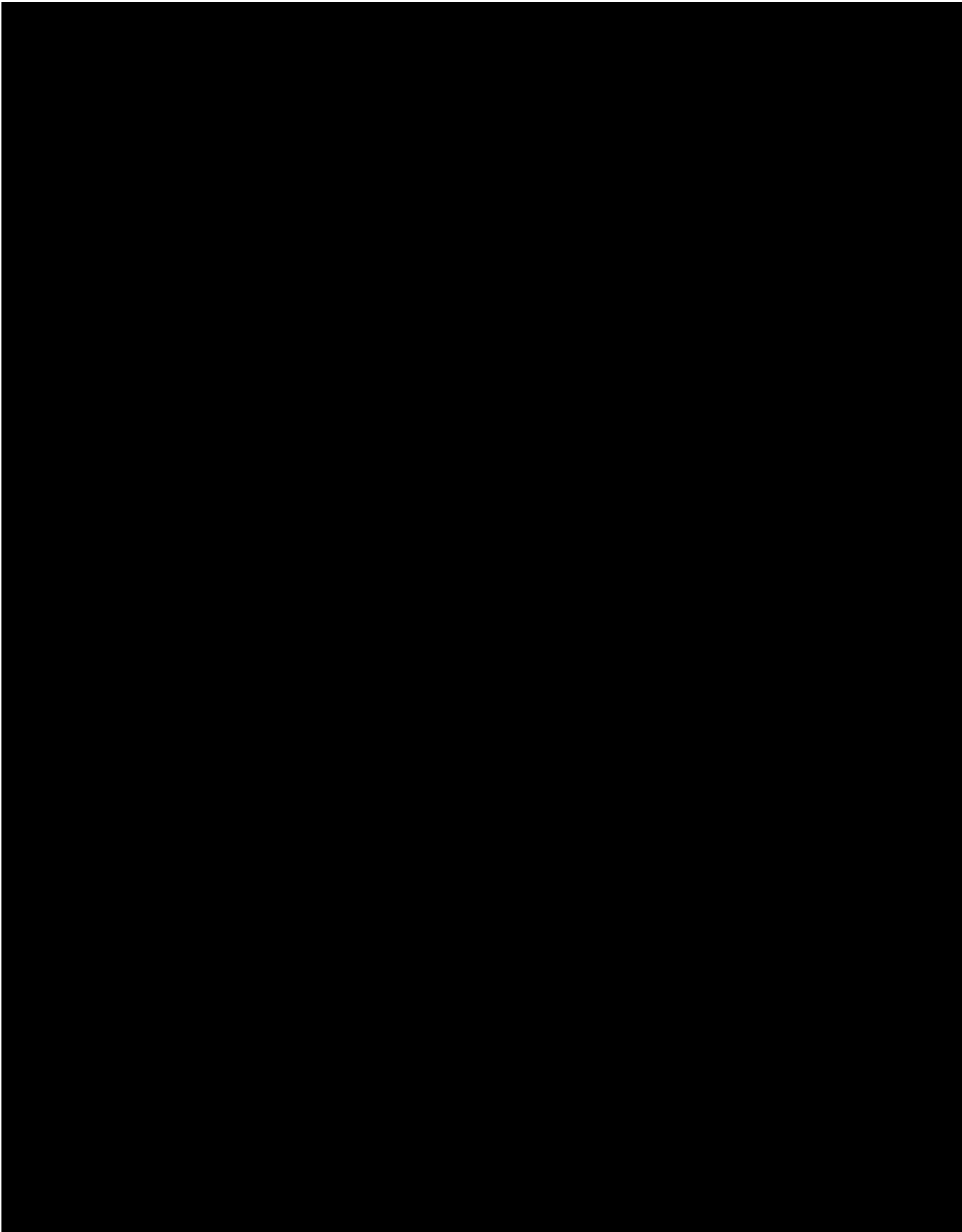


Figure C-15. Citation Evidence

Any photographs or recordings used to support a citation are readily available.



8. Multi-Space Meter (MSM) Transaction Review

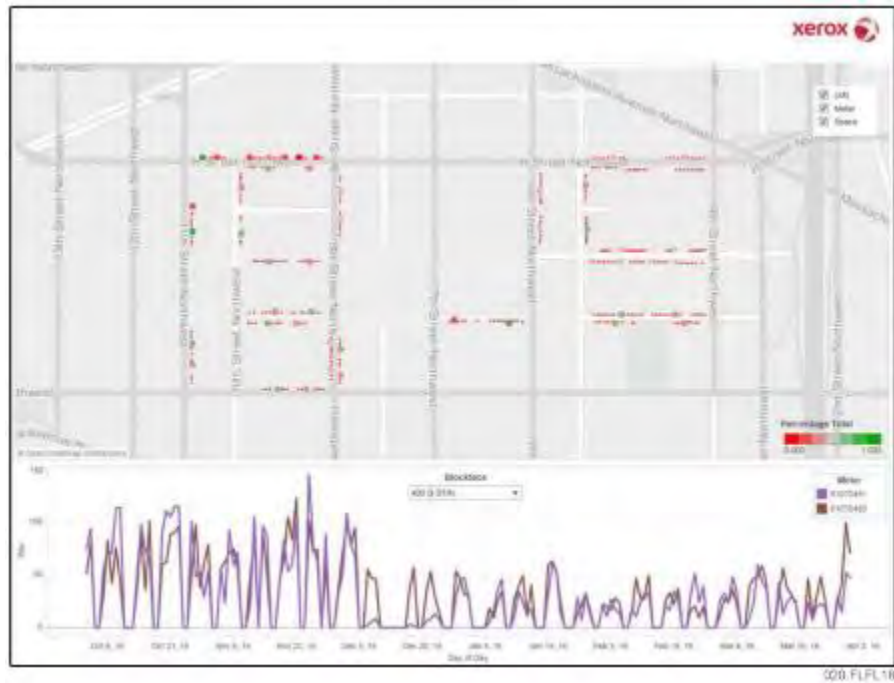


Figure C-17. Using Data to Place MSMs

Conduent uses data to place assets to make parking convenient.

Space Demarcation

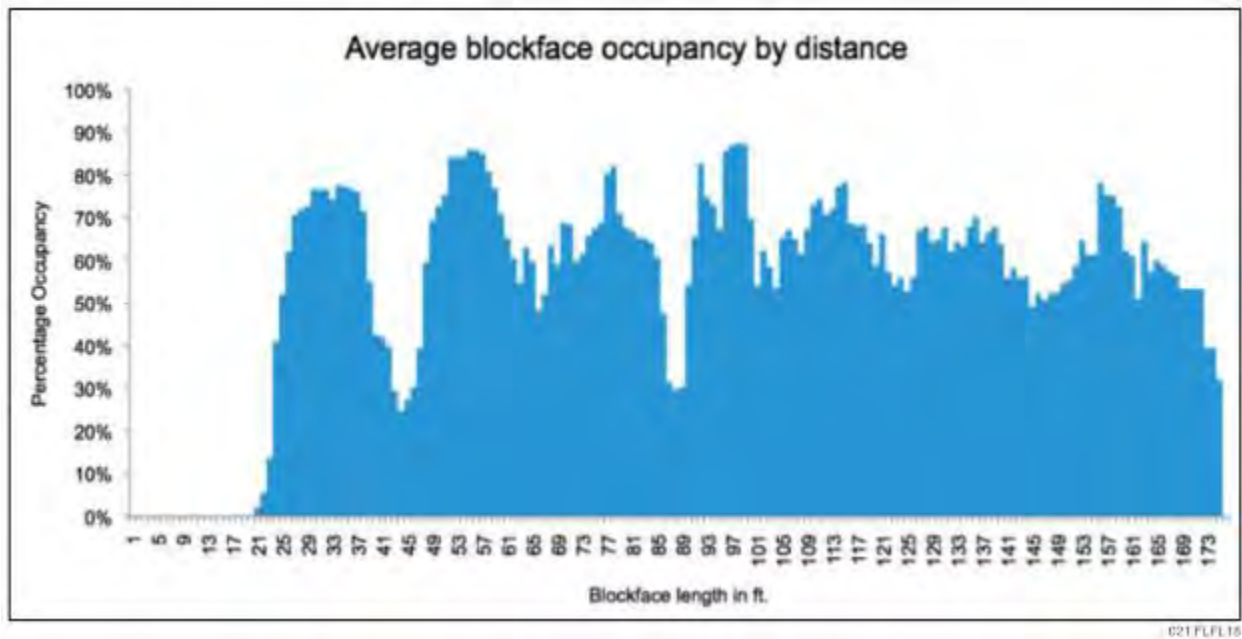


Figure C-18. Parking Patterns Worsen as Demand Increases
As use increases, so does inefficiency in the undemarcated spaces studied.

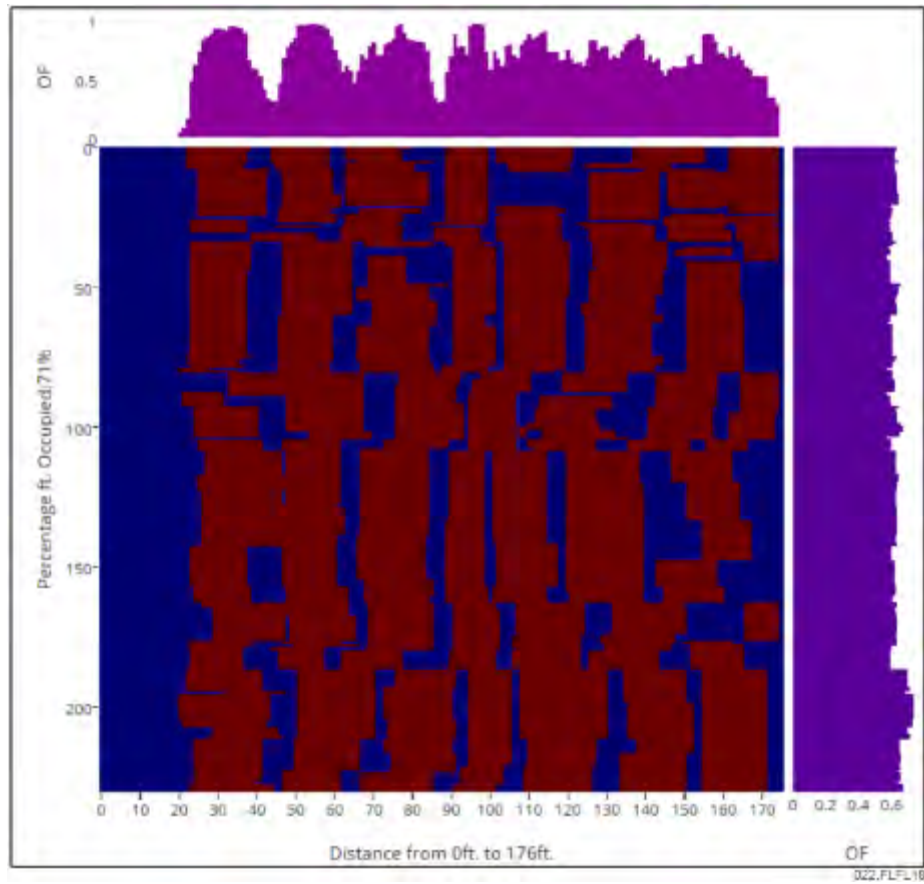


Figure C-19. Space Use on an Undemarcated Block when Seven Vehicles Park
A DC study reflects how space goes unused when occupancy increases.

9. Single Space Meter (SSM) Transaction Review

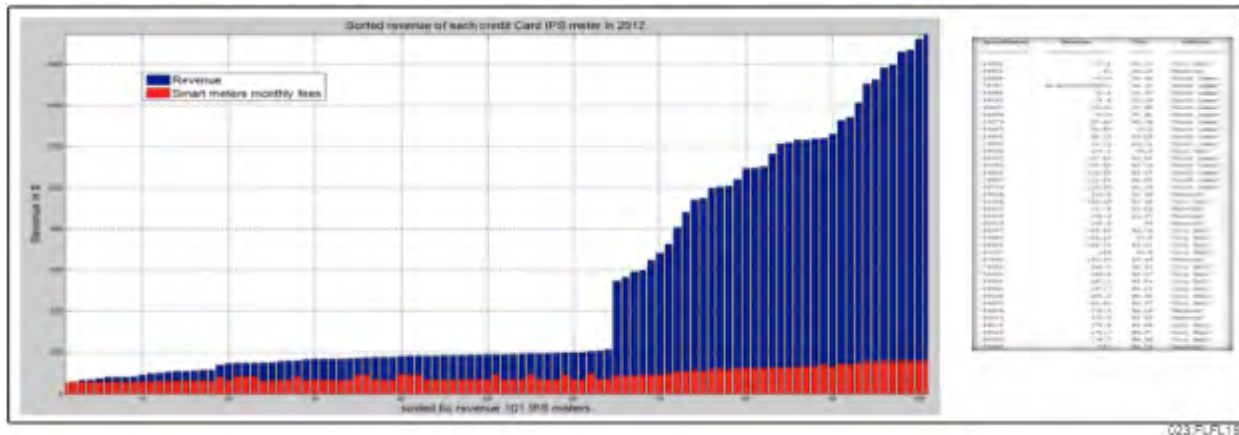


Figure C-20. The Cost-benefit of Certain Parking Meters

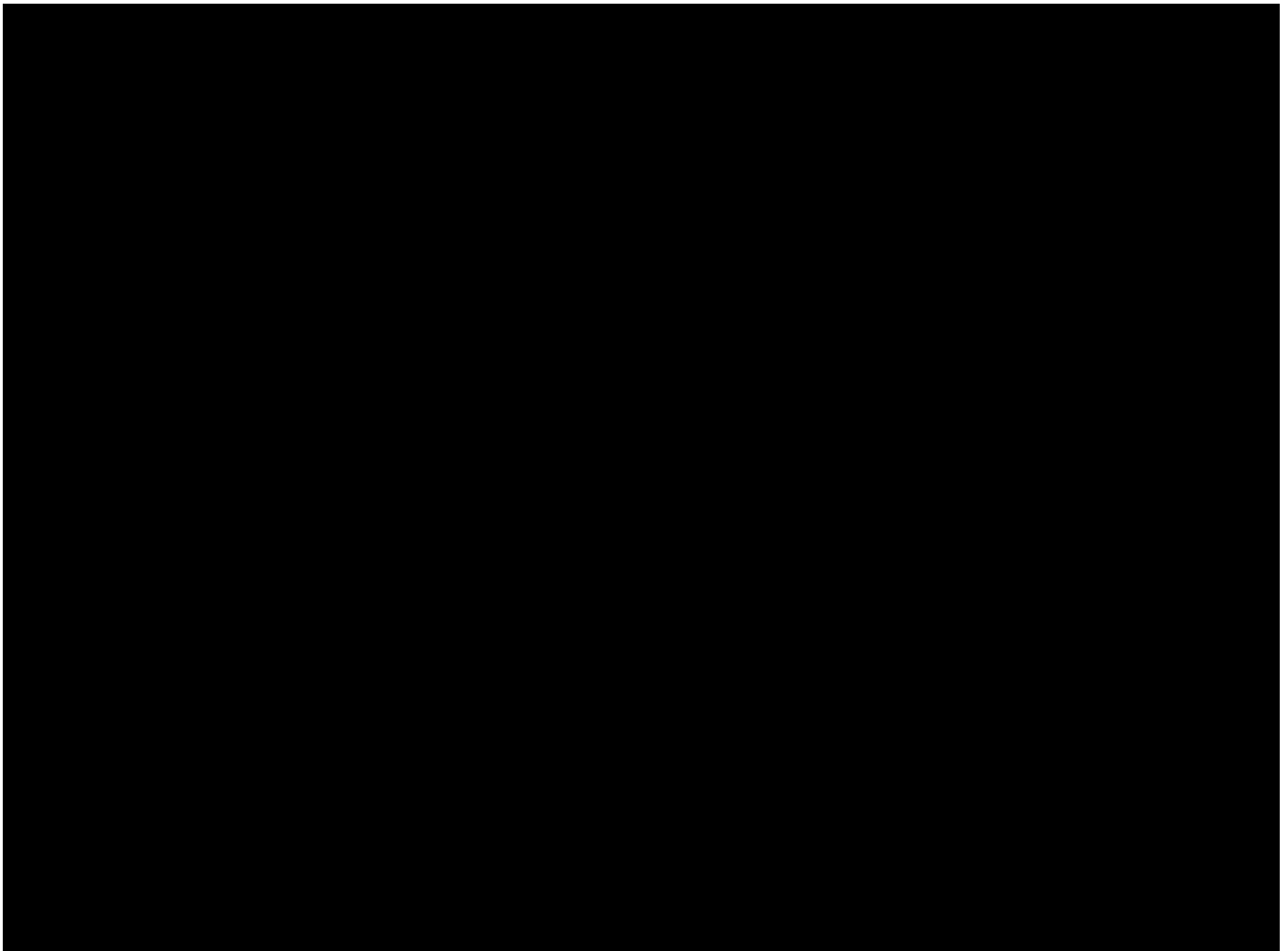
Not every meter is worth the same, and the cost of maintaining some outweigh the benefits. We have performed similar analyses to determine the placement of new single-space and multi-space meters and the prioritization of credit card-accepting technology.

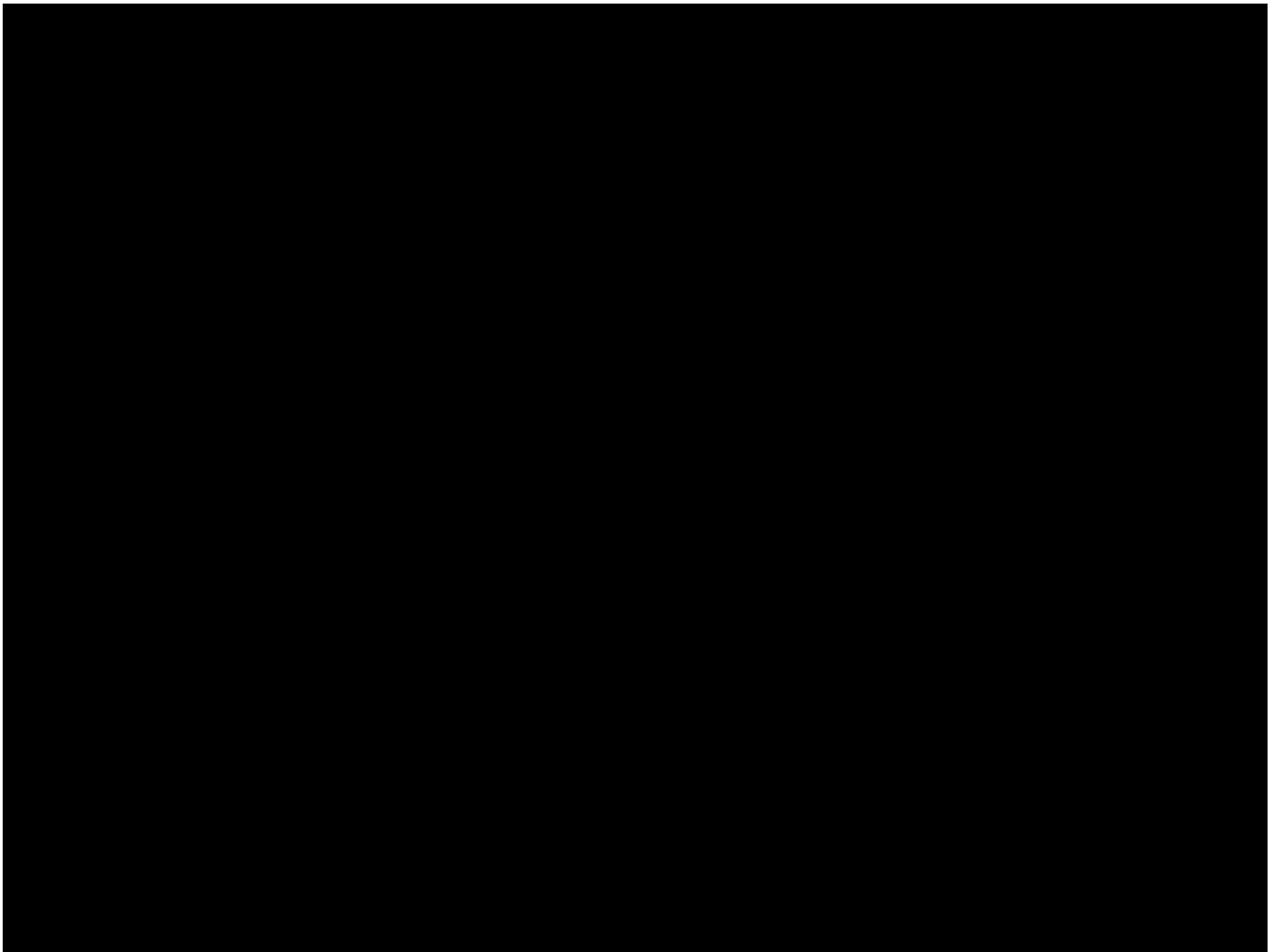
10. Merge® in Los Angeles

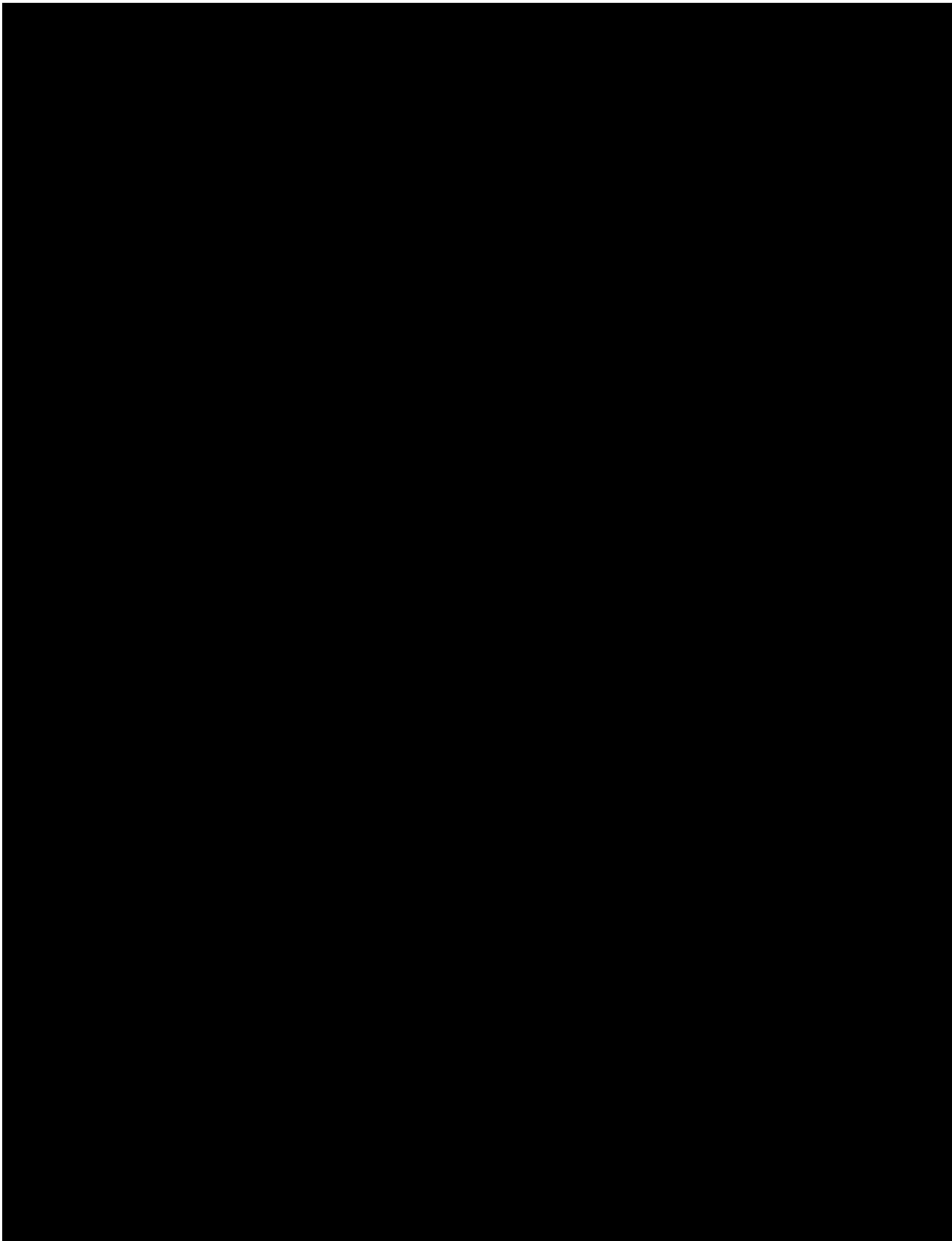


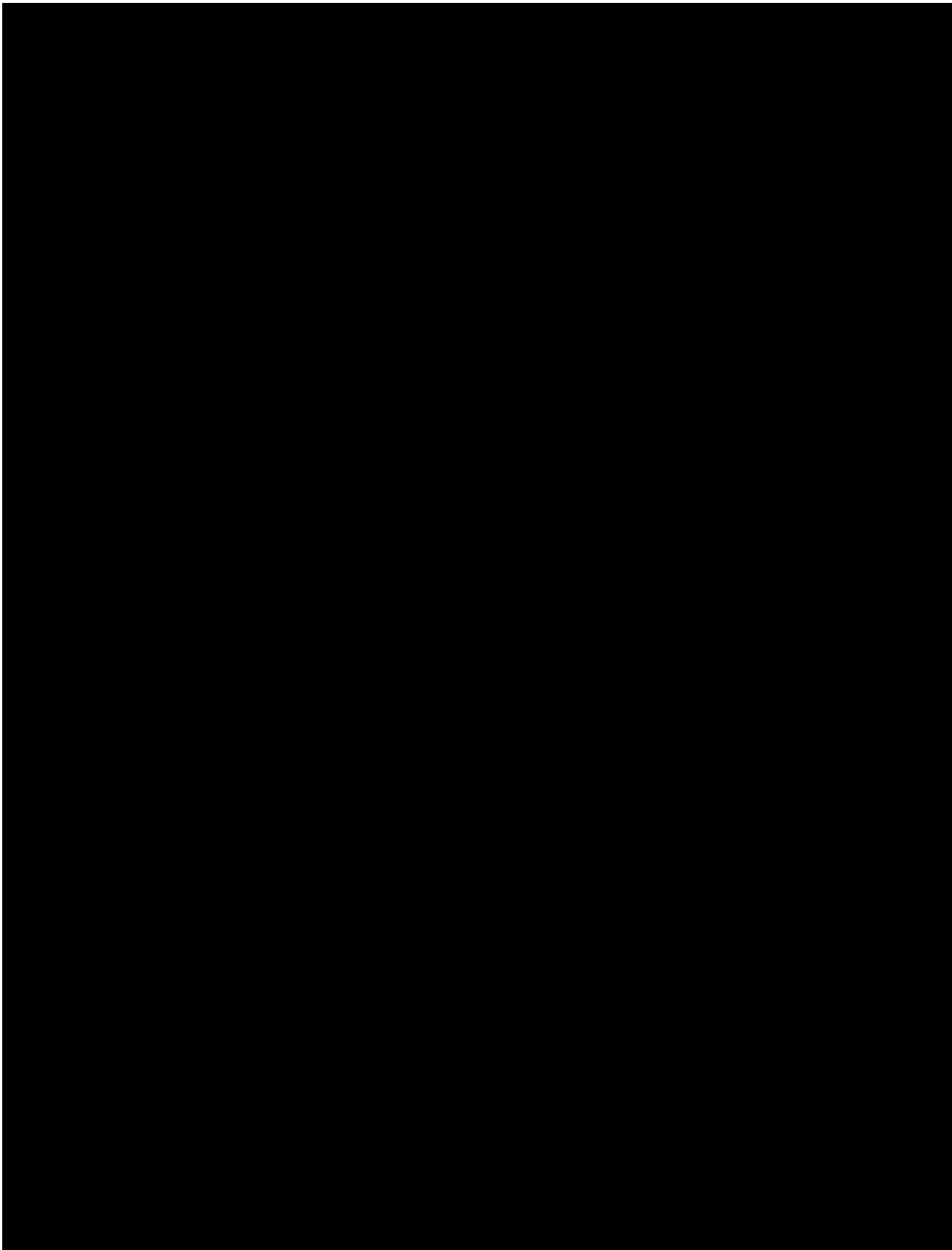
Figure C-21. Typical Parking Event Lifecycle supported by Merge®
This graphic shows the typical parking event lifecycle supported by Merge®

Trade Secret Content Begins









Trade Secret Content Ends

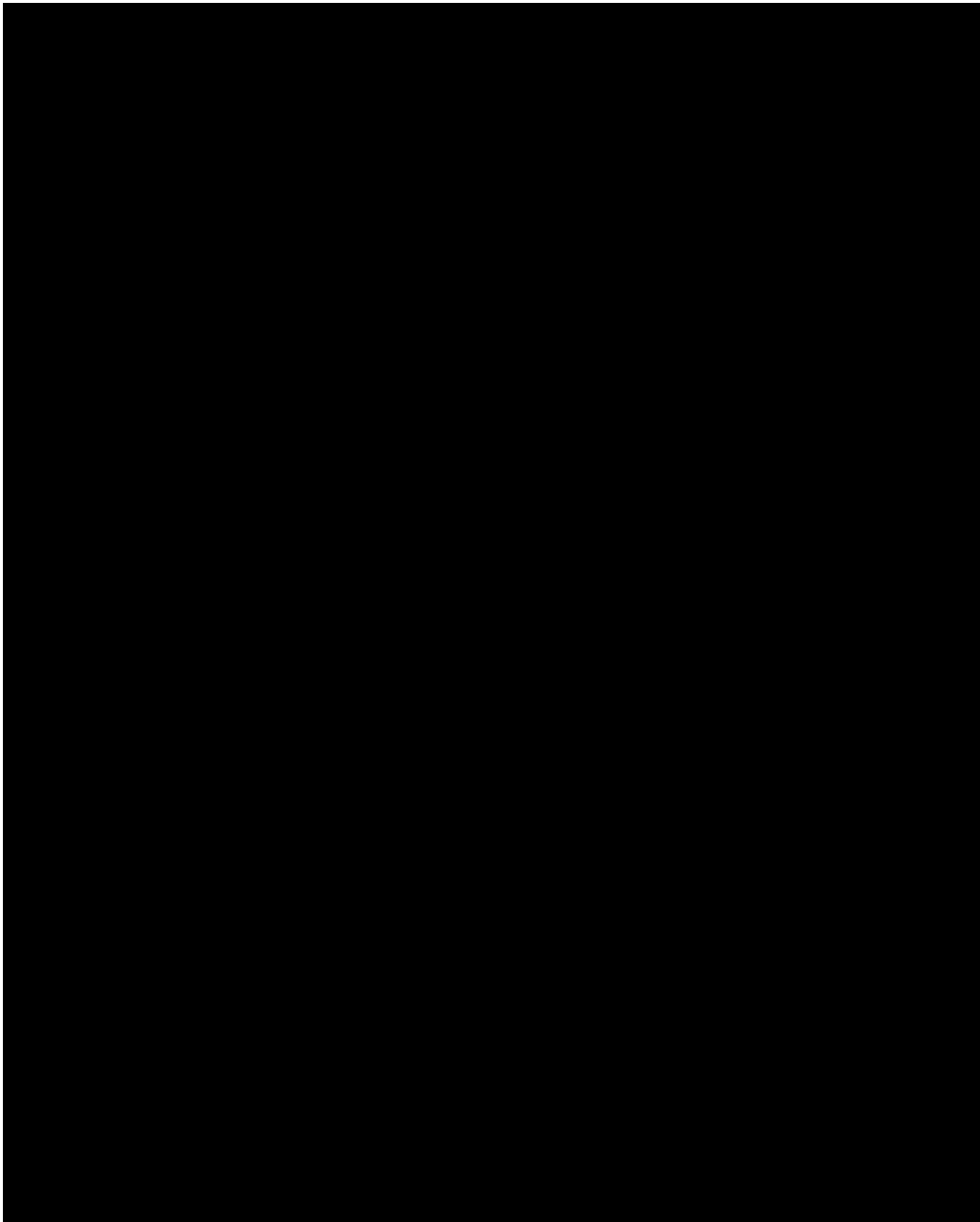
13. Sign Design and Communication of Rate Changes

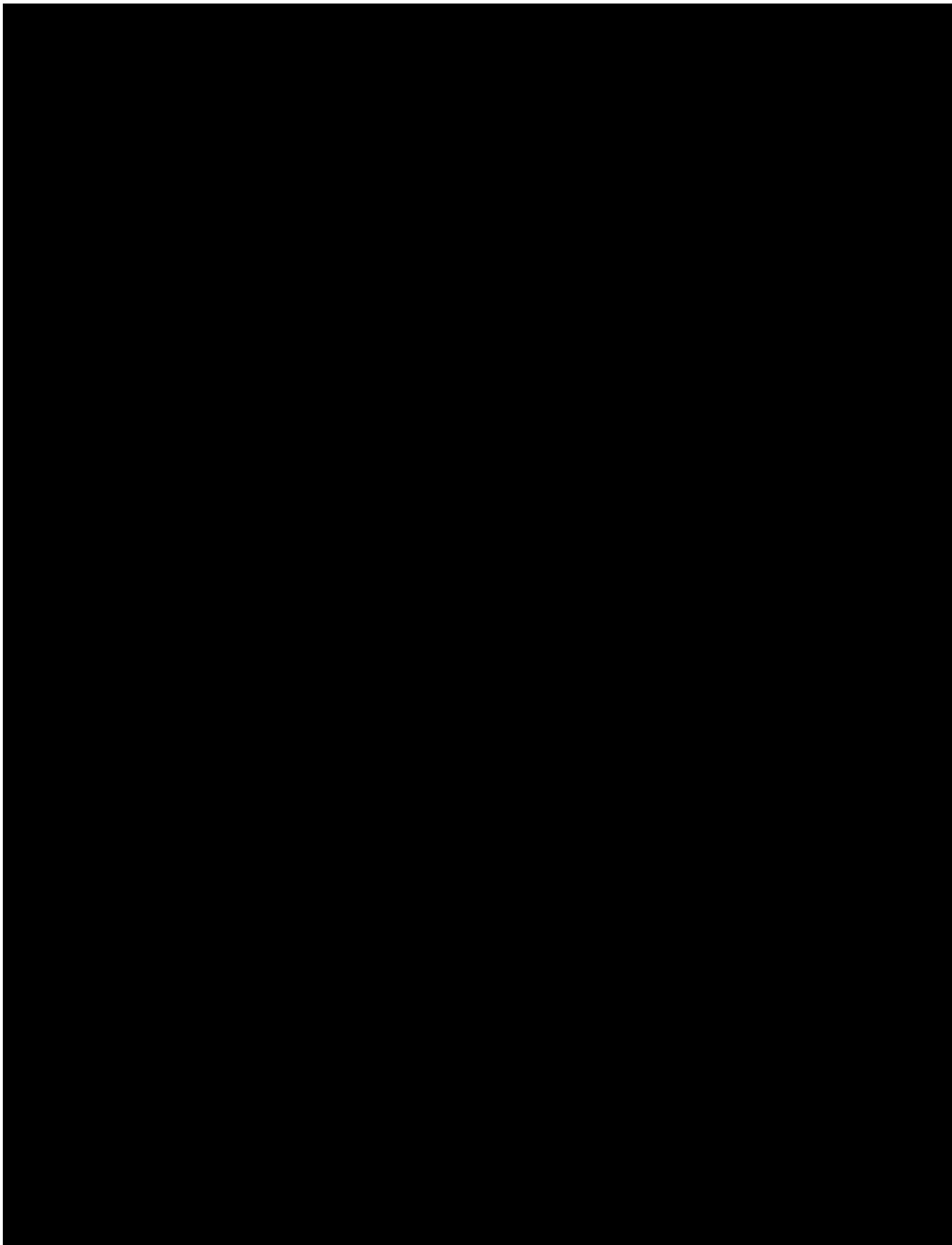


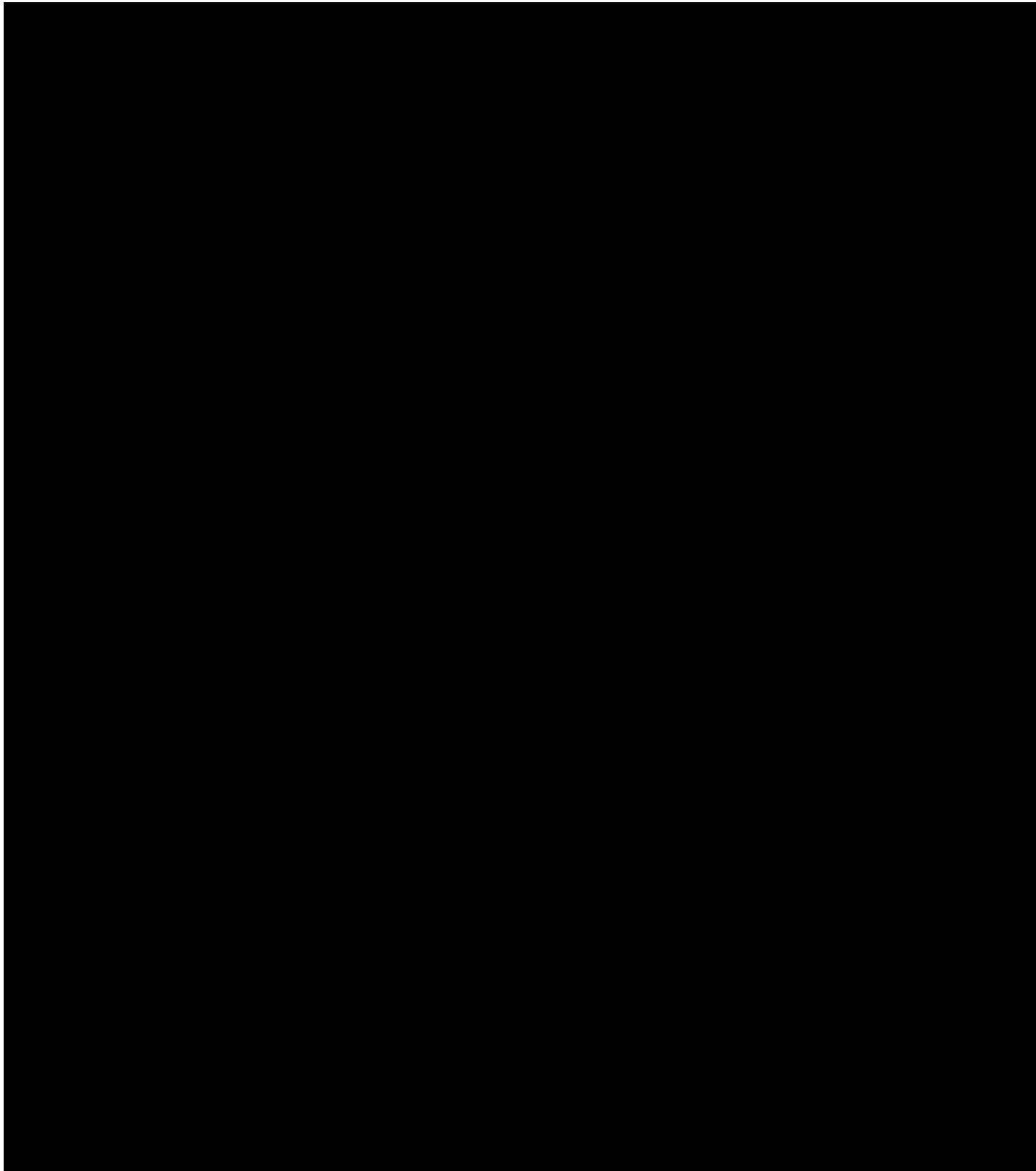
Figure C-30. DC Sign Example

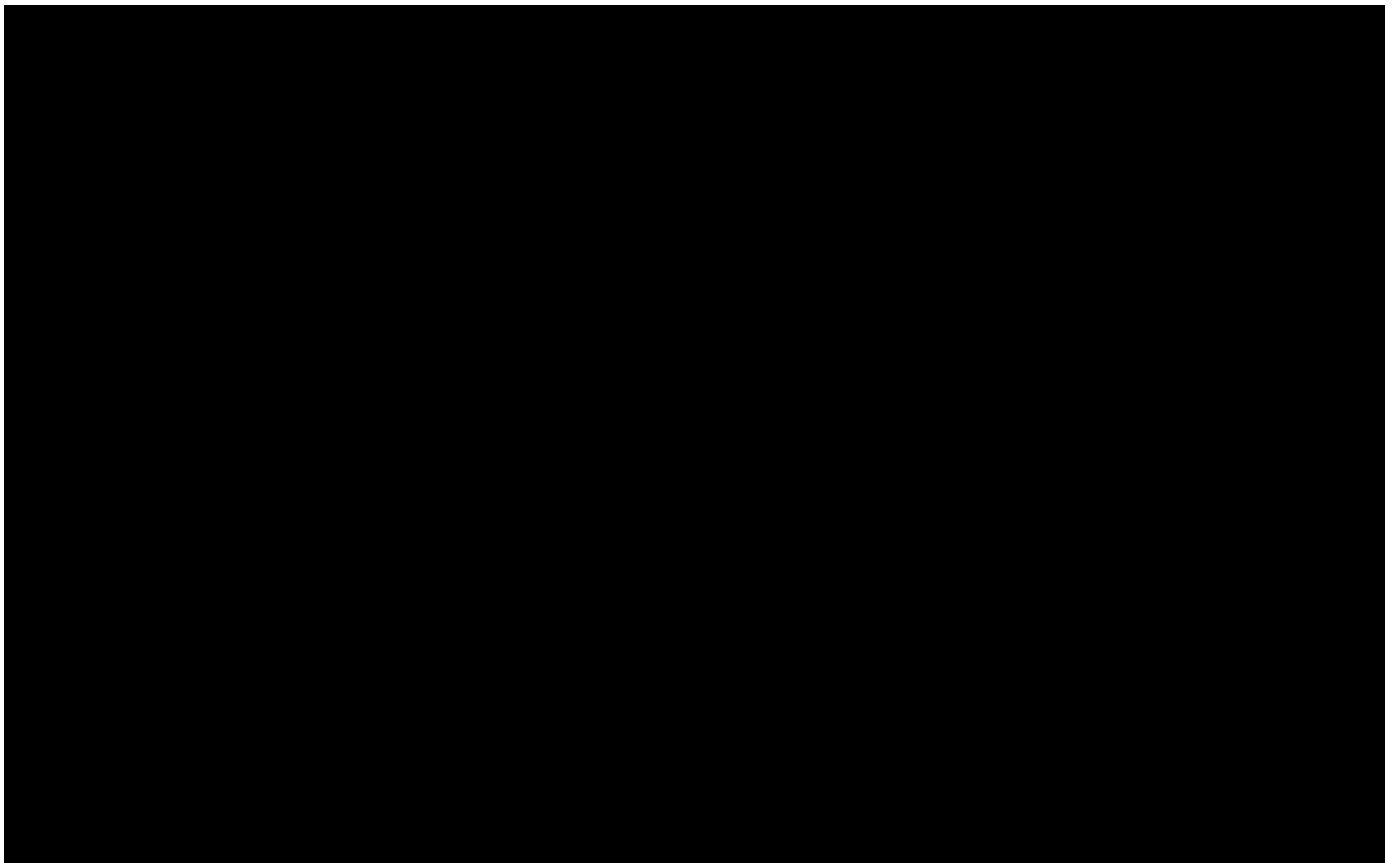
Our signage concerning demand pricing provides information to customers about the effective hourly rates in a clear and concise manner.

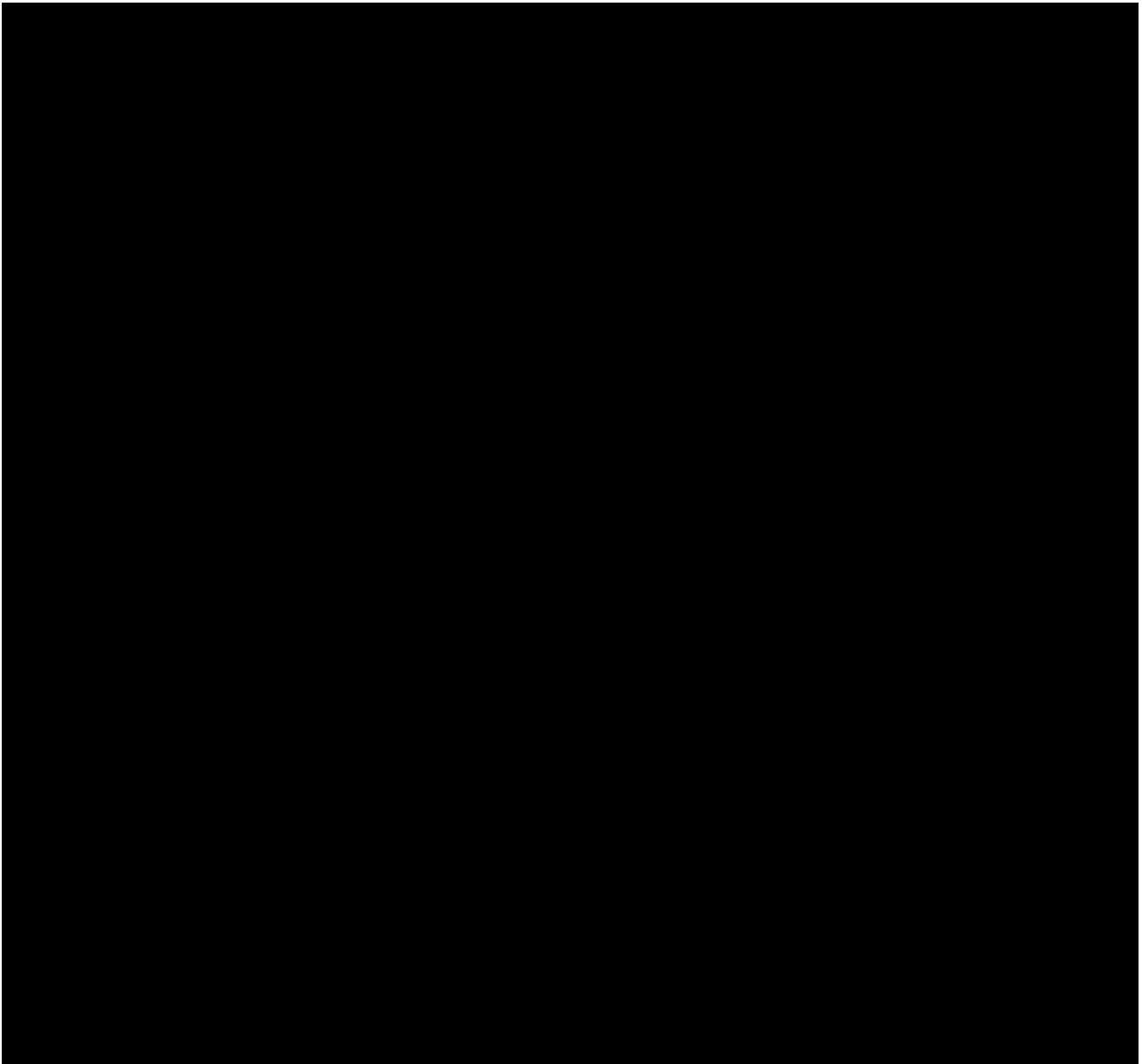
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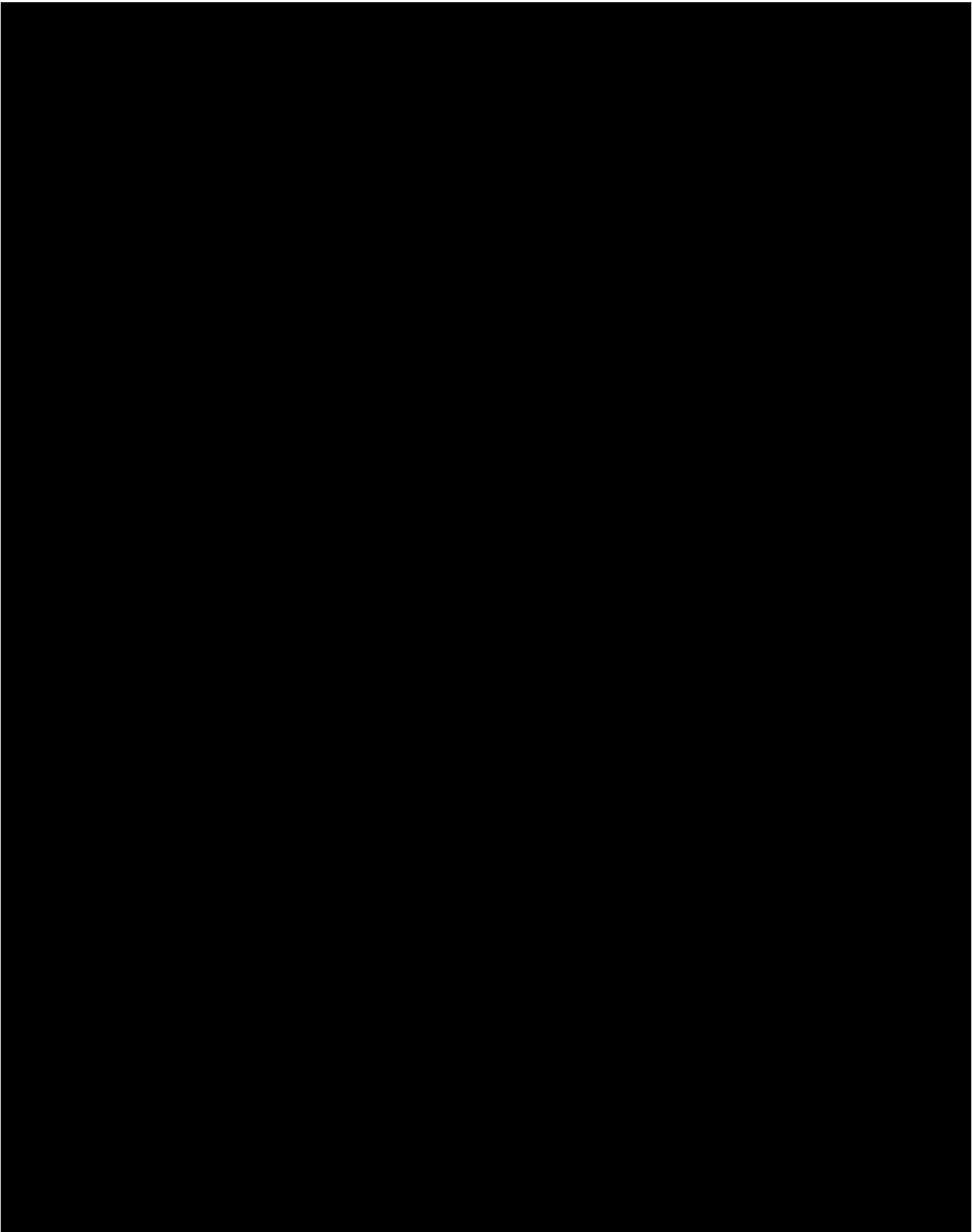


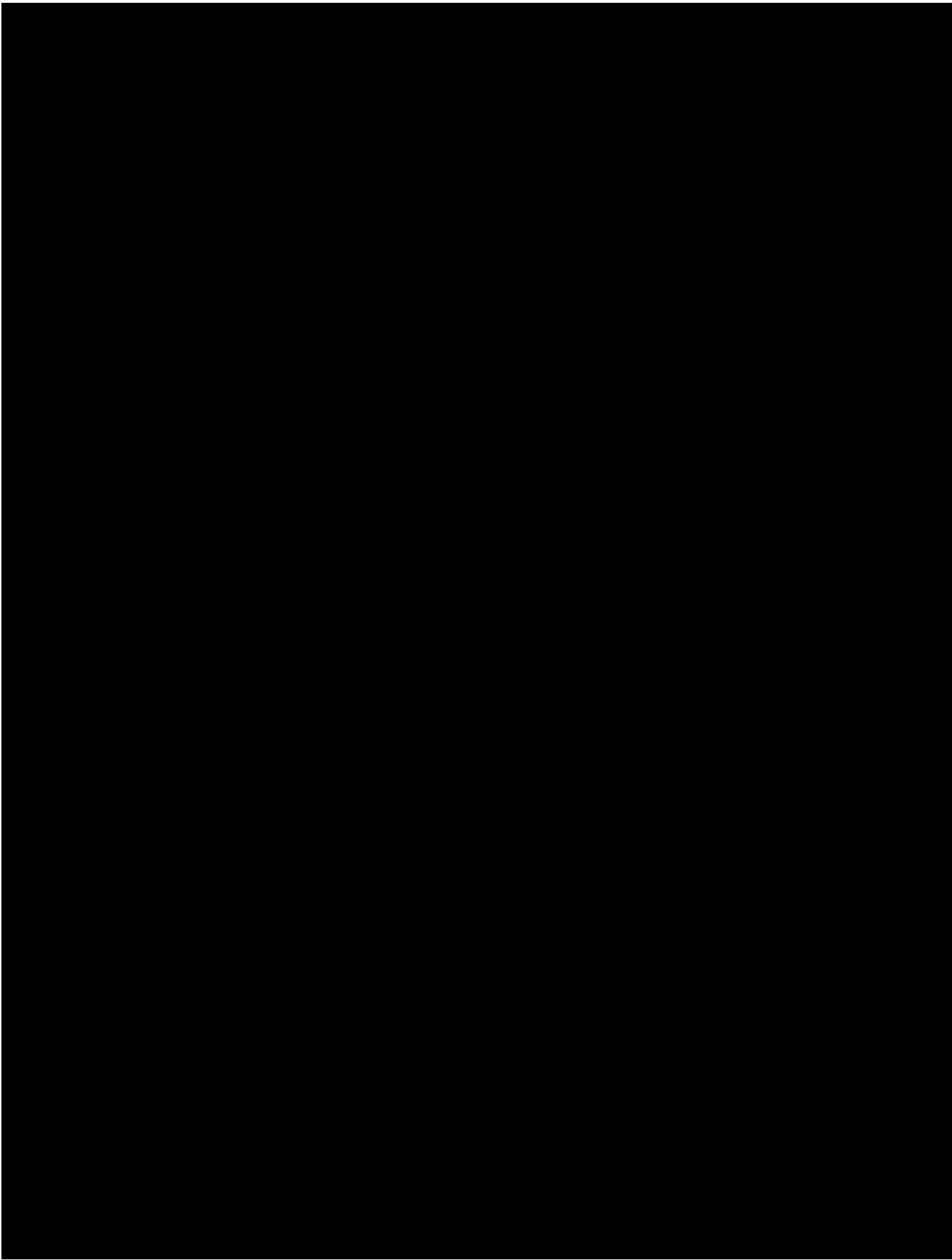




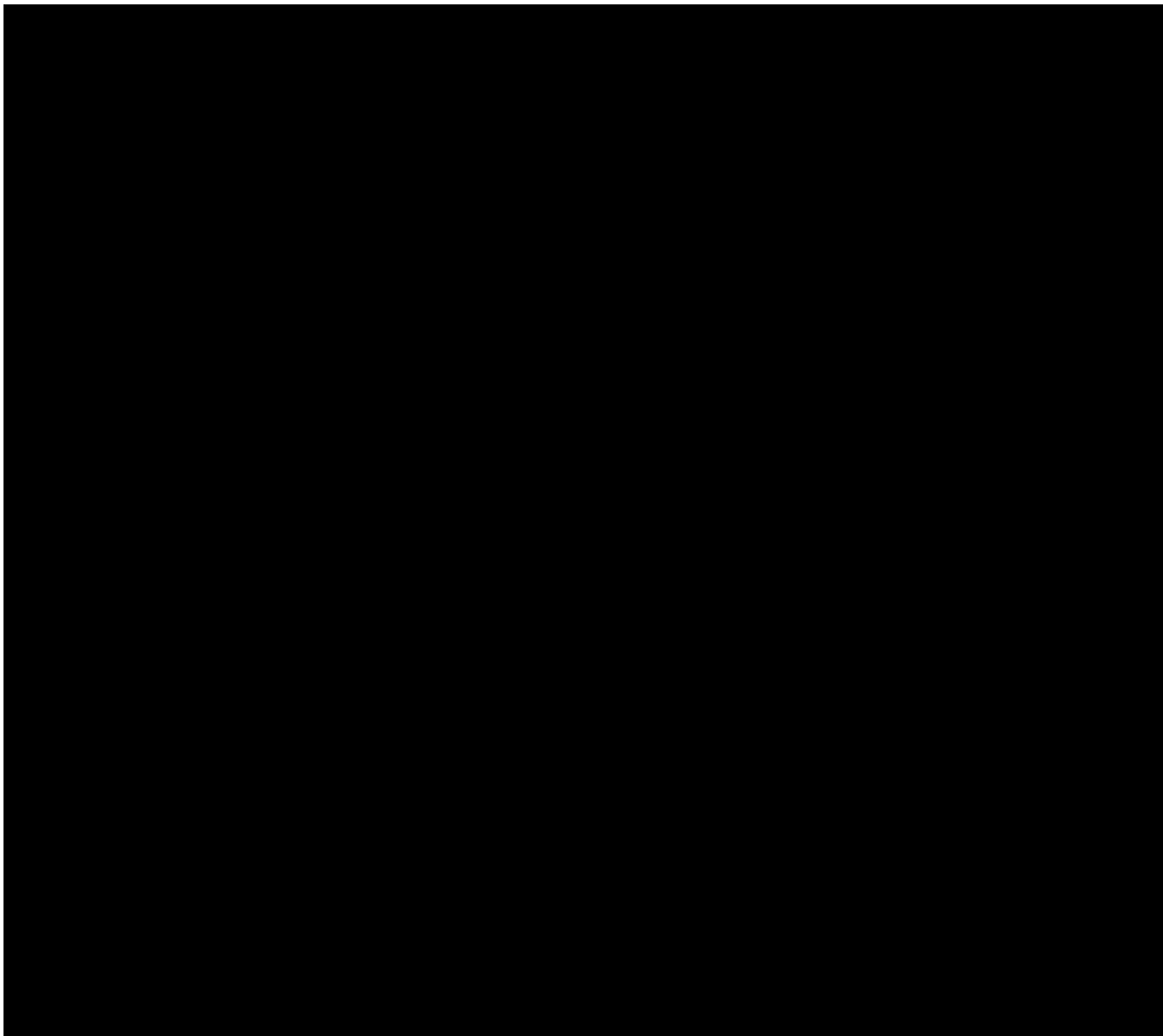


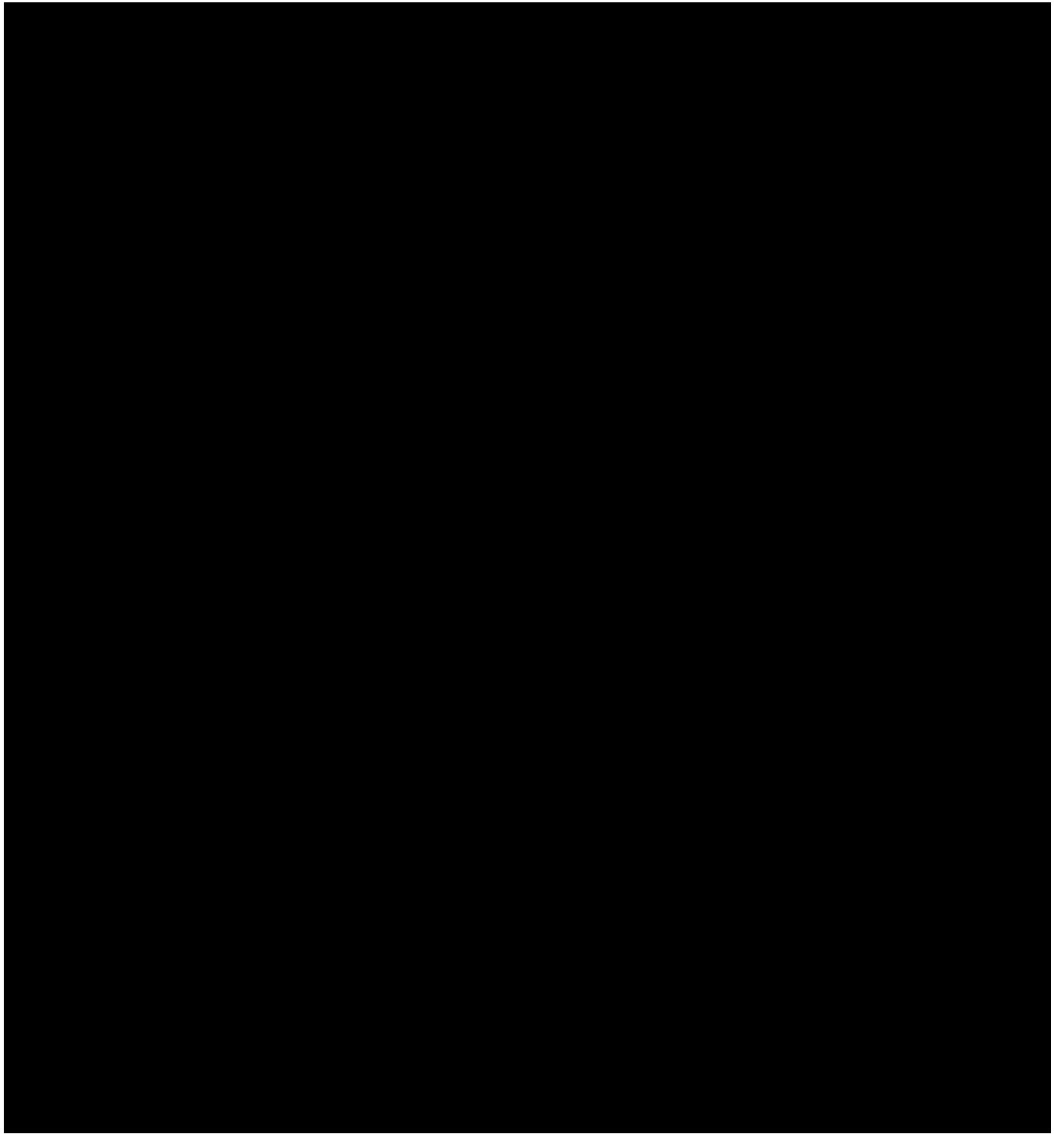


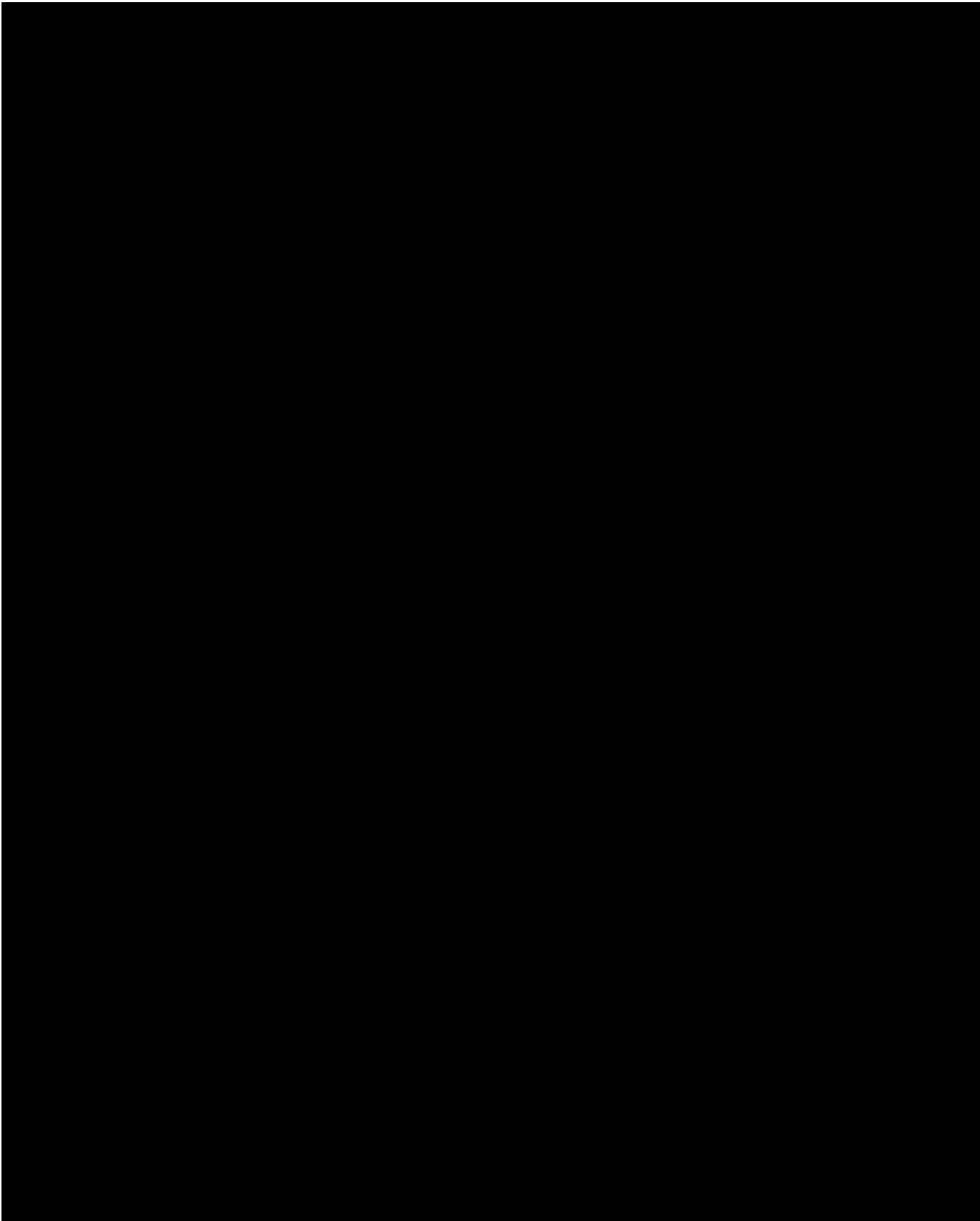


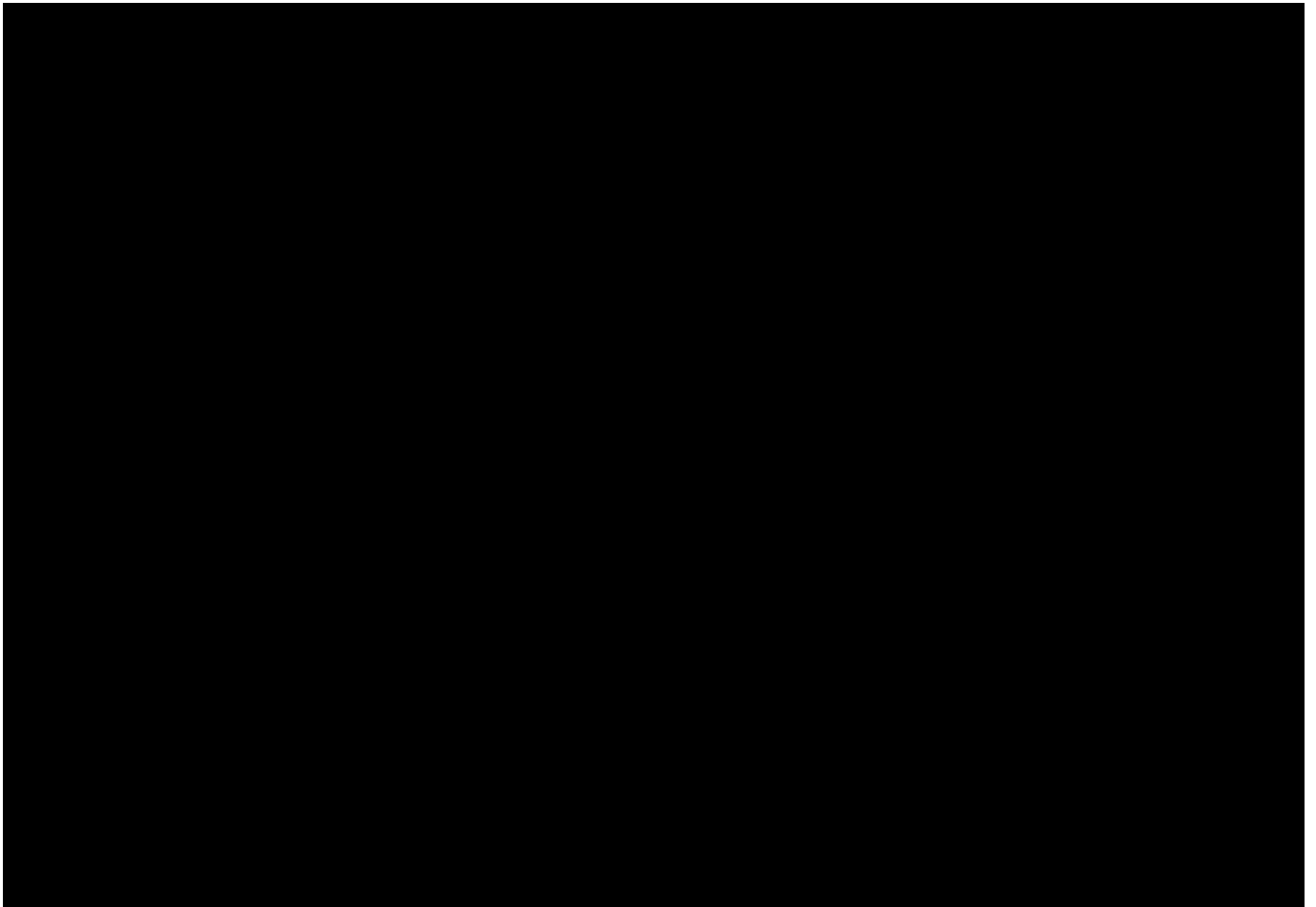


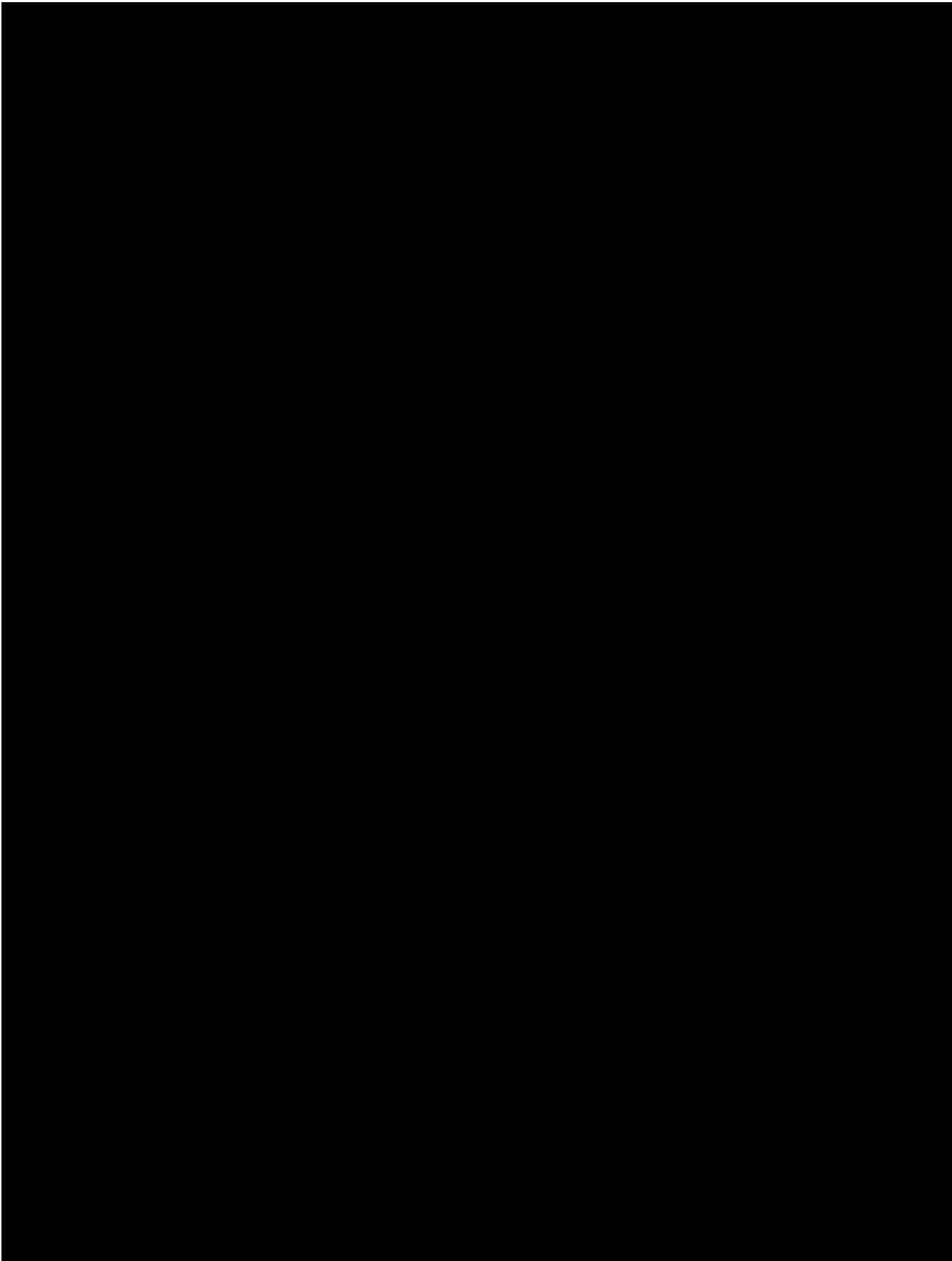


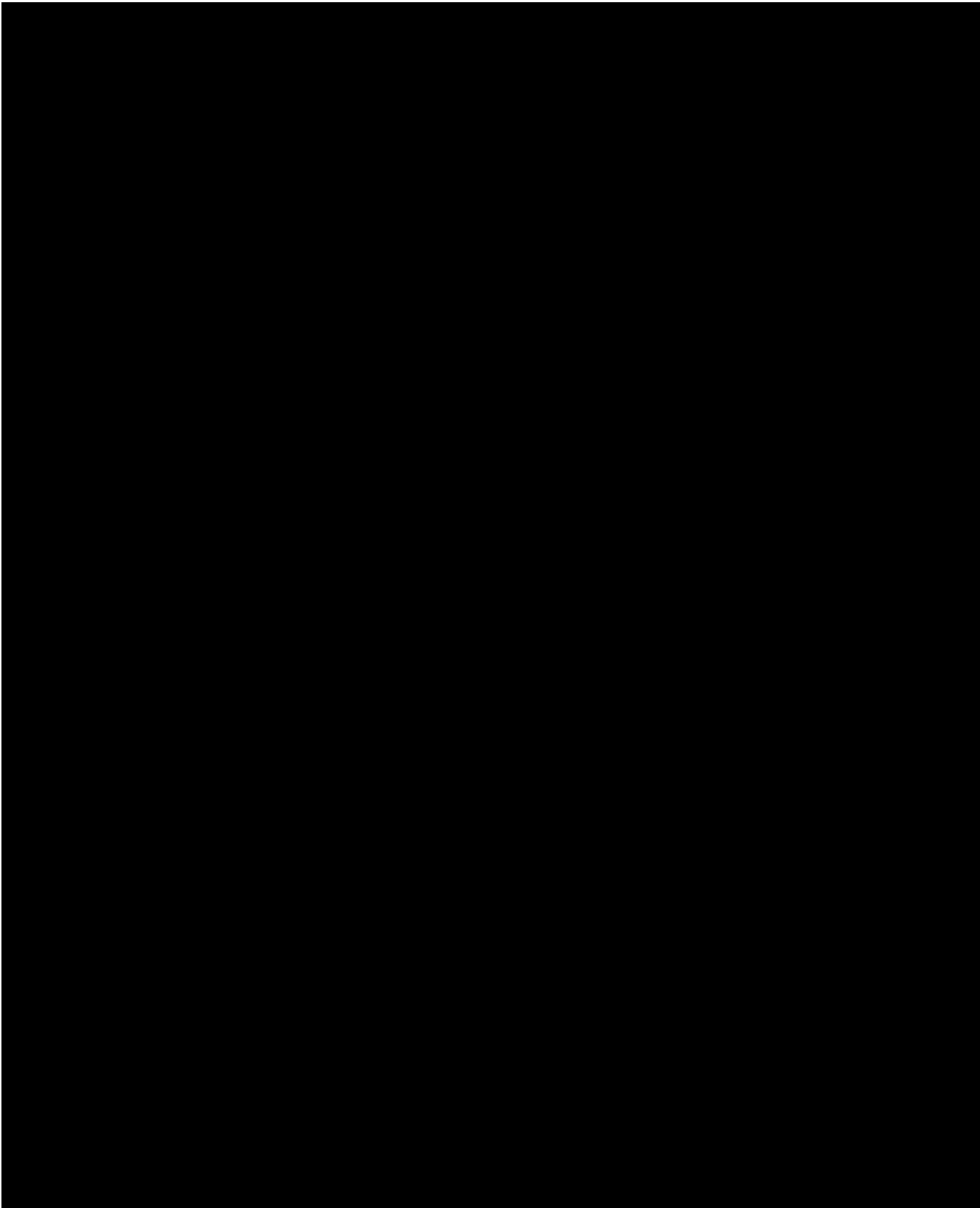












Trade Secret Content Ends

18. Enhanced Online Functionalities & Payment Portal

Communicating with customers easily and quickly contributes to a great customer experience, even when that experience may have started with a parking citation. As your partner Conduent can provide the City with a robust Customer Service Portal where your parking customers can easily respond to a citation, make a citation or permit payment, request a citation hearing, submit a parking permit application or manage their parking permit account. Our attention to website design detail, meticulously following City style guides, translates into a seamless online experience for your customers. Customers access the portal by entering either their license plate or ticket number. No matter which search criteria is utilized, all open tickets and recently closed tickets associated with the plate are displayed.

All transactions are interfaced with our eTIMS® system in real-time to allow for instant processing and reconciliation of all payment transactions to a parking customers account.

We fully support numerous online services today for many of our customers. Examples of our integrated online functionalities include:

- Pay citations in a secure online environment (see Figure C-47)
- See specific details of current and closed citations by citation number or plate (See Figure C-48)
- View citation images and photos
- Request an Administrative Review (see Figure C-49)
- Apply for new parking permits or renew an existing parking permits (see Figure C-50)
- Manage a Virtual Parking Permit account on a Mobile device (see Figure C-51)

City of OAKLAND California

Home Payments Business Visitors Government

Per. Information: 510-444-CITY, CITY 228-3254

Parking > Online Parking Citation Payment System

Citation 1722322162
You have a total of 1 open citation(s) on your account:

The amount of the citation entered is: \$63.00
The total amount of your license plate is: \$63.00

Please select from the following:

☒ I would like to pay or inquire on this citation only.

Citation Number	Issue Date	Violation	Location	Amount Due	Payment Amount
1722322162	01/03/2017	NO PARKING RED ZONE	1407 20TH AVE	\$63.00	\$63.00

Total Payment: \$63.00

Recently closed citations:

Citation Number	Status
1721067263	PAID
1722286811	PAID

Submit Back Cancel

Home | Buildings | Business | Citizens | Government | Oakland, CA | © 2017 City of Oakland All Rights Reserved

085.FLFL18

Figure C-47. Parking Citation Payment Screen

From the first screen, customers see open and recently closed citations, are provided an option to pay, and can click on individual citations to access additional citation details.



OAKLAND

California

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[Contact Us](#)

City of Oakland
 1500 Broadway
 Oakland, CA 94612
 510.733.2400

[Pay Now](#)

[Online Parking Citation Payment System](#)

AA002706-000001

Citation Number	Issue Date	Status	Due Date	Amount Due
AA002706-000001	12/15/2017	CNFD	Payment Pending	\$83.00

[Pay Now](#)

Enter the citation:

Violation Code	Description	Location	Phone
AA002706-000001	ND PARKING REG CODE	AA002706-000001	AA002706-000001

Confirm Information

Citation amount: \$83.00 and in process.
 Please confirm payment.

Fee Schedule	Amount	Date
Fine	\$83.00	12/15/2017
Penalty 1	\$0.00	12/15/2017
Penalty 2	\$0.00	
Penalty 3	\$0.00	
Penalty 4	\$0.00	
Penalty 5	\$0.00	
Total Due	\$83.00	

[Back](#) [Cancel](#)

Figure C-48. Parking Citation Detail Screen
Customers can review each citation in detail. We include links to the Violation Code Table, Location Maps, and Images of the Violation taken by the Parking Enforcement Officer.

 **OAKLAND** UNIVERSITY

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[Contact Us](#)

Phone: (248) 486-1111
 Fax: (248) 486-1100

Student Information Request Form

Current Page ID: _____
 Current Number: _____ Location: BLDG 17TH ST
 Issue Date: 2/20/2017 Time: 10:30AM
 Version: 001/PUBLIC/RAC 2008
 Version Desc:


Please enter your contact information:

First Name: _____
 Last Name: _____
 Address 1: _____
 Address 2: _____ (Include State or ZIP+4 suggested)
 City: _____
 State:
 Zip: _____ (Link right up on mouse click)
 Email Address: _____
 Complete Phone Number: _____
 Are you the primary contact? ☐ Yes ☒ No
 Contact Category: _____
 Required Fields: _____

Please enter your message (not Admin email). Please keep under 250 characters.

Figure C-49. Online Administrative Review Request Form

The contest form allows the user to enter up to 1000 words and the website provides confirmation that the review was submitted.



DENVER
Health and Human Services

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[Government](#)
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[A to Z](#)

APPLICANT INFORMATION

Your property is located on 2 block with the first restrictions or within an area front area (i.e. 2 floor parking, limited or other area). Please proceed with this online application process.

Important considerations:

- All existing City of Denver parking citations must be paid before a residential parking permit will be issued.

Please have your current Colorado vehicle registration, driver's license, and residence verification documents ready for reference and for upload to complete this online application process. The applicant's name and physical address must appear on all documents submitted and must match the address address for the location where the permit is being requested. (i.e. town will not be accepted). [Click here for complete list of Required Documents](#)

Vehicle / Permit Account

State *

Vehicle Plate # *

Vehicle Make *

Vehicle Model

Vehicle Year *

CO

(123456)

Select vehicle Make *

Driver Name & License

First Name *

Middle Name

Last Name *

License State *

Drivers License #

Texas

Street # *

Direction

Street Name *

Street Type *

Mail #

1234

4567890

ST

City *

State *

Zip Code *

DENVER

CO

80202

☐ Cancel Permit Requested?
 ☐ YES
 ☐ NO

Figure C-50. Parking Permit Applicant Information

Parking permit applicants enter their vehicle license plate and driver's license information, and upload supporting documents to complete their application.



Figure C-51. Parking Permit Account on a Mobile Device

Parking permit account holders can manage their accounts on a mobile device.

19. Meter Purchasing, Invoicing, and Bagging Permits

In the current solution the meter purchase process begins with the applicant going online to determine the availability of the meters that they wish to purchase. This initial step avoids purchases of meters that are already purchased by another user or are not available due to City business rules. The availability of which meters are available (and also not available) for purchase is managed by Conduent's Merge® system via an automated Workflow process (a full discussion of our Merge® system can be found in Proposal Section 4.3.2, Dynamic Pricing System). The meter availability is verified in real time and includes a mapping feature based on block face, as shown in Figure C-52.



Figure C-52. Meter Bagging Permit System Mapping and Validation

Mapping feature based on block face and feature for validation of meter availability.

In the situation where requested meters are not available, the applicant is able to conduct an automated conflict resolution validation around the following parameters.

- Meter Number
- Date
- Time

The applicant can then adjust their request to avoid any conflicts by selecting alternate meters or a different date and time. Once the application is complete the system will generate appropriate next action logic items such as:

- Email meter purchase confirmation to the applicant
- Generate work order requests to the City's Meter Technicians for deployment of meter bags on purchased meters (both the initial bag request and the final bag removal).
 - Work orders include printing individual permits to be used in-field for identifying purchased meters
 - System reports are available for City staff to manage workload volumes on meter bags on specific dates.
- System provides reporting capability to see lost revenue per meter
- System provides ability to print meter bagging permit in field (in the situation of last minute purchases)

Once an applicant has identified the availability of the meters which they wish to purchase, the applicant begins the initial online application process as is shown in Figure C-53.

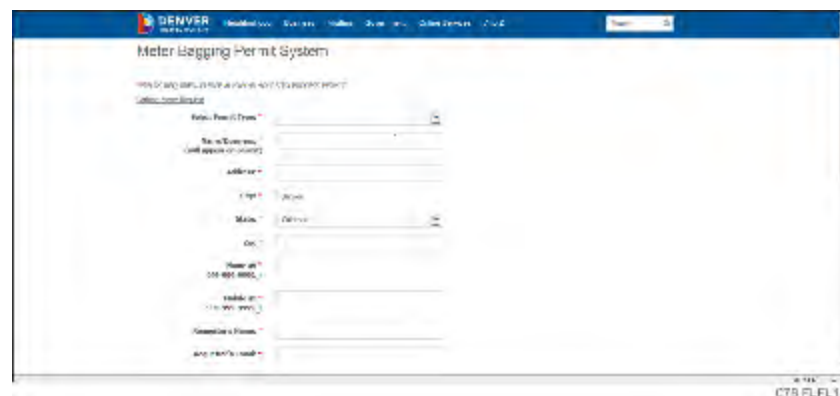


Figure C-53. Meter Bagging Permit Initial Application Screen

Online application allows for selection of permit type and input of application information.

The applicant then completes the online meter purchase application with the specifics of the application and acknowledgment of terms and conditions as is shown in Figure C-54.

Figure C-54. Meter Bagging Permit System Application Screen with Terms and Conditions Acknowledgment.

Online application allows applicant to select start and end dates; start and end times; bag type; purpose, etc., as well as validate meter number before reserving them, and acknowledge terms and conditions.

Once the application is complete, a Parking Meter Permit is generated as is shown in Figure C-55.

Figure C-55. City and County of Denver Parking Meter Permit
Sample of parking meter permit that has been issued.

After a permit is issued, a payment can be processed online. Samples of the payment screens for the online purchase of Denver parking meter permits are shown in Figures C-56 and C-57.

DENVER
THE MILITARY CITY

Neighborhood Business Visiting Government Online Services

Pay Online

Back Checkout Now

ROW Meter Bag Permit Online

Permit Number: 800075543

Date: 04-15-2018 to 04-15-2018

Total: \$100.00

Back Checkout Now

Figure C-56. Parking Meter Permit Payment Screen 1

Sample of first payment screen presented to applicant. Permit number must be entered first.

DENVER
THE MILITARY CITY

Neighborhood Business Visiting Government Online Services

Pay Online

Back Checkout Now

Make a Payment

ROW Meter Bag Permit Online

Permit Number: 800075543

Date: 04-15-2018 to 04-15-2018

Total: \$100.00

Back Checkout Now

Figure C-57. Parking Meter Permit Payment Screen 2

Sample of payment screen presented to applicant before selecting "Checkout Now."

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Attachment D – Staff Biographies

The project team members were chosen for their specific knowledge of the parking industry and the City's programs and initiatives; how Conduent systems deliver to the RFP requirements; their personal track records of professional performance; and their areas of expertise in delivering innovative solutions for clients.

We propose a professionally qualified team of experts with extensive, proven experience implementing the various systems necessary to successfully deliver the Comprehensive Parking Demand Management System. Our proposed team members are experts in delivering and operating large-scale parking system implementations. We are bolstering our team with new highly qualified and accomplished professionals who bring new ideas and concepts for furthering the success of the City.

Trade Secret Content Begins

██████████ Strategic Business Development

██████████ serves as Conduent State and Local Solutions Client Executive/ Business Development Vice President for the Western Region concentrating on transportation opportunities. As the senior level executive in the region, ██████ plays a key role for as client executive for Conduent's strategic competitive parking and mobility business and assists all Transportation Group managers in the region, providing overall client development, operational leadership and political strategy for public sector clients with a particular emphasis in southern California. ██████ responsible for driving innovation, sales, creating new opportunities, establishing, developing, and maintaining relationships with internal and external customers at all levels for Conduent State and Local Solutions.

Prior to her sales positions, ██████ was Vice President of Operations, for the Los Angeles region with annual sales of over \$19 million. Ann had overall responsibility for violations processing contracts including: profit and loss, contract performance, system and service responsibilities and marketing. She handled day to day operations, contract negotiation, subcontractor management, and customer relationships. During ██████ tenure as Vice President, she has won multiple hotly contested, competitive re-competes for the City of Los Angeles and Los Angeles County Sheriff's Parking Citation Processing and Collections contract, and grew the business with new contracts with the cities of West Hollywood, Santa Monica, Beverly Hills, Berkeley and Oakland, California.

She has managed large staff operations and shares her enthusiasm for hard work and customer service excellence with all staff. She has been responsible for marketing the company's processing services to large municipalities around the country and the world. ██████ international marketing experience includes marketing company services in Cordoba and Buenos Aires, Argentina, Santiago, Chile, and Mexico City, Mexico.

Joining the company in 1983, ██████ was one of the original parking management consultants for Brophy and Associates and worked with the cities of New Orleans, Denver, Los Angeles, Houston, Dallas, Milwaukee, and Detroit developing their parking management programs. She was promoted to Regional VP Southern Region in New Orleans for Lockheed IMS in 1987. In 1989, she relocated to Los Angeles when she was promoted to VP Operations in Los Angeles.

■■■■ started her career in public service working for the City of Boston, (1973-1983) in the Mayor's office, as Manager of Allston- Brighton Little City Hall and finally as the Coordinator for Parking Enforcement for the City of Boston Traffic and Parking department.

Born in Albany, New York, ■■■■ grew up in Glenview, Illinois, a north shore suburb of Chicago. She earned a B.A., Sociology/Social Work, from Ohio Wesleyan University, Delaware, OH and a Masters of Public Administration, from Northeastern University, Boston MA. She is a past board member of the Los Angeles Unified School Volunteer Program, the Hopkinson Elementary School Site Council, Greater Los Angeles YWCA, Civic Angels and Program Chair of the California Public Parking Association Conference. She currently serves on the board of the Greater Los Angeles Chamber of Commerce, Ohio Wesleyan Alumnae Board, and National Charity League, Las Amiga's boards.

■■■■ Executive Sponsor

■■■■ supports our key personnel and is responsible for ensuring that our project team has access to the corporate, financial, technical, and human capital resources needed to meet and exceed the City's objectives. ■■■■ offers more than executive leadership. He has been on the ground working with cities for more than a decade. His operational and management experience supporting diverse municipal parking programs, including direct project management of Columbus, Cleveland, St. Louis, MO, and Wilmington, DE, span 10 years. ■■■■ supported the implementation of new contracts in St. Louis and Cleveland and a myriad of new system and service deployments nationwide. He is currently responsible for business development and management oversight of a large geographic area consisting of more than a dozen intelligent parking system and violation processing contracts, including various contracts with Boston, Cleveland, Philadelphia, St. Louis, and Washington DC. ■■■■ was a key architect of Conduent's (Xerox) 2011 Collection Action Plan, which generated a 43 percent increase in City revenues from implementation through year-end compared to the prior year.

■■■■

■■■■ will be managing the project. A Senior Project Manager with Conduent since 2014, ■■■■ maintains a compelling track record in the areas of extensive program and resource allocation management responsibilities with a strong expertise of in the areas of automotive and transportation project management and fiscal responsibilities. ■■■■ boasts an impressive career of 23 years as a Manager in the U.S. Army with demonstrated leadership success in the areas of planning and implementation as well as the coordination of operations, logistics, materials analysis, cost control and contract management. He has a professional history of supervising, training, developing and mentoring hundreds of high-performance staff as well as overseeing numerous direct reports. His proven ability to secure millions of dollars to fund and expand established goals and objectives, along with a keen business acumen both in the private and public sector locally and regionally, makes ■■■■ an ideal choice to lead the City's program.

■■■■ Data Analytics

■■■■ oversees our industry-leading analytics team to drive customer convenience, increase parking revenue, promote sustainability, and solve problems faced by cities. ■■■■ and his team of data scientists support world-class parking systems like LA Express Park, ParkIndy, ParkDC, and many more. His

advocacy of advanced analytics—the identification and communication of trends beyond simple reports and dashboards—has led to critical client insights and true data-driven decision-making. The team questions assumptions about technologies and policies to improve returns on investment for clients. Their research has led to innovative “asset lite” solutions for determining parking occupancy, predictive occupancy and compliance algorithms, demand pricing, predictive enforcement routing, and other vital improvements. Further, [REDACTED] and his team employ analytics to address the challenges facing mobility, including reducing pedestrian and bicyclist collisions, solving the first- and last-mile problem, reducing congestion, and improving access.

Prior to joining Conduent, [REDACTED] was the First Deputy Director of Revenue for the City of Chicago, managing more than 450 personnel. Matt administered revenue-generating initiatives responsible for increasing City revenues from \$1.5 billion to \$2.2 billion in ten years. He reengineered business processes and implemented a performance management system, increasing boot productivity by 15%, improving enforcement productivity by 5%, and reducing meter repair time by 41%. He deployed new technologies, designed the City’s violation processing system, managed two amnesty programs, and authored legislation to provide hardship payment plans to tens-of-thousands of customers. [REDACTED] earned his BA from the University of Illinois and his law degree from DePaul College of Law.

[REDACTED], IT Solutions

[REDACTED] is a proven technology leader, offering thirty years of experience spanning all aspects of Information Technology projects. His background encompasses application development, systems integration, and deployment of large-scale solutions in both the private and public sectors. He has spent over 14 years in the transportation industry, serving in a management role for Parking Safety Solutions mobile technologies & data warehouse projects across the United States including large scale, high profile clients such as the cities of Philadelphia, Los Angeles and Boston.

[REDACTED] Merge® Application Development

[REDACTED] is a proven technology leader offering 23 years of experience spanning all aspects of IT projects, including systems design, development, and implementations. His background encompasses application development, systems integration, and deployment of large-scale solutions in the private, public, and government sectors. [REDACTED] has over 11 years of experience with Conduent and currently leads our Technology Solution Management group, where he is responsible for ensuring that Conduent’s Transportation product offerings provide industry leading capabilities which are implemented via technically sound solutions. Prior to taking on his current role he was the lead solution architect for the Conduent Merge platform. Other previous experiences include: Chief Architect at GXS, Inc., and Software Development lead at Lockheed Martin Information Systems.

[REDACTED] Implementation Manager

With more than 20 years implementing, operating and delivering best in class results in the Parking Industry, [REDACTED] brings a wealth of public and private parking expertise and is viewed as a public/private transition specialist and operational subject matter expert. As a municipal manager and parking director for Denver International Airport and the City and County of Denver, respectively, he was responsible for securing \$72 million in annual revenues. He was recruited by the City of Kansas City,

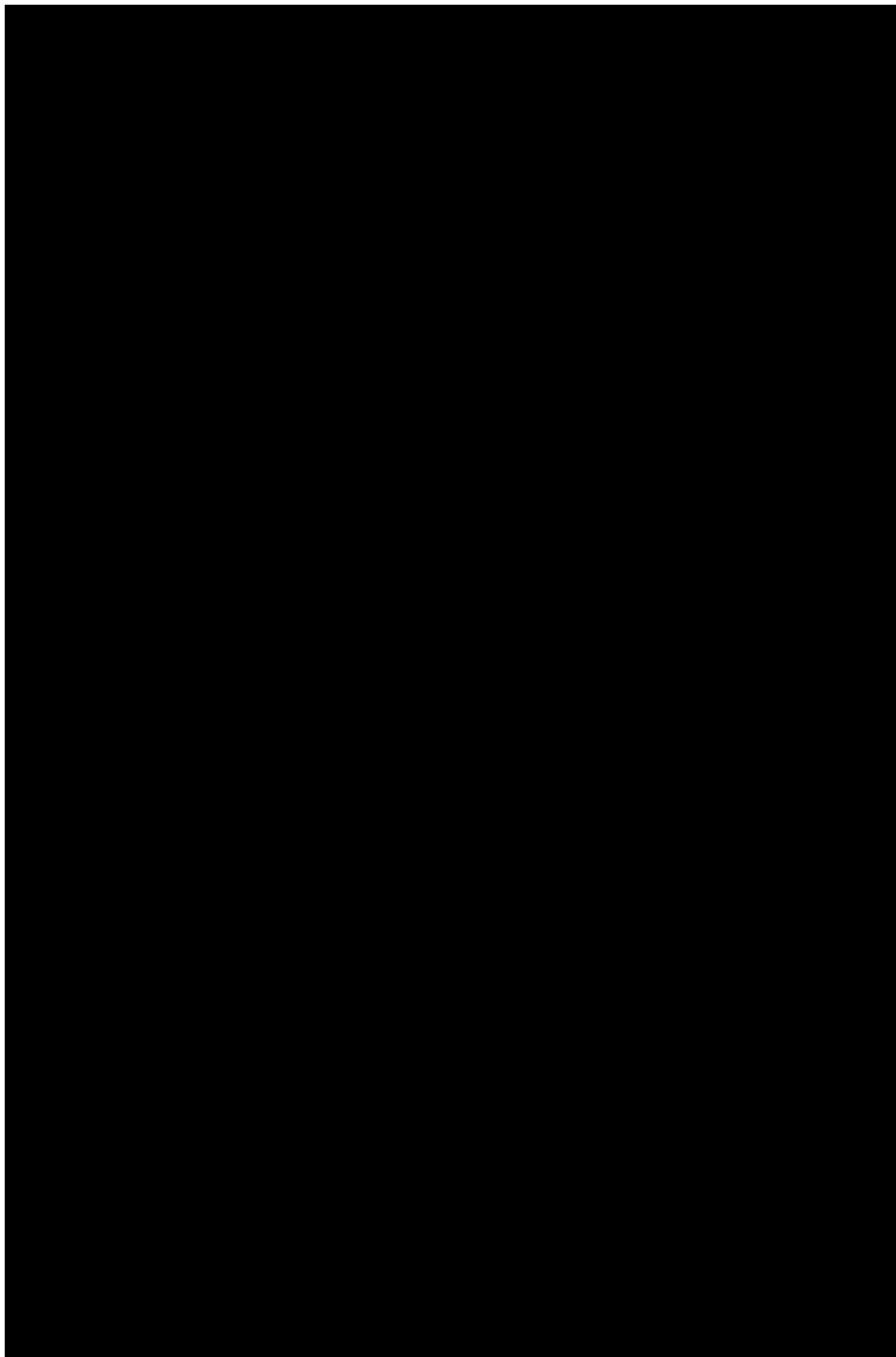
MO, to create a parking department and assist in the City's \$3 billion downtown redevelopment effort. As Vice President of On-Street Parking Services for Duncan Solutions for more than nine years, he served as the Implementation Director, Executive Lead and Program Manager for ten major cities such as New Orleans, Washington, DC, St. Louis and Atlanta; one of the nation's first fully outsourced municipal parking operations. [REDACTED] currently serves as an Operations and Implementation Director for Conduent and will lend his expertise to this project. His breadth and depth of parking knowledge, skills and abilities have been recognized across the industry. He has served on many downtown innovation committees; retained as an expert witness to provide industry relevant testimony; perform operational reviews and remediation; and is trained and highly skilled in media relations and contract re-negotiations. [REDACTED] is a decorated veteran of the United States Marine Corps and has served a long tenure as a Committee Chair for the International Parking Institute.

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Attachment E – Additional Information: Partner Materials

We include additional information about [REDACTED] and [REDACTED] on the pages that follow.



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Attachment F – Trade Secret Designations

Table F-1, on the following pages, lists our trade secret designations.

Comprehensive Parking Demand Management System for the City of Fort Lauderdale, Florida

RFP # 12109-885
Due Date: May 2, 2018

Submitted by:
Conduent State & Local Solutions, Inc.
12410 Milestone Center Drive
5th Floor
Germantown, MD 20876

enforcement and dynamic pricing program that offers the best value to the City of Fort Lauderdale. On behalf of Conduent, we deeply appreciate your consideration and look forward to developing a continued relationship with you.

If you have any questions regarding our response, please contact Ms. Ann Muenster-Nuiry, Vice President. Ms. Muenster-Nuiry will be responsible for all subsequent correspondence.

Ann Muenster-Nuiry, Vice President
Conduent State & Local Solutions, Inc.
606 S. Olive Street, 23rd Floor
Los Angeles, CA 90014
Tel.: 213.439.6211

Our proposal and the prices quoted are firm for acceptance by the City for a period of one hundred twenty (120) days from the date of bid opening.

I am the person authorized to represent Conduent State & Local Solutions, Inc. in negotiations and have the authority to sign any subsequently awarded contract. In addition, I am the legal representative of Conduent who is authorized to bind Conduent to all provisions of the RFP and any subsequent changes to the Agreement, if an award is made.

Sincerely,



Michael M. Davis

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REQUIREMENT: RFP Section 4.2.1

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2 Executive Summary [RFP 4.2.2]

REQUIREMENT: RFP Section 4.2.2

Each Offeror must submit an executive summary that identifies the business entity, its background, main office(s), and office location that will service this contract. Identify the officers, principals, supervisory staff and key individuals who will be directly involved with the work and their office locations. The executive summary should also summarize the key elements of the proposal.

Conduent pioneered many of the smart parking technologies prevalent in many of the most progressive U.S. cities today, and we continue to leverage our industry expertise and vast resources to tackle the most intractable challenges facing cities.

Conduent is ideally suited to provide Fort Lauderdale with a comprehensive parking demand and smart enforcement system designed to meet the City's current and future needs. As the leading provider of parking technologies and services to municipalities, we know the value of properly managing an asset as complex as parking. And we know it hasn't necessarily become easier as the technology has grown.

Like Fort Lauderdale, we see parking management as a key component of mobility. Parking is a scarce resource, especially curbside, and demand generally outpaces supply. However, when well-managed, parking can achieve three important municipal objectives:

- Promote public safety and health, especially for pedestrians and bicyclists, and access for persons with disabilities
- Encourage congestion reduction through the free flow of traffic and turnover
- Improve livability and tourism

Conduent can help Fort Lauderdale achieve these goals and create a culture of compliance. Evidenced by the forward thinking RFP requirements, the City is poised to capitalize on the wealth of data captured in the course of parking and enforcement – data that can be used for more efficient and effective allocation of resources and better policy development and planning. We are proud to offer a comprehensive parking management solution that provides flexibility and allows for evidence-based enforcement.

Many people, including many transportation providers, fail to connect parking to the idea of mobility. In truth, they're inexorably linked. A shortage of parking spaces creates congestion as drivers circle in vain to find a space; and as frustration builds, drivers become distracted. Most pedestrian and bicyclist fatalities and serious injuries happen when a driver is distracted by the search for parking. Further, when there's no parking and walking and biking are eschewed because of safety reasons, the *first- and last-mile problem* – or the difficulty of accessing goods and services – is exacerbated.

Parking impacts every aspect of mobility and, as such, can be used to achieve the goals of sound transportation policy: reducing congestion, making streets safer, and promoting accessibility. Effective parking enforcement and citation capture rates are as important to the realization of those goals as establishing the right parking time limits, fees, fines and penalties and ensuring there are consequences for failing to pay or contest a citation. These truths are illustrated in Figure 2-1.

Industry's premier comprehensive parking solutions

- Conduent's Merge® Parking Management System – a proven system for collecting data from various platforms to provide a big-picture perspective of parking management
- Mobile citation enforcement solution designed and enhanced based on client feedback from other major city programs
- Support from local and national parking and technology professionals—true subject matter experts (SMEs)
- World-class data analytics capabilities and service delivery to optimize program performance and provide valuable insights to City policymakers
- Expert delivery and support from a financially-sound, innovative, client-centric Fortune 500 Company and the leading provider of parking technology and services to municipal clients



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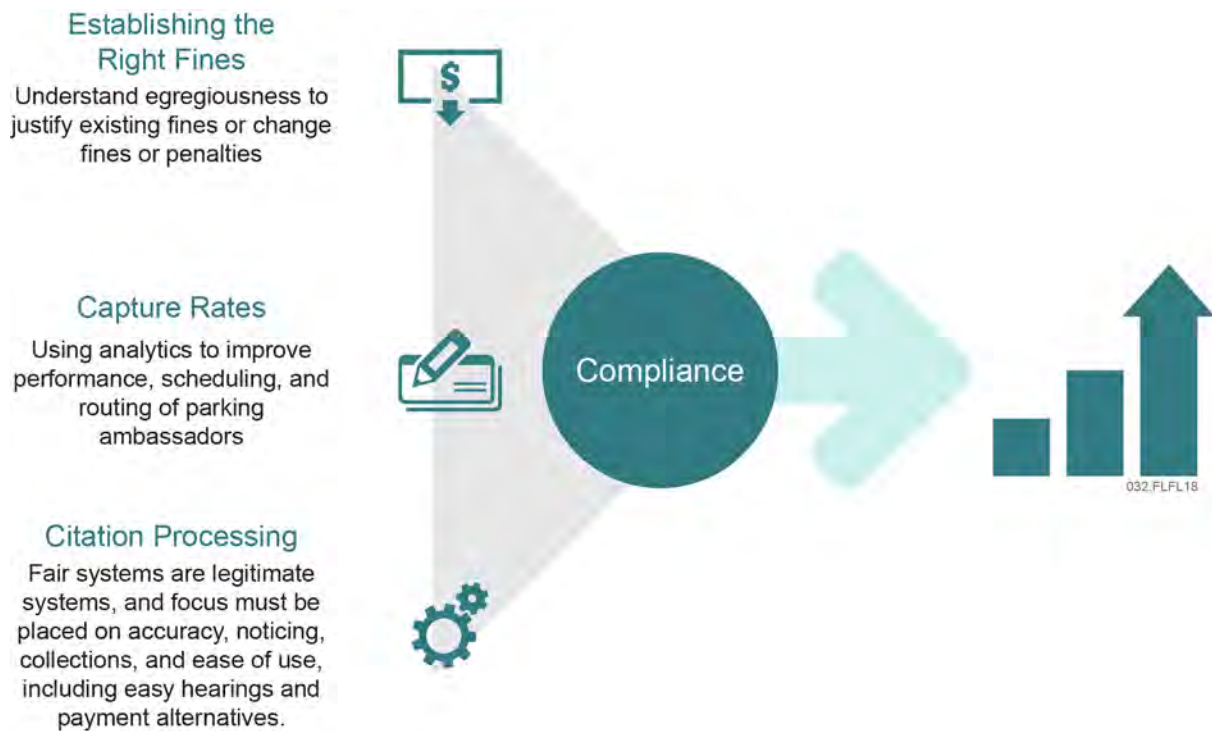


Figure 2-1. Compliance/Availability Correlation.

Contrary to the beliefs of many, effective parking enforcement and the higher compliance levels that result have a positive impact on parking availability.

Trade Secret Ends

If parking enforcement is inefficient or inconsistent, drivers may snub paying parking meters and risk receiving a citation instead. Further, motorists might be tempted to park in ways that put the public in jeopardy or impact traffic flow, like double parking or parking at a hydrant. Higher capture rates (or the percentage of all violators cited) are good and generally improve the correlation between occupancy and paid metered use. Low capture rates, however, mean there's less available parking for paying customers. In this way, inadequate enforcement aggravates congestion and significantly impacts municipal revenue. Poor compliance must be addressed by providing tools to Parking Enforcement Officers (PEOs) and examining and optimizing schedules and routes to optimize citation issuance.

As discussed throughout this proposal, Conduent has unmatched analytics capabilities to help improve productivity by providing data to PEOs about when and where violations are most likely to exist. Our strategy incorporates big data analytics and robust software to maximize capture rates, improve effectiveness, and provide routing recommendations for PEOs, so Fort Lauderdale can achieve greater revenues while improving parking availability. Our experience with the City of Indianapolis demonstrates the power of our data analytics capabilities. Based on our predictive modeling for enforcement, Indianapolis was able to improve its violation capture rate by 2800% in just two years. In addition, as a result of Conduent's data analytics to support adjusting time limits, the average stay increased by 70% to 92 minutes – yielding additional revenue for the city and greater convenience for customers who are better able to purchase the amount of time they actually need; Newer entrants into the parking

marketplace lack the deep understanding of how the parking components and activities fit together to produce these kinds of results.

Entity Background and Locations

Originally founded in 1963 and through successive acquisitions, Conduent State & Local Solutions, Inc., a wholly-owned subsidiary of Conduent Incorporated, has firmly established itself as the nation's leading provider of parking technologies to U.S. municipalities. Conduent Incorporated (NYSE: CNDT) is the world's largest business process services company, with approximately \$6 billion in 2017 revenue and 90,000 employees worldwide. With Conduent Incorporated, you have the reliability and integrity of a financially strong, stable company that also has the focus and agility necessary to respond to the demands of a thriving metropolitan area like Fort Lauderdale and the people who live, work, shop and visit there.

Conduent State & Local Solutions, Inc. (Conduent) is a corporation headquartered at 12410 Milestone Center Drive, Suite 500, Germantown, Maryland 20876, with a principal place of business at 750 First Street, Northeast, Suite 1020, Washington, DC 20002.

With a total of more than 2,300 employees in Boca Raton, Fort Myers, Jacksonville, Orlando, and Tallahassee, Conduent has a substantial presence in Florida as depicted in Figure 2-2. These employees provide call center and fulfillment services for the U.S. Department of Labor, as well as document imaging and IT support for a variety of government clients. The Florida Department of Transportation and the Orlando-Orange County Expressway Authority are among the Electronic Toll Collection clients for whom we provide administrative back office, Customer Service Center, and electronic toll lane solutions.



Figure 2-2. Conduent's Extensive Presence in Florida.
Conduent's commitment to the State of Florida is evidenced by the more than 2,300 employees located throughout the state.

Officers

Following is a list of the officers of Conduent State & Local Solutions, Inc. The principals directly involved in an oversight capacity for any contract that would result from this procurement are in **bold**.

David A. Amoriell	President	Zahoor A. Karamally	Vice President
Nicholas Bevilacqua	Assistant Secretary	Carol Kline	Vice President
Scott Cade	Vice President	Michael Langenohl	Executive Vice President
Lawrence Callahan	Vice President - Real Estate	David Lemoine	Vice President
Mark Cantelli	Vice President	Tonya Love	Assistant Secretary
Karen Caruso	Vice President	Scott Morrow	Assistant Secretary
Michael Cerone	Vice President	Vishnu Nanan	Vice President

Kevin Ciaglo	Assistant Secretary	J. Michael Pepper	Secretary, Vice President
Joseph Cinquemani	Vice President	David Pierson	Vice President - Real Estate
Allen Cohen	Vice President	John Polk	Vice President
Michael M. Davis	Senior Vice President	Richard J. Russin	Senior Vice President, Assistant Secretary
Thomas Dorazio	Vice President		
Jeffrey Friedel	Senior Vice President	Louis Schiavone, Jr.	Vice President
Carrie Glidden	Assistant Secretary	Nancy A. Schnepf	Vice President
Rahul Gupta	Vice President	Robert Starr	Treasurer
James Haddow	Assistant Secretary	Marek Tyszkiewicz	Vice President
Sonia A. Hollies	Vice President	Brian Walsh	Senior Vice President
Don Hubicki	Executive Vice President	Paul R. Webber IV	Assistant Secretary
Alan R. Jolly	Vice President	David Wright	Senior Vice President

Supervisory and Key Staff

We don't just sell and implement technology; we provide expert support through a dedicated staff of qualified professionals, providing innovative solutions in response to the unique challenges facing our clients. Our proposed solution consists of:

Trade Secret Content Begins

- Our experienced **Implementation Manager**, [REDACTED] with offices in Atlanta, GA has expert experience implementing and managing a myriad of parking technologies, including enforcement solutions, in other major cities. He will be the City's primary point of contact during the implementation phase of our proposed solution.
- **Project Management** by [REDACTED], with offices in Washington, DC. [REDACTED] brings exceptional and relevant experience to the proposed role on our Fort Lauderdale team. He has in depth technical knowledge of and experience with Conduent's Violations Processing System, eTIMS® and our Dynamic Pricing System Merge® gained from supporting the parking program and demand management pilot in Washington, DC.
- **Data Analytics** support from [REDACTED] in Chicago, IL. [REDACTED] and his team of data scientists have supported a host of demand pricing and enforcement initiatives using data-driven recommendations to improve operations as discussed in this proposal. Their models have also led to a number of patents applications and awards. [REDACTED] is a national thought leader in parking data analytics and will be integral to the dynamic pricing system for Ft. Lauderdale
- **IT Solutions** by [REDACTED], with offices in Tarrytown, NY. [REDACTED] is a proven technology leader offering 29 years of experience servicing both the private sector and state and local government market. His experience includes delivery of Information Technology Solutions, Custom Application Development, and Enterprise-Wide System Implementations. [REDACTED] is the key architect of our CitySight® Suite of Enforcement Management Software.
- **Merge® Application Development** by [REDACTED] in Germantown, MD. [REDACTED] is the chief architect for Conduent's Merge® Parking Management System, which was implemented in conjunction with the nation's first dynamic pricing program, **LAEXPRESS Park**, in Los Angeles.
- **Strategic Business Development** by [REDACTED] with offices in Los Angeles, CA. [REDACTED] is a parking subject matter expert who brings more than 35 years of experience implementing and managing complex parking operations in major cities, including Boston, New Orleans and Los Angeles.

- Our **Executive Sponsor**, Brett Peze, with offices in Philadelphia, PA has relevant experience managing and providing executive oversight for Conduent's largest parking contracts in the United States, including Boston, Philadelphia, Denver, San Francisco, Los Angeles, Indianapolis, Chicago, and Washington, DC. He will be responsible for accessing the full resources of Conduent to ensure the successful delivery of contracted services to the City.

Trade Secret Content Ends

We propose supporting this contract from our Washington, DC office. Conduent will leverage standardized software load and update procedures to support the enforcement citation devices, and will regularly retrieve any malfunctioning printer equipment and either repair or replace it with a local spare unit. The City's office will house a sufficient supply of spare enforcement citation devices and printers to further ensure that replacements are available to rapidly replace any malfunctioning units.

Key Elements of the Proposal

We offer highly-specialized tools to meet, and in many cases exceed, Fort Lauderdale's documented requirements. The core elements of our innovative solution include those summarized in Table 2-1.

Table 2-1. Conduent Solution Offering

Trade Secret Content Begins

Conduent Solution	Description of Benefit
CitySight® Enforcement	Constantly evolving citation software designed with more than 15 years of real-world process experience to simplify and streamline the citation issuance and promote ease of use through intuitive workflow, visualization, and smart search capability. Our flexible platform demonstrates the necessary agility to incorporate future hardware devices, expanded operating systems, and changing citation types.
CitySight® Enforcement Manager	Hosted software makes citation issuance more effective and efficient. [REDACTED]
Beat Generator™	Patent-pending approach incorporating our predictive enforcement routing platform and analytical models to enhance enforcement strategies with real-time and historical data as opposed to perceived predatory aggressive ticketing. [REDACTED]
Performance Management	Analytical performance tracking platforms provide the City with the necessary tools to improve management of its staff. [REDACTED]
Powerful Data Analytics	Our team of data scientists possesses advanced degrees in Data Mining and Knowledge Management, Electronic Engineering, and Statistics, as well as applicable parking industry expertise. Through dozens of engagements with city and county clients across the U.S., our Team has leveraged sophisticated algorithms to identify patterns, generate insights, and recommend policy improvements that have helped our clients [REDACTED]



Conduent Solution	Description of Benefit
Dynamic Pricing System – Merge®	Merge® is a comprehensive Parking Management System that helps manage people, assets in the field, and revenue all from one integrated portal. It provides real-time visual status information from all participating on- and off-street paid parking spaces in the program area. A web-based mapping interface allows users to see payment, enforcement, and meter information. Merge® summarizes the data and uses the results to display parking space availability information to the public. Merge® optimizes the use of valuable data provided by intelligent parking assets, vehicle detection sensors, pay-by-cell applications, and other systems and provides consolidated information to parking administrators for analysis and decision making.
eTIMS® Violations Processing System	eTIMS® is a fully integrated, web-based violations processing system that supports all aspects of the parking ticket lifecycle – from database management and delinquent collections to legal notices, credit bureau reporting, and tax refund withholding. eTIMS® allows you to streamline customer service with virtual permitting and convenient payment options, including payment plans for those most in need, while still maintaining revenues.

Trade Secret Content Ends

Results

Conduent provides proven solutions and the support of an experienced team of subject matter experts. Our company has demonstrated its ability to deliver the services required by the City's RFP in places such as Boston, Denver, Indianapolis, Los Angeles, Philadelphia, San Francisco, Washington, DC, and many other cities and counties throughout the U.S. Unlike many parking vendors, we are here for the long haul.

Conduent has an unprecedented track record for adapting to market changes and innovating to solve emerging challenges for our parking clients. In fact, many of our clients have stayed with Conduent through multiple rebids over the course of decades. That's because we work in partnership with our clients to evolve and build a culture of compliance with parking laws and regulations—ensuring smooth traffic flow, promoting economic development, and improving quality of life for residents and visitors. Motorists pay their tickets in these successful cities because of the integrity of the enforcement programs we helped to build.

We began our work in parking 37 years ago and continue to develop award-winning solutions and help our partner cities implement some of the most innovative programs in the world, including LA ExpressPark™, ParkIndy, SF Park, Washington DC's performance parking pilot, GoDenver mobility app, and many others. In total, our proposal will do more than just bring Fort Lauderdale to the forefront of the parking industry today. We will work tirelessly in partnership with City management and staff to maintain an innovative enforcement and pricing solution that continues to meet the evolving needs of a rapidly changing tourist-driven landscape.

Our proposal responds directly to the RFP requirements, outlines our capabilities, offers innovative new solutions, and sets forth our philosophy for a successful program. We appreciate your consideration and the opportunity to be part of the City's comprehensive vision for parking and mobility.



3 Experience and Qualifications [RFP 4.2.3]

REQUIREMENT: RFP Section 4.2.3

Indicate the firm's number of years of experience in providing the professional services as it relates the work contemplated. Provide details of past projects for agencies of similar size and scope, including information on your firm's ability to meet time and budget requirements. Indicate the firm's initiatives towards its own sustainable business practices that demonstrate a commitment to conservation. Indicate business structure, IE: Corp., Partnership, LLC. Firm should be registered as a legal entity in the State of Florida; Minority or Woman owned Business (if applicable); Company address, phone number, fax number, E-Mail address, web site, contact person(s), etc. Relative size of the firm, including management, technical and support staff; licenses and any other pertinent information shall be submitted.

Advanced technology, expertise, and reputation showcase our solution for the City of Fort Lauderdale—supported by our more than three decades of experience and our commitment to long-term service.

For more than 37 years, Conduent has served the public sector by developing systems and delivering services that optimize parking programs and services for our customer cities. We are the largest provider of transportation technology services worldwide, including parking management, tolling, mass transit, and photo enforcement services supporting governments in 31 countries. We also support parking services in 80 foreign jurisdictions. A trusted leader in the industry, we currently process more than 15 million parking citations and collect upwards of \$800 million in revenue annually on behalf of our city and county clients.

Unlike many other vendors in the space, we offer an expansive array of services for our customers from smaller scaled tailored hardware, software and technology solutions to complete turnkey outsourced operations requiring complex integration solutions.

In evaluating proposals, the City will be challenged to evaluate competing claims of experience and performance. By choosing Conduent, the City gains the most experienced, successful and innovative parking and transportation partner in the industry. Over the last 37 years, our company has served the public sector by developing systems and delivering services that optimize the use of one of the most important pieces of the urban landscape: *the parking space*. The technology we provide to civilian and sworn law enforcement entities make our streets safer and easier to travel. All of Conduent's transportation programs and services are geared toward facilitating traffic flow, promoting safety, enhancing quality of life, encouraging transit use, fostering an active bicycle community, and generating program revenue.

Experience matters. Conduent introduces proven solutions implemented in the industry's most sophisticated parking programs:

- We entered the parking market in 1981 with a contract with the City of Boston, who is still our customer more than 37 years later
- Cities choose Conduent for their most complex projects
- We support complex municipal parking programs in more than 30 U.S. cities
- Award winning services

Related Experience

Conduent brings relevant experience from the impressive list of major municipal parking programs that we support today, including Boston, Cincinnati, Cleveland, Columbus, Denver, Indianapolis, Los Angeles, Philadelphia, San Francisco, Memphis, St. Louis, Washington, D.C. and many other cities, counties and municipalities throughout the U.S. In fact, Conduent supports over 30 cities and counties, including many of the most sophisticated and complex parking programs in the country, as illustrated in Table 3-1. Note that we proudly have maintained these clients across multiple consecutive competitive re-compete procurements across the years.



Table 3-1. Conduent Parking Experience

Trade Secret Content Begins

1981	City of Boston- Parking Clerk Department
1982	<ul style="list-style-type: none"> • Los Angeles County Sheriff's Department • City of Philadelphia- Philadelphia Parking Authority
1984	<ul style="list-style-type: none"> • City of Cambridge – Department of Traffic Parking and Transportation • City of Waltham, MA
1985	<ul style="list-style-type: none"> • City of Los Angeles – Department of Transportation; Parking and Mobility • Washington, D.C. • City of Columbus, Ohio • City of Cleveland -Parking Violations Bureau
1988	<ul style="list-style-type: none"> • City and County of Denver • Massachusetts Port Authority
1993	City of Wilmington, DE
1998	City and County of San Francisco, SFMTA
2003	<ul style="list-style-type: none"> • City of Santa Monica • City of West Hollywood- Department of Public Works
2004	<ul style="list-style-type: none"> • City of Providence • City of St. Louis • City of Beverly Hills • Prince George's County, MD
2005	City of Dallas
2007	Montgomery County, MD
2009	City of Waltham, MA
2010	<ul style="list-style-type: none"> • City of Newton, MA • City of Oakland- Department of Finance
2011	<ul style="list-style-type: none"> • City of Los Angeles – Department of Transportation OT (Express Park) • City of Indianapolis
2013	City of Berkeley, CA Department of Public Works, Transportation Division
2017	<ul style="list-style-type: none"> • City of Santa Fe, NM • Washington, D.C. (value pricing pilot)
2015	<ul style="list-style-type: none"> • LA Express Park, CA • Cambridge, MA • Somerville, MA • Cincinnati, OH • St. Louis, MO (rebid)
2016	Arlington, VA

Trade Secret Content Ends



Clients also choose and maintain long relationships with Conduent because of our ability to improve customer convenience, assist in technology transitions, produce greater revenue, reduce operating costs, mitigate risk, and maximize service delivery. Some of our clients have been our customers since the 1980's, which is in itself a testimonial to the quality of service we provide. It is this demonstrated quantity and quality of relevant experience and proven organizational capabilities that differentiates Conduent from other industry players.

Our customers choose us again and again because:

- We are innovative, with new technology and new services.
- We continually offer new ideas to make our customers programs excel.
- We work hard to deliver what we say we will deliver on time and within budget.
- Our people are experts in parking and transportation management.
- It is a partnership; we work very hard to help our customers succeed.

We hold a consistent and unmatched record of providing the nation's highest profile cities and airport parking with forwarding thinking technology transitions, complex integrations, complete back office processing management systems, lockbox payment processing, integration to online self-service Web services, Smart Parking integration with meters and off street lots, PARC (Parking and Revenue Control) system, electronic citation issuance hardware and software, and congestion management.

History of Meeting Time and Budgetary Restraints

We work hard to deliver what we say we will deliver on time and within budget. We are meticulous in our implementation and provision of services. With Conduent, clients are ensured a partner that will hit the ground running. For instance, we implemented a citation enforcement solution for the City of Berkeley within just 13 days of contract execution. We will provide the City of Fort Lauderdale with the same attention.

We are proud of our implementation record and our ability to meet client expectations. We have implemented dozens of citation issuance and violation processing contracts across the United States, managed two of the largest dynamic pricing projects, and dozens of analytical engagements our clients. Some experiences of note include:

- We converted data from competitor system and went live within thirteen days of contract execution once for a very pleased client. While this is far from the norm, it demonstrates our commitment, knowledge, and ability to transition violation processing services.
- We've managed complex subcontractor parking meter, sensor, and camera installations. We provided data integration and data science for clients like Washington, DC, Los Angeles, and Indianapolis, coordinating resources, permits, equipment needs, and communications.
- We have use advanced analytics to timely provide recommendations for Washington, DC, concerning the best locations for sensors, cameras, and communication gateways, and with Cincinnati to create a data-driven model for allocating multi-space meters.
- We have provided hundreds of data visualizations to support client goals, using data to drive parking policies, including staffing, predictive enforcement, dynamic pricing, revenue, collections, returns on investment, collections, etc. All have been timely.
- For a recent technology pilot, we modeled and provided predictive enforcement routing, predictive violation locations, and regulatory mapping all in advance of the test period.
- We have managed the on time implementation of integrated pay by cell systems for a number of customers in the U.S. using a variety of providers.

Whether implementing a violations processing platform and converting, citation issuance, or dynamic pricing solutions, we have excelled at working with our customers to outline schedules and hit our targets.

Parking Innovations and Awards

We are leaders in the industry with the early adoption of electronic single-space and multi-space meters, the expansion of payment alternatives with mobile phone payments and credit card accepting meters, the evolution of pricing schemas to include performance or demand-based pricing, and implementation of sophisticated data integration and analytics to better manage public parking and now, Mobility Marketplace with our GoLA and Go Denver apps. By leading and understanding the tremendous technological changes that have occurred, we are better positioned to be the right partner for Fort Lauderdale.

We keep our focus on offering our clients premier, needs-specific, and innovative technology across a range of programs. As demonstrated in Table 3-2 this focus has resulted in our being recognized with the following recent industry achievements.

Table 3-2. Conduent Parking Awards Overview

2013	NPA Innovator of the Year Award for Outsourcing Parking to Conduent (Mayor Greg Ballard, Indianapolis)
2014	<ul style="list-style-type: none"> • IPI Parking Matters Award for Marketing and Communications (Indianapolis) • IPI Smart, Successful, Parking Projects Award (Application of Analytics in Indianapolis) • International Transport Forum Promising Innovation in Transport Award (Merge® in LA) • Best of Intelligent Transportation (ITS) Award Finalist (Merge®) • IPI Innovation in Parking Operation of Program Award (Merge®, Prime Contractor)
2015	<ul style="list-style-type: none"> • P3 Awards Gold Winner, Best Operational Project (ParkIndy: Indianapolis parking modernization) • Environmental Leader Product & Project Awards Top Product • Know Outlets Advocate of the Year (Indianapolis for Conduent's use of parking technology to contribute to the Coalition for Homelessness Intervention and Prevention)
2016	<ul style="list-style-type: none"> • Recognition by Bright Idea's Innovation in American Government Award (Los Angeles) • DC Downtown Improvement District Award (ParkDC)
2017	IPI Award of Merit (ParkDC)

We are always driven by our desire to do everything we can to make our clients' work easier, more efficient, and more cost-effective—all with an eye to maintaining outstanding customer service.

Projects of Similar Size and Scope

Our work with government agency clients that are similar in size and scope to the City of Fort Lauderdale has given us the necessary expertise to provide the requested services. In Table 3-3, we provide information where demand pricing tools and analytics were successfully utilized.



Trade Secret Content Begins

Table 3-3. Similar Project Experience – Demand Pricing

Customer	Program Description	Client Since
LA Express Park ™, Los Angeles, CA	Provide demand pricing tools and analytics	2012
ParkDC, Washington, DC	Provide demand pricing tools and analytics	2016
ParkIndy, Indianapolis, IND	Time limit and meter utilization tools and analytics	2010
Cincinnati EZ Park, Cincinnati	Meter rate and time limit tools and analytics	2015
Berkeley, California	We utilized ALPR cameras to detect occupancy for purposes of determining whether rates were properly structured	2013
Arthur Ave. Occupancy Pilot, New York, New York	Arthur Avenue Occupancy Detection Pilot. Served as the lead expert in determining the accuracy of occupancy sensors and CCTV cameras as a vehicle detection tool.	2012

In Table 3-4, we provide information where projects enforcement tools and analytics were successfully utilized.

Table 3-4. Similar Size Project Experience – Enforcement Analytics

Customer	Program Description	Client Since
On-Street Projects		
Waltham, MA	*Complete Enforcement Platform	2009
Oakland, CA	*Complete Enforcement Platform	2010
Berkeley, CA	*Complete Enforcement Platform	2013
Cincinnati, OH	*Complete Enforcement Platform	2015
Somerville, MA	*Complete Enforcement Platform	2015
Arlington, VA	*Complete Enforcement Platform	2016
Cambridge, MA	**Enforcement Platform	2015

* CitySight® Enforcement, CitySight Manager®, eTIMS

** CitySight® Enforcement, CitySight Manager®

Trade Secret Content Ends

Sustainable Business Practices Demonstrating a Commitment to Conservation

As a relatively new company starting in 2017, we recognize the importance of being a responsible and contributing corporate citizen in the communities in which we operate. We're committed to a culture that values diversity, inclusion, community involvement and sustainable business practices. Conduent is an important employer in many countries, and we look forward to building systems and processes creating maximum opportunities for contributing to the places where we operate and society at large.

Conduent began as a new company in January 2017 but inherited a legacy and culture of corporate social responsibility on which we plan to build. Already, we are a leader in our industry and a partner to government and commercial customers around the world. While we are just over a year old, and plans are still in development, we've immediately challenged ourselves to become a leader in corporate social responsibility.



From day one, we began building a culture that reinforces vital prerequisites for leadership in this area. These include diversity, inclusion, community involvement and sustainable business practices. We also recognize the difference our employees can make by giving of their time and energy within their communities.

Our business practices reflect these same values — starting with an unwavering commitment to ethical business practices across all stakeholders and a mindset that everything we do is in service of others. We strive to develop and deliver our services in ways that improve the health and well-being of our planet, as well as the lives of the millions we touch every day.

Below are a few examples of our approaches so far, with more to come as we further organize as a new company.

- **Community Involvement.** Many employees in Conduent's Government Healthcare business were directly affected by the devastating floods of August 2016 in Louisiana. Colleagues from across the United States came together to provide assistance. Close to \$8,000 in gift cards were donated and distributed to affected employees in Louisiana.
- **Sustainable Services.** Conduent's Transportation solutions enhance urban mobility, improve traffic flow and decrease the time that people spend searching for parking spaces. These solutions help drivers reduce fuel usage and improve air quality. Conduent offers trip planning apps that allow commuters to plan their transit journey from door to door using buses, subways and car sharing. The cities of Los Angeles and Denver offer the Go LA and Go Denver apps, which include an "eco-friendly" option of routes that include some amount of walking.

Business Structure

Conduent State & Local Solutions, Inc., the specific bidding entity for this procurement, is a wholly owned subsidiary of Conduent Business Services, LLC, itself a wholly owned subsidiary of Conduent, Inc. Established in 1963, Conduent State & Local Solutions supports more than 1,700 government agency customers in all 50 states and the District of Columbia.

Conduent has a substantial presence in Florida. We provide call center and fulfillment services for the U.S. Department of Labor, as well as document imaging and IT support for a variety of government clients. The Department of Transportation and the Orlando-Orange County Expressway Authority are Electronic Toll Collection clients. In Table 3-5, we provide a brief history of the Corporation.

Table 3-5. Conduent State & Local Solutions, Inc. History

History of Conduent State & Local Solutions, Inc.	
1963	Firm was incorporated as Datacom Systems Corporation in New York State.
1988	Lockheed Corporation purchased Datacom Systems and renamed it Lockheed Datacom.
1989	Company was renamed Lockheed Information Management Systems (IMS).
1995	Lockheed Martin Corporation renamed the company Lockheed Martin IMS.
2001	Affiliated Computer Services, LLC (then Affiliated Computer Services, Inc.) purchased Lockheed Martin IMS, which became ACS State & Local Solutions, Inc.
2010	Xerox Corporation acquired ACS, LLC, becoming ACS, a Xerox Company.
2012	ACS, a Xerox Company renamed Xerox Business Services, LLC. ACS State & Local Solutions, Inc. renamed Xerox State & Local Solutions, Inc.
2017	Xerox Services splits from Xerox to become Conduent Incorporated, Xerox State & Local Solutions, Inc. is renamed Conduent State & Local Solutions, Inc.



Licenses and Registration

Conduent State & Local Solutions, Inc. is registered as a legal entity in the State of Florida. Our Document Number is 849214 and our FEI/EIN Number is 13-1996647.

Company Information

In Table 3-6, we provide the required information for Conduent.

Table 3-6. Company Information for Conduent State & Local Solutions, Inc.

Required Information	Response
Company address	Conduent State & Local Solutions, Inc. 12410 Milestone Center Drive, Germantown, MD 20876
Main Phone number	301.820.4200
Fax Number	301.820.4697
Email address	Ann.muenster-nuiry@conduent.com
Website	www.conduent.com
Contact person(s)	Name: Ann Muenster Nuiry, Vice President, Parking and Mobility Solutions Phone number: 213-439-6211 Email: Ann.muenster-nuiry@conduent.com Address: 606 South Olive St. Suite 2300, Los Angeles, CA 90014

Regarding relative size of the firm, Conduent State & Local Solutions, Inc. employs approximately 4,400 professionals, including management, technical and support staff. We maintain an active business license as well as a Certificate of Good Standing authorized to do business in the State of Florida.



4 Approach to Scope of Work [RFP 4.2.4]

REQUIREMENT: RFP Section 4.2.4

Provide in concise narrative form, your understanding of the City's needs, goals and objectives as they relate to the project, and your overall approach to accomplishing the project. Give an overview on your proposed vision, ideas and methodology. Describe your proposed approach to the project. As part of the project approach, the proposer shall propose a scheduling methodology (time line) for effectively managing and executing the work in the optimum time. Also provide information on your firm's current workload and how this project will fit into your workload. Describe available facilities, technological capabilities and other available resources you offer for the project.

The City of Fort Lauderdale seeks a solution and technology provider to manage parking demand, integrate with existing and new infrastructure, improve parking enforcement, and reduce congestion. Conduent has the innovative platforms, industry expertise, team members, and thought leadership to make Fort Lauderdale's vision a reality.

Our approach to meeting the City's needs recognizes that sound and sustainable transportation policy must be premised on parking policies that:

- **Reduce congestion.** Traffic is, at its heart, more than just a supply-side problem. Per Braess' Paradox, adding parking spaces may have diminishing returns and could even reduce overall efficiency. So, rather than increase parking capacity, we can help the City change behavior, getting drivers parked more quickly and shifting travelers to other modal alternatives.
- **Encourage the efficient and safe movement of people and goods.** Parking policies can support the City's critical Vision Zero goals. We can recommend parking policies that reduce fatalities and serious injuries on Fort Lauderdale's roads.
- **Promote accessibility.** Parking policy must consider "reach," or the ability for people to access services and goods. Our policies can help mitigate First and Last Mile Problem.

Conduent offers a holistic solution

We understand parking, not just in theory, but in practice

- Support pioneering cities across the globe
- Provide sound, client-focused methodology and invention
- Unparalleled resources and expertise
- Innovative and proven technical platforms
- Advanced data analytics and R&D

We look at parking as being more than just pulling or backing a vehicle into a space. Parking is a process. The process begins before the driver ever puts the key in the ignition. It starts once the customer contemplates the trip and includes the drive, comprehending signs, and searching for available spaces. The process is comprised of paying for parking, adding time as needed, and even dealing with parking tickets.

The parking process touches every component of mobility. For example:

- Inadequate or mismanaged parking leads to circling, exacerbating traffic, reducing vehicle speeds, and threatening public safety through distracted driving.
- When people and goods cannot be moved efficiently and safely, people will search for alternative places to work, dine, and shop.
- If finding parking is difficult, people lose access to goods, services, jobs, educational opportunities, groceries, friends, and family.

Consequently, how cities manage the various components of the process will determine the impact on mass transit, safety, access, and Fort Lauderdale's goal of complete streets.



Trade Secret Content Begins

Our Vision for Fort Lauderdale

We will work to leverage parking policies, personnel, technology, and data analytics to improve parking in Fort Lauderdale in a complete and comprehensive way. Towards that end we will examine, provide recommendations concerning, and—assuming City approval—implement parking policies that:

- **Improve turnover.** When hourly parking meter prices don't keep up with demand, finding parking can be a burden. Static prices force static behavior. When every meter is priced the same every hour of the day regardless of demand, there's no incentive for motorists to park a little further from their destination. Further, uniform pricing doesn't promote alternative forms of transportation or multi-modal options. When pricing is too low or doesn't correlate with demand, motorists fail to internalize parking costs in their decision-making. Considerations like "whether to drive" (driving versus taking mass transit, riding a bike, etc.), "when to drive" (potentially visiting a location when demand may not be as high), and "where to park" (walking a few blocks to your destination to reduce travel and parking time) are moot if supply isn't properly priced. We will help the City move beyond artificial pricing structures, allowing for a better distribution of demand. Using a sustainable, asset light approach for implementing occupancy detection sensors and cameras and maximizing the use of payment, citation, and other available data, our patented and proven dynamic pricing solution can reduce congestion.
- **Reduce illegal parking.** If parking enforcement is inefficient or inadequate, or if fines for illegal parking are set too low, drivers may snub paying at parking meters and risk citations. We can achieve higher capture rates (or the percentage of all violators cited), improving the correlation between occupancy and paid metered use and making more parking available to paying customers. Inadequate enforcement and collection strategies aggravate congestion and significantly impact municipal revenue. We can review existing fine levels to determine if they're properly calibrated to both deter illegal parking and compensate society. Further, we will optimize schedules and routes for parking enforcement personnel using proprietary predictive analytics.
- **Improve safety.** Vision Zero Fort Lauderdale represents a real step towards addressing pedestrian and bicyclist fatalities and serious injuries. Vulnerable road users ("VRUs"), unprotected from the shield of a vehicle, are overrepresented in crash data, especially in Fort Lauderdale. An actuarial study shows most collisions occur when motorists are distracted or frustrated in their search for parking. Our solutions will reduce congestion and get cars parked more quickly, reducing preventable deaths and injuries.
- **Reduce confusion.** We will work with the City to identify methods to convey new dynamic rate structures using apps and clear, branded meter signage. In addition to pushing the appropriate rates to networked parking meters, we can use our Merge[®] application to communicate parking availability to customers using apps. Merge[®] can also serve as a tool to help manage broken meter repairs. Broken parking meters can create confusion. Bewildered motorists, not versed in the minutia of the law, often relocate their cars to an area where the parking meters work, further contributing to traffic.
- **Optimize time limits.** Cities can shift demand by selecting the right maximum stays. Too often, the maximum amount of time a customer can stay at a meter is set by an ordinance or regulation without any real understanding of occupancy, shifts in demand throughout the day, or unique demand generators—businesses like restaurants, merchants, gyms, and concert venues—on a block. In fact, time limits rarely correlate to the goals of a parking program to reduce the time spent dealing with meters, increase use in underused spaces, and reduce the use of congested spaces. In Indianapolis, Cincinnati, Los Angeles, and DC, we have successfully used analytics to shift congestion to underused spaces.

- **Provide for further study.** We can also help the City tackle studies related to exempt parkers (or motorists exempted from paying at parking meters), inefficient use of parking spaces, meter programming, bicycle sharing locations and inventory routing, autonomous vehicle parking, the return on investment of various violations, and collections strategies.

Ideas and Methodology

Our concepts flow from the following guiding principles: implement sustainable, best-in-class systems; optimize operational efficiency and customer convenience using data-driven decision-making; and achieve client parking and mobility goals. Towards that end, we have:

- Patented and implemented the most successful models for managing parking demand through dynamic pricing, time limits, and parking meter studies (LA Express Park™, parkDC)
- Created a sustainable, asset light methodology for using data proxies, including temporal and spatial sampling, to calculate and share predicted parking occupancy
- Applied data science to determine not only whether rates should change, but by how much and how often
- Branded numerous parking programs and provided communications guidance to clients
- Improved upon average availability for our clients (reducing stays, improving availability, increasing turnover, creating closer/more affordable options for drivers)
- Applied for eight patents for our predictive parking enforcement solutions, helping to optimize schedules and routes for parking enforcement officers to reduce the time to enforce while increasing productivity
- Highlighted our client successes and innovation in research papers like the Transportation Research Board and won numerous industry awards for our innovative methodologies

Timeline

Conduent employs fully comprehensive implementation planning. With dozens of successful large-scale implementations under our belt, we continue to utilize our experience to raise the bar. We abide by the principle of “measure twice, cut once” as we understand the impact of errors and the vulnerability to our clients they can create during the implementation, transition, and ongoing operation. As such, we ensure that we have ample resources, dedicated partners, and contingencies on the ready to mitigate any unforeseen challenges faced during at the outset of the implementation.

Figure 4-1 is a chart illustrating the key components of our proposed implementation. The plan incorporates four elements of planning, setup and testing, outreach, and cutover. These steps will be emulated during the go forward strategy as well.

- **Planning.** From a project planning perspective, the path to success starts before the kick-off meeting. We will use the time between notice of selection and contract award to lay the foundation for an effective project kickoff and planning work session. Initially we will clarify scope, task responsibilities, and resource allotments associated with the following critical path activities.
- **Testing and Setup.** We will develop a comprehensive testing process to ensure that all elements of the program function as designed, making swift revisions to meet our customer needs.

Note- redact graphic below as well.

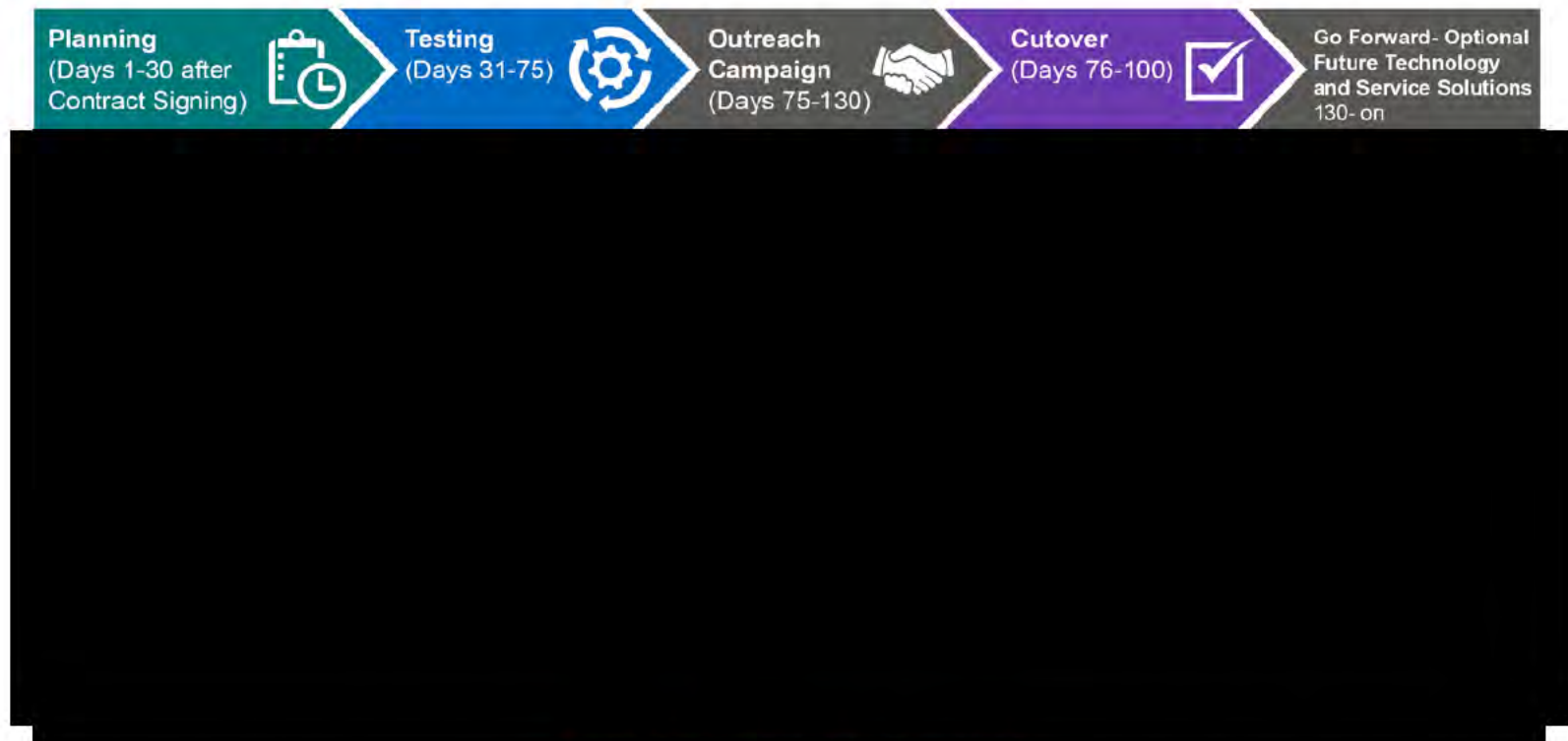


Figure 4-1. Implementation Overview

The implementation overview diagram is a high level timeline of our proven implementation strategy based on Fort Lauderdale's goals. Contract signing to Cutover 'Go Live' is anticipated at 90 carefully executed business days.



- **Outreach.** We will support the City's outreach efforts, offering elements of a campaign to ensure maximum program acceptance on an ongoing basis.
- **Cutover.** This key stage includes set up and training. During this period we ensure that all functions are ready day one and all users understand how the system components work together. A series of training sessions will be conducted with different personnel from the City's organization to ensure comfort with our platforms.

We have also identified several Go-Forward optional technology and service enhancements in the proposal.

A more detailed Go Live plan and date will be established after a series of key meetings with City managers in which we jointly define and memorialize requirements, roles, and responsibilities.

As the City is well aware, a vast number of complex integrations, analytics, equipment, approvals, and coordination will be required for a successful implementation. Conduent's experience, expertise, and commitment will ensure that we deliver an on time program. We will work endlessly to ensure that our implementation delivers the optimal outcomes the City of Fort Lauderdale seeks for its Comprehensive Parking Demand Management System.

We're experts at bringing together seemingly disparate technologies and subcontractors to power municipal projects. We'll use our industry knowledge and relationships to help promote cooperation between vendors that often offer competing products with a unified vision of providing the best options for Fort Lauderdale. As the leading innovator in parking, we can marshal these technologies using our time-tested processes and skilled management practice, ultimately delivering success for the City of Fort Lauderdale.

Our Technological Capabilities and Workload

Conduent is the world's largest business process services company, improving the way businesses and governments interact with their customers. We modernize the constituent experience across 18 different industry sectors and provide transportation solutions in 27 countries. We provide parking services to dozens of U.S. cities. This experience, both across a variety of industries and within a variety of cities, allows us to leverage resources and ideas like no other company.

As discussed in our Executive Summary and throughout our proposal, we have the requisite technologies, skills, and expertise to deliver on our commitments. This response contains referenceable, real, working models supported with data and customer insights. Our systems are not "vaporware," and our technical capabilities are proven. In addition to our implementation and management teams, our eTIMS® and CitySight® products, our technical experts, research and development led by Conduent Labs, and data scientists, we are partnering with some of the most preeminent companies in parking today. Our team—Conduent, [REDACTED] will ensure that Fort Lauderdale's parking project is a success.

Available Facilities and Other Resources

Conduent and our partners host facilities throughout the United States. We will leverage our expertise in more than thirty client cities to support Fort Lauderdale, including our domestic analytics team and virtual laboratory. As discussed in Section 3 concerning our experience and qualifications, Conduent's resources represent leadership across a number of industry verticals. Further, our partners will support the installation of occupancy detection equipment, including sensors and cameras, locally.

Trade Secret Content Ends

4.1 Entities Involved in the Proposal [RFP 4.2.4.A]

REQUIREMENT: RFP Section 4.2.4.A

A. Name all persons or entities involved in the Proposal at the time of submission and identify the authorized representative(s) of the entity including contact name(s), phone number(s) and email address(s);

Conduent recognizes the City's vision and desire to implement a best-in-class parking program through the use of innovative and integrated technologies. In return, we have assembled a team of partners to implement a program that exceeds Fort Lauderdale's expectations.

Conduent proposes to support the Fort Lauderdale program by enlisting the services of capable and reliable partners and industry professionals who have the requisite expertise in relevant functional areas and bring real experience supporting complex municipal parking programs. As a result, our proposed team of subcontractors augments Conduent's exceptionally qualified team, assisting us in the successful transition, implementation, operation, and maintenance of a parking solution that will enable an efficient, effective, and accurate program.

Table 4-1 lists the names and contact information for the authorized representatives of Conduent and our team of subcontractors.

Table 4-1. Entities Involved In This Proposal—REDACT ENTIRE TABLE

Company	Contact Name	E-Mail	Phone
<u>Prime Contractor</u> Conduent State & Local Solutions, Inc.	Michael M. Davis	michael.davis@conduent.com	703-395-1264
<u>Prime Contractor</u> Conduent State & Local Solutions, Inc.	Brett Peze	Brett.peze@conduent.com	215-561-8238

Subcontractor

ParkMobile

Subcontractor (Meter option)

Flowbird

4.2 Current Operations and Locations [RFP 4.2.4.B]

REQUIREMENT: RFP Section 4.2.4.B

B. Describe Proposer's current operations and locations. Include branding affiliation(s) as may be applicable and any other pertinent qualifications to achieve the intent of this request. Explain in as much detail as possible the type of development, if any, Proposer intends to operate;

Conduent is a global leader in the service industry. For more than 50 years, with more than 1,700 government customers in all 50 states and the District of Columbia, we are strategically positioned to service the City of Fort Lauderdale and its citizens.



Conduent State & Local Solutions, Inc. is a wholly owned subsidiary of Conduent Business Services, LLC, itself a wholly owned subsidiary of Conduent, Inc. Headquartered in Germantown, Maryland, Conduent State & Local Solutions, Inc. employs approximately 4,400 professionals and supports more than 1,700 government agency customers in all 50 states and the District of Columbia. Conduent brings a rich history supporting government and commercial organizations across the U.S. We have many offices across the United States and while service for this project will be provided by a multitude of strategically positioned locations, the office that has been identified as Ft. Lauderdale's primary service provider is the Washington, DC office.

Conduent, Inc. has a substantial presence in Florida. We provide call center and fulfillment services for the U.S. Department of Labor, and document imaging and IT support for a variety of government clients. The Department of Transportation and the Orlando-Orange County Expressway Authority are among our Electronic Toll Collection clients and in Transit, SunRail is our customer where we provide the Central Florida Fare Collection System. We maintain locations in Boca Raton, Fort Myers, Jacksonville, Sanford, Orlando, Tallahassee, and Tampa.

Conduent has become the largest provider of technology services to state and local governments in the United States. Support for our parking and many other types of state and local programs across the country demonstrate our ability to serve the unique and diverse needs of the City of Fort Lauderdale and its customers.

Most vendors only provide one or two primary parking and technology services and require a major integrator like Conduent to provide a complete solution. We are viewed as the primary hub for parking technology and solutions and only work with partners that have demonstrated that they have superior product or service in a specific area.

Additionally, most other vendors will have to wait for an award before they begin investing in their development solutions. Conduent, as the leader in the space has already invested time, resources and development and can point to numerous successful projects which correspond to the goals of Fort Lauderdale. Therefore, rather than a start-up effort, we are positioned to immediately begin customizing our products and services to fit your specific needs.

4.3 Smart Parking Demand Management System [RFP 4.2.4.C]

REQUIREMENT: RFP Section 4.2.4.C

C. Describe in detail the Proposer's smart parking demand management system;

Our methodology for managing curbside parking demand is unique. Our approach is differentiated by our intellectual property, platforms and integration, predictive enforcement strategy, and recognition that parking policies drive Vision Zero and Complete Streets goals.

Parking policies have an impact on parking behavior as well as mass transit and modal alternatives. Parking policies and systems must promote convenience, compliance, demand management, and smart decisions about the best use of parking supply. Static rates lead to uneven demand and inefficient use of supply; parking congestion creates traffic, confusion, and hurts public transit; distracted drivers pose a risk to pedestrians and bicyclists; frustrated customers park illegally; illegal parking grows if there's inefficient enforcement. By addressing the various components of the parking process, cities can implement evolving smart parking systems leveraging data from a feedback loop. A diagram of our detailed thoughts on the relationship between parking policies and transportation goals, like promoting access, achieving Vision Zero goals, creating modal shift, and reducing congestion

Conduent will help Fort Lauderdale move past simple smart parking technologies by implementing an integrated smart parking approach.



while increasing turnover can be found here: <https://infograph.venngage.com/ps/PJDTPgZSUY/the-conduent-parking-lifecycle>

Conduent is pleased to offer a full suite of sustainable parking solutions for Fort Lauderdale, a proven package of systems and know how touching upon every element of the Smart Parking Feedback Loop. Working with the City, we can reduce parking congestion, positively shift demand, improve revenue, promote modal shift, and reduce the likelihood of vehicle collisions with vulnerable road users. Each component of our solution is described in the sections that follow.

4.3.1 Enforcement [RFP 3.4.A]

REQUIREMENT: RFP Section 3.4.A

- 1) Enhance the efficiency of enforcement through technology that provides street and space location of violations, types of violation, and efficient routes.
- 2) Live real-time enforcement system providing accurate information of payment, permits, violations and vehicle/customer history.
- 3) The ability to integrate with City's current software, equipment and payment options. Current software packages in use are POM Meter Manager, T2 Flex, Boss, Global, and Pay-By-Phone.
- 4) Provide point-of-transaction flexibility which will provide the ability to take credit card payments via citation device.
- 5) Incorporate Bluetooth technology and the latest cellular technology in the enforcement proposal
- 6) Provide citation devices that capture both pictures and video that can be attached to citation.
- 7) Provide citation devices that capture electronic valve stem chalking or wheel imaging.
- 8) Have the ability to integrate with current License Plate Recognition system (GENETEC)
- 9) Provide thermal printers with high performance battery (batteries that last longer than eight hours on a single charge).

Advanced analytics, deep partner integration, reliability, flexible platforms, and an ever evolving software solution distinguishes Conduent from others. Conduent's platforms are intuitive and easy to use, making enforcement more productive and promoting compliance.

Although the revenue resulting from parking citations serves as a societal recompense for the harm that illegal parkers cause, another goal of parking enforcement is deterrence. As such, parking enforcement is critical for achieving four important municipal objectives:

- Promote access for persons with disabilities
- Promote the free flow of traffic and turnover
- Improve livability and quality of life
- Reduce distracted driving and promote public safety

The role that parking ambassadors and enforcement personnel play in creating a culture of compliance is a vital one. Conduent can improve their productivity and efficiency by equipping them with valuable insights using displays to improve performance. How? We solve the problem of scarce parking resources by using predictive analytics to identify probable parking citations *before they happen*.

Using a variety of data components, our data scientists make recommendations to improve productivity in sustainable ways while also improving compliance at parking meters.

We've leveraged our industry knowledge and expertise in handheld enforcement technology while designing our next generation enforcement application, CitySight® Enforcement. Our citation issuance application offers the speed and reliability of our prior mobile platform, PocketPEO®, and has already been successfully put into use in two dozen cities across the United States that issue more than 13 million citations annually.

Mobile Device Software for the City of Fort Lauderdale

Conduent's solution provides the City with our latest:

- Citation Issuance Software, CitySight® Enforcement
- Flexibility using Android based devices
- Numerous advanced functions (Geo-Fencing, meter outages, messaging, etc.)
- Features—adding photos, videos and even audio recordings to the citation record



Our software takes advantage of smartphone user interface technology. The screens have a clean, crisp and bright layout that supports touchscreen interaction similar to the way a person interacts with their Android smartphone. Our platform integrates with our powerful analytics engine, Beat Generator®, to predict potential locations of parking violations. This allows managers to more efficiently deploy enforcement personnel and personnel on the street to improve their productivity.

Trade Secret Content Begins

Enhance the Efficiency of Enforcement through Technology that Provides Street and Space Location and Types of Violation, and Efficient Routes

Using our Beat Generator™ and CitySight® Enforcement package we can help you enhance the efficiency of enforcement in Fort Lauderdale by recommending:

- The right enforcement, maintenance, and collections staffing levels during different times of the day
- The size and shape of the beats to be worked by enforcement personnel
- Routes for enforcement personnel to walk and drive to optimize their productivity
- The right fine and penalty amounts to promote compliance without impacting revenues

Our provision of predictive analytics using Beat Generator™ to schedule and route staff in Indianapolis, Philadelphia, and San Francisco has been very successful. As part of our engagement in Fort Lauderdale, we will review meter, citation, and other available data sources and create optimized parking enforcement routes. This proprietary analytical capability allows us to select the number of personnel working at a given hour and suggests the most efficient enforcement routes.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



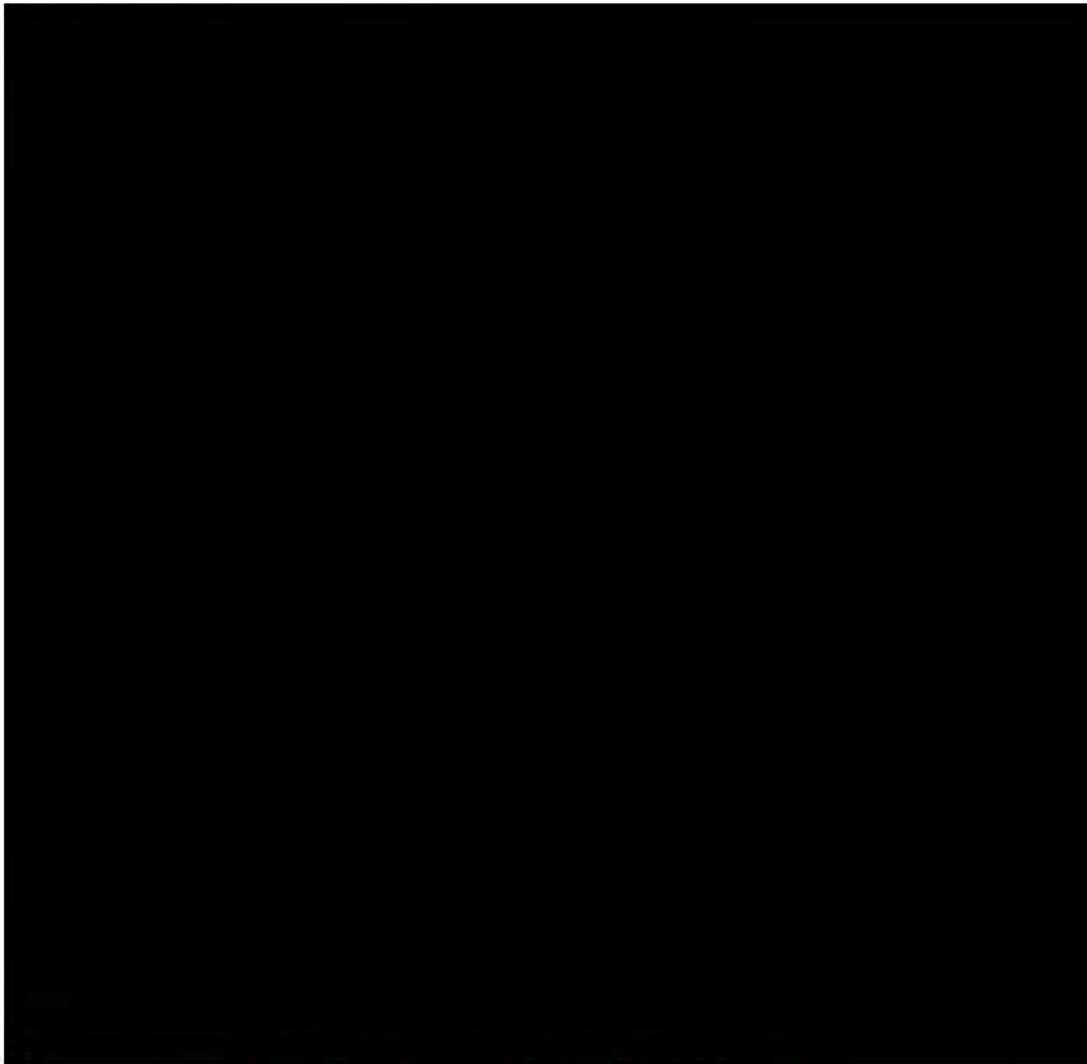


Figure 4-2. Conduent's Beat Generator Display.

[Redacted text block]

[Redacted text block]

[Redacted text block]



In a recent pilot, we demonstrated our ability to provide parking enforcement officers with updated

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

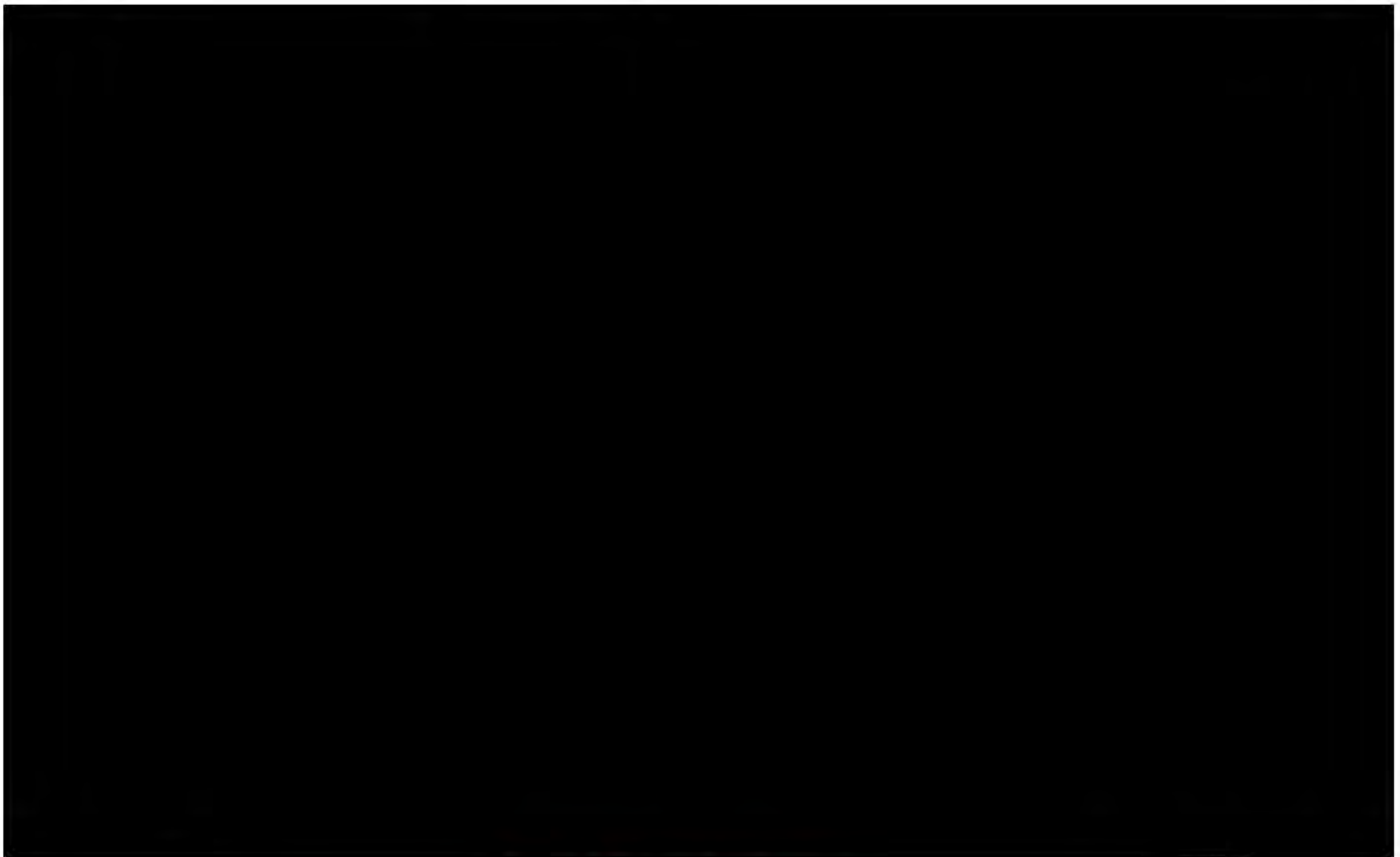


Figure 4-3. Regulation Mapping

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



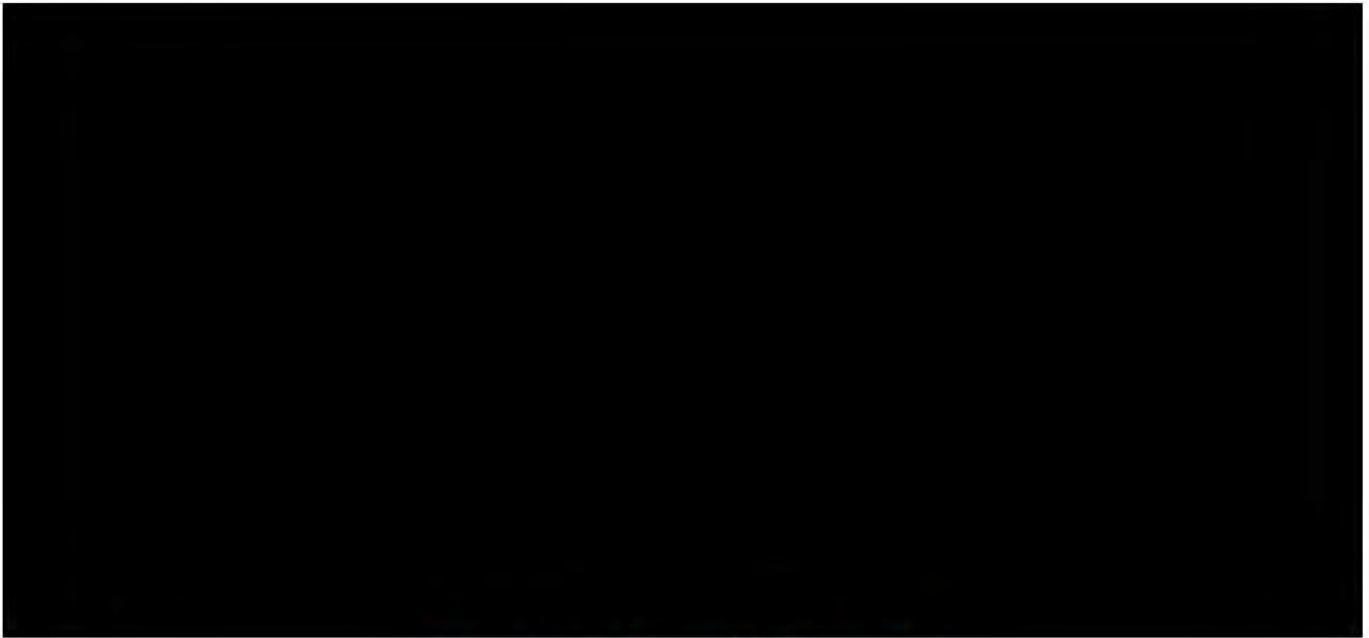


Figure 4-4. Beat Generator Manager Display



036.FLFL18

Figure 4-5. Beat Generator Citation Probabilities



[REDACTED]

Our Distinctive Vision for Fort Lauderdale

We propose working with the City to:

- Understand the breakout of citations and availability of data in the City (meter payments, residential parking zones, historical citations, etc.).
- Create regulatory maps as noted above.

[REDACTED]

Our Fort Lauderdale-specific solution is flexible, and we look forward to receiving the City's input and making any necessary modifications to provide the City with a tool that meets its needs. As we continue to develop our enforcement algorithms and methodologies, these insights will be provided to the City.



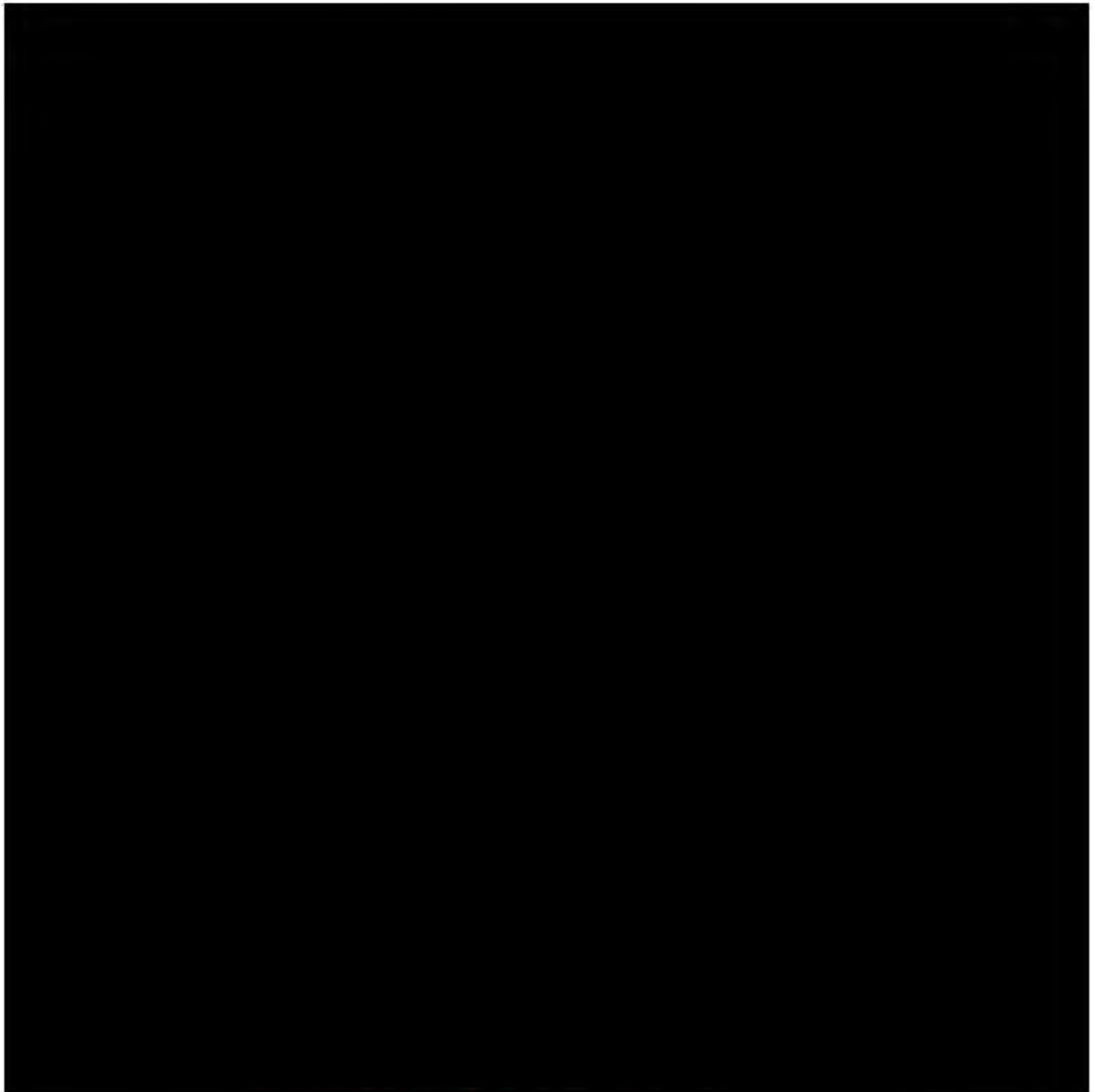
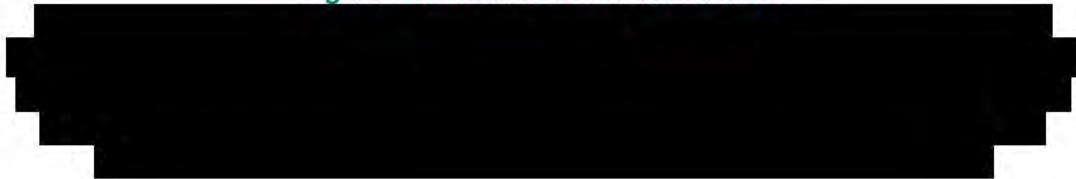


Figure 4-6. Mobile Device Visualization



Scheduling Resources

We can also help the City ensure





Figure 4-7. Shift Hours and Violation Trends

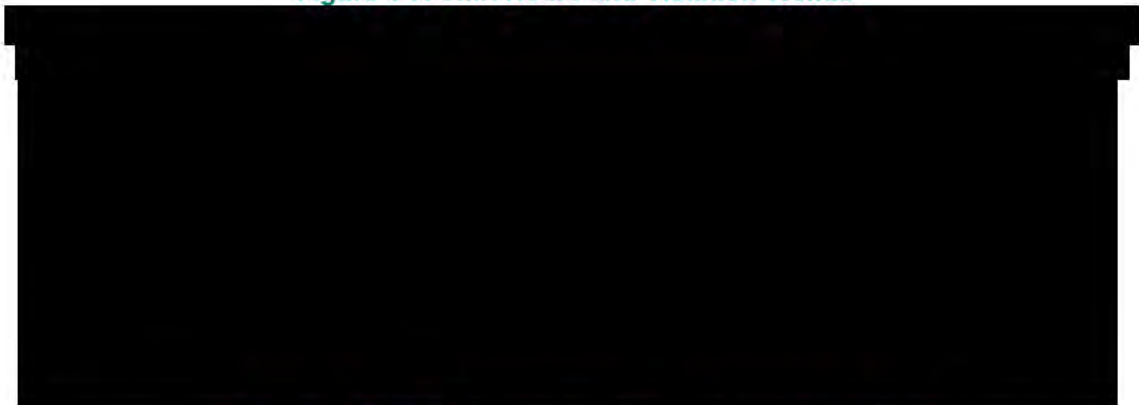


Figure 4-8. Meter Payment and Citation Normalization

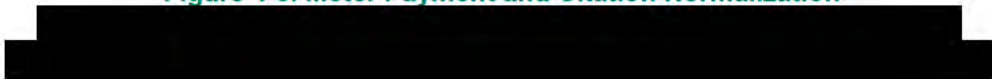




Figure 4-9. Optimized Scheduling



Live Real-time Enforcement System Providing Accurate Information of Payment, Permits, Violations and Vehicle/Customer History

Our CitySight® Enforcement application provides real-time information for enforcement personnel. We interface wirelessly to multiple sources to confirm data elements such as payments and permits. All citation data and images are transmitted in real-time to our CitySight® Enforcement Manager backend system.

Figure 4-10 CitySight® Enforcement Application Menu demonstrates the key functions available to the enforcement personnel.

Our CitySight® Enforcement ticket issuance flow is shown below, Figure 4-11 Ticket Issuance Screens. The application guides the enforcement personnel through the ticket issuance process ensuring that all the City's procedures and policies are followed. The applications ensures that the enforcement personnel capture the necessary data to support a valid ticket. The process flow begins by capturing the plate information, followed by the vehicle details, violation details, location details and remarks. Images and videos can be captured anywhere during the process of issuing the ticket.



Figure 4-10. CitySight® Enforcement Application Menu



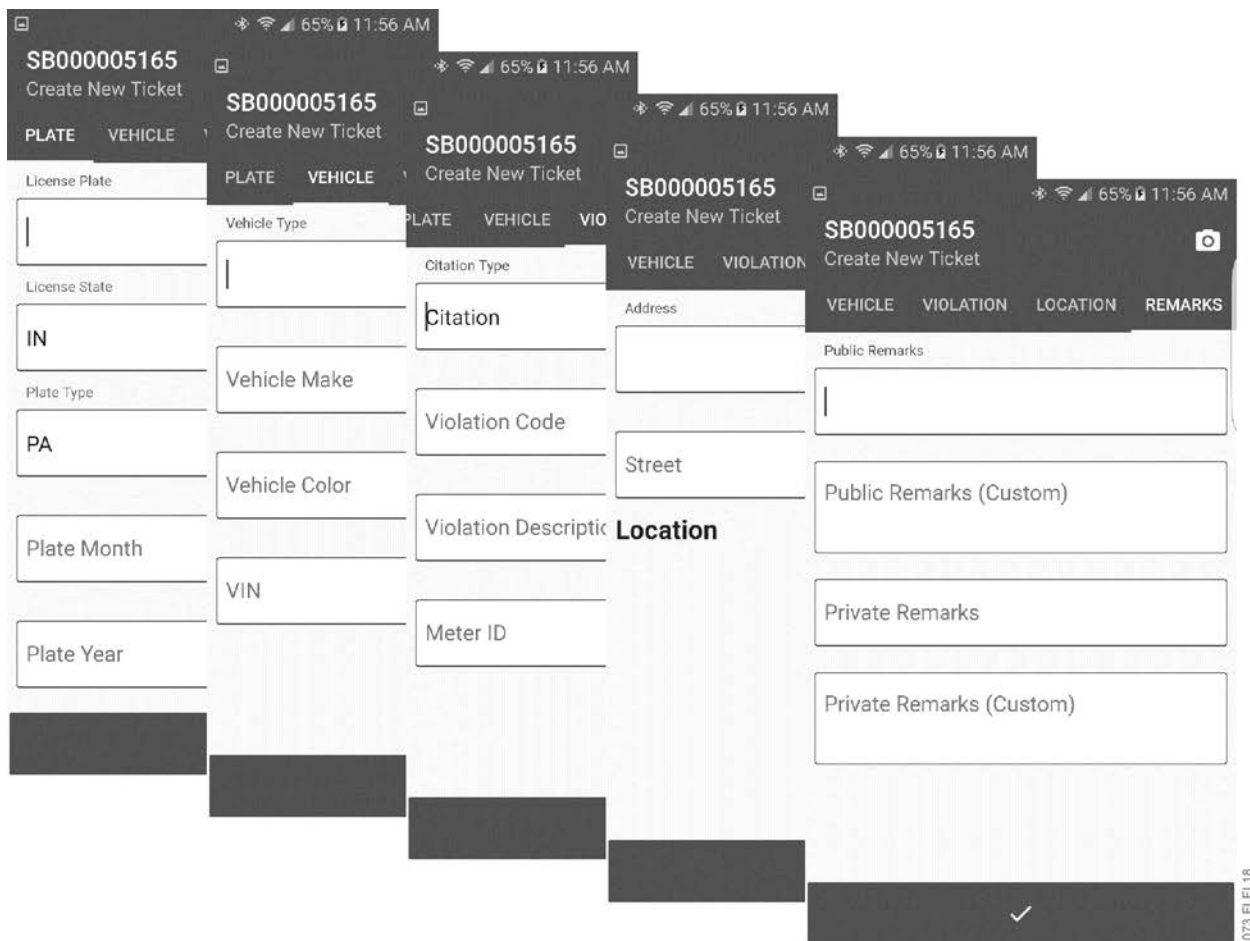


Figure 4-11. Ticket Issuance Screens

CitySight® is designed to make citation issuance easy. Towards that end, our platform:

- Populates fields with the accurate time and day of the citation.
- Populates the Issuing Officer's name, unit, badge and signature and other required information captured during user sign-on.
- Capture the license plate number automatically using images taken by the issuing officer and our recognition software.
- Populate the address field using the GPS location.
- Provides highly configurable options for easily updating tables for values like violation types, fine amounts, etc.
- Allows the user to capture meter, sign and curb maintenance requests, as well as other non-violation data, to be shared with the appropriate City department.
- Accept City provided files and databases including license plate files, scofflaw registrations, Amber Alerts, stolen vehicles, city sticker holders, residential parking permit ("RPP") holders, etc.
- Utilize the City's required check digit formula for lock box processing.
- Provide drop down menus as applicable, including functionality for left to right or wild card searches as required by the field.

At the end of the ticket issuing process, the data is validated to ensure all necessary data has been captured and provides the enforcement personnel an opportunity to review all the details prior to printing.

The CitySight[®] Enforcement Manager platform provides real-time breadcrumb trails, street views, batch histories, system dashboards, session details, PEO dashboards, citation information, supporting evidence, and license plate registries (Attachment C, Figures C-8 through C-16). Because of the large size of video files, we transmit these once a Wi-Fi connection is established. The citation information is routed to the appropriate destinations such as eTIMS[®] for Ticket Management or to the incumbent vendor T2 Flex, Data Warehouse or other systems.

Ability to Integrate with City's Current Software, Equipment and Payment Options

CitySight[®] Enforcement, our mobile enforcement application, is supported by CitySight[®] Enforcement Manager, the repository for the citation issuance details. Merge[®] is our repository for the collection of various data sources such as payment and utilization for shared distribution. Using our CitySight[®] Enforcement, CitySight[®] Enforcement Manager and Merge[®] systems, we provide the necessary interfaces to support the City's requirements to interact with the various City Sub-systems.

- CitySight[®] Enforcement / CitySight[®] Enforcement Manager Interfaces
 - T2 Flex
 - Pay-by-Phone
- Merge[®] interfaces
 - POM Meter Manager
 - Boss
 - Global
 - Pay-By-Phone

Provide Point-of-Transaction Flexibility with Ability to take Credit Card Payments via Citation Device

Our recommendation to provide the ability to capture credit card payments via citation device is to add a web link to our Pay by Website, which has been developed to support mobile devices (responsive design). This will permit the enforcement personnel to allow the constituent to use the mobile device to submit payments. This method removes any issue of the mobile device being included in the PCI certification devices since the data does not reside locally on the mobile device.

Incorporate Bluetooth and Latest Cellular Technology

Our CitySight[®] Enforcement solution is designed to work on Android mobile devices supporting Android 4.2.2 to Android 8.0. As new releases of android are made available, we will ensure our application works on the newer versions of the operating system.

Android mobile devices running on the different cellular technologies (i.e., 4G, LTE) are all supported. 5G networks are scheduled for the end of 2018 and 5G devices should be available in 2019.

Our CitySight[®] Enforcement solution supports Bluetooth communications for communications to items such as Bluetooth printers for citation printing.

Citation Devices that Capture Pictures and Video and Attached to Citation

CitySight[®] Enforcement provides the ability to capture images as part of the citation issuance process. Our configuration allows the City to configure the number of images at the violation code level. This permits the City to require additional images for safety violations or fewer violations for other violation types. Images are transmitted in real-time to our backend CitySight[®] Enforcement Manager.

Capturing video adds a layer of complexity to the solution. Enforcement personnel will be able to capture a video up to one minute in length. Due to the size of the video files, they will not be transmitted over cellular they will be transmitted once a Wi-Fi connection is established.

Citation Devices that Capture Electronic Valve Stem Chalking or Wheel Imaging

CitySight® Enforcement provides the ability to capture the valve stem position as part of the electronic chalking data capture.

Integrate with Current License Plate Recognition System (GENETEC)

Conduent is a Premier Partner with Genetec. We manage and/or provide integration in some of the largest Genetec implementations in the US. Figure 4-12 shows the breakdown of our Genetec installations.

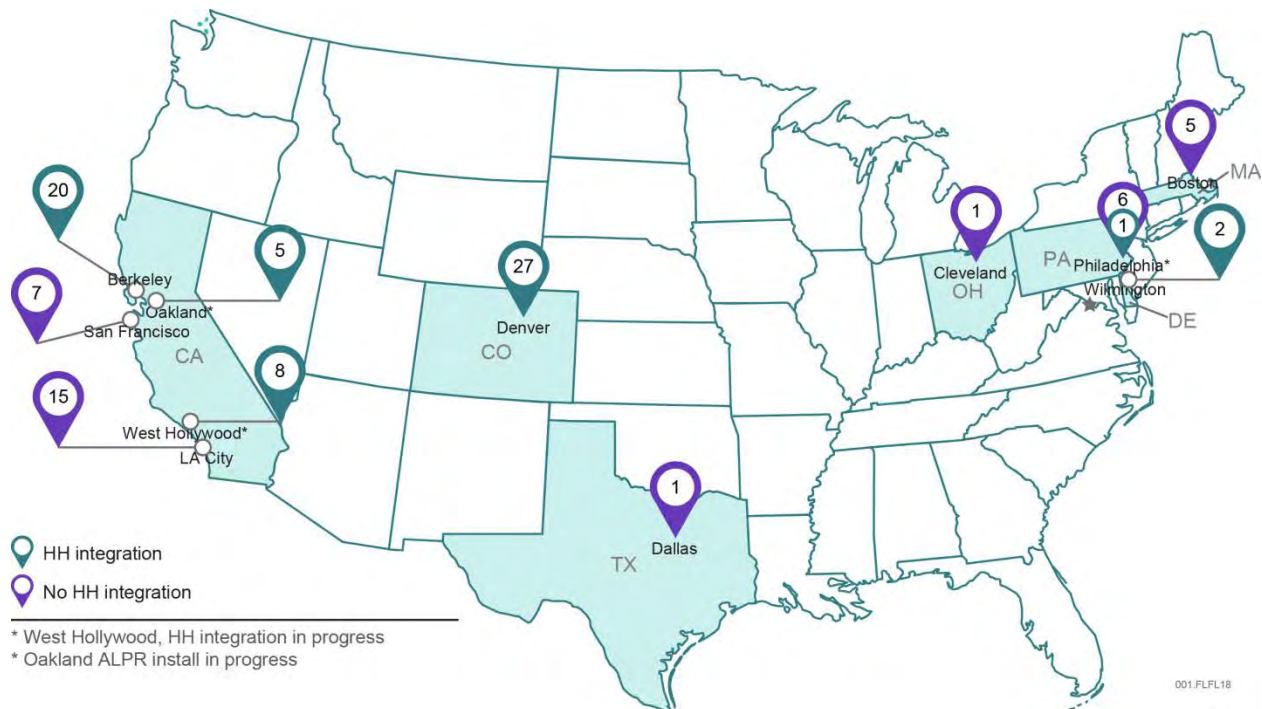


Figure 4-12. Conduent Genetec Implementations

Our fully integrated solution, integrating CitySight® Enforcement with Genetec is represented in Figure 4-13. Genetec has a real-time interface to Conduent's backend system, eTIMS®, allowing the verification of data. Once the incident has been identified, the data and images are transferred seamlessly from Genetec to CitySight® Enforcement to allow the enforcement officer to issue the citation.



Figure 4-13. Genetec / CitySight® Enforcement Interface

Trade Secret Content Ends

Thermal Printers with High Performance Battery

We propose the Zebra ZQ320 printer. You get the best solution with the ZQ320 - the lightweight design ensures user comfort all shift long. Built with a scuff resistant, durable housing design that can handle outdoor elements. The high performance battery is design to exceed the City's requirement of a shift and the printer connects to the handheld device using Bluetooth technology.

The Zebra ZQ320 printer supports papers sizes that will allow you to print citations that are the same size and format as those currently in use. It also provides the flexibility to change citation formats if that becomes necessary in the future.

Image of the ZQ320 can be seen in Figure 4-14.



Figure 4-14. Zebra ZQ320 Printer

Future Development

We have a roadmap of future capabilities that we are integrating into our suite of products.

[Redacted text block]



4.3.2 Dynamic Pricing System [RFP 3.4.B]

REQUIREMENT: RFP Section 3.4.B

- 1) Improve parking utilization and customer awareness of parking availability through variable signage boards and mobile app notifications/interactive maps.
- 2) Identify the City's parking inventory and the utilization of that inventory through web based software.
- 3) Technology assessment of current parking meters and other hardware and specifications that will be used to determine utilization (sensors, cameras, existing revenue equipment, signage, etc.) as well as utilization accuracy and communication with current City's software and equipment.
- 4) Develop a dynamic pricing policy which includes implementation and management.
- 5) A proposed rate structure and rate setting policy, communication strategy, management and operation strategy, data management plan, and implementation strategy. This policy will be used to make the necessary ordinance changes to create a variable demand parking pricing structure.
- 6) Develop a mobile application for external customer to help identify available parking.
- 7) The mobile application must have the capability to connect to Pay By Phone and other payment technologies for seamless payment management. It will be the responsibility of the selected proposer to establish the necessary interfaces and connections with existing City vendors for data migration or payment options. The costs of these connections are not covered in the current vendor contracts and will have to be included in this proposal.
- 8) Develop marketing material to promote the program to the community and stake holders.
- 9) Develop reports, graphics and dashboards for measuring and monitoring the performance of the City's parking operations. Current reports being used in T2 must be replicated in the new parking systems. Examples of new and existing reports that must be included in the new system are:
 - (a) Transaction report (daily, monthly, quarterly, annual) by representative and group
 - (b) Daily total revenue
 - (c) Permit sales by area/location within specific timeframes
 - (d) Daily Citation Payments
 - (e) Dismissed Citations
 - (f) Voids/Refunds
 - (g) Audit reports (customizable to identify various transactions)
 - (h) Unpaid citations
 - (i) Citations that are placed with collection agency & status
 - (j) Appeals Application with attachments and electronic signature
 - (k) Payment rates by month
 - (l) Payment rates within 7 days of citation issued
 - (m) Citation payment by source (app, credit card, cash, etc.)
 - (n) Reports that will aide in credit card reconciliation
 - (o) Ad-hoc and customizable reports for new tasks not currently listed

Dynamic curbside pricing is a critical component to any smart parking and transportation system. These solutions, however, can be expensive, often requiring federal subsidization in the form of grants. Conduent, however, has devised a methodology for implementing systems in a lean way, reducing infrastructure, communication, maintenance, and support costs by using data proxies to accurately predict occupancy.

Our proven approach to dynamic pricing is unparalleled. Our solution is differentiated by:

- A patented and nuanced solution for driving pricing recommendations that adjusts for the failures of relying upon the hourly average occupancy
- An agnostic approach to equipment providers that has allowed us to identify the best technology providers and understand the complexities of installing their solutions
- Proprietary algorithms for using spatial and temporal sampling, proxy data like citations, meter payments, cellular payments, and other data, to predict occupancy

Curbside pricing is complex; to get it right, the City of Fort Lauderdale needs an expert

- Experienced and proven capabilities
- Sustainable solutions
- Thought leadership and intellectual property
- Data-driven client recommendations



- A machine learning data warehouse, Merge®, for making rate recommendations, storing data, and communicating information to partner technologies
- An analytics team of data scientists, supported by research groups, universities, and laboratories, that exclusively study parking
- An open API for communicating real-time and predictive occupancy values to wayfinding apps.

Conduent has the solutions, the skill, and the drive to make Fort Lauderdale's smart parking program a success. We offer a low-risk, sustainable solution for reducing parking congestion, improving access, achieving Vision Zero goals, and generating revenue.

Trade Secret Content Begins

Improve Parking Utilization and Customer Awareness with Variable Signage Boards and Mobile App Notifications/Interactive Maps

Our Merge® application provides parking guidance services [REDACTED]

[REDACTED] We make the data available to customers [REDACTED], driving messaging through:

- Smartphone apps
- Dynamic message signs
- In-vehicle navigation
- Regional 511 systems

[REDACTED] ur mobile wayfinding solution is discussed later in the Mobile Application for External Customers subsection below.

We currently support four different types of variable/dynamic message signs ("DMS") [REDACTED]

[REDACTED]
Our DMS utility is extremely flexible. [REDACTED]

[REDACTED] . Our solution is continuously evolving, a [REDACTED]

Identification of the City's Parking Inventory and Utilization

Conduent doesn't take a "finger in the air" approach to recommending curbside demand-based rates. Using machine learning, hourly rates are adjusted as frequently as necessary to effectively communicate occupancy and manage demand. We can help the City reduce congestion with specific rate and time limit recommendations as we have in Washington, DC, Los Angeles, and Indianapolis.



Our initial sensor implementations in Los Angeles and Indianapolis involved full sensor coverage using 8000+ metered parking spaces. Full sensor coverage, however, can be expensive, and our research revealed that spatial and temporal sampling provides a much more sustainable method for deriving occupancy values.¹ Since that discovery we have used partial sensor coverage (spatial sampling) and occupancy detection during specific times (temporal sampling) to enhance our predictive algorithms, fusing data proxies to accurately estimate the distribution of occupancy. We have overcome challenges associated with fusing data (e.g., different levels of coverage, velocity, and granularity) using weekly data sampling (Washington, DC), fixed cameras and computer vision (New York City, Washington, DC), spatial sampling (Washington, DC), automobile license plate readers (ALPR, Berkeley, as shown in Attachment C, Figure C-6), parking meter payments, pay by cell data, and citation information. In Washington, DC, we created a predictive factor that incorporates payment data, temporal occupancy studies, and even illegal parking data, achieving an average Root Mean Square Error (RMSE) of just 5.8%.

In Fort Lauderdale, our starting assumption is that spatial and temporal data will reduce the necessary sensor and CCTV coverage and allow us to achieve a minimum-viable solution. Fort Lauderdale is rich in data, and while data sources may initially seem disparate, there are often important relationships. Our hybrid approach offers opportunities to use special events, mass transit ridership, and other data to predict parking occupancy. Currently, we are sponsoring research at a prominent university to determine how external factors like demography, weather and seasonality, vandalism, traffic density, and commuting trends may be factored into our occupancy predictions.

Technology Assessment of Current Parking Meters, Hardware and Specifications

Cities are composed of diverse urban neighborhoods, and within these different neighborhoods there are very disparate streets. Demand can vary greatly from block to block and, within a block, space by space. The types of demand generators, specifics about utilization patterns, lengths of stay, turnover, and even vehicle models and sizes, can differ greatly. As such use, each parking space poses unique challenges and opportunities for collecting data.

[REDACTED]

[REDACTED]

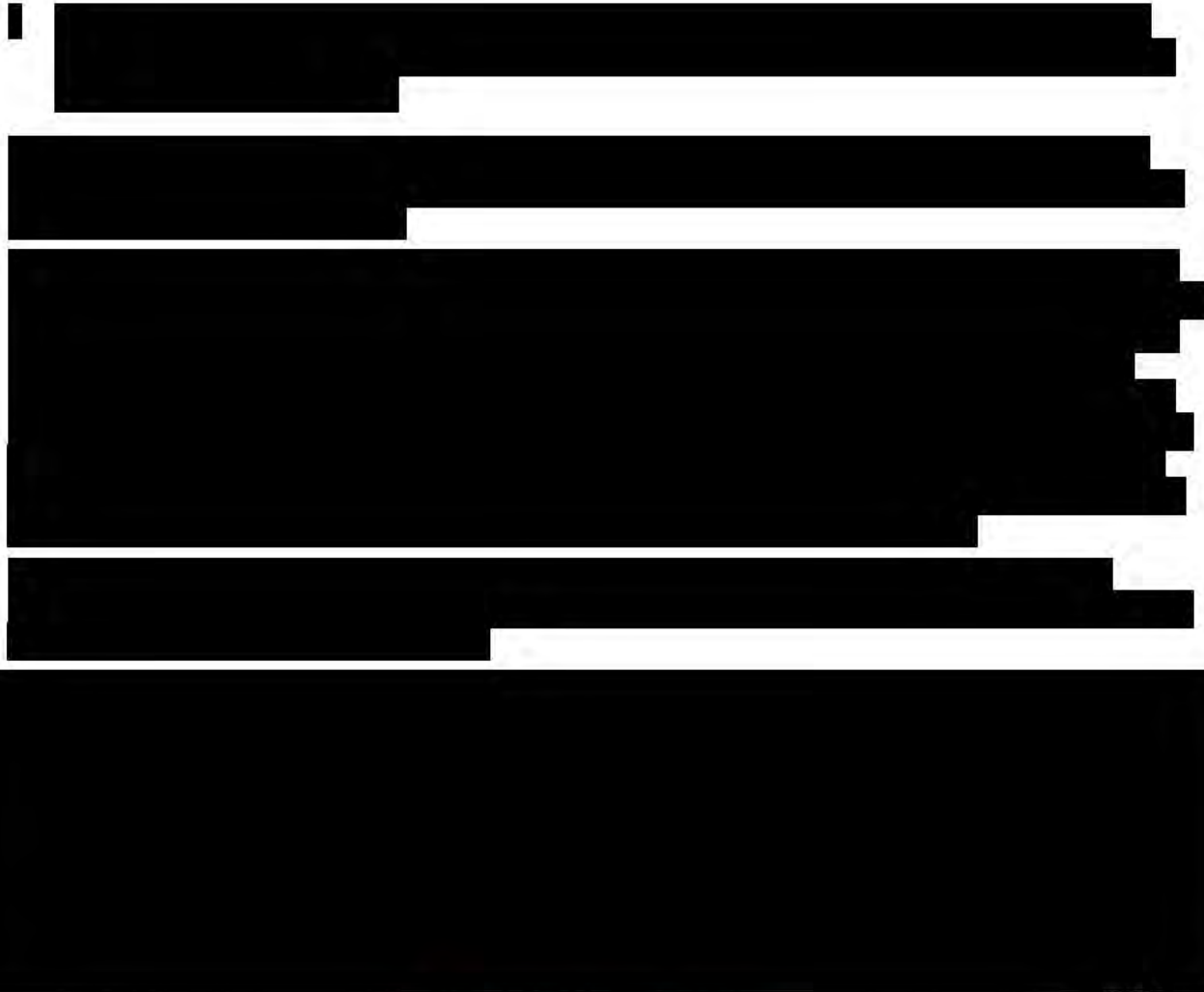
[REDACTED]

[REDACTED]

[REDACTED]

¹ <https://www.xerox.com/downloads/services/white-paper/lean-smart-parking.pdf>





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Figure 4-15. Video Analytics.

As part of our due diligence, our Team established a methodology for identifying poles in the City using



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

We will integrate the City's data sources, including meter payments, pay by cell data, and historical citation issuance, like we've done in Los Angeles, Indianapolis, Cincinnati, and Washington, DC. We'll incorporate that data into our dynamic and adaptive reporting, providing the City with a single source for driving and communicating dynamic pricing recommendations.

Our Team shares Ft. Lauderdale's vision to improve efficiency and effectiveness of City systems while also addressing the need to provide more equitable access to city services and Internet. Verizon's technology provides opportunities to leverage technology to address urban challenges, from transit planning to congestion to public safety. Further, in addition to providing a basis for Conduent's analytics work, information can be used to help shape enforcement recommendations.

[REDACTED]

[REDACTED]

Analytics. We will use analytics to support a significant component of our implementation and ongoing system maintenance. Data will drive our recommendations to the City and provide the estimated impact of various decisions. Our use of analytics goes beyond simple hosting data and reports.

[REDACTED]

S.

Through analytics, Conduent can recognize and understand patterns in data and provide insights to guide decision-making. We have made hundreds of recommendations based on hundreds of studies for clients. Using a wealth of data, we will question assumptions and will make recommendations to improve parking.

[REDACTED]



Further, our use of data, along with our strategy of determining occupancy using a variety of methodologies, will ensure that we maintain accurate data. We have worked on some of the largest sensor installation projects, and we understand the various challenges posed by city infrastructure and design. We will use data to not only measure accuracy, but to maintain peak accuracy by reporting deviations to our partners.

As the project moves forward, we believe we will be able to recommend reductions in infrastructure to reduce ongoing costs. [REDACTED]

Technology Assessment and Risk. Risk is the probability of a future, although uncertain, event with potential for loss. Intuitively, most companies understand the notion of risk. Having a vague knowledge of risk, however, is very different than being able to manage risk. Conduent, as the world's leading services provider, understands risk in its various forms and how risk can and should be managed to ensure a successful implementation.

The press has featured some very high profile parking failures recently, risks that should have been avoided. For instance, in Albany, 40,000 citations lacked required fields including vehicle registration expiration date, registration type, and body type after the transition to a new parking vendor.

Our team will help Fort Lauderdale avoid potential pitfalls:

- Our project managers are trained to recognize and deal with a multitude of risks that could negatively impact our project
- Our developers are involved every step of the way as we add new features or upgrade versions, and we will work to ensure hazards are minimized
- We, along with our Team of industry experts, will raise awareness of potential risks with the City so that all parties are fully informed and expectations set.

Risk management is not a complex task. [REDACTED]. There are, literally, surprises lurking behind every corner, and these issues can derail an occupancy detection project and bring untold grief to the City and its customers. Conduent and our Team, like no other potential bidder, is best suited to address, avoid, and mitigate these potential risks. [REDACTED]

[REDACTED] Conduent will mitigate these risks, maximizing sustainability and the accuracy of occupancy data, improving the user experience for customers, and generating revenue for the City.

We will maximize the parking program's performance and attain the results that the City is committed to achieving. We have an outstanding grasp of the future of parking management, both emerging and innovative trends in parking, transit, and transportation technology – trends that will develop at a more accelerated pace than has been the case historically, along with the proven capability to operate complex, large-scale municipal parking systems efficiently and effectively. There is more to operating a metered parking program than maintenance and collections. We know that for a program to be successful it takes the right equipment, in the right places, for the right price. We also know that the public wants to be offered choices in how they pay for parking. Our team has the experience needed to ensure that the City's parking program performs at peak levels. Some examples of our work for our clients in this regard, including photos and graphics related to projects like our occupancy analysis in Cincinnati (Attachment C, Figure C-5) or client recommendations concerning the days and hours of meter operations (Attachment C, Figure C-7), are highlighted in Attachment C.



Dynamic Pricing Policy

Whether called value pricing, performance pricing, dynamic pricing, or variable pricing, managing demand using meter prices cannot be accomplished through guess work. Dynamic pricing is a science, one that requires data scientists, advanced algorithms, and machine learning to get it right.

The goal of dynamic pricing is to try to ensure there's always a parking space available on a block to ensure adequate turnover and encourage visitors. That idea is often quantified as being 10% to 15% of parking availability. That goal, however, does not necessarily tell a complete story. While 85% or 90% may represent an even distribution of demand over the course of an hour or day, it likely does not. Using average demand to guide pricing decisions fails to recognize nuanced yet critical parking trends.

Take, for example, the block represented in Table 4-2. There are ten available parking spaces, and

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Our management and implementation strategy for dynamic pricing is discussed further below and throughout our proposal.



Proposed Rate Structure, Rate Setting Policy, Communication Strategy, Management and operation Strategy, Data Management Plan, and Implementation Strategy

[REDACTED]

While data will serve as the foundation for the rate policies, institutional knowledge of and sensitivity to the effects of rates on customers must also be considered. We will consult with and rely on the City's expertise in this regard in suggesting hourly rates.

[REDACTED]

[REDACTED]

Trade Secret Content Ends

Increments. The amount of an hourly rate increase or decrease must be sizeable enough to impact behavior. Smaller changes are more inelastic and are less likely to impact demand. Larger rate changes will modify behavior.

Frequency. Typically, fewer, well-communicated rate changes carry more weight than frequent modifications. Customers can suffer from communication fatigue, or the exhaustion felt from receiving too much information, if rate changes occur more than four to six times per year. Towards that end, we propose changing rates no more than every two or three months.

Trade Secret Content Begins

Thresholds. Legislative caps on maximum rates will ensure legislative engagement. In Washington, DC, the project team codified the implementation processes for our implementation early in the project planning process through a range of legislative and policy documents:

- **Performance Parking Legislation:** Legislation passed by the D.C. Council in 2008 to establish a performance parking pilot program in three locations. The legislation codified the extent to which the District Department of Transportation could alter parking prices in performance parking zones.
- **Parking Pricing Business Rules:** We helped write clear rules for rate structure adjustments and communication processes for the DC program. The business rules also outlined the pilot's approach to disabled parking meters and enforcement.

Price adjustments are generally limited to bands established by ordinance. The bands, however, must provide enough flexibility to change behavior. For instance, laws that prohibit adjustments beyond a



percentage of the original hourly rate may create an artificial cap. They may be less successful because they assume the original rate structures properly addressed demand.

Trade Secret Content Ends

Time limits. Often, time limits are arbitrary and do not correlate with the overall goals of a parking program. They don't recognize demand or the types of businesses being served by meters on a block. But by increasing time limits in areas where utilization is especially low, we can shift meter use away from high occupancy areas. An example of how time limits improved operations in Indianapolis can be found in Attachment C, Figure C-4.

Trade Secret Content Begins

Mobile Application for External Customers

In support of the City's vision for an integrated Dynamic Pricing System, Conduent has proposed to work with Parkmobile to develop a comprehensive and intuitive user-facing application providing parking space availability. This application will take a multitude of inputs provided by our Merge® application, including our predictive occupancy values based on CCTV and computer vision, sensors, and meter and pay by cell data.

Parkmobile was the first vendor to market an app for paying parking meters, and now their revolutionary app features parking availability. Inputs for this dynamic space availability tool will be filtered and displayed through our Merge® application. The output will be a user-friendly application providing a guidance and space availability tool allowing customers to see exactly where open spaces are in relation to their current location at any time. This cutting edge technology will address one of the most fundamental mobility service challenges: finding an available parking space once in the car, thus reducing travel time and congestion.

We are committed to making this tool simple to use and intuitive to maximize its adoption and use. For a demonstration, please follow the link to a video demonstrating Parkmobile's wayfinding feature: <https://vimeo.com/261903714>.

Mobile Application that Connects to Pay By Phone and Other Payment Technologies

Presently Conduent's citation issuance platform integrates with Pay by Phone as well as other pay by cell providers. We have selected to work with Parkmobile for their experience, care, and diligence in offering seamless payment alternatives.

Trade Secret Content Ends

Conduent offers its proprietary PayTix app for citation payments. Customers can pay citations using Android and iOS devices. We have partnered with cities across the U.S. to enable users to pay for parking tickets in a safe and secure mobile environment. PayTix has direct connections to member cities parking systems including: Cambridge, Boston, Newton, Waltham, Providence, Philadelphia, Washington, Indianapolis, Cleveland, St. Louis, Los Angeles, West Hollywood, Beverly Hills, Los Angeles MTA, and San Francisco.

The app allows customers to get daily notifications about citations and daily reminders to pay outstanding parking tickets. Users can pay at their convenience; PayTix enables motorists to pay parking tickets in a fast and convenient manner. Further, PayTix never stores credit card information and doesn't track the user's location. Since PayTix uses the same secure, PCI DSS payment service that our partner cities and Parkmobile uses, customers can be assured that their data is safe and secure.

Trade Secret Content Begins

Conduent understands that data migration costs must be borne by the vendors, and our proposal assumes integration of PayTix, along with Merge® integration to CCTV, sensor, payment, and other data.

Develop Marketing Material to Promote the Program

Regarding public education and outreach, we view communications—including signage, messaging, social media, press conferences and technology demonstrations, goal setting and communications, public relations, stakeholder identification, and trade dress and branding—as an opportunity for the City of Fort Lauderdale. Specifically, we can work with the City to:

- Create brand recognition for the City's parking, mobility, and Vision Zero programs focused on ease of use, clarity, and focused messaging. We have provided branding design and assistance for customers in Los Angeles (LA Express Park), Cincinnati (Cincy EZ Park), Indianapolis (ParkIndy), St. Louis (ParkLouie), and Washington, DC (ParkDC)
- Set customer expectations by establishing transparent goals—like reducing the time spent on parking and optimizing the flow of traffic, quantify objectives, and measure performance for our customers--and manage customer sentiment
- Promote positive change while managing risk, including public education, preempting concerns, and rebutting potential criticism
- Help identify key stakeholders—including motorists, merchants, neighborhood groups, commercial groups, etc. and methodologies for outreach
- Establish a press strategy, publicizing quick wins and sharing visions and successes with trade journals, technology magazines, and various periodicals
- Provide lessons learned concerning social media—being timely, interactive, inspirational, part of a community, memorable, generous, and fun—and its use as a customer service tool, identifying problems, communicating with customers, and resolving issues.

We have worked closely with clients in Cincinnati, Indianapolis, Washington, DC, and Los Angeles, as well as a number of other cities, to promote their programs, educate users, and detail successes.

Develop reports, Graphics and Dashboards for Measuring and Monitoring Performance

In addition to our reporting and data visualization suites documented in Section 4.06, Dynamic and Adaptive Reporting, and Attachment C, eTIMS® has a large catalog of baseline reports and we have the capability to create custom reports, in ReportWeb or BusinessObjects, using the data fields available in eTIMS®. We have reviewed the list of reports provided in Addendum 7 and can meet these requirements with existing or custom reports. BusinessObjects gives us the ability to create custom reports, graphics and dashboards to support our customer's operational requirements.

Trade Secret Content Ends

4.3.3 Accounting/Customer Service Features/Functionality [RFP 3.4.C]

REQUIREMENT: RFP Section 3.4.C

- 1) Electronic permit application and payment process
- 2) Ability to retrieve registered owner information through DMV
- 3) Online Citation Appeals application with capability for attachments.
- 4) Ability of system to connect the driver's license plate number (also called virtual permitting) to the permit without having to have a physical decal or hangtag (thereby eliminate costs for decals, hangtags, placards, etc.).
- 5) Comprehensive online training module for new employees learning system use.
- 6) Ability to notify drivers of new citations via mail
- 7) Ability to notify drivers of late fees or other fees associated with not paying their citations within 30 days or more
- 8) Ability to make manual adjustments to remove or reverse any possible fees

Note: we are interpreting the word "Ability" to mean that the City wants to know the vendor's capabilities of providing that requirement, but it is not a requirement to price. Conduent has robust solutions for RFP Section 3.4.C requirements #2, #4, #6, #7. However, #8 is a core component of eTIMS® and is included in our proposed solution.

Our fully integrated web-based eTIMS® system provides comprehensive information on all aspects of citation processing to support customer service and online real-time integration with a variety of e-commerce options to improve government service accessibility.

Conduent's parking citation processing system, eTIMS®, is a fully integrated combination of components including the core processing engine, General Processing, and other integrated subsystems that provide the functionality required for parking citation processing and reporting of the data it collects and stores. The General Processing subsystem stores and tracks parking citation data from citation issuance through closure by payment or disposition, while the Residential Parking Permit (RPP) subsystem provides for permit issuance and management, and is adaptable to program changes such as new permit areas, permit types, or pricing policies. Other subsystems and integrated software solutions provide the functionality for adjudication, retrieval and tracking of registered owner information, noticing, generating reports and queries, self-service payment options through the Internet such as Pay by Web and Pay by Phone (an IVR is integrated directly with the eTIMS® database), and online real-time cashing.

A full audit trail of every processing transaction is maintained in eTIMS® history; a very important feature for finance, operations and IT departments alike. eTIMS® is designed to accommodate life cycle events required by the City, as well as any changes in City policy and procedures over the life of a contract. Table-driven decision logic is matched with City functional guidelines, to support the City's citation life cycle processes.

Electronic Permit Application and Payment Process

In cities all over the country, we provide an electronic permit application and payment process, allowing citizens to request new permits and upload supporting documentation, or renew permits if they have received a permit renewal letter in the mail. To apply for a new permit, a citizen must complete a template and upload supporting documentation. The online portal is fully integrated with the eTIMS® Residential Parking Permit (RPP) subsystem which stores all of the base data for each existing and new account. This fully developed integration allows the online system to determine access to the online permit application and the available transactions that the citizen is able to conduct. The request for a new permit populates a Workflow queue accessible by City staff for validation and fulfillment (Workflow is a tool integrated with eTIMS® General Processing, which provides a paperless environment for transactions). For online renewals, the citizen receives a PIN with their annual renewal letter, which includes instructions for renewing online and any other criteria such as the need to pay delinquent citations prior to renewal. The citizen uses the PIN to access their account, a permit renewal page then allows them to select the permits

they wish to renew, and payment can be made immediately upon submitting the permit order (with a Conduent Pay by Web portal, we can seamlessly link to the City's payment web site). Our eTIMS® RPP permit type table allows cities to create and customize multiple permit types with different durations, an especially important feature for Ft. Lauderdale since there are 33 different types of parking permits issued. Permit types are specific to a zone and/or specific address, which allows for different permit rules for multi-family addresses vs. single-family addresses.

Ability to Retrieve Registered Owner Information through DMV

Our Motor Vehicle Registry System (MOVERS) has been in place for over 30 years and provides our parking management clients with the names and addresses of their violators. To maximize its functionality, we have developed software that interfaces with all types of systems, from automated to manual. This complex system contains all state-level edits required by each Motor Vehicle Registry across the country, enabling us to provide the City of Ft. Lauderdale with accurate registered owner information, process it in a timely fashion, track hit and error rates, and return data to eTIMS® for update to the plate/ticket record. Our in-depth knowledge of each state's specific interface requirements; plate types; series issuance; registration renewal update schedules; as well as other crucial Department of Vehicles (DMV) processing issues, makes our DMV interfaces successful. Our system protects confidentiality with regard to all data obtained from the DMV in that any individual who has access to DMV records information must sign a DMV security form and re-certify annually.

Online Citation Appeals

To provide citizen convenience and staff efficiency, we have built online citation appeal web portals for multiple clients that include the upload of evidentiary documents and images. After entering a citation number, the citizen submits current contact information (including an email address, if desired), a reason for appealing the citation, and can add a statement up to a designated number of characters. Next, the citizen can upload documents that support their defense. Finally, the citizen receives a confirmation page that the appeal has been accepted by eTIMS®. This page can be printed, or if the citizen entered an email address earlier, they will be sent an email confirmation. Once received, appeals submitted online are routed to Workflow, which is a tool integrated with eTIMS® General Processing. Through our Document Imaging solution all source documents are stored and indexed to the citation record for easy retrieval from eTIMS®. Workflow routes the citation appeals to dedicated queues with access limited by eTIMS® user ID. Authorized users such as administrative reviewers and hearing officers can view the citation history and all documents associated with the citation (including web-uploaded evidence) in the Workflow queue, adjudicate the case, enter a disposition in eTIMS®, and produce a decision letter.

Virtual Permitting

We currently have two client municipalities where we have already implemented Virtual Permits using an integrated LPR system. The City and County of Denver, CO and the City of Wilmington, DE have both moved to the next generation of resident permit enforcement with great success. We recently won another virtual permitting procurement with the City of West Hollywood.

The permit information that the LPR system receives contains permit zone information and the corresponding license plate numbers registered to those zones. When the operator of a LPR-equipped vehicle starts patrolling in a given zone, they select a permit zone from the list on the LPR system screen and start scanning the license plates of the parked vehicles. If a scanned license plate is not recognized as having a permit, the LPR alerts the officer and generates a citation hit. The operator then validates that the scanned license plate does not have a valid permit and proceeds to issue a permit



violation citation through an integrated interface to our CitySight® Enforcement software. We can also directly integrate with our enforcement software on the handheld devices. This integration allows enforcement officers to wirelessly query the Conduent RPP database for last minute permit validation prior to issuing a citation.

Comprehensive Online Training Module

Conduent has developed a series of web-based on-demand eLearning training modules. New employees are able to select a topic to train on from a library of training materials, and adjust the pace of training. Each module includes a comprehensive overview, process flows, and explanations of the various applications that City staff may use during the course of their work day. eTIMS® also provides an Online help feature that is integrated with every page of our application, ensuring online assistance is always available.

Noticing and Correspondence Capabilities

eTIMS® has flexible noticing capabilities that are fully integrated with all other parking system functions, immediately updating and reflecting all notice information for each citation record. eTIMS® accommodates time, event, and status-based criteria for noticing, using its next-action logic and automated events scheduling to provide the capability to mail notices by plate number or at the citation level. Our noticing process includes the capability to print and mail or utilize e-mail for all noticing required, as well as provide system controls that incorporate industry-specific design and mailing techniques. Notices contain all of the data required by law and, if allowed, reference the actual language in relevant statutes. Through our Notice Management subsystem, we maintain a system-integrated library of automated notices, the summary totals for each notice type, produce Notice Registers, and create the notice files for transmitting to a mail house. Our automated correspondence function allows authorized staff to automatically generate form letters that provide responses to customers for various types of complaints – letters can be generated to City staff or directed to a mail house vendor for printing/mailing.

Notification to Drivers of Late Fees or Other Fees

Our “next action logic” software monitors each citation nightly and selects those that meet notice-eligibility requirements based on the timeframes and criteria established by the City’s citation life cycle. These criteria are set in eTIMS® client tables and can accommodate time, event and status-based requirements. For example, the age and payment status of a citation will automatically trigger the generation of notices including late fees or other fees associated with citizens not paying their citations within 30 days or more.

Financial Adjustments

eTIMS® allows authorized staff to enter financial adjustment transactions to make manual adjustments to remove or reverse any possible fees. Adjustments may also include reversing an entire payment, modifying a payment amount, altering the amount due, closing a citation, or reopening a citation. eTIMS® is capable of generating appropriate notification letters to the appropriate party advising of any type of adjustment made. All adjustments produce a complete permanent audit trail. Our secure adjustment function tracks every dollar adjusted for full accountability. Adjustments such as returned checks remove the payment in question, generate a bad check fee as directed by the City, generate a letter of notification to the motorist, mark the system with a “bad check” indicator,” and re-evaluate the plate for events such as renewed collection activity, seizure, tow, and non-renewal eligibility. Multiple reports provide detailed information on all types of adjustments made to a citation.



4.3.4 IT Requirements [RFP 3.4.D]

REQUIREMENT: RFP Section 3.4.D

- 1) Cloud Based System
- 2) Production and Test Environment
- 3) PCI Compliance for Payment
- 4) Detailed Audit trail
- 5) Mobile Technology
- 6) Be able to Integrate with existing ERP system
- 7) Accounting/Financial interface file/format
- 8) Ad hoc reporting environment/ Business Intelligence (BI) Module/Dashboards
- 9) Integrate with existing LPR system
- 10) Compatible with the latest browser versions (mobile and desktop)

Our proven solution will meet or exceed all of the city's requirements.

As referenced below, our offerings for the City of Fort Lauderdale will meet or exceed the City's requirements. Our systems, eTIMS®, CitySight® Suite, and Merge® provide key capabilities to enhance the City's current and future plans.

Components to our Solution

- eTIMS®
- CitySight® Suite
- Merge®
- SAP Business Objects

Cloud Based System

Our hosted solution is a hybrid cloud environment consisting of a combination of environments including Cloud Based Systems and Data Center Hosted Systems. Our proven solution uses a variety of technologies to provide our clients the best of breed solution offered in the Violations Processing and Enforcement space. Our eTIMS® system, CitySight® Enforcement, and Merge® applications are all hosted in cloud environments. Our cloud environments consist of Microsoft Azure and our own in-house hosted cloud environment. These decisions to host the various systems in the different locations were made to provide optimum solutions for our clients.

Production and Test Environment

All our solutions provide both Production and Test Environments. Our standard update/upgrade process is to apply changes to the Test Environment for UAT and once approved, the changes are subsequently deployed to our Production Environment.

PCI Compliant for Payment

Our Pay-by-Web application

is used to host our application platform. Conduent conducts annual security audits to ensure that all systems are meeting security standards and to reduce vulnerabilities. Every year we bring in an independent, third party, Qualified Security Assessor (QSA) to conduct and verify that our payment systems are meeting all of the PCI DSS requirements and we are fully PCI DSS compliant.

Detailed Audit Trail

A core eTIMS® security feature is the generation of audit trails for all online and batch updates.

. All transactions are kept in a separate file for a prescribed period of time for monitoring and review.



[REDACTED] record archival is conducted in accordance with City's instructions and business rules. In addition to our eTIMS® system auditing, we've carried forward this level of detail into our supporting systems CitySight® Enforcement and Merge® where all system configuration updates are tracked in our system for auditing purposes.

Mobile Technology

Please refer to Proposal Section 4.5, Primary Technologies of System and Ability to Migrate Data for an explanation of our CitySight® Enforcement Mobile solution. Our solution is designed to work on the Android platform. We support a number of mobile devices such as the Panasonic FZ-X1 ruggedized handheld running Android 4.2.2 or Android 5.1 through the most current versions of Android 8.0 running on some consumer grade cellular phones such as the Samsung S8 devices.

Integrate with Existing ERP System

Our CitySight® Enforcement and CitySight® Enforcement Manager Systems can be configured to interface to our eTIMS® ticket processing system or to transmit the data to other systems such as the City's current ERP system T2 Flex.

The method of integration varies based on the capabilities of the ERP system. Typically, these interfaces are accomplished by transmitting data via Secure File Transfer Protocol (SFTP) which Conduent can host or we can use a City hosted SFTP system.

Accounting/Financial Interface File/Format

Similar to the integration with the City's ERP system, Conduent can also interface with other financial systems in support of the City's requirements. Typically, the Accounting/Financial interfaces are accomplished by creating exports from our eTIMS® Ticket Processing System and using SFTP to send the data to the City's receiving system.

Ad hoc Reporting Environment/ Business Intelligence (BI) Module/Dashboards

Conduent offers an industry leading ad hoc reporting tool that generates standard and ad hoc reports. Our browser-based ad hoc reporting product, built on SAP's powerful Business Objects platform, allows authorized City and Conduent users to generate custom reports and data queries in a wide variety of flexible and useful formats. Business Objects can be used to plan and schedule reports. Business Objects also provides the ability to produce dashboards providing key KPI statistics for the City.

Integrate with Existing LPR System

As outlined in Proposal Section 4.3.1, Enforcement, Conduent is a Premier Partner with Genetec. We manage and/or provide integration in some of the largest Genetec implementations in the U.S. Our enforcement software, CitySight® Enforcement, is able to import violations (data and images) from the Genetec LPRS platform which appear in the eTIMS® application. Also, our eTIMS® application is able to exchange scofflaw, stolen vehicle (if provided) and permit data with Genetec as well.



Compatible with the Latest Browser Versions (Mobile and Desktop)

Our systems are compatible with the latest browsers such as Internet Explorer, Chrome, Safari, and Firefox. Many of our applications use “responsive design” and HTML5 which enables web pages to properly render on mobile devices such as tablets and smart phones using anyone of the supported browsers mentioned above.

4.3.5 Future Technologies [RFP 3.4.E]

REQUIREMENT: RFP Section 3.4.E

1) Each proposer should include future parking technologies not listed in the previous two sections in their proposal. Examples of these technologies are listed below:

- (a) The ability to provide seamless parking payment through the use of license plate readers or other tools.
- (b) The ability to offer a payment portal for all citations, meter sales (and invoices), and permit applications.

Added from Addendum 5

The City prepares invoices for individuals and agencies who wish to purchase meters for a variety of purposes (ex. Special events, construction projects, valet operations, etc.). The city would like the parking management system to have a robust invoicing feature that allows us to create and store information on our invoices created.

- (c) Other smart parking tools not included in this scope that can improve parking operations and revenue.

The proposer is encouraged to suggest and incorporate additions or modifications to the scope into their proposal that will enhance or clarify their proposed solution(s). The proposer should provide the City with the most cost effective solution to providing a cutting edge parking demand management system for the City of Fort Lauderdale. Please use the background information provided to fully satisfy the scope of services in your proposal.

With Conduent, the City of Ft. Lauderdale has a partner with the capabilities to deliver future parking technologies as part of an overall comprehensive parking management strategy that leverages innovation and best practices.

This procurement provides an opportunity to choose a partner that will not only exceed your current program requirements but also help the City evolve into one of the premier parking programs in the country. The Conduent Team will achieve Fort Lauderdale’s parking management goals: improving operations, service and revenue results today while establishing a path towards continued innovation, mobility and safety through smart parking and analytics in the future. Below please find a brief description of future technologies that Conduent could offer the City in support of that vision. Specific technologies are supported by past implementations as detailed in Attachment C, while our optional pricing is documented in our Cost Proposal, Section 8.1.

Trade Secret Content Begins

Seamless Parking Payments through the Use of License Plate Readers

Mobile Payment and License Plate Recognition (LPR) Solutions are a major component of the future of parking, and towards that end we support seamless parking payments and Virtual Parking Permits (VPP).

Conduent’s VPP program is provided through our eTIMS[®] parking permit system which enables permit account holders to manage their permit account using a customized Web Portal that is accessible on PCs, laptops, tablets, and mobile devices. The permit system allows registered account holders to submit new permit applications and renew existing permits for annual resident & business permits. It also allows account holders to purchase and transfer a “virtual” permit to a guest, visitor or commercial vehicle by entering a license plate number into their web portal account. And while our system still allows customers to apply in-person or by mail, the goal is to move to a completely paperless environment. Please see Attachment C, Section 17 for more details.

Enhanced Online Functionalities & Payment Portal

In addition to providing online parking ticket payments, we can also offer a robust Customer Service Portal where parking customers can easily respond to a citation, make a citation or permit payment, request a citation hearing, submit a parking permit application or manage their parking permit account. Our attention to website design detail, meticulously following City style guides, translates into a seamless online experience for your customers. Images and supporting details regarding implementations in Oakland, Denver, and West Hollywood can be found in Attachment C, Section 18.

Meter Purchasing, Invoicing, and Bagging Permits

As stated in Addendum 5 of the RFP requirements, the City requires an invoicing feature/online payment solution for individuals and agencies wishing to purchase meters for a variety of purposes such as special events, construction projects, or valet operations. This desired feature by the City of Ft. Lauderdale is an exciting request as we recently developed and deployed this online solution for our Denver Parking client. In our Denver deployment we are providing the public with the capability to apply and pay for meter bagging permits online without having to visit City offices (i.e. purchase meters online). Our system allows the public to purchase/hold meters, designating the purpose (e.g., normal business requirements, non-profit use, long-term construction, city projects, or other purposes), for:

- Bus Parking
- Construction Truck Parking
- Food Truck Parking
- Reserved Parking
- Dumpster/POD Parking
- Special Event Parking
- One-Time Valet Parking
- Any other need of the City

Images of our Denver solution can be found in Attachment C, Section 19.

IVR/Pay by Phone

We have found that an effective approach for delivering high-quality customer support is via a IVR/Pay by Phone system. As an optional offering, Conduent can provide an IVR with Pay by Phone capability for Fort Lauderdale that will be available 24/7, and provide an initial pre-recorded greeting message, followed by the option to continue in either English or Spanish and accept all major credit cards for payment. Callers familiar with the IVR's menu will be able to press the desired key at any time to route directly to the desired information or service without listening to all the prompts.

Delinquent Collections

The Conduent Managed Receivables™ program is a comprehensive collections management and analysis operation that focuses on vendor management and analytics. The model concentrates on four primary aspects: data derived decision-making, a competition driven environment, aggressive performance management, and quality control and auditing. Our National Collections Director provides oversight for this program. Our technology capabilities include computer-generated notices, address sanitizing procedures, automated return mail processing, skip tracing, account tracking tools, and professional outbound calling services.

Registration Hold

Non-renewal of driver's license or plate registrations is a critical tool in enforcing payment of parking tickets. Currently, we provide non-renewal suspension processing for multiple states and jurisdictions for outstanding parking citation debt.

Ticket Stock and Envelopes

Conduent has worked with numerous mobile citation customers to design forms that work efficiently with multiple types of handheld printers, and we will bring this experience to bear in Fort Lauderdale.

Conduent can provide the paper stock for the handheld tickets and envelopes or we can work with the City to modify the current parking ticket format to fit the City's selected printer. We understand the importance of using citation and envelope stock that withstands the environmental conditions of Fort Lauderdale and will make recommendations that include best practices from other client cities including:

- Paper products that are resilient and stand up to inclement weather conditions. The envelope stock will be made with the highest grade of waterproof, humidity-proof paper available on the market today.
- UV-light resistant stock, ensuring legibility despite prolonged exposure to sunlight.
- Fade-resistant stock, ensuring citations resist fading and discoloration.
- Stock that can withstand extreme weather conditions such as rain or heat.
- Tear-resistant stock, ensuring citations will not easily rip. This is especially important when citation stock is exposed to severe winds.

Optional, Additional Technology Service Enhancements

There are a number of other innovative technologies that Conduent can bring to bear in Fort Lauderdale, including:

- Alternative issuance processing of violations captured through the use of LPR technology. Instead of the officer driving the vehicle having to stop, park and walk back to issue citations or requesting another officer walk the block to issue the citations; the violations would be sent to Conduent's photo-generated issuance platform, CiteWeb. An authorized City representative would review the information and image(s) taken of the plate and/or vehicle and surrounding environment. Approved citations are loaded to eTIMS® for notice processing, much like a camera-enforced red light or speed violation.
- Self-released booting. We integrate with Paylock to provide convenient payment and boot release options. The PayLock self-release boot is delivered as a service integrated into eTIMS® to ensure real-time updates of scofflaw and payment data.
- Online hearing suite. We provide clients with the ability to: offer customers online citation review requests and online hearing scheduling; virtual case files, organizing images into clickable categories for faster reference including incoming and outgoing correspondence, handheld photos, payment history, and citation history; and video hearings using Skype, especially useful for customers with difficulties leaving their homes.
- MoneyGram payments for under-banked and un-banked customers to make parking citation payments at dozens of MoneyGram payment locations in the Ft. Lauderdale area, including Walmart, CVS pharmacy, Advance America, ACE Cash Express, and many more.

Trade Secret Content Ends

4.4 Market Drivers and Barriers [RFP 4.2.4.D]

REQUIREMENT: RFP Section 4.2.4.D

D. Define the main market drivers and barriers for the deployment of smart parking systems;

Technology advancements, increasing service demands, program accountability and limited resources are driving smart parking initiatives. Our philosophy is “The greater the challenge, the greater the opportunity.” When it comes to implementing and managing large scale, complex and technologically advanced parking management programs, cities often chose Conduent; a proven partner they can trust.

We understand that our clients’ needs and demands are ever increasing. Conduent eagerly looks at these demands as opportunities to raise the bar. By deploying equal resources towards technology, integration, partnership, service and retaining the most skilled and multi-disciplined parking professionals in the industry, we have an exemplary track record of proven results.

Turning Barriers Into Bridges

- Technology driven
- Networks and integrations
- Trust , service, and results

With the complexities involved in deploying the City’s Demand Management System, we believe program success will be gained through a comprehensive, detailed planning strategy. With greater than 100 successful conversion and proven start-up techniques, Conduent is prepared to deploy the talent tools and resources to ensure an on-time, on-budget implementation while improving efficiencies. While any major program change presents its challenges, one of our primary implementation goals is to abate as many risks, inconveniences and learning curve associated with a new deployment so that the City and its users are more apt to embrace the change(s) as an asset.

Let’s face it, change is inevitable, especially in the municipal parking and transportation arena. Municipal professionals like Fort Lauderdale’s Transportation and Mobility Department are managing a multitude of drivers while managing a limited yet highly coveted resource; the City’s parking reservoirs. These market drivers include:

- Public demand for ease of use and integrated services
- Population and destination growth
- Increasing security and safety regulations
- Sustainable transportation initiatives
- Rapidly evolving technology solutions
- Greater expectations with fewer resources
- Demand for greater governmental accountability, transparency, and efficiencies

In reviewing the vision you have articulated for the City of Fort Lauderdale’s parking program, we have identified the following potential challenges and barriers; along with suggested remedies as show in the Table 4-3.

Table 4-3. Barriers and Remedies

Potential Barriers	Conduent’s Suggested Remedies
Technology and Integration Discipline	Conduent products, technology, and systems are put through rigorous and detailed beta and real-life testing in order to mitigate the likelihood of failure. We also rigorously test our integrated partnering inputs to ensure accuracy and functionality.



Potential Barriers	Conduent's Suggested Remedies
Timing of Deployment	With Fort Lauderdale's bolstering tourist economy with greater than 13 million annual visitors, careful consideration and planning around seasonal tourism, conventions, and other economic drivers will be taken into consideration in order to minimize negative financial and customer service outcomes.
Resistance to Change	Conduent will employ proven change management principles and theories to increase the acceptance of the program. As such, we will monitor and address negative trends, develop marketing and promotional collateral, conduct public education sessions, and provide in-depth client training and refresher sessions. We will also work with City-approved program champions and any opponents. This is a critical and on-going process to ensure program acceptance; especially in a strong tourist environment.
Incumbent Transition Support	With greater than 100 complex implementations under our belt, we have worked diligently with a vast number of incumbents including a number of Fort Lauderdale's current vendors to ensure that transition obstacles are mitigated and create minimum disruption to the client or user groups.

As stated earlier, Conduent's sees challenges as opportunities and converts barriers into bridges. While change can be a stressful and risk laden endeavor, we believe that choosing the right partner can reduce the associated risks and increase the effectiveness of change. We have been in the trenches with many Cities as they go through these times of growth and transition. Our track record supports the merits of our theories and practices. We want to be that partner for the City of Fort Lauderdale during this historical evolution in your parking program.

4.5 Primary Technologies of System and Ability to Migrate Data [RFP 4.2.4.E]

REQUIREMENT: RFP Section 4.2.4.E

E. Elaborate on the primary technologies of your smart parking system's features, functionality, and the ability to migrate data from our current parking management system (T2 FLEX);

Conduent's smart parking system consists of our eTIMS® Ticket Management System, CitySight® Enforcement applications, Merge®, and Beat Generator™ systems. These systems, which are fully integrated, will interface with the various other technology offerings we are providing the City in support of the smart parking program. In reference to our data conversion capabilities, we have extensive experience converting multiple clients from the incumbent vendor, T2 Flex, in addition to our proven data conversion methodology, effective start-up techniques and technologies, and reliable controls to provide a smooth transition with no disruption to Ft Lauderdale's service to the public.

- Proven Technologies
- Fully Integrated System
- Experience Converting from T2 Flex

Primary Technologies

Our eTIMS® system primary technology stack consists of a Java Web Based Front End application using Oracle as the Backend Database. The eTIMS® system is a comprehensive ticket management system. As outlined in Figure 4-16, these are the component of our overall solution.

Our eTIMS® solution consists of Citation Management, Notice Management, Cashiering, Pay by Web, Pay by Phone, Lockbox Processing, Data Entry, DMV Interface, Adjudication, Court Case Management, Boot and Tow, Fleet Management and Permit Management as key functionalities we can offer the City.



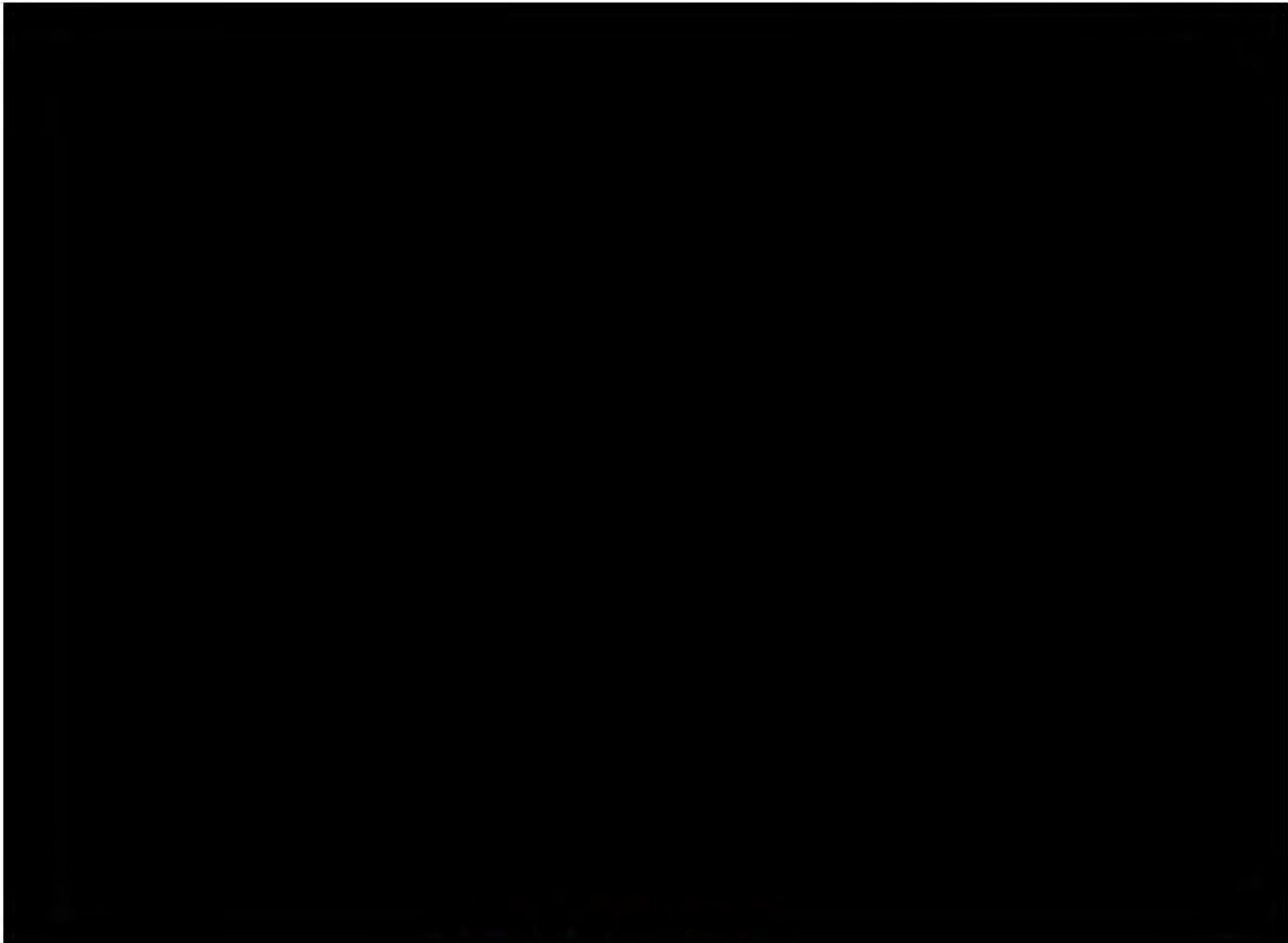


Figure 4-16. Solution Overview

CitySight® Enforcement and CitySight® Enforcement Manager consists of our mobile enforcement application which is written natively for [REDACTED] which runs on mobile devices [REDACTED]

[REDACTED]

CitySight® Enforcement, our mobile enforcement application, can be seen in Figure 4-17 and CitySight® Enforcement Manager in Figure 4-18.





Figure 4-17. CitySight® Enforcement Mobile

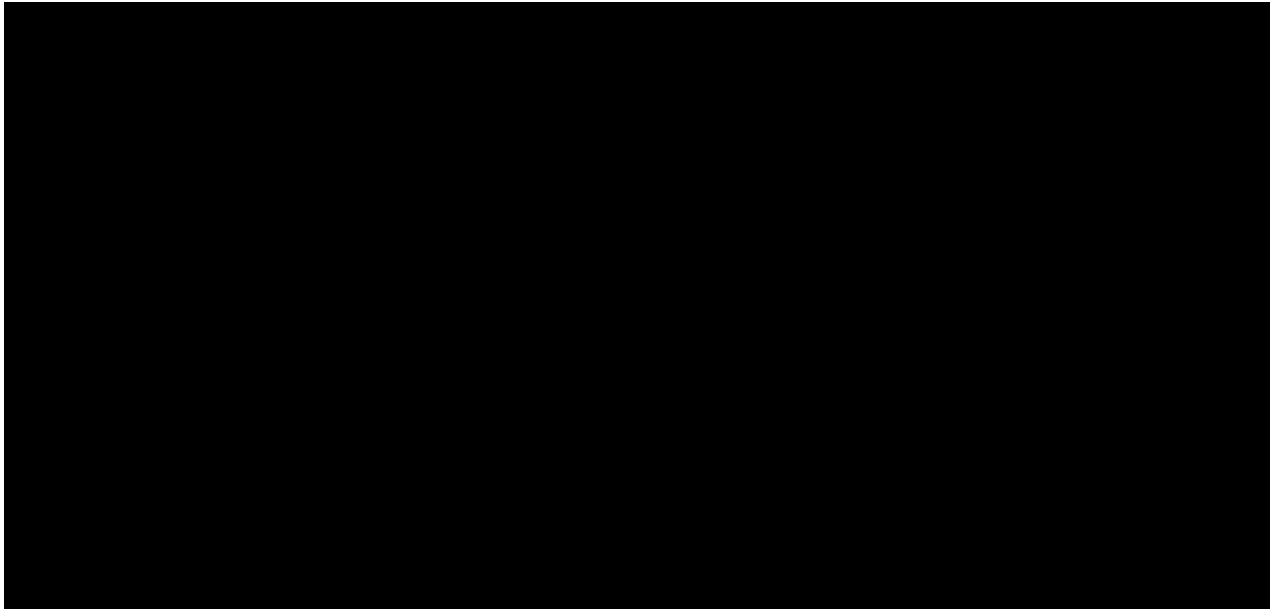


Figure 4-18. CitySight® Enforcement Manager

Data Conversion

We will work collaboratively and proactively with the City, as we do with our other clients, using industry accepted project management and data conversion processes to plan, design, test, train, and implement a seamless transition as part of the conversion. We understand the importance of staffing and we will assign an experienced Conduent professional that will act as Data Conversion Specialist providing the City critical support. We will also develop a Requirement Traceability Matrix and Gap Analysis Report with the City and in support of the conversion.

Conduent is very confident that we can handle the City's conversion needs. We have successfully converted multiple clients from the incumbent vendor T2 to eTIMS® with Conduent, the incumbent vendor's conversion teams, and the client working together. We will work with the City to mitigate any

risks associated with system conversion. However, regardless of the proven success of our data transfer and system conversion processes, ultimate success of the City's system conversion and data transfer is contingent upon the degree to which the incumbent vendor provides complete data in a timely manner. Conduent will do everything possible to ensure smooth transition, but we will depend on the City to ensure that its current vendor provides necessary data in a timely manner supporting transparent conversion according to schedule. The conversion plan and timeline must be agreed to by all parties during the system requirements stage and all parties must agree to adhere to the timeline and plan.

4.6 Dynamic and Adaptive Reporting [RFP 4.2.4.F]

REQUIREMENT: RFP Section 4.2.4.F

F. Elaborate further on the dynamic and adaptive reporting capabilities of your parking system;

Conduent's leadership and specialization with parking analytics—ranging from dynamic pricing recommendations, collections analysis, studies concerning recidivism, amnesty reviews, predictive enforcement, the return on investment of equipment, citation fine and penalty recommendations, etc.—differentiates our solution. The key insights we gained from this work provide us with opportunities to create dynamic and adaptive reports for our clients.

In addition to a wide array of standard reports, Conduent will provide the City with true analytical insights that identify patterns in data and reveal the underlying importance of those patterns. We will help Fort Lauderdale turn big data into smart data.

Our team of domestic and international researchers is unequalled. Our data scientists have advanced degrees and training in computer science, engineering, math and statistics, economic theory, computer vision, and machine learning. Our data scientists are big data wranglers, massaging and organizing vast amounts of data and applying their remarkable skills and industry knowledge to provide proactive solutions. They know how to harness a variety of data sets to generate analytical models. Our data scientists work with Conduent Labs, our international research and development group, to solve complex parking problems in the United States and abroad. Together, we will apply that know how to create parking strategies and recommendations distinctive to Fort Lauderdale.

Trade Secret Content Begins

In addition to a package of existing dashboards concerning meter use, revenues, parking enforcement, officer performance, and collections, Conduent will create dashboards specific to the City's needs, allowing access to and manipulation of the data inputs and filters. These dashboards, exemplified in Figure 4-19, will display a variety of relevant information about Fort Lauderdale and can include customized maps. The filter can include the day, the hour, badge, officer name, violation type, and other inputs. The filters are configurable based on available data.

Our platform of choice for data visualization is an open source tool called Tableau. Tableau provides customers with a management tool that can be modified on the fly. Our proposal assumes we'll provide six licenses to the City. Alternatively, should the City have its own Tableau licenses, it can access the dashboards online or via a desktop workbook, depending on the license type.

We've implemented dozens of dashboards to client specifications to help address a variety of challenges, like:





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Figure 4-19. Citation Management

We can present information desired by our clients,

Conduent provides alternative dashboards to display information about enforcement metrics.

In addition to quantitative studies, understanding performance requires qualitative analysis. As a result, we have developed visualizations that allow supervisors and managers to determine how an employee is performing against a productivity average or benchmark while also assessing the quality of that individual's citations.

There are many ways to study and portray performance, and we're really only limited by the available data and our imaginations.

All of our reports are exportable as XLS, PDFs, and other file types.



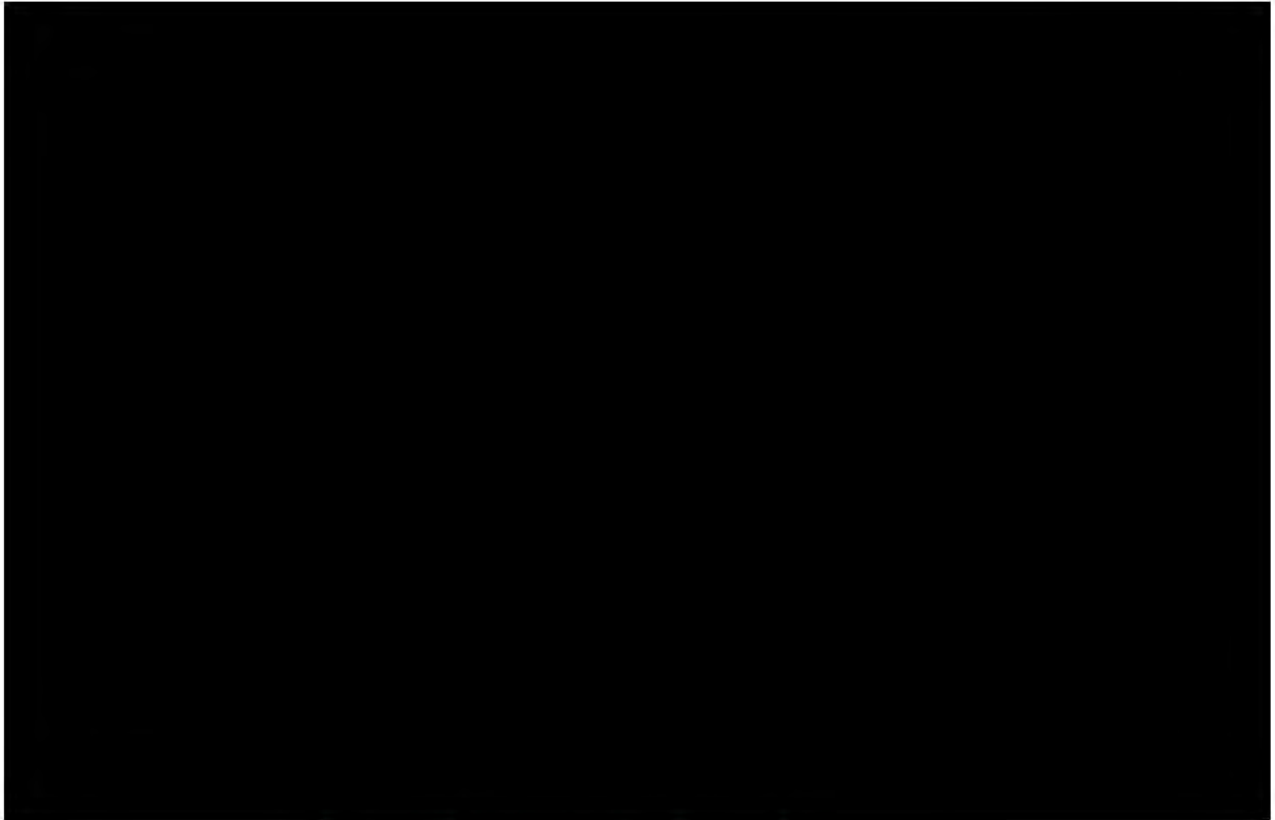
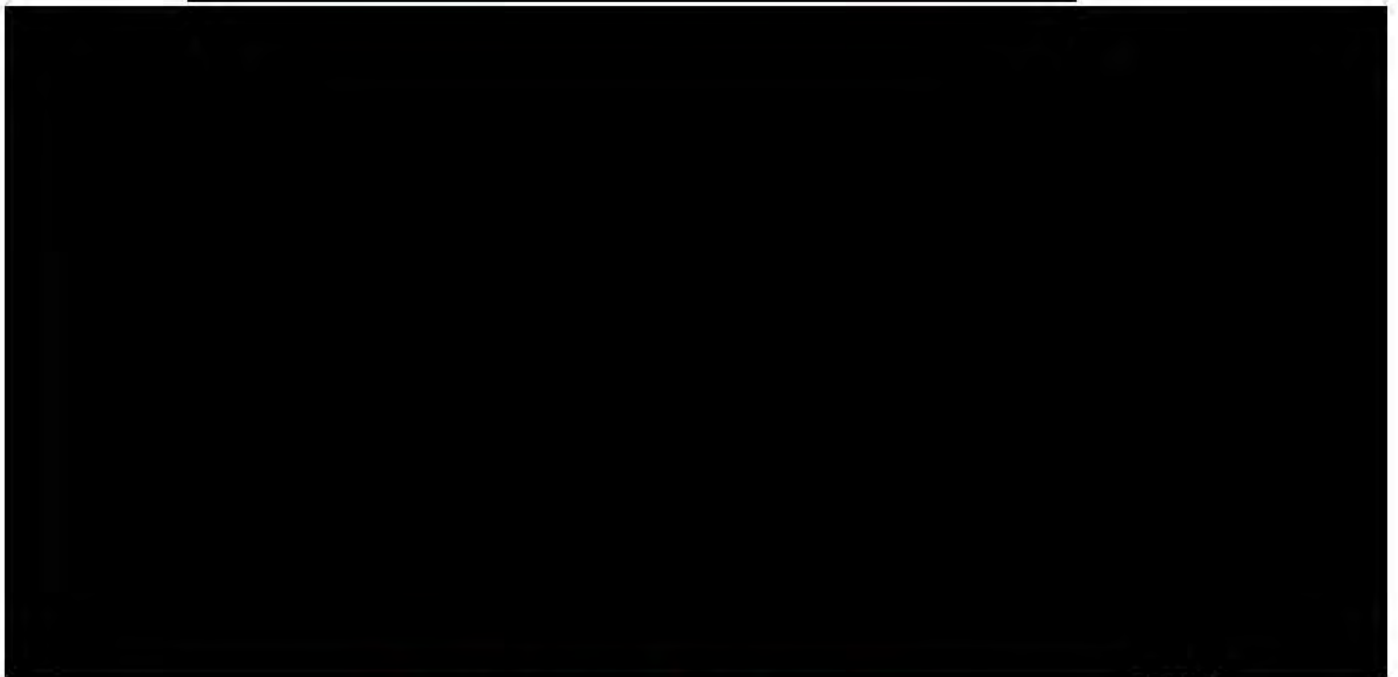


Figure 4-20. Understanding Gaps in Performance

[Redacted text block]

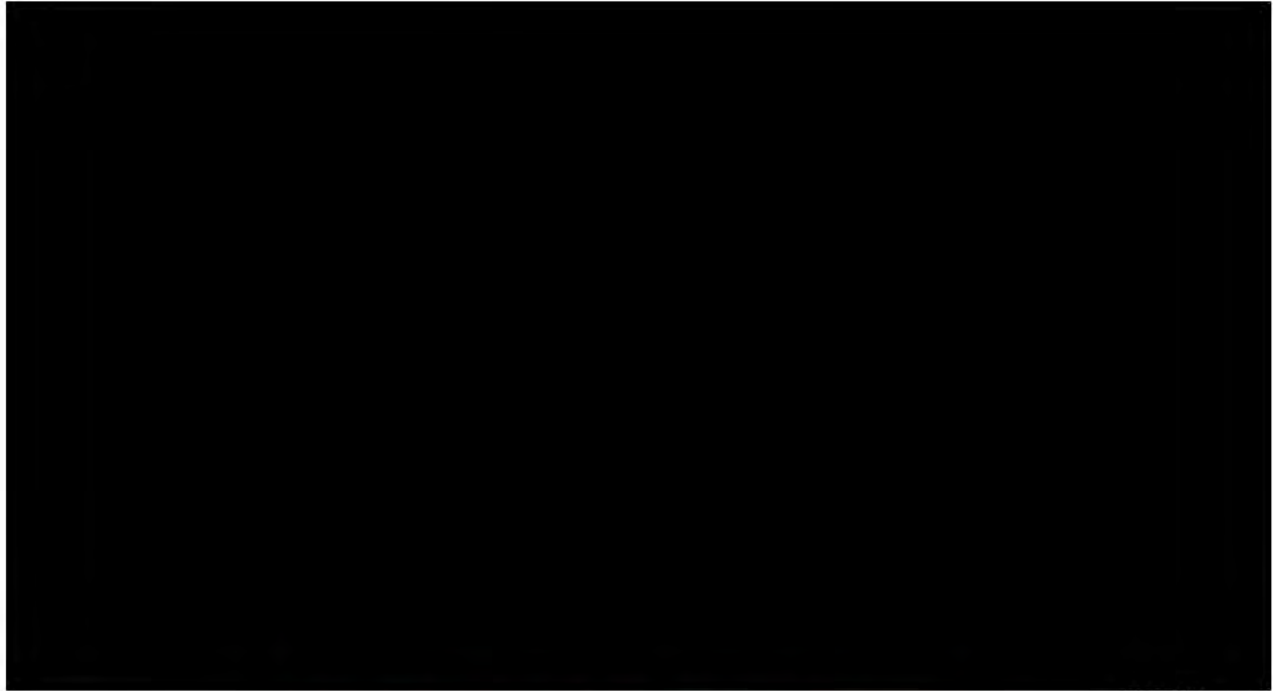


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Figure 4-21. Comparing Performance Gaps

[Redacted text block]





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Figure 4-22. Quantitative and Qualitative Performance



Trade Secret Content Ends

We look forward to sharing additional data visualization designs and ideas with Fort Lauderdale and working to realize the City's goals.

4.7 Maintenance, Accuracy and Warranty [RFP 4.2.4.G]

REQUIREMENT: RFP Section 4.2.4.G

G. Elaborate further on the proposed parking system maintenance, accuracy and warranty;

The City requires a vendor capable of not just implementing effective parking systems software and hardware but one qualified to provide reliable on-going maintenance. Conduent proposes to supply the City with expert maintenance service and support for our proposed software, hosted system, and hardware to deliver a comprehensive smart parking solution for the City of Fort Lauderdale.

Unlike other vendors, we are a true systems integrator and technology provider. Our software and related systems are highly configured and customized to meet the unique needs of each of our clients. To be a true partner to our clients, we realize that we must do more than just provide citation processing and enforcement software, hosted solutions, and hardware. We must provide reliable and responsive maintenance and support for these systems. Throughout the sections that follow, we describe our expert maintenance plan and approach.

First, our proposed eTIMS[®] solution is a fully-hosted solution that relieves the City from having to worry about hosting, supporting, and maintaining a solution. Throughout the entire contract term, we will provide support and maintenance for all software and hardware proposed for this project. Standard system maintenance is scheduled on a monthly basis and software updates and upgrades are on a six-week release cycle. For both standard maintenance and updates/upgrades, we anticipate minimal requirement for City resources – but if any City resources are required for a specific task, the requested support will be



coordinated with our technical team and the City's team. Conduent will also help support the City with tasks such as adding users or agency units and maintaining code tables.

The availability of functional smartphone software is critical to any successful parking enforcement operation. To that end, we provide maintenance and warranty coverage designed to maximize uptime and responsiveness to outages.

Our contract structures vary greatly from city to city—as each City's requirements and operating environments are unique. Typically, first level support for maintenance and warranty services issues are managed primarily by the City's local IT department at the site. In the event first level support cannot be completed locally, units are returned to the manufacturer where more complex repair or replacement services are provided under warranty coverage. Equipment is shipped and returned from the manufacturer using an organized asset management (repair and replace) process.

To ensure that mobile devices can be quickly and efficiently replaced for diagnostics or software repair without disrupting enforcement operations, we recommend a spare inventory of 10 to 15 percent, depending on device types and conditions. We welcome the opportunity to discuss our experience and recommendations for developing a centralized depot location and hot swappable inventory system with the City in greater detail during negotiations if we are fortunate enough to be selected to provide software and services to the City.

Software maintenance is the responsibility of Conduent and is also coordinated by our project manager. Software customization, enhancements, and other development are completed by system professionals in our data center. Unit testing may occur on test units at our data center, however, new software versions and fixes will be pushed out to all units locally, to avoid disruptions to the City's program and allow for the expeditious return of handheld units into service.

To support this program, we propose a multi-faceted approach to maintenance, consisting of:

- On-site coordination from implementation team and ongoing program management
- Remote support through Conduent's 24/7 Help Desk
- The use of a centralized depot and hot swappable "loaner" units

This approach has been highly successful in other large cities with similar environments.

Software accuracy is another critical element to ensure enforcement is performed fairly and in compliance with City regulations. The application is table driven. During the initial configuration, the tables will be loaded by Conduent and all elements tested on the devices locally. Once the application is in production, changes to the tables (such as the addition of a new violation code, new street name or updated fine amount) will be performed locally. All changes are pushed to a test environment initially. Once the application is verified, the changes are pushed to all units. Our tables retain history on changes and authorized users are able to check the last time an enforcement unit was synchronized and updated files successfully loaded. Additionally, each time a user logs onto CitySight®, the system automatically downloads the most current version of the software, including all active tables. A message is provided at the completion of the synchronization informing the user that the process completed successfully.

Conduent provides an integrated solution which delivers superior performance for citation processing, dynamic pricing and issuance of citations for parking violations:

- Conduent robust Citation Processing system and subsystems, eTIMS®
- Merge® our award winning Dynamic Pricing Solution
- Conduent's proprietary CitySight® Enforcement
- Outstanding hardware from Zebra is a proven performer for parking and compliance enforcement
- Compatible integration with pay-by-phone providers, multi-space and single space smart meters, PARCS, and other systems coming in the future



The Conduent Support Team

Core eTIMS® Group. Located in our data center, this group includes programmer/analysts whose primary focus is code and table maintenance and enhancement of the core eTIMS® software that supports all of our citation processing, enforcement, and smart parking customers.

Distributed Processing Specialists. Also from the data center, this group develops and supports those functions which are integrated into, but distinct from, eTIMS®, such as Pay-by-Web and Pay-by-Phone, Adjudication, ReportWeb, etc. This group also includes staff to support our CitySight® Enforcement Suite, for handhelds.

Client-Specific Groups. Each client is supported by programmers and analysts who make and maintain the tables and special eTIMS® code which has been developed to reflect the business rules or program features unique to the City of Ft. Lauderdale.

Data Center Operations Group. This staff is responsible for ensuring that all required production jobs run on time, correctly and completely.

4.8 Market Size [RFP 4.2.4.H]

REQUIREMENT: RFP Section 4.2.4.H

H. Provide insight into how large the global smart parking technology and services market is and how large it will be in terms of revenue and parking spaces by the year 2025 and beyond;

The evolution of Smart Parking technology for cities across the globe is swiftly compounding in an upward trajectory. In order to maintain our place at the tip of the sphere of Parking and Mobility industry, Conduent is committed to constantly raising the bar in the areas of technology, service and integration to ensure that we can offer our clients the myriad of solutions which meet and exceed their unique and diverse needs.

Through this industry leading RFP, the City of Fort Lauderdale clearly understands challenges of managing its diverse, limited, yet multi-use parking inventory and has set the bar of expectations high. Conduent is confident that we are the right partner for today and the evolving future.

Conduent believes good partnerships create great programs, evidenced by our long standing client base which many have eclipsed more than 25 years. We have stood by many of our client cities from basic handwritten citation program startups through the evolution of the smart parking systems which exist today. We have helped cities deal with population and destination growth, political changes and challenges, poor performing incumbent transitions and the evolution of Smart Parking and transportation technology and services. We are confident that if selected, Conduent will help the City create a world class Comprehensive Parking Demand Program.

A large part of our success is due to keeping a sharp finger on the pulse of the ever changing and varying needs and challenges of our clients and gearing our technology and services toward addressing those needs. A few of our recent Smart Parking solutions borne from client needs include:

- CitySight® Enforcement and Management Suites
- Conduent's Beat Generator
- Powerful Data Analytics Suites
- Merge® Integration System
- eTIMS® Refacing Platform

Smart Parking now and in the future

- Partnership, trust and Commitment
- Technology
- Multi-use
- Integration
- Customization and Flexibility



An increasing number of Smart Parking companies and technologies are emerging every year. The majority of these companies and technologies have been proven unsuccessful for a number of reasons. Conduent attempts to investigate and evaluate all new Smart Parking resources and technologies to determine their applicability, reliability and service delivery so that we can make qualitative recommendations conducive to our client's goals and objectives.

While parking resources continue to decrease, Smart Parking solutions will increase. Currently, many parking resources are giving way to development and the questions being asked are increasingly changing from when to build new parking spaces to how to more efficiently manage the spaces we currently have. This concept gave birth to the immense boom in Smart Parking technologies and services we see today. Conduent's offerings are geared toward answering that later question. Understanding that our clients are faced with managing increased demands for access with a decreasing number of resources drives Conduent's solutions and technologies.

Successful integration is an important key to successful Smart Parking implementation. Our ability to understand and improve our solutions, build partnerships and integrations with other industry leaders in their specific disciplines is one of our resultant proven philosophies. Conduent prides itself on being an agnostic integrator. We seek and partner with other service providers with proven success in their space and ensure that their products, technology and services match the vision and needs of our clients. We understand that the demands of your user groups and stakeholders increase every day. While implementing complex Parking Demand Programs, transition should be intuitive and easy for your users and stakeholders.

As the City has indicated in its RFP, revenues have continued to grow for the past three documented fiscal years. We would argue that Smart Parking evolutions have been a contributing variable to this increase. It would be presumptuous to quantify the precise volume of spaces and revenue potentially generated in 2025. However, recent publications have rendered mixed findings on the actual value of smart parking in the future. Published Smart Parking predictors have varied from \$350 to more than \$500 million by the year 2025. As such we have provided a few contributors and variables based on our in-depth research and understanding of the current trends, drivers and technology in Table 4-4.

Table 4-4. Smart Parking Trends

Asset	Trend
Meters	Technology is driving towards smarter meter technology which will provide additional usage trends, functional status, speed and integration.
LPR and Mobile Payments	LPR and Mobile Payment integrations are leading towards LPR enforcement thus reducing the number of meters and enforcement personnel.
Demand Pricing	Increasing multi-use demands for on-street spaces are driving demand pricing and increase revenue.
Data Analytics/ Management Systems	Conduent's data analytics suites will lead to greater program efficiencies allowing for greater program accountability and a potential reduction if program costs.
Driverless Vehicles/ In car Apps	Driverless and battery powered vehicles are swiftly being deployed. Cities are being forced to adopt policies and ordinances surrounding their use. In car apps also present new integration opportunities. Conduent will aide in the review and transition of these technologies to ensure the Cities core visions are maintained.
Environmental Conditions	Changes in environmental and preservation laws will influence the direction of smart parking technology impacting pricing, asset volumes, multimodal usage and driver behavior.

Smart Parking technology is here to stay. As discussed above, there are a multitude of variables, challenges and opportunities the City of Fort Lauderdale will face in the coming years. Conduent believes we are the right partner to embark on this future with the City of Fort Lauderdale. We will provide a



partnership of trust, competence of technology and integration along with the flexibility to provide customized solutions; this is the recipe for a successful implementation and deployment of the City of Fort Lauderdale's Comprehensive Parking Demand Management System.

4.9 Financing Models [RFP 4.2.4.I]

REQUIREMENT: RFP Section 4.2.4.I

I. Describe what financing models being used for a smart parking project;

With a breadth of clients across the world, Conduent has the flexibility to structure its pricing to meet the needs of our clients. Since each client is different, we are accustomed to varying financial models.

Across our client base, our contracts range across financial structures of fixed fee, revenue share, transaction fee, implementation milestones, volume based, and per seat to name a few. To enable the City consistency with its budget planning, we have structured our pricing as a flat fixed monthly fee plus our implementation fees. As a financially stable company, we offer the ability to absorb the risk of volume fluctuations through our monthly fee so the City can budget consistently. For price evaluation, we encourage the City to evaluate based on the Return on Investment and consider each vendors' ability to deliver incremental new revenue potential.

Given that our applications are established, we are in a unique position to streamline implementation of your smart parking program since the major implementation elements are configuration changes versus raw application development.

4.10 Financial and Operations Interest [RFP 4.2.4.J]

REQUIREMENT: RFP Section 4.2.4.J

J. State whether Proposer is offering a shared financial and / or operational interest with the City for some of or all of the proposed development.

To help it achieve its comprehensive parking demand management needs, Fort Lauderdale would best be served by a partner with a shared vision and aligned interests.

Conduent has worked with many municipal clients to structure mutually beneficial financing models whereby we share some level of financial and/or operational interest with our clients for development or other aspects of program performance. We would welcome the opportunity to discuss financing models that include a level of shared risks and rewards with Fort Lauderdale in support of our offering.

Conduent has a long and successful track record of working with municipal parking clients to develop partnerships that are built on mutually beneficial financing models and supported by agreements that reflect shared incentives. These structures can often help to ensure proper alignment of contractor and City objectives and strengthen our overall client partnerships. In some cases, we use service level agreements (SLAs) to achieve such alignment. Oftentimes, we have penalties and bonuses built into our agreements. In some cases, we utilized shared financial models and/or operational interest with our clients for certain development, services, or equipment costs.

Aligning incentives and with models that share risk and reward

- Establish current program baseline data
- Develop program goals and desired performance metrics
- Establish shared financial and operational interest models for enhanced service offerings or subsequent occupancy detection equipment purchases
- Approach aligns client-vendor incentives and reduces the City's risks and upfront costs



Establishing an effective Shared Financial and Operational Interest model requires specific baseline metrics and mutually agreed upon future performance standards. These structures also require detailed discussions and consensus about the policy actions that the City is willing and able to make in order to achieve desired outcomes and the vendor actions that the City is willing and able to authorize. As such, our proposal includes a general description about possible approaches and characteristics of a “gain-sharing” model, the specifics of which would be subject to negotiation and developed over the course of a series of meetings between Conduent and the City.

In the case of Fort Lauderdale, an effective way to align our interests and reduce total upfront costs to the City could come from a structure by which Conduent absorbs some or all costs associated with detection equipment purchases (sensors, LPR systems, or CCTV cameras) that occur after the initial phase of the contract. This approach would require that the City and Conduent agree on baseline program performance metrics. Based on those initial metrics, new performance goals could be established in support of subsequent technology purchases.

Conduent would then develop technology plans to achieve improved performance and offer subsidized pricing to the City for equipment purchases to facilitate such improvements. Conduent would share in the overall performance improvements by being compensated an additional fee when the new metrics are achieved—thus sharing in the upside. Conversely, if the agreed upon higher performance metrics are not achieved, the City would not incur added costs above and beyond the subsidized technology costs incurred at the time of deployment—thus having Conduent share in any risks associated with purchasing additional technology with the City. This approach would limit additional capital expenses by the City as the program evolves over time.

We look forward to discussing financial and operational models that are aligned with the City’s stated policy objectives and we are confident that we have the capabilities and expertise required to achieve those goals.

4.11 Develop, Train and Maintain the System [RFP 4.2.4.K]

REQUIREMENT: RFP Section 4.2.4.K

K. Describe Proposer’s financial capability to develop, train and maintain the proposed parking system;

With a legacy spanning more than 35 years, we have sustained financial stability through responsible growth and investment. These core principles are the key to our tenured and success and have made us the leader in parking, transportation and mobility solutions and the largest Multi-Service Business Company in the world.

Conduent has a legacy of consistent financial steadfastness which underscores the strength of our commitment to our clients. We mandate ethical and responsible business practices which are proven and tested. Our extensive and diverse corporate resources allow us to provide our clients with uncompromising service and professionalism along with the ability to adequately support our projects. With a \$6 billion business portfolio, our financial strength and stability allows us to deploy the required technology, assets, staffing expertise and development resources necessary to meet or exceed all of our contractual obligations. From vision through implementation and on-going management, we have the financial strength to support the City of Fort Lauderdale today and in the future.

Financial Strength... there for the long haul!

- Responsible growth and investment
- Accountability
- Ability to invest in our clients
- More than 90k employees
- \$6 Billion global business portfolio
- Award winning solutions



Financial strength is just one part of our differentiators. We pride ourselves on a management infrastructure that includes senior level sponsorship, stringent financial controls, project manager accountability, and continuous performance oversight throughout all levels of the organization.

Unlike most other vendors, we utilize a wealth of training materials and collateral prepared by operations professionals. This ensures that a real-life application is presented during our training sessions. We understand the importance of training our clients to full competence so that they understand the value and are able to fully utilize program assets. We also, provide scheduled refresher and cross-training sessions as needed or as new team members are added to the program. This prevents knowledge gaps as personnel changes occur.

Repeated in our proposal, the City will find references to differentiators that separate us from other parking and mobility companies. In addition to our ever evolving smart parking solutions we employ award winning predictive data suites, dynamic pricing resources, and our use of data analytics to improve our service offerings.

Our financial stability, responsible growth, accountability and wealth of parking and transportation experts ensures that Conduent maintains an ascending level of service for the life of the contractual relationship. Therefore, we are confident in our ability to develop, train and maintain the City of Fort Lauderdale's proposed parking system. We are a partner you can trust will be there for the City for the long haul.

Annual Reports

Below, you will find several links pertaining to our financial standing.

Annual Report including our Audited Conduent Incorporated 2017 Form 10-K - <https://investor.conduent.com/download/companies/conduentinc/Annual%20Reports/2017%20Conduent%20Annual%20Report%20w%2010K.pdf>. The Form 10-K includes the most recent three years of financial statements as well as additional information demonstrating financial stability and ability to meet the financial responsibilities for the requirements to perform this service.

For our complete financial documentation, please visit our Conduent website at https://investor.conduent.com/websites/conduent/English/0/conduent.html#_ga=2.167757693.214260192.9.1524584473-1590052133.1484772414. Additional financial information and previous annual audited financial statements are available as well at <https://investor.conduent.com>.

4.12 Timeframe for Development, Implementation, Training [RFP 4.2.4.L]

REQUIREMENT: RFP Section 4.2.4.L

L. Provide a general time frame for the development, implementation, and training of the new parking system, as well as any additional information that may be beneficial for the City.

Our development, implementation and go-live approach (transitional process) involves in-depth pre-project planning, preparation, research, analytical and client engagement, a solid operational structure and partnerships coordination.

Our primary objective during the transitional period is to minimize operational disruptions, protect client revenue, and sustain customer service levels. Equally as important, we work diligently to reduce transitional risks and protect client security.

We understand that our clients are in a very vulnerable position during the program transition period. The detail of our comprehensive transitional process differentiates us in significant ways from our

competitors. We will use those skills to help Fort Lauderdale build a Smart Parking Demand and Smart Enforcement System which will be considered the benchmark for other cities.

The value of our services and systems is enhanced by our ideology regarding partnership, our project planning, staffing, protection of client risk, and our focus on analytics and innovation. As our customer, Fort Lauderdale will benefit from our ongoing research, development, and system upgrades. Our goal is to ensure that our platform continues to grow and evolve with the City's needs.

Our Transitional Process

- In-depth planning
- 360 degree coordination
- Minimized program disruption
- Revenue protection
- Sustain customer service
- Minimized risk

Conduent will serve as a strategic partner to the City of Fort Lauderdale. We are accountable and take responsibility for delivering high quality services and value for our customers and the only way to maintain that level of success over the long-term for Fort Lauderdale is through:

- Knowledge of the City's requirements
- Understanding Fort Lauderdale's strategic values
- Working continuously to meet and exceed the City's expectations, and
- Providing support of the project, compliance support, system analysis, ad hoc reporting, help desk services and troubleshooting

Anticipating Future Needs

We cannot be successful unless we listen to the client enable the City to achieve its objectives. Excellence is best achieved and maintained by building a resilient partnership for success between Conduent and the City. We will bring our resources, skills, and expertise to bear to help maximize performance, improve productivity, and generating revenue. We have an expert understanding of parking and a vision for the future. Coupled with our capability to manage complex, parking systems efficiently and effectively, we have the tools to make Fort Lauderdale's procurement a success and deploy a dynamic Parking Demand Management System that continues to innovate beyond the implementation date.

Conduent's project implementation services are structured to effectively deliver tested and proven processes customized for our clients to address their primary business objectives. The implementation team works collaboratively with City managers and partners to document scope and requirements, in order to ensure success. Our experience has shown that getting buy-in on those key elements during the early stages of the process are key to minimizing rework and deploying a system on time with the required feature set. The implementation overview below outlines the process.

Implementation Overview

From a project planning perspective, the path to success starts before the kick-off meeting. We will use the time between notice of selection and contract award to lay the foundation for an effective project kickoff and planning work session. Our team will assemble citation data element table forms and forward them to the City. These data tables will help establish the new citation format. Conduent will develop a project kick-off and work session agenda to guide our discussions.



- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Our implementation timeline will track the following path shown in Figure 4-23.

Conduent recognizes the City's vision and desire to implement a best-in-class parking program through the use of innovative and integrated technologies. As such we have assembled our most talented and dedicated management, operations, data scientists, IT professionals and partners all poised to implement a program that exceeds Fort Lauderdale's expectations. Figure 4-24 illustrates our proposed team which we have dedicated to the project.



Trade Secret Content Begins

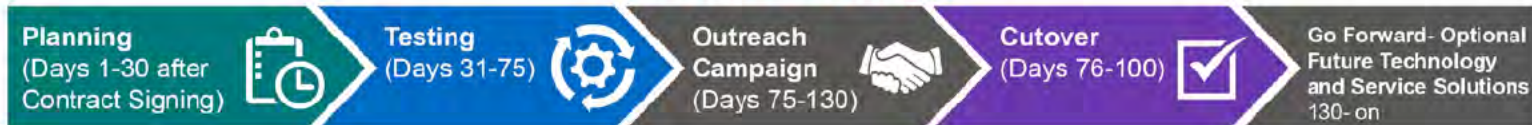


Figure 4-23. Conduent's Implementation Project Plan Phases

Our Implementation Plan consists of four major phases: Planning, Testing, Outreach and Cutover; a proven and successful model for complex implementation.



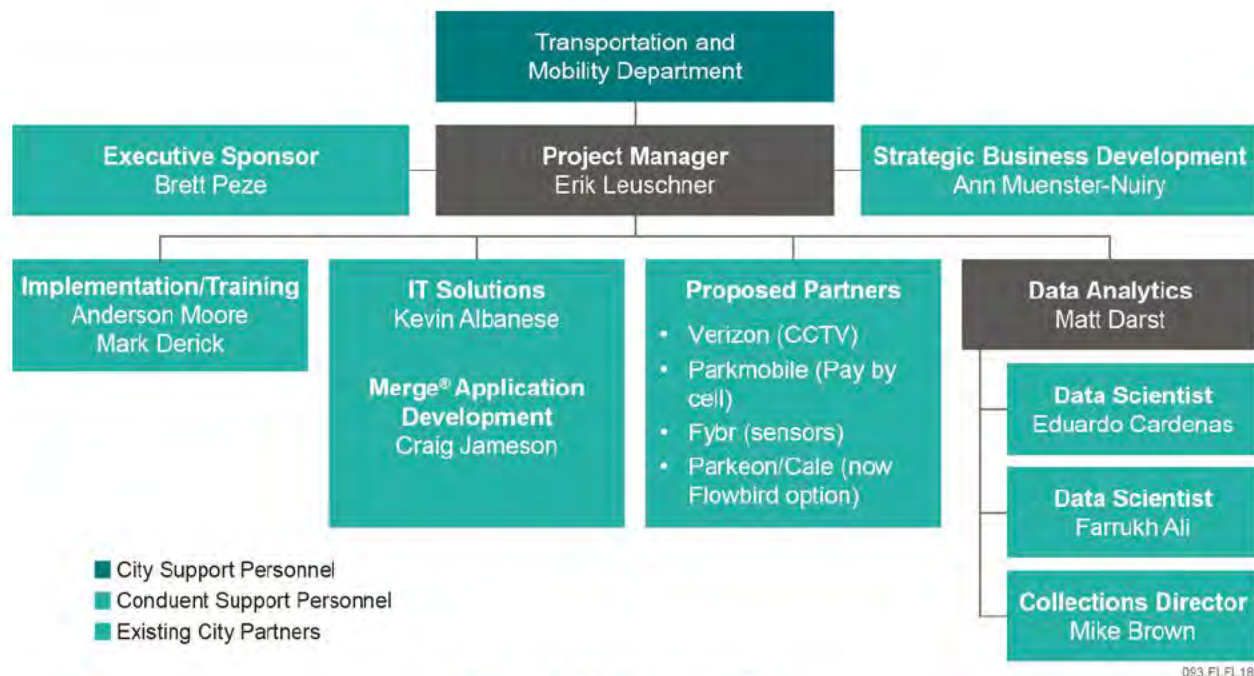


Figure 4-24. Proposed Team
Trade Secret Content Ends

4.13 Feasibility of the Project [RFP 4.2.4.M]

REQUIREMENT: RFP Section 4.2.4.M

M. Include any suggestions or advice regarding feasibility of this project.

In our view, based on this RFP and gaining an understanding of your Transportation and Mobility Department goals and objective, we believe this project is both realistic and attainable with the right partner. We want to be your partner.

It is evident through the City's desire and wiliness to improve upon the initial RFP that the City clearly understand and recognize Fort Lauderdale's primary congestion challenges, the needs of its stakeholders, the speed of which technology is evolving and the need to implement a fully integrated and comprehensive program with a partner you can trust. Conduent has the proven success record, financial stability and possesses the knowledge, skills and abilities to implement the City's vision today and into the future.

Why is Your Vision's Feasible?

- Comprehensive
- Integrated
- Technologically flexible
- Service Oriented

Ft. Lauderdale is at a crossroads, the "department is focused on transforming the City into a vibrant multimodal community in alignment with the community's 2035 Vision plan...." With greater than 16 million visitors in 2017 and a hub that serves a huge influx of commuting workers, the City serves a daytime population of 360,000, congestion mitigation, promoting multi-use spaces, demand pricing while protecting pedestrian safety is of upmost concern and importance.



The City's project is not only feasible but it is prepared for success. The city has a comprehensive vision and Conduent along with our team of industry best partners can help the city execute that vision. In addition to our ability to integrate with the City's current partners, Conduent possess and deploys myriad of award winning tools and systems to ensure the success of the program. We also believe that careful, detailed and contingency planning will significant to the success of the project. Therefore, we have dedicated a team of experienced experts to prepare, implement and execute the project. This will ensure continuity which is key to the success of complex integrated solutions.

In concert with requirements outlined in the Scope of Services, Conduent offers the following suggestions to enhance the overall performance and efficiency of the program, delivering increased customer service.

Access and Multimodal Options

Parking meters can serve as a valuable tool to improve access to goods and services and promote modal alternatives to cars. For instance, bike racks on parking meter poles like those featured in Figure 4-25. These convenient bicycle-parking options help to solve the first and last mile problem for customers. As part of the Fort Lauderdale's asset planning, we can recommend the installation of meters in conjunction with bike racks and other transportation components, like EMV charging stations. By promoting modal options as part of the program, the City will help ensure project success.



Figure 4-25. Bicycle Racks and Meter Poles
The provision of bicycle racks on parking meters will enhance modal alternatives.

Signage

Cities have traditionally used meter signs to communicate information about valet zones and rush hour restrictions, but that use is evolving. We recommend attaching signs to parking meters to promote bicycle safety and the use of pay by cell apps. In Los Angeles, our meter signage provides information about cheaper parking options and gets motorists parked faster. Should the City wish, we can even use parking meters and kiosks to direct customers to attractions, businesses, and, most importantly, public transit, providing a valuable way-finding tool that helps address reach.

Mass Transit

The biggest obstacles to mass transit are time and convenience, not cost. By reducing congestion through smart parking policies and practices, we can improve travel times and reduce interruptions. Less congestion equates to more usage, and this will help drive the City's goals of creating cleaner commutes, increasing mode shifts to alternative commutes and public transportation utilization, and reducing emissions.

Parking plays a role in every area of transportation, impacting congestion, affecting safety, and providing access. Parking is, quite literally, the beginning and end of all discussions of mobility. Consequently, we

recommend the creation of a robust public information plan to share the City’s plan and begin the work of changing how parking is perceived. We have helped a number of cities design public information plans, and we would be happy to lend the City assistance in this regard. Multimodal strategies, especially parking strategies, will be a key component to reducing congestion and improving safety and Conduent can help. We can assist the City to dissuade dangerous driving, get motorists off the road during peak periods, and, once a driver is on the road, get him or her parked more quickly.

Mobile Travel Planning

Conduent is pleased to offer our Go-City platform to the City of Fort Lauderdale as an unpriced option. The mobility landscape is dominated by a multitude of app providers, each operating independently and eschewing tools like Google Maps. For customers seeking to weigh alternatives to parking, that’s a problem. Although 95% of travelers planning trips with a mobile device use an app, there’s little incentive to take mass transit, bike, share a ride, or hail a ride. Without an app to compare and internalize the costs of taking a car versus other forms of travel, customers will automatically revert to habit. And, more often than not, that habit is to drive and search for parking.

We implemented our Go City app in Los Angeles and Denver, providing white labeled apps (*Go LA* and *Go Denver*, respectively) that promise to provide one-stop mobile access to public and private forms of transportation. Our platform integrates available methods of transportation. Unlike other efforts to improve the daily commute, these trip-planning apps tap vast commuting and transit data and combine transportation options in a very personal way.

The app aggregates pricing and schedules for public transportation options—such as buses and bikeshare—and private transportation options—like ZipCar and Lyft—giving users a variety of ways to reach their destination and make more environmentally-friendly, cost-effective or efficient transportation decisions. Figure 4-26 provides an overview of the app.

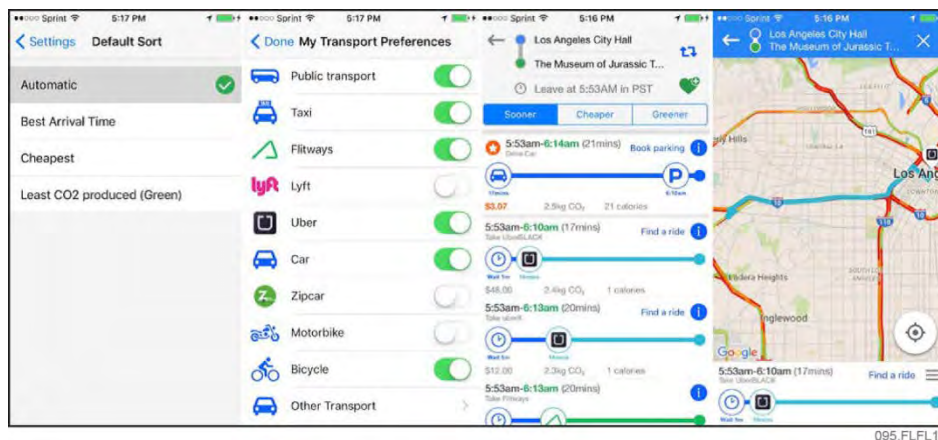


Figure 4-26. Flexible and Personal Mobility Options

Conduent’s Mobility Marketplace provides a tailored routing and decision-making tool for users.

The Go LA and Go Denver apps capture the array of options in a hyper-local way, mixing and matching both public and private transportation options. Beyond the seamless travel experience for citizens, the platform will help the cities glean important information they can use to advance their transportation systems. Anonymous information about destinations and travel modes will be shared with the cities and used to develop insights about travel patterns and preferences and improve their transportation systems.

By taking the user’s destination and, optionally, desired arrival time, the app calculates the different routes available, categorized by “sooner,” “cheaper,” and “greener.” Further, customers are provided details like the anticipated length of the trip, the price, the number of calories they should expect to burn,

and their carbon footprint (the amount of carbon dioxide released into the air). Customers, then, can make informed decisions about the options that best meet their needs. Customers can save trips (like “home to work”), and as the app learns more about his or her preferences, it will eventually recommend trip options.

The app integrates booking and payments, allowing users to coordinate their entire trip with a single button click. Future versions of the app will also include ridesharing so that users can carpool with people traveling in the same direction, as well as routing customers to available parking spaces.

Once enough data is collected, users will be able to create profiles, providing them with benchmarks against personal fitness, financial, and temporal goals, as shown in Figure 4-27.



Figure 4-27. Personal Analytics

Our Mobility Marketplace will provide users with the tools needed to make decisions based on factors that they hold important.

If the City of Fort Lauderdale is interested in adding a ‘GoFtLauderdale’ app as a part of our scope of work, we can develop a requirements definition and mutually agree on an appropriate price change.

4.14 Important Elements of the RFP [RFP 4.2.4.N]

REQUIREMENT: RFP Section 4.2.4.N

N. Include a brief summary highlighting important elements of the RFP.

As discussed within this proposal, parking and demand management are connected in complex ways. The City’s RFP is refreshing in its recognition of this inexorable link between parking and congestion, access, and public safety. By changing behavior and getting motorists parked faster, our solution will help the City realize its Press Play Fort Lauderdale and Fast Forward Fort Lauderdale goals of being a pedestrian friendly, multi-modal City which will contribute to achieving the City’s Vision Zero, congestion mitigation, and modal shift objectives.

Our Conduent solution offering directly ties to these important RFP elements as shown in Table 4-5.

Choosing Conduent offers Fort Lauderdale a terrific parking management partner

- Our enforcement , congestion pricing Accounting / Customer Service Features/ Functionality are in use all over the country
- With Conduent Fort Lauderdale will benefit from some of the most experienced parking professionals systems and services in the U.S.



Table 4-5. Our Solutions and the Key Proposal Elements

Conduent Solution	Important RFP Element
<ul style="list-style-type: none"> CitySight® Enforcement CitySight® Enforcement Manager Beat Generator™ Performance management dashboards Analytical recommendations concerning shifts, fines, and other areas of enforcement as may be requested by the City 	Smart Parking Enforcement
<ul style="list-style-type: none"> Demand pricing and Merge® pricing recommendations System is built and ready for Fort Lauderdale data Conduent parking consulting and best practices; we have designed, operated and managed dynamic pricing programs for cities 	Dynamic Pricing System
<ul style="list-style-type: none"> Merge® interfaces with meters, occupancy detection equipment, and applicable way-finding tools Data analytics and dashboards Program management 	System Interoperability of Parking Equipment
<ul style="list-style-type: none"> Unmatched data analytics capabilities Public education, branding, and marketing Parking guidance through third party apps, or municipal apps. 	Parking Utilization Enhancement
<ul style="list-style-type: none"> eTIMS® citation processing platform meets all your functionality needs DMV access is accurate and extensive including five (5) Canadian provinces Accounting accuracy with our customers handling millions of transactions daily Customer friendly portals enhances customer experience 	Accounting / Customer Service Features/Functionality
<ul style="list-style-type: none"> Strong Conduent ITS group to support the program Fully integrated with partners including many ERP systems Best of class mobile payments with Parkmobile Business Objects serves as a valuable Adhoc reporting tool. 	IT Requirements

Our suite of solutions and services will bring Fort Lauderdale unparalleled tools to address parking now and the demands of mobility to come.

4.15 Systems implemented in the Past Five Years [RFP 4.2.4.O]

REQUIREMENT: RFP Section 4.2.4.O

Additionally, the proposal should specifically address:

O. A list of all dynamic pricing and enforcement systems (by location and services provided) that your firm implemented over the past five years. (Limit last 10 projects)

Conduent has been involved in a number of projects to recommend curbside pricing and has provided enforcement solutions to dozens of cities. Each project has provided insights and has allowed us to hone our software and application of analytics. We are excited about the opportunity to bring this wealth of experience to bear in Fort Lauderdale.

Conduent goes beyond dashboards and reporting, providing real data-driven recommendations to inform policy. We are the only company to successfully deploy demand-based pricing for our customers to date, largely because of our thought leadership concerning segmentation, increments, thresholds, the frequency of rate changes, and the role of time limits.



We go further than simply telling our customers that rates should change; we provide specifics. We offer precise data-supported recommendations concerning suggested increments for rate changes, the time periods the rate changes should occur, the days the rates should be modified, the schedule for future changes, and proposed modifications to time limits, hours of operation, and other policies. This philosophy and work significantly differentiates us in this regard.

Conduent will deliver enforcement software to the City. For most of our citation management clients, we provide full system support, not just enforcement software and analytics. Typically, our engagements include enforcement software as well as citations processing systems (we support citation processing for 20 municipalities using our industry-leading eTIMS[®] system), supporting sub-systems, enforcement software, DMV interfaces, robust reporting and audit tools, fully integrated collections program services, and on-going program management support that will make the City team jobs easier and help the City advance its program forward.

Trade Secret Content Begins

Conduent's parking business has benefited from an unparalleled focus on research and development. These efforts have led to some of the industry's largest and most prestigious contract awards. For example, Conduent was selected by the City of Indianapolis to establish a groundbreaking concession partnership, ParkIndy, and, more recently was selected in competitive procurements to provide the state-of-the-art LA Express Park program for the City of Los Angeles, and ParkDC, the District of Columbia's analytics-driven testing ground for sustainable occupancy detection technology. In each case, these cities were in search of new solutions to parking management that would exceed the capabilities of existing business models and systems—the culmination of these searches resulted in collaborative partnerships with Conduent.

Dynamic Pricing and Enforcement Systems

Demand Pricing Projects

In the last five years, Conduent has helped manage some of the largest demand pricing projects in the U.S. We don't take a "finger in the air" approach to recommending curbside demand-based rate changes. Using machine learning, rates can be adjusted as frequently as necessary to effectively communicate occupancy and manage demand. We can help the City reduce congestion with specific rate and time limit recommendations as we have for other clients.

LA Express Park, Los Angeles, CA. Our work in Los Angeles is detailed in Section 4.3.2 and corroborated by figures in Sections 1 and 10 of Attachment C. LA Express Park represents the vanguard of smart, dynamic pricing projects, and the first use of patented algorithms and best practices to establish rates, thresholds, pricing segments, and increments.

ParkDC, Washington, DC. As discussed in Section 4.3.2, Washington, DC, faced similar issues, and we completed an initial study of almost 1000 metered spaces in the Penn Quarter and Chinatown neighborhoods. We utilized temporal and spatial occupancy sampling (an asset "lite" approach) using partial sensor coverage, cameras (CCTV), and computer vision to determine use patterns as demonstrated in Attachment C (Sections 2, 8, 9, 11, 13, and 14). To date, we've implemented five rate changes. For further information about the specifics of our pricing recommendations, please visit:

<http://ddot.dc.gov/page/parkdc>

ParkIndy, Indianapolis. While managing demand often can be accomplished with pricing, often we can change behavior using time limits. In Indianapolis, Cincinnati, and other cities we studied the time limits at meters to determine if they correlated with City objectives and recommended new time limits to

improve access for customers and the efficiency of the parking system. We analyzed a number of cities and found that there was generally no correlation to rates (-.13), hours (.15), revenue (-.07), or paid use (.00). By extending the maximum stays at the most underused meters, we were able to increase paid stays by 18.2%, improve average meter revenue by 23%, reduce parking meter transactions by 22% (equating to less wear and tear on the devices and fewer staff resources), and a reduce coin use by 10% (increasing credit card use and, again, reducing wear and tear). Year over year revenues improved 22%. Section 3 in Attachment C demonstrates these improvements.

Cincinnati EZ Park, Cincinnati. We applied a mix of rate and time limit recommendations in Cincinnati. First, we analyzed use patterns and proposed reductions in rates from \$1.25 to \$.75 per hour to improve use of a number of parking meters in the Over-the-Rhine neighborhood. Further, we provided recommendations of rate increases at 23% of the metered spaces and holding or reducing rates at 77%. An example of our occupancy analysis for that client appears in Section 4 of Attachment C.

We recommended increasing time limits from 2 to 4 hours at underutilized meters in the OTR neighborhood. Paid use increased in that area by more than 10%, several percentage points higher than any other improvement in the City during that same period. We can apply this analytical expertise to improve the customer experience and revenues in Fort Lauderdale as well.

Berkeley, California. We utilized ALPR cameras to detect occupancy for purposes of determining whether rates were properly structured. The suggested routes for data collection are shown in Section 5 of Attachment C.

Other Client Cities. In Dallas, meter rates were Balkanized. Conduent mapped the locations of 12 different hourly rate structures (from 10 cents to \$2 per hour) and noted that only 10% of the parking meters were represented by 50% of the various rates. We identified underperforming parking meters—those with especially low rates but very high-demand or others with high rates but exceptionally low demand—and proposed new rates to both simplify and improve the effectiveness of metered parking rates. We provided a block-by-block analysis of paid use and initial recommendations to adjust rates: modifications of -25 cents to +50 cents to achieve five easy to communicate rate structures. Where paid use was higher, we made specific recommendations for higher rates and provided maps reflecting recommendations across the City.

As in Los Angeles, we examined the hours of operation for parking meters to determine their alignment with demand. In Dallas, we used data proxies to estimate occupancy to suggest changes. There, we recommended a simplification in operating hours (from 8 different bands down to 4) as noted in Section 6 of Attachment C, as well as an increase in operating hours for higher occupancy meters. Our recommendations would conservatively generate an additional \$770,000 annually. We hope to provide similar services for the City of Fort Lauderdale and improve convenience for customers as well as revenue for the City.

Enforcement Technology Projects

We are offering the City of Fort Lauderdale our enforcement software for mobile devices as well as back-office tools necessary to monitor performance and citation issuance as demonstrated in Section 7 of Attachment C. These Figures reflect our ability to map parking sessions in real-time when PEOs are using our mobile enforcement tool. Citations, timings, duty status changes, and breadcrumb trails can all be indicated using individualized markers. Should managers and supervisors desire to learn more about a PEO's specific location, they can zoom into the area using the Street View feature.

Recent implementations of our enforcement platforms include:

- Waltham, MA, May 2009
- Oakland, CA, in June 2010

- Berkeley, CA, in July 2013
- Cincinnati, OH, in March 2015
- Somerville, MA November 2015
- Arlington, VA, in April 2016
- Yonkers, NY, in July 2016
- Santa Fe, NM, in August 2017
- Cambridge, MA, September 2015 (handheld replacement)

In addition to these implementations, we have participated in the implementation, design, and management of pay-by-phone technologies to a degree not matched by curbside parking vendors. We pride ourselves on being technology agnostic, working with the best and the brightest in the fields of parking and mobility. Conduent has integrated with a variety of pay-by-cell vendors, including Parkmobile in Washington, DC, Los Angeles, St. Louis, Oakland, and Indianapolis, Verrus/PayByPhone in Dallas and San Francisco, and Passport in Boston and Cincinnati.

Predictive Enforcement

As detailed in Section 4.3.1 we've implemented variations of our predictive enforcement and scheduling platform—Beat Generator—in Indianapolis, Philadelphia, San Francisco, and other client cities.

Other Analytics Projects

Conduent is a true analytics provider, moving beyond data storage, reports, and dashboards and providing true operational insights to our clients. Our approach to providing advanced analytics includes:

- Data storage, ad hoc reports, scheduled reports, and dashboards
- Sifting through, classifying, and clustering data using big data algorithms and computer vision.
- Using data scientists and data experts to analyze data, questioning underlying assumptions, to model the operational impact of parking policies.
- Identifying and communicating critical patterns, including data visualization tools as demonstrated by our work for Cincinnati in Section 12 of Attachment C.
- Understanding habits and heuristics.
- Providing recommendations to improve operations by promoting beneficial behaviors.

Analytics should not be reactive. Instead, we use data proactively, solving problems and mitigating risk often before issues are voiced. We will successfully generate “calls to action” for the City of Fort Lauderdale as we have for other Conduent customers.

Multi-Space Meter (MSM) and Single Space Meter (SSM) Transaction Review. We reviewed the

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]



Trade Secret Content Ends



4.16 Photos and Illustration of Work in the Past Five Years [RFP 4.2.4.P]

REQUIREMENT: RFP Section 4.2.4.P

P. Photos and/or illustrations showing work completed over the past five years. (Limit last 10 projects)

In addition to graphics provided throughout our proposal, we have included visuals for a number of projects implemented in the last five years in Attachment C.

4.17 Description of Approach to Implementation [RFP 4.2.4.Q]

REQUIREMENT: RFP Section 4.2.4.Q

Q. A written description of your approach to the implementation. (Limit one page)

Conduent's approach, research, analytical engagement, structure, and views on risk and security protect our customers and differentiate us from competitors. As our customer, Fort Lauderdale will benefit from our ongoing research, development, and system upgrades.

We will serve as a strategic partner to Fort Lauderdale. We are accountable for delivering high-quality services and value for our customers and the only way to maintain that level of success over the long-term is through:

- Thorough knowledge of the industry; continuing to raise the bar for service and technology
- Complete understanding of the City's requirements and strategic values
- Working continuously to meet and exceed the City's expectations
- Providing a platform and methodology that evolves with the City's needs

We cannot be successful unless we enable the City to achieve its objectives. Excellence is best achieved and maintained by building a resilient partnership for success. We will bring our resources, skills, and expertise to bear in Fort Lauderdale to help maximize performance, improve productivity, and generate revenue. We understand all of the complexities and nuances of parking and have implemented a number of complex, large-scale parking systems efficiently and effectively; that foundation, along with our joint vision for the future, will enable the system to achieve the City's dynamic transportation goals. We have the tools to make the City's procurement a success and deploy a dynamic pricing and enforcement system that continues to innovate beyond the implementation date.

Our project implementation services are structured to effectively deliver tested processes customized for our clients to address their primary business objectives. Well-documented scope and requirements are a key component to minimizing rework and deploying a system on time with the required feature set. From a project planning perspective, the path to success starts before the kick-off meeting. We will use the time between notice of selection and contract award to lay the foundation for an effective project kick-off and planning work session. We will use that period to verify scope, document business rules, establish the citation layout, and train enforcement personnel. To mitigate risk and improve the user experience, our implementation team will work closely with the parking enforcement organization to ensure that we fully understand current work practices and improvement objectives.

Our team will collaborate with the City to predefine the acceptance testing requirements before system delivery. We will work with City training personnel to customize training materials to reflect the delivered system and local enforcement procedures. In addition to using data to reduce congestion, optimize sustainability, and improve the customer experience, we can apply analytics to guide decisions about how the City manages limited resources and staff, reducing costs and improving parking revenues.

We can reduce costs and improve revenues by boosting productivity. Our system support and analytics, including dashboard performance views and predictive routing are critical in that regard.

4.18 Hourly Rate for Consulting [RFP 4.2.4.R]

REQUIREMENT: RFP Section 4.2.4.R

R. Your firm's hourly rate for consulting services.

Our data scientists use data classification, data clustering, and the application of statistical and economic theory, predictive modeling, and machine learning to uncover hidden patterns and understand parking habits. This knowledge allows our team to affect positive behavioral change, determine the rate of return on hardware and software, and improve operations for our clients. Our team will bring real world experience to Fort Lauderdale, including specialized functional expertise and years of demonstrated competency.

The hourly rates for additional consulting services are documented in our pricing schedule:

- Data scientist
- Development programmer
- Operations consulting

4.19 Questions [RFP 4.2.4.S]

REQUIREMENT: RFP Section 4.2.4.S

S. Answer the following questions:

1. Does your firm have a product line specific to dynamic pricing and enforcement systems?
2. Is your firm currently or within the past 5 years been under litigation for services performed? If yes, please explain.
3. What sustainable material(s) or practices will you incorporate into the project?

Question 1 – Product Line Specific to Dynamic Pricing and Enforcement Systems

Yes! Merge[®] is a first-of-its-kind, a comprehensive smart parking solution, a smart grid for parking. Our platform was initially deployed in Los Angeles and is now used in a variety of cities. Merge[®] enables guided parking, predictive enforcement, meter and pay-by-cell management, PARCS equipment, and demand based pricing—all layered with analytics. Because of its cloud delivery and open architecture platform it can be deployed both in green-field deployments and existing paid parking systems.

Merge[®] supports greater effectiveness of parking enforcement. Those two components of the Merge[®] system, combined with robust data analytics, can optimize hourly metered parking and help to efficiently distribute demand for scarce parking resources. In doing so, Conduent can improve the customer's parking experience and mitigate traffic.

Merge[®] was designed to optimize the use of valuable data provided by intelligent on-street and off-street parking assets, vehicle detection sensors, pay-by-cell applications, and other systems and provide consolidated information to parking administrators for analysis and decision making. The result is a truly state-of-the-art asset and data management hub built to easily interface with, and maximize the utility of new parking technology products and services. Figure 4-28 depicts the ability for Merge[®] to facilitate extensive integration for comprehensive data management.

Trade secret this next table

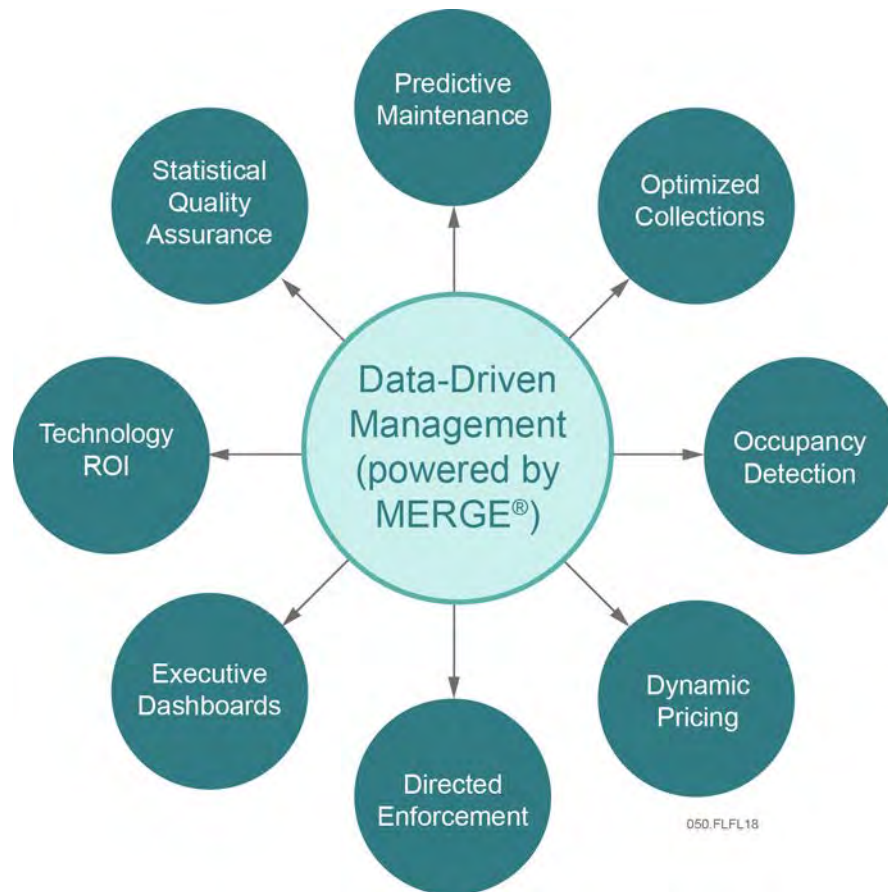


Figure 4-28. Merge® Sphere of Influence

Merge® incorporates data from all elements to best manage a parking program.

As new parking technology is offered, municipal organizations seek to avail themselves of those devices or applications. The problem, however, is that using multiple equipment manufacturers and software applications can lead to disparate systems with dissimilar reporting mechanisms. City administrators and managers cannot afford to spend countless hours consolidating a variety of different data sets into single easily readable format. Merge® addresses this need by consolidating disparate pieces of parking data into a centralized repository which will enhance parking operations tremendously.

Merge® provides parking administrators with comprehensive analytical, control and communications capabilities. It is supported by data repositories and a communications system that facilitates the storing of data, and communications with external systems. The Merge® System consists of five main subsystems:

- Parking Management System
- Dynamic Pricing System
- Collection System
- Parking Guidance System
- Enforcement System

Merge® processes instant information for networked on-street and off-street parking spaces and provides maintenance, payment and collection status, customer service response data, and, when coupled with sensing, other detection technology, or analytics, occupancy. Merge® is also equipped with Conduent's proprietary dynamic pricing engine which can be used to recommend parking rates based on historical occupancy data as well as adjust parking prices by predicting demand using data from current conditions.

Using asset information and global positioning coordinates about the City's parking infrastructure, (i.e., on-street spaces), Conduent can provide an on-line, user-friendly, and integrated system that inventories parking assets. The system records paid use, including current and historical payments. Merge[®] captures automated equipment alarms and maintains a log of all reported repair and maintenance work.

Merge[®] is more than just a data repository. Our system makes the process of managing parking easier for cities and its riders and visitors alike by:

- Tracking garage and lot occupancy to feed traveler applications parking availability via a green, yellow, or red code
- Allowing parking enforcement personnel to determine whether a lot or garage space has been paid via cell phone before issuing a citation
- Providing for greater equipment uptime by alerting maintenance and repair personnel of meter outages or issues
- Providing user-friendly and operationally convenient and effective on-line access of equipment outage and repair data through a consolidated view via the General Inquiry Screens
- Giving customer service personnel the necessary information to quickly and efficiently resolve inquiries or complaints

More About Merge[®]

The solution is a proven one, first being deployed in downtown Los Angeles as part of the LA Express Park project in June 2012. There, Merge[®] uses the data from smart meters, off-street parking and over 6,000 on-street parking sensors to get a complete view of parking demand and behavior in a six square mile area. As demonstrated in Attachment C, Figure C-21, Merge[®] feeds this data in real-time to dashboards, reports, and predictive analytics; even smart phone applications and a vehicle's navigation system to provide guided parking, i.e. to provide motorists with actual parking rates and guidance to available spaces.

Merge[®], powered by a proprietary pricing engine, supports the evaluation of occupancy trends on each block face and calculating optimal parking rates within the City specified constraints. The idea is to redistribute parking demand across various block faces in the vicinity so as to maximize occupancy in low demand areas while creating available parking spaces on the congested ones.

By improving parking availability, Los Angeles sought to achieve two overarching goals: (1) save time and (2) improve traffic flow. Time is a valuable asset that is wasted in congestion, looking for spaces, and figuring out how to pay meters. Merge[®] also increases internal efficiency by removing all of the time spent by staff consolidating reporting; now all reporting is provided in the same format from each different parking application in real-time. Through Merge[®], we recommended hourly rate reductions at more than 60% of the meters and increase at just 27% of the devices, an average rate reduction of 11% across downtown.

The results:

- Increased space availability of between 10-30%
- 10% reduction in parking congestion (cars cruising and circling looking for a space)
- High levels of acceptance from users
- An important increase (2%) in revenue

The success of the program led to its expansion to the Westwood area of the city (UCLA) area, and to Hollywood, one of the most congested neighborhoods of Los Angeles.

DC has implemented five rounds of rate changes using Conduent's recommendations since October 2016, and the results have been:

- An increase in blocks at pricing equilibrium (from just 57% in Round 2 to 72%)
- Improved use of underused parking spaces (19% to 33%) and a 59% reduction among blocks initially at peak occupancy
- A reduction in the average stay (from 66 minutes to 60 minutes)
- A reduction in the average time to find a space during peak periods and an improved perception of parking availability
- Steadily increasing meter revenue (17% increase: 12% at the meters and 22% for Parkmobile payments)

The design of Merge[®] was and continues to be heavily influenced by direct feedback from subject matter experts, researchers, industry experts, and our client community. The result is a truly state-of-the-art asset and data management hub built to easily interface with, and maximize the utility of, new parking technology products and services. Merge[®] is designed to optimize the use of valuable data provided by intelligent meters, PARCS equipment, vehicle detection sensors, pay-by-cell applications, and other systems and provide consolidated information to administrators for analysis and decision-making.

We have studied a number of different potential dynamic pricing methodologies, but Merge[®] provides several essential technical advances:

- Addressing the fundamental problem of using average occupancy calculations. An underused morning and a congested afternoon can give a perfect average. Instead Merge[®] uses utility functions. This leads to only slightly more complicated algorithms, but remains easy to communicate and has the advantage that municipal officials can better control their parking goals;
- Merge[®] also employs learning algorithms to predict future demand based on real-time data. When setting rates in real-time both the actual parking situation is taken into account as well as the expected change during the entire parking stay;
- Conduent goes beyond simply noting whether rates should increase, decrease, or stay the same. As discussed in our response, we provide recommendations concerning increments, frequency, segmentation, and even the use of time limits to change driver behavior.

Analytics – Enforcement Improvement

Conduent offers a predictive enforcement suite, including our proprietary Beat Generator™. We have eight patents pending to determine the likelihood of citations and route enforcement personnel in the most efficient manner. Towards that end, we can help Fort Lauderdale by recommending:

- The right enforcement, maintenance, and collections staffing levels during different times of the day.
- The size and shape of the beats to be worked by enforcement personnel.
- Routes for enforcement personnel to walk and drive to optimize their productivity.
- The right fine amounts to promote compliance without impacting revenues.

Additional aspects of our enforcement products, including citation issuance platforms (CitySight[®] Enforcement), violations processing (eTIMS[®]), and analytics is described thoroughly in Sections 4.3.1, 4.3.2, 4.3.3, Attachment C, and elsewhere in our proposal.

Question 2 – Litigation for Services Performed

On an ongoing basis, Conduent State & Local Solutions, Inc. (“Conduent”) is subject to various legal proceedings, inquiries, claims and disputes that arise in the ordinary course of business and that would not be unusual for a company of our size and scope of operations. Set forth in Attachment B is a disclosure of litigation in which Conduent (formerly known as ACS State & Local Solutions, Inc. and as Xerox State & Local Solutions, Inc.) has been involved within the past five (5) years, as well as mediations, arbitrations, and other alternative dispute-resolution proceedings, and administrative actions. The list does not include: (i) administrative matters that do not involve contested, “trial-type” proceedings, (ii) routine collection matters, (iii) employment disputes, (iv) bid protests, or (v) matters arising outside of the United States. Further information is available upon request.

With respect to those matters that are still pending, Conduent does not believe that they would have a material adverse effect on our company’s financial condition or our ability to carry out the proposed contract if awarded. Further information with regard to material legal proceedings involving Conduent may be found in the periodic disclosures to the Securities and Exchange Commission, under Forms 10-K and 10-Q filed by our ultimate parent company, Conduent Incorporated.

Question 3 – Sustainable Material(s) or Practices

Conduent is not an equipment manufacturer. We are an integrator and work with a host of environmentally responsible companies to provide sustainable solutions. Our vision for Fort Lauderdale is a sustainable, asset-lite smart parking system. We can predict demand utilizing fewer assets than traditional sensor models by collecting massive amounts of data from various parts of the parking ecosystem.

Parking meters and pay-by-cell apps often tell an incomplete story since motorists may park illegally or may not pay for parking because of disabled placards exempting them from making parking payments. Studying citation volumes can help fill the void, and we will augment that data with spatial sampling (reduced sensor coverage) and temporal sampling (CCTV). As detailed in Attachment C, Figure C-22, our “data blender” approach to occupancy detection and prediction in Washington, DC, allowed us to accurately predict future use (predictive occupancy) based on these data sources.

Further, we can:

- Make parking more sustainable and improve access by recommending pricing changes that create cheaper options within a block of a motorist’s destination (Attachment C, Figure C-1)
- Reduce customer key punches by reprogramming meter defaults and reexamining maximum time limits to reduce wear and tear on a device while promoting credit card use and reducing coins.

Through our analytical expertise, Conduent can offer sensors and CCTV technologies to the City and provide occupancy data at a fraction of the cost of other integrators. When integrated with demand pricing and other tools, our use of predictive analytics can make asset expenditures (sensors, cameras, etc.) sustainable, parking more convenient, and meter use and revenue grow.

A Commitment to Sustainability

Our researchers and data scientists are focused on making parking and mobility sustainable, and our work in that regard has led to unparalleled recognition including:

- 2014 IPI Smart, Successful, Parking Projects Award (Application of analytics in Indianapolis)
- 2014 International Transport Forum Promising Innovation in Transport Award (demand-pricing in LA)
- 2014 Best of Intelligent Transportation (ITS) Award Finalist (demand-pricing)

- 2014 IPI Innovation in Parking Operation or Program Award (demand-pricing, Prime Contractor)
- 2014, 2015 Dow Jones Sustainability Index for implementation of demand-pricing
- 2015, 2016, and 2018 TRB paper acceptance (ParkDC: sustainable asset “lite” solutions, lean sensor installations, and efficiency of demarcating parking spaces)
- 2015 National P3 Gold Award for Best Operational Project (ParkIndy, in part due to sustainable practices that reduce wear and tear on parking meters)
- Patented demand management methodology
- Integration with wayfinding apps to provide parking availability

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5 References [RFP 4.2.5]

REQUIREMENT: RFP Section 4.2.5

Provide at least three references, preferably government agencies, for projects with similar scope as listed in this RFP. Information should include:

- Client Name, address, contact person telephone and E-mail addresses.
- Description of work.
- Year the project was completed.
- Total cost of the project, estimated and actual.

Note: Do not include City of Fort Lauderdale work or staff as references to demonstrate your capabilities. The Committee is interested in work experience and references other than the City of Fort Lauderdale.

No other vendor can offer the City the entire arsenal of services that Conduent can. Our customer references can attest to that first hand. We understand, we partner, we commit, and we deliver.

Successful past performance is a significant indicator of our ability to meet the needs of Fort Lauderdale and all of its stakeholders. Conduent's credentials continue to be validated in the marketplace as our teams have been selected to operate programs and deploy new parking systems all over the United States.

As a demonstration of our industry qualifications, we provide the City with customer references that reflect our extensive experience, as well as our capabilities to execute on engagements in environments with state of the art requirements similar to those specified by this RFP. In Table 5-1, we provide information about our customer references.

Table 5-1. Conduent References

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Conduent References	
Reference #1	
Project Name	Parking Concession – ParkIndy
Company Name	City of Indianapolis, Indiana
Client Contact Information	<ul style="list-style-type: none"> • Name: Alan Bacon, Administrator, Maintenance Support • Address: 200 East Washington Street, Suite 2403, Indianapolis, IN, 46204 • Phone Number: 317.327.2918 • Email Address: alan.bacon@indy.gov
Description of Work	<p>The City of Indianapolis was plagued by numerous parking problems – from low parking turnover, to broken meters, to flat rates for the past 30 years. With 3,600 parking spaces, the City was in need of new meters and a next-generation technology to meet ever increasing demand.</p> <p>In 2010, Conduent was chosen to revitalize Indianapolis' parking environment, which resulted in a public-private partnership in charge of the modernization of the entire parking system.</p> <p>To start, Conduent supplied an up-front investment of \$20 million to the City in order to provide infrastructure improvements. During Phase I of the project, we also installed 1,320 new credit card-accepting parking meters. New rates and hours of operation were implemented within a short time, with hourly parking meters rates adjusted for the first time in 35 years, increasing from 25 cents to \$1 per hour. The days and hours of operation were extended as well, as were the time limits during the evening hours.</p> <p>During Phase II, the majority of single space parking meters were replaced with pay boxes. The pay boxes allow motorists to pay by space. A variety of additional payment options, like payment by phone, are also now active.</p> <p>The Indianapolis modernization is estimated to generate an ongoing revenue stream of \$400 to \$600 million over the contract period. Conduent was also able to structure the deal so that costly financial risks were deferred from the City to our company. This resulted in approximately \$3 million of annual operating cost savings for the City.</p>



Conduent References	
	Conduent continues to provide project management, parking meter operations, procurement of supply hardware/software, equity financing, ticket processing, and system integration expertise to the City.
Year the Project was Completed	Contract since: 12/22/2010 Current contract: 12/22/2010 – 12/31/2060 - Ongoing
Contract Value	\$400 to \$600 million
Estimated Value	\$400 to \$600 million
Reference #2	
Project Name	Los Angeles- LA ExpressPark
Company Name	Los Angeles Department of Transportation (LADOT)
Client Contact Information	<ul style="list-style-type: none"> Name: Ken Husting, P.E. Principal Transportation Engineer Address: 100 South Main Street 10th floor. Los Angeles, CA 90012 Phone Number: 213.473.8276 Email Address: ken.husting@lacity.org
Description of Work	<p>In Los Angeles, we deployed our demand pricing methodology reducing parking congestion. The results have been extremely positive and include:</p> <ul style="list-style-type: none"> 10% reduction in parking congestion, reducing travel times and pollution, Average 10% to 30% availability, meaning customers get parked more quickly, and 2% revenue improvement, despite the rate reductions. <p>For further information about our work on LA Express Park™ and our Merge technology, we provide the link below for additional resources:</p> <p>http://www.laexpresspark.org/about-la-expresspark/</p>
Year the Project was Completed	Contract since: 2011 Current contract: 2015 – 2020 - Ongoing
Contract Value	\$30 million
Estimated Value	\$30 million
Reference #3	
Project Name	Washington, D.C. Parking Meter Program
Company Name	District Department of Transportation
Client Contact Information	<ul style="list-style-type: none"> Name: Evian Patterson, Associate Director Address: 55 M Street SE, 6th Floor, Washington, DC 20003 Phone Number: 202.671.4625 Email Address: evian.patterson@dc.gov
Description of Work	<p>In 1997, Washington, DC, initiated a bold and innovative plan to stop vandalism and replace the District's meter stock, remove the entire mechanical meter system, and install new electronic meters with vandal-resistant housings with no capital costs to the District. This historic step called for a private vendor to take over various aspects of the District's meter management, including operations, installation, collection, counting, maintenance, repair, and asset tracking of meter revenues. To ensure success, the District selected Conduent, a proven vendor with demonstrated ability to accomplish all program objectives.</p> <p>In February 1998, we were awarded the contract for conversion and management of parking meters. After this first contract, we won competitive re-bids in 2006 and in 2012. (Our current contract runs through October 2018.) Through our partnership with the District of Columbia, Conduent has increased meter revenue by 400 percent. In 2016 we completed a full asset</p>



Conduent References	
	<p>refresh to all networked smart meters, single-space meters and pay stations governing over 18,000 spaces.</p> <p>We successfully accomplished all aspects of the District's parking meter management goals, including:</p> <ul style="list-style-type: none"> • Financed the purchase of 15,000 new meters that withstood vandalism • Installed all meters and accessory equipment in 5.5 months, exceeding the RFP schedule by 6.5 months • Established an accessible revenue and operational performance database • Actively applied and promoted advantages of new technology • Provided a responsive maintenance operation that sustains a high operability rate • Ensured operational integrity through aggressive security techniques • Met a wide variety of performance standards • Expanded the meter revenue stream to more than one million dollars per month from a pre-conversion low of \$200,000 per month • Installed and converted 10,000 IPS and 1,200 Parkeon meters as part of a technology refresh • Expanded payment options to include credit cards and mobile phone payments • Collected and process over \$180,000 in meter payments daily. • Developed an automated adjudication workflow process to respond to contested meter citations • Piloted and tested numerous technologies on behalf of the District • Implemented performance rate parking program in 2015 around Nationals Park • Completed a demand management demonstration and research project <p>The District's pay-by-cell program is acknowledged as one of the largest and most successful in the United States. Conduent's work with the District to both implement the pay-by-cell program and integrate payment information into many of the citation handhelds, resulted in faster and more accurate payment verification. This integration has contributed to the program's well-deserved praise. Conduent integrates pay-by-cell data into the Merge™ application to ensure that the data is considered along with meter payment data, including credit card and coin payments, when predicting occupancy.</p>
Year the Project was Completed	<p>Contract since: 1998</p> <p>Current contract: November 2013 – October 2018 - Ongoing</p>
Contract Value	\$48 million
Estimated Value	\$48 million

Trade Secret Content Ends



6 Minority/Women (M/WBE) Participation [RFP 1.10 & 4.2.6]

REQUIREMENT: RFP Section 1.10 & 4.2.6

If your firm is a certified minority business enterprise as defined by the Florida Small and Minority Business Assistance Act of 1985, provide copies of your certification(s). If your firm is not a certified M/WBE, describe your company's previous efforts, as well as planned efforts in meeting M/WBE procurement goals under Florida Statutes 287.09451.

1.10 MINORITY-WOMEN BUSINESS ENTERPRISE PARTICIPATION

It is the desire of the City of Fort Lauderdale to increase the participation of minority (MBE) and women-owned (WBE) businesses in its contracting and procurement programs. While the City does not have any preference or set aside programs in place, it is committed to a policy of equitable participation for these firms. Proposers are requested to include in their proposals a narrative describing their past accomplishments and intended actions in this area. If proposers are considering minority or women owned enterprise participation in their proposal, those firms, and their specific duties have to be identified in the proposal. If a proposer is considered for award, he or she will be asked to meet with City staff so that the intended MBE/WBE participation can be formalized and included in the subsequent contract.

Conduent is committed to providing opportunities for Minority/Women Owned Business Enterprises (M/WBEs).

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Conduent is not a certified minority business enterprise as defined by the Florida Small and Minority Business Assistance Act.

As a global leader in business process and document management, Conduent recognizes that having a diverse supplier pool is a major competitive advantage and a powerful business tool. Conduent's supplier diversity mission is to proactively identify, build relationships with, and purchase goods and services from certified small businesses as well as enterprises owned by minorities, women, veterans, gays and lesbians, and disabled persons that can help Conduent achieve its corporate objectives.

While we are not utilizing M/WBEs for this solution, Table 6-1 provides information on recent projects where we partner with M/WBEs, demonstrating our commitment to supplier diversity.

Conduent's Commitment to Supplier Diversity

- 49 Conduent contracts valued at \$763M in 2017 had Small Business Participation goals
- Conduent exceeded its 2017 target small business spend of \$723M or 11.5% by \$40M, achieving a 14.2% spend
- Outstanding track record in our transportation business where we spend more than 20% of annual revenues with small and minority businesses

Table 6-1. Recent Projects with MBE or WBE Subcontractors

Project	Subcontractor	Services Provided
Nationwide	FSSI – Woman-owned document management and printing based in California	Mail house, noticing, and document management
Los Angeles, Philadelphia, Oakland, and other Conduent Parking Management Contracts	PRWT – African-American owned firm based in Philadelphia	Customer service centers call center, lockbox payment processing, and data entry

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7 Subcontractors [RFP 4.2.7]

REQUIREMENT: RFP Section 4.2.7

Proposer must clearly identify any subcontractors that may be utilized during the term of this contract.

Conduent will be the single point of responsibility for the City's Comprehensive Parking Demand Management System to ensure quality control and system integrity.

We will take full responsibility for the performance of work under our contract with the City. We will be responsible for the oversight and management of the systems and services.

We provide the technical hardware, software, and support. Conduent has experience with many comparable Parking System installations that are similar in size and scope. Our staff consists of experienced subject matter experts who can provide the City with consulting recommendations to enhance the parking management program. We include the following subcontractors on our team.

Table 7-1. Conduent Subcontractors and Partners

Conduent Team Member	Role in Procurement
[REDACTED]	
Parkmobile	Pay by Cell
[REDACTED]	
Genetec Inc.	License Plate Recognition Technology
Parkeon/Cale (now Flowbird)	Parking meters (option)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]





Parkmobile

Parkmobile is the leading provider of mobile parking solutions in the US, helping millions of people easily find and pay for parking on their mobile device. People can use Parkmobile solutions to quickly pay for on-street and garage parking without having to use a meter or kiosk. Additionally, Parkmobile offers parking reservations at stadium venues for concerts and sporting events. Reservations are also available in metro areas, allowing people to drive into the city without having to worry about finding parking. Parkmobile works in seven of the top US cities and has over 8.6 million downloads of its parking app.

Flowbird (Parkeon and CALE)

Parkeon and Cale, the world leaders in parking and transport ticketing solutions, have joined forces to create a new global entity with a new brand – Flowbird. Flowbird operates in over 5,000 towns and cities in 70 countries. The company is constantly innovating and breaking new ground to help provide solutions. The merger of Parkeon and Cale, announced in January 2018, will enable them to combine their expertise and accelerate their investments into products and services that, through digitalization, technology and innovation, will help them to improve individual journey experiences and make their communities better. Flowbird parking meters are offered as an optional service.

Additional subcontractor information may be found in Attachment E.



8 Required Forms [RFP 4.2.8]

REQUIREMENT: RFP Section 4.2.8

We include the required form below on the pages that follow.

- A. Proposal Certification
 - Attachment to Proposal Certification – Variances
 - Certificate of Authority
 - B. Cost Proposal
 - C. Non-Collusion Statement
 - D. Non-Discrimination Certification Form
 - E. Local Business Preference (LBP)
 - F. Contract Payment Method
 - G. Addendum (If any are required)
 - Addenda 1-4 – Per question 37, Addendum 1-4 are not material changes to the solicitation and are only acknowledged on the Bid Proposal Page.
 - Addendum 1, dated 03/09/2018
 - Addendum 2, dated 03/14/2018
 - Addendum 3, dated 03/19/2018
 - Addendum 4, dated 03/19/2018
 - Addendum 5, dated 03/22/2018
 - Addendum 6, dated 04/03/2018
 - Addendum 7, dated 04/04/2018
 - Addendum 8, dated 04/20/2018
 - H. Sample Insurance Certificate
- Proposal Security

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BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Conduent State & Local Solutions, Inc. EIN (Optional): 13-1996647

Address: 12410 Milestone Center Dr, 5th Floor

City: Germantown State: MD Zip: 20876

Telephone No. 703-395-1264 FAX No. 301-820-4697 Email: michael.davis@conduent.com

Delivery: Calendar days after receipt of Purchase Order (**section 1.02 of General Conditions**): 90 Business days

Total Bid Discount (**section 1.05 of General Conditions**): N/A

Does your firm qualify for MBE or WBE status (**section 1.09 of General Conditions**): No MBE N/A WBE N/A

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>1</u>	<u>03/09/2018</u>	<u>2 (1R)</u>	<u>03/14/2018</u>	<u>3</u>	<u>03/19/2018</u>
<u>4</u>	<u>03/19/2018</u>	<u>5</u>	<u>03/22/2018</u>	<u>6</u>	<u>04/03/2018</u>
<u>7</u>	<u>04/04/2018</u>	<u>8</u>	<u>04/20/2015</u>		

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSNC you must also click the "Take Exception" button.**

See Attached

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Michael M. Davis

Name (printed)

April 25, 2018

Date:

Signature

Senior Vice President

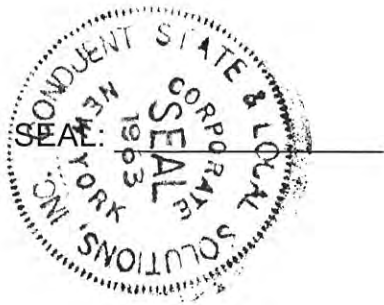
Title

CERTIFICATE OF ASSISTANT SECRETARY

I, James N. Haddow, Jr., in my capacity as Assistant Secretary of Conduent State & Local Solutions, Inc., a New York corporation ("Corporation"), am delivering this Certificate of Assistant Secretary to the City of Fort Lauderdale, Florida (City) Transportation and Mobility Department ("City") in connection with that certain Proposal submitted by the Corporation in Response to the City's Solicitation 12109-885 for a Comprehensive Parking Demand Management System ("Proposal").

I do hereby certify that Michael M. Davis is a duly appointed and acting Senior Vice President of the Corporation, and in that capacity is authorized to sign the Proposal, and all other documents associated therewith, on behalf of the Corporation.

IN WITNESS WHEREOF, I have set my hand to this Certificate as of this 25th day of April 2018.



CONDUENT STATE & LOCAL SOLUTIONS, INC.,
a New York corporation

By: _____

James N. Haddow, Jr.
Assistant Secretary

Attachment to Proposal Certification – Variances

Our bid is conditioned on the successful negotiation of mutually acceptance terms and conditions. Conduent has found that good faith negotiation of some contract terms often provides an opportunity for the parties to balance risk and reduce the cost of providing services. While we cannot agree to blanket acceptance of contract terms before formal selection or award, our price is based on our review of the terms and conditions contained in the RFP Solicitation 12109-885, and if Conduent is selected for evaluation and/or award, we are confident that we can reach mutual agreement with the City.

We request the opportunity to discuss and negotiate the various terms and conditions including but not limited to the following: indemnification/limitation on liability, termination, intellectual property and reservation of rights, stop work order, audit/access to records, payment, insurance, and appropriation.

Conduent reserves the right to establish any and all test criteria (RFP section 2.35). Please note that Conduent does not consider any testing period as the establishment of a pilot program. Should the City seek a pilot or pilot-like program, Conduent shall have the right to negotiate mutually acceptable terms.

It should be noted that the Conduent Accounts Receivables system is not set up to accept municipal credit card payments. We are open to discuss alternative payment methods such as ACH transfers or checks.

8.1 Cost Proposal [RFP 4.2.8.B & 2.5]

REQUIREMENT: RFP Section 4.2.8.B & 2.5

B. Provide firm, fixed, costs for all services/products using the form provided in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

2.5 Pricing/Delivery

All pricing should be identified on the Cost Proposal page provided in this RFP. No additional costs may be accepted, other than the costs stated on the Cost Proposal Page. Failure to use the City's Cost Proposal page and provide costs as requested in this RFP may deem your proposal non-responsive. Contractor should quote a firm, fixed price for all services stated in the RFP. All costs including travel shall be included in your proposal. The City shall not accept any additional costs including any travel associated with coming to the City of Fort Lauderdale.

All pricing must include delivery and installation and be quoted FOB: Destination.

Conduent is pleased to offer the City of Fort Lauderdale our industry leading solution for parking demand, smart enforcement, and citation processing at a cost that represents true value—optimizing the program's effectiveness, improving customer service, and facilitating the delivery of higher net revenues.

Conduent offers the best-value price proposal for the delivery of a comprehensive approach to all your RFP requirements as presented in our proposal. We are pleased to submit a responsible pricing proposal designed to streamline the City's parking management program by offering: citation issuance processes with our robust eTIMS® solution creating a seamless transition; proven dynamic pricing tools such as Merge®; our patented predictive enforcement solution (Beat Generator) to improve the productivity of your Parking Enforcement Officers (PEOs); and advanced analytics for significant revenue enhancement opportunities.

[REDACTED]

[REDACTED]



Our People and our Team of Partners Make the Difference. More than anything, it is our people—local and national parking, mobility, and analytics experts—that make Conduent the premier solution provider in the marketplace and the best partner for the City of Fort Lauderdale. Our proposed project team consists of parking, transportation, and IT experts with extensive experience supporting the nation’s largest parking programs. While our market knowledge provides a deep understanding of Fort Lauderdale’s requirements, we will consult with and listen to the Transportation and Mobility Department during the implementation and throughout the term of the Agreement to ensure continuous improvement of our services. [REDACTED]

Finally, Conduent's transportation data center is staffed by a dedicated IT team that supports leading parking programs across the nation. Our IT staff will work on technical and developmental aspects of the contract, providing application programmers, database administrators, network engineers, system administrators, security analysts, and project management to guarantee maximum systems operability and efficiency. Our Merge® product team works closely with our data scientists, looking at data in innovative ways to identify recommendations for your program.

Conduent's price proposal for the City of Fort Lauderdale is designed to be competitive, yet maximizes net revenues—thus delivering the best value for the City.

Pricing Assumptions

[illegible]

[REDACTED]

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Conduent State & Local Solutions, Inc.

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor should quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

Notes:

Include a breakdown of costs including but not limited to labor, equipment, materials and parts. The cost breakdown should be separated by cost categories (ex. Enforcement, technology, maintenance, etc.).

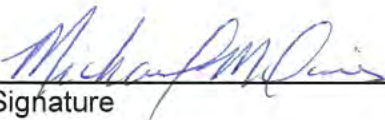
Category #	Category Name	Item or Task	Description	Unit or Quantity	Sub-Total Cost	Category Total Cost
1	Technology (include any data migration or integration costs)					
		eTIMS	Violations processing system			
		Merge	Dynamic pricing/lean demand management platform			
			In-ground occupancy sensors (700 spaces)			
			Video occupancy sensor nodes (600 spaces, 1 node = 10 spaces)			
			Video occupancy sensors for four parking lot (3 camera nodes each)			
		Hosting	Hosting for all technology platforms			
2	Enforcement					
		CitySight	CitySight and CitySight Enforcement (citation issuance software implementation, design, pay by cell integration, backend management platform, business objects set up, ongoing support, development, maintenance, image capture, video capture, Genetec WIFI interface)			
		Advanced analytics / Data scientists	Provide analytics for predictive routing/citation probabilities			
		Samsung mobile citation devices	Android citation issuance devices			
		ZQ mobile enforcement printers	Bluetooth printers for mobile citation issuance			
		Data plan	Mobile citation device communication plans			

Category #	Category Name	Item or Task	Description	Unit or Quantity	Sub-Total Cost	Category Total Cost
3	Maintenance and Warranty	Maintenance and Warranty	Warranties and maintenance of technology platforms, sensors, citation issuance devices, printers			
4	Other					
		Staffing	Implementation and ongoing management and support			
		SOC 2 Type 1 Audit	Annual SSAE 18, SOC 2 reports covering eTIMS/Movers and 2 principles (confidentiality and security)			
		Software	Business objects reporting/Tableau data visualization software			
Total Project Cost						

(PLEASE USE THE ABOVE SAMPLE FORMAT. IT MAY BE REVISED TO ADD ADDITIONAL LINES.)

Submitted by:

Michael M. Davis
Name (printed)


Signature

April 25, 2018
Date

Senior Vice President
Title

Optional Technologies, Capabilities and Pricing

Service Provider	Services Provided and Unit Price
	<p>Optional installations include curbside spaces (assumption of 1 camera node per every ten spaces), parking lots (assumption of three camera nodes per parking lot), and garage entries/exits (assuming one camera node per every entry or exit point).</p> <p>CURBSIDE: Per curbside camera node installation in year one: \$5400.35 Ongoing annual support and communications: \$775.44 GARAGES: Per entry/exit point at city garages: \$5400.35 Ongoing annual support and communications: \$775.44 PARKING LOTS: Per parking lot (assuming three camera nodes provide necessary coverage): \$16,201.5 Ongoing annual support and communications: \$2,326.32</p>
Conduent Virtual Parking	\$9,803.31
Flowbird (Parkeon Meters)	<p>Single Space \$739.43 +35 for installation/ 11.03 monthly back office fee Multispace \$9879.88 + 300 for installation/ monthly back office fee \$78.93</p>
Conduent Solution: Meter Bagging	\$18,804.31
Conduent Notice and Correspondence generation and mailing	\$.72 per notice
Conduent: <ul style="list-style-type: none"> Augmented Staffing opportunities Data Scientist Development Programmer Operations Consulting 	<p>\$150.00 per hour</p> <p>Note: we do not anticipate additional hours as we've built the analytics personnel, programmers, etc., into our services costs.</p>
Ticket stock (unit price)	\$10,000/year assuming an issuance of 100K tickets.
Parkmobile Pay by Phone	<p>Mobile Payment Transaction Fee Due to Parkmobile with Merchant Processing Included \$.40 per transaction Mobile Payment Transaction Fee Due to Parkmobile (Merchant Processing Not Included) *** (Extensions Free) \$.25 per transaction Mobile Payment Transaction Fee in Wallet Due to Parkmobile with Merchant Processing Included (Extensions Free) \$.30 per transaction Mobile Payment Transaction Fee in Wallet Due to Parkmobile (Merchant Processing Not Included) *** (Extensions Free) \$.15 per transaction</p>
Envelopes (unit price)	\$0.015665 per envelope
Additional Unpriced Capabilities	Conduent would like to offer some additional unpriced capabilities for consideration
IVR and Pay by Phone	Unpriced until more call volume information is available
DMV lookup (unit prices)	As stated in Section 4.3.3.2 of our proposal, Conduent acquires DMV information for all of our customers. However, acquisition of name and addresses from Department of Motor Vehicle departments range dramatically state by state and therefore it is difficult to give a firm fixed price on this item without looking at the current citation data base.
Registration holds (%?)	Same as above
Alternative issuance using LPR	Described in our Future Technologies section- available now
Self-release boot	Described in our Future Technologies section: this is available now
MoneyGram	Described in our Future Technologies section: this is available now



NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
<u>N/A</u>	<u>N/A</u>
<u>N/A</u>	<u>N/A</u>
	<u>N/A</u>
	<u>N/A</u>

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- (a) Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding \$100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

- (i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.
- (ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.



Authorized Signature

Michael M. Davis, Senior Vice President

Print Name and Title

April 25, 2018

Date

LOCAL BUSINESS PRICE PREFERENCE CERTIFICATION STATEMENT

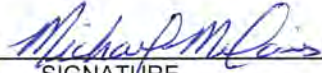
The Business identified below certifies that it qualifies for the local business price preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

- (1) N/A is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (2) N/A is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (3) N/A is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (4) N/A requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (5) N/A requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (6) Conduent State & Local Solutions, Inc. is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186 and does not qualify for Local Preference consideration.
Business Name

BIDDER'S COMPANY: Conduent State & Local Solutions, Inc.

AUTHORIZED COMPANY PERSON: _____

Michael M. Davis
NAME


SIGNATURE

April 25, 2018
DATE

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

N/A Master Card

The Conduent Accounts Receivables system is not set up to accept municipal credit card payments. We are open to discuss alternative payment methods such as ACH transfers or checks.

N/A Visa Card

Company Name: Conduent State & Local Solutions, Inc.

Michael M. Davis
Name (Printed)


Signature

April 25, 2018
Date

Senior Vice President
Title



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576 purchase@fortlauderdale.gov

**ADDENDUM
NO. 5**

RFP/ ITB No. 12109-
885
Comprehensive Parking Demand Management
System

ISSUED: March 22,
2018

This addendum is being issued to make the following change(s):

1. Change to SECTION III - TECHNICAL SPECIFICATIONS/SCOPE OF SERVICES under sub-section 3.4 SCOPE OF SERVICES.
 - A. Format correction to **It Requirements**
 - B. Additional clarification under **Future Technologies** item 1) (b)

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Conduent State & Local Solutions, Inc. (please print)

Bidder's Signature: *Michael M. Davis*

Date: April 25, 2018



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576 purchase@fortlauderdale.gov

**ADDENDUM
NO. 6**

RFP/ ITB No. 12109-
885
Comprehensive Parking Demand Management
System

ISSUED: April 3,
2018


This addendum is being issued to make the following change(s):

1. Format correction to solicitation.
12109-885 - Parking Demand Management System-V7 replaces
12109-885 - Parking Demand Management System-V6

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Conduent State & Local Solutions, Inc. (please print)

Bidder's Signature: 

Date: April 25, 2018



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576 purchase@fortlauderdale.gov

ADDENDUM NO. 7

RFP/ ITB No. 12109-885
Comprehensive Parking Demand Management System

ISSUED: April 4, 2018

This addendum is being issued to make the following change(s):

1. T2 reports added in response to Question 50

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Conduent State & Local Solutions, Inc. (please print)

Bidder's Signature: *Michael McQueen*

Date: April 25, 2018



City Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 8

RFP/ ITB No. 12109-885
Comprehensive Parking Demand Management System

ISSUED: April 20, 2018

This addendum is being issued to make the following change(s):

1. Providing PDF of City Owned Light Poles 2016
2. Providing PDF of City Hall Garage- 4th Floor Addition plans
3. Providing PDF of City Hall Garage Rehab 2002 plans
4. Providing PDF of PACA Garage Original Plans
5. Providing PDF of Riverwalk Center (City Park Garage) plans

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Procurement Specialist II

Company Name: Conduent State & Local Solutions, Inc.
(please print)

Bidder's Signature: 

Date: April 25, 2018

+VIA Email

June 21, 2018

Ms. Laurie D Platkin
Procurement Specialist II
City of Fort Lauderdale Procurement Services Division
100 N. Andrews Avenue, Suite 619 (City Hall)
Fort Lauderdale, FL 33301

Michael M. Davis
Senior Vice President
Global Transportation Solutions

Conduent State & Local
Solutions, Inc.

12410 Milestone Center Drive
Germantown, MD 20876

michael.davis@conduent.com
office 301.820.4484
cell 703.395.1264

Re: Conduent State & Local Solutions, Inc. Indemnification Concerning Trade Secrets in
Conduent's Response to Solicitation 12109-885 - Comprehensive Parking Demand
Management System

Dear Ms. Platkin:

This letter is submitted in response to the request for an indemnification related to Conduent's assertion that portions of the proposal ("Proposal") and incorporated documents are trade secrets which are therefore exempt from public disclosure under the Florida Public Records Act, Title 10 Chapter 119 and should not be released without removal of specific exempt sections.

Conduent State & Local Solutions, Inc. ("Conduent") agrees to indemnify and defend the City of Fort Lauderdale from third party claims arising out of public record requests for any Conduent information contained in Conduent's proposal for a "Comprehensive Parking Demand Management System" and which Conduent has redacted and/or declared exempt from public disclosure. The City shall give Conduent notice of any covered claim filed against it as soon as practicable, furnish Conduent with the specifics concerning when it was served, forward to Conduent all legal papers it receives on a timely basis, and cooperate in the defense.

Should you have any questions or concerns, please do not hesitate to call me at (301) 820-4484.

Sincerely,



Michael M. Davis