

Appendix A: Functionality Checklist

Enclosed please find our responses to the STLTO's Appendix A Form (11 pages).



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Appendix B: Pricing/Cost Proposal

REQUIREMENT: RFP Section 10

Financial information about software and hardware costs should be submitted in separate sealed envelopes and will not become public information over the course of the evaluation process. This information will become accessible as part of the public record once a vendor/vendors are selected. All other financial submittals will be returned upon request.

Appendix B, pricing, is provided in a separate envelope.



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Appendix C: Rollout and Implementation Schedule

REQUIREMENT: RFP Section 3.F

Rollout Implementation Schedule: List installation schedule; development, testing, roll-out, marketing, and training schedules

Conduent's solution represents a minimized risk, revenue protection, and operational continuity. The implementation planning and scheduling is the roadmap to a successful program.

Conduent's solution will provide peace of mind during what can be a very stressful period for municipal agencies. We understand the core functions and standards required to keep the program in motion, as well as the political, media, and stakeholder pressures the STLTO could face due to the failure or one or more critical services or deliverables.

That said, we also understand the potential trap of attempting to oversimplify an implementation and schedule. Conduent will not make that mistake. While incumbency does provide the ancillary benefit of a quick go-live with a phased implementation of improvements, we will treat this process carefully to ensure the technology and platform refresh exceed the highest expectations of the STLTO.

Conduent deploys an implementation model containing a multitude of proven practices resulting in dozens of successful implementations, done right and completed on-time. Figure C-1 illustrates the building blocks for implementation.



Figure C-1. Implementing Change

Our phased approach to implementing incremental improvements will reduce risk, preserve revenue, and provide for customer convenience.

We will implement improvements using the following tools:

- **Plan Summary.** Overall implantation strategy and key goals
- **At a Glance.** A quick reference guide illustrating the implementation plan key Projects and their current status. This ensures items stay on track and quickly identifies any areas of concern.
 - **Tier 1 Projects.** Projects which represent the core areas of the program and are key to continuity of delivery.



- **Tier 2 Projects.** Projects which are important but are lower priority or have uncertain contingencies.
- **Data Requests.** Tracks key information requests from the Vendor or the Client.
- **Change Requests.** Tracks any changes or revisions to the plan requested by the Vendor or the Client and the agreed upon outcome.
- **Approval Tracker.** Tracks required approvals outlined in the contract including dates and approving parties.
- **Communications Tracker.** Tracks key messages or communications between the parties to ensure clarity and accuracy.

We have a strong background and successful history promoting new programs and initiatives. We will employ our expertise for the STLTO to promote new services, ensure ease of use, and achieve high adoption rates.

Figure C-2 exemplifies strategies we utilized recently to support a new initiative in another client city. We would deploy similar phasing in St. Louis.

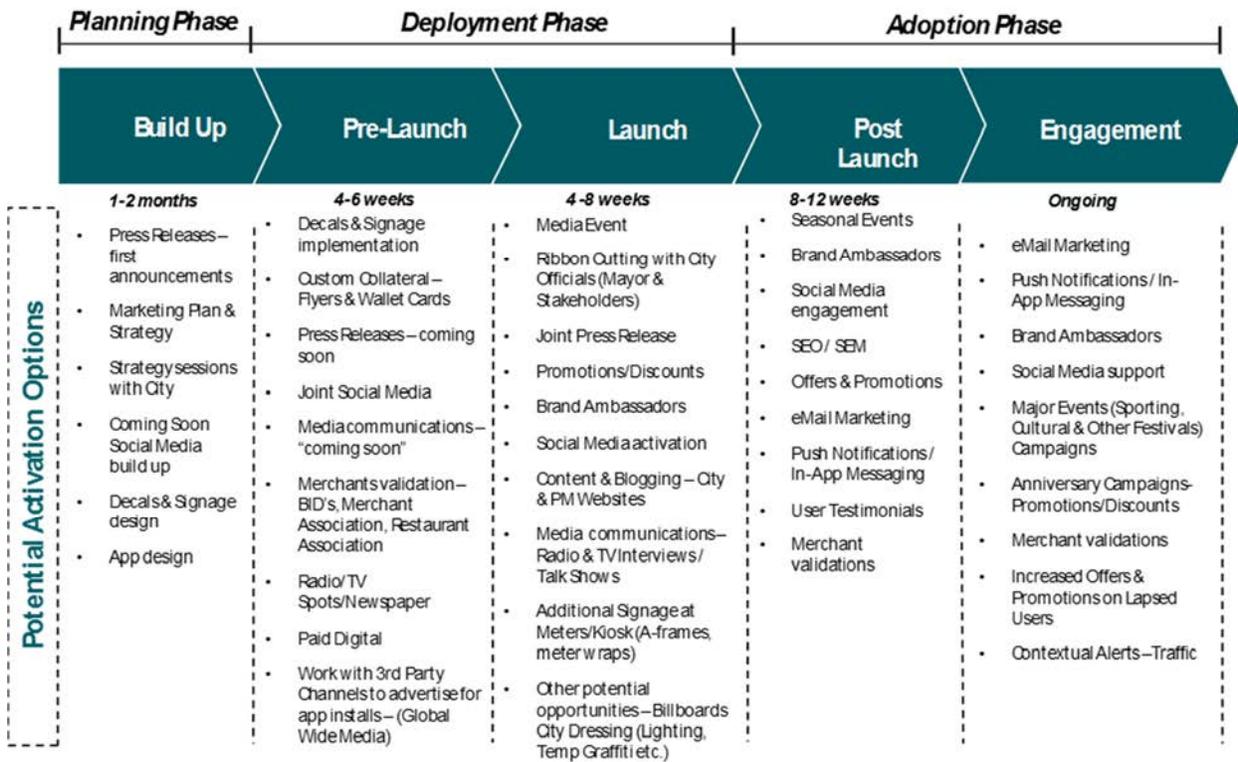


Figure C-2. Deployment Plan

We plan, deploy, assess, and engage while implementing new functionality.

We will collaboratively work with the STLTO to create an implementation schedule carefully outlining the keep metrics, projects, goals and target dates to ensure continuity of service while rolling out our new deliverables or innovating. We’ll ensure that an already low-risk, high-yield selection keeps reducing risk and increasing benefits over time.





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Appendix D: Past Experiences

REQUIREMENT: RFP Section 10

To allow for easier comparison of proposals during evaluation, the proposal format and submittals must be as follows: Experience and Capacity - Describe background and experience demonstrating ability to provide required services.

In addition to the STLTO's pioneering violation processing program, we've implemented a number of innovative projects in the last five years.

Some of our most recent program implementations and renewals are highlighted in Table D-1.

Table D-1. Installations within Past Five Years

Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
DC Department of Transportation (DC DOT) (Curbside management)	2018	<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 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. 	



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
		<ul style="list-style-type: none"> • 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>We completed an initial study of approximately 1000 parking spaces in the Penn Quarter and Chinatown neighborhoods in Washington, DC. We utilized temporal and spatial occupancy sampling using partial sensor coverage, cameras (CCTV), and computer vision to determine use patterns. To date, we've implemented five rate changes and will complete the sixth in the fourth quarter of 2018.</p> <p>In 2016, there was only a single price band in the pilot area. DDOT implemented our first pricing recommendation on October 17, 2016, expanding the hourly price bands to three. Since then, there have been a total of five pricing changes and the implementation of nine different prices ranging from \$1/hour to \$5.50/hour.</p>	
Los Angeles County (2.1M violations)	2014	<ul style="list-style-type: none"> • Toll-free Hotline for Abandoned Vehicles Upgraded and Staffed • Toll-free Hotline for Meter Complaints Implemented and Staffed • Adjudication Application Software Rewrite • Automatic Refund File Transfer Process • Replaced Cashiering Hardware and Software in Customer Service Centers • Report Write Training and Implementation • GIS Reporting Product Redesign and Implementation • E-mail and Internet Connection for all OPM Offices • Implementation of 469 Handheld Citation Writing Devices and Six Base Station Locations • Handheld Citation Writer Software Upgrade Including Software for Residential Task Force, Abandoned Vehicle, and Stolen Vehicle Programs • Enhanced Interface with California DMV • Hardware and Software Upgrade for Interactive Voice Response System • Telephone System Upgrade • Lien Sale Processing from Official Police Garages • Wireless Habitual Violator Program (HPV) Conceived, Developed and Implemented 	



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
		<ul style="list-style-type: none"> • Network Upgrade from Paradigm4 to AT&T for HPV Program Implemented on Emergency Basis Over a Single Weekend in March 2001 • Y2K Software Upgrades to TIMS and all Subsystems Without any Interruption of Service • OPM Web Page Design and Implementation • Pay-by-Web Design and Implementation • Private Property Abatement Program Support • Server Upgrade in Five OPM Facilities • Total Remittance Processing Equipment Purchased and Installed • Developed Software for Scheduling of Hearing by Web • Provided the City with License Plate Recognition Equipment • Imaging of all Correspondence and Attaching to Ticket Record • Report Web and Report Write • OMS – Officer Management System for Tracking Officer Hours / Duty Status • Dashboard for measuring TO Productivity Based on City Performance Standards 	
City of Chicago, Department of Finance (2M violations)	2018	<ul style="list-style-type: none"> • Provide, hosted solution and support for CitySight® enforcement software on Android OS mobile smart phones. • Minimum of 150 units to be deployed • Provide Interface to local systems for transfer of issued ticket data • Tableau Dashboard Analytics and trend support • CitySight® Manager: Dashboards and reporting • Pay by Cell integration • Provide a secure public webpage • Provide business Objects Tools • Implementation planning • Procurement of consumables for Ticket stock and envelopes (1.5M QTY min) • Go Live support and City Sight Training for 150 Officers 	
SFMTA (1.5M violations)	2018	<ul style="list-style-type: none"> • eTIMS® • Hand-Held Ticket Issuance Units • CitySight issuance application • License Plate Recognition System (LPRS) • Integrated Cashiering System • Document Imaging and Correspondence Processing 	



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
		<ul style="list-style-type: none"> • Pay-By-Web • Pay by Phone • Online Contest , Online Hearing and Submission RPP Renewal • On Demand RPP Fulfillment • CitySight Enforcement Management • Adjudication and Hearing integrated system • Lockbox Payment Processing Services • Network infrastructure 	
City and County of Denver, Parking Management Information System (550K violations)	2014	<ul style="list-style-type: none"> • eTIMS® • Virtual Parking Permit system and processing (new/renewal) for resident permits • Customer service including voice response system allowing for 24-hour • Pay-by-Phone cashiering • Web portals- adjudication, customer access, meter & permit reservations • Online portal for document submission • Management information reporting • Secure lockbox function • LPR/Handheld Integration • CitySight™ • Merge® • Meter Bagging Permits • Right of Way Permits • Car Share permits 	
City of Oakland (320K violations)	2018	<ul style="list-style-type: none"> • Citation processing and collections services • eTIMS® • Boot & Tow • Court Date Scheduling • Batch Control • Notice Management. • Pay-by-phone service in English , Spanish, Cantonese and Mandarin • Pay-by-web service • Lockbox payment processing services • Thorough collection and customer service for delinquent accounts • Useful customer service web portal provides convenient method to track citations • User-friendly online RPP renewal website • Easy to use payment kiosks • Efficient Officer Management System 	



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
		<ul style="list-style-type: none"> • Vivid full-color notices professionally printed and mailed from our mail house • Sharp ticket and correspondence imaging • Residential Permit Parking Subsystem 	
City of Cambridge (300K violations)	2018	<ul style="list-style-type: none"> • eTIMS® • Cashiering • Resident Permit System • Boot and Tow System • Refund System • Workflow • 48 Handhelds and Printers for Ticket Writing • 17 New Computers with 1 Printer and Accessories • Direct Interface with the RMV • PocketPeo® Handheld Software / • Pay by Phone • Pay by Web • Online Applications – Hearing Dispute Form, RPP, and Customer Portal 	<ul style="list-style-type: none"> • 95% RMV Closure Rate • Implementing CitySight® Enforcement • Implementing CitySight® Manager • Implementing Merge®
Arlington, VA (160K violations)	2016	<ul style="list-style-type: none"> • eTIMS® • Citation processing • Court packages • Call Center • PBW • PPEO S/W • HH Hardware support • 30 Handhelds & Printers 	<ul style="list-style-type: none"> • Moving towards CitySight® enforcement • Possible Virtual Permitting support
Montgomery County, MD (160K violations)	2014	<ul style="list-style-type: none"> • eTIMS® Ticket Application • Cashiering for in person eTIMS payments • Data Entry Of New Paper Tickets • Pay- By- Web • IVR (Ticket Payments)-24 hrs Spanish & English • Pay By Cell (Meter Payments) • Businss Objects is provided to the County Staff and Serco as an ad-hoc reporting tool-real time data reporting • Digital Resident Permit System • Visitors Permit System • Monthly PCS Permit System • Meter Management System • Workflow/Correspondence • WorkOrder Management 	<ul style="list-style-type: none"> • Moving towards CitySight enforcement



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
		<ul style="list-style-type: none"> • Automatic Refund File Transfer System • Direct Interface with RMV • Accurate Lockbox Payment Processing Services • PocketPeo Handheld Software • 24 Handhelds and Printers for Ticket Writing 	
City of West Hollywood (158K violations)	2017	<ul style="list-style-type: none"> • eTIMS® • Residential Parking Permit System • Installment Payment Plans • Correspondence and Notice Mailing • Hearing Scheduling • Workflow • Report Production with ReportWeb® and BusinessObjects • Call Center and Lockbox • Walk-In Cashiering Location • 23 Handhelds and Printers for Ticket Writing • CitySight® Mobile Ticketing Software • CitySight® Productivity Manager • Pay by Phone • Pay by Web • Direct Interface with DMV • Online Citation Contesting • Collections • Real-time inquiries on handhelds for residential parking permits • Integration with LPR to provide updated lists of residential parking permits 	<ul style="list-style-type: none"> • Preparing to Launch Permit-by-Plate system for residential parking permits • 95% CA DMV Hit Rate
City of Somerville (154K violations)	2018	<ul style="list-style-type: none"> • eTIMS® • Cashiering • Resident Permit System • Boot and Tow System • Workflow • 38 Handhelds and Printers for Ticket Writing • 21 New Computers with 1 Printer and Accessories • Direct Interface with the RMV • PocketPeo® Handheld Software • Pay by Phone • Pay by Web • Online Applications – Hearing Dispute Form, and RPP 	<ul style="list-style-type: none"> • 92% RMV Hit Rate • Implementing CitySight® Enforcement • Implementing CitySight® Manager • Implementing Merge®
City of Cleveland	2017	<ul style="list-style-type: none"> • eTIMS® 	<ul style="list-style-type: none"> • Implementing



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
(145K violations)		<ul style="list-style-type: none"> • Cashiering • 56 Handhelds and Printers for Ticket Writing • CitySight Enforcement Handheld Software • 21 Computers for daily work and cashiering • 6 Desktop & Network printers • 1 License Plate Recognition unit for Scofflaw enforcement • Ohio Bureau of Motor Vehicles registration hold • Pay by Phone • Pay by Web • Pay by App • Customer service web chat • Client sites on Conduent network 	online hearing dispute application
City of Columbus (126K violations)	2018	<ul style="list-style-type: none"> • eTIMS® • Cashiering • Resident Permit System, including Virtual Permitting • Workflow • 24 Handhelds and Printers for Ticket Writing • CitySight® Enforcement Handheld Software • 4 Computers for cashiering stations • 4 Network printers • 9 License Plate Recognition units for Permit and Pay by Cell enforcement • Pay by Cell (meter payments) • Ohio Bureau of Motor Vehicles registration hold • Pay by Phone • Pay by Web • Pay by App • Secondary Collections Services (Managed Receivable®) • Virtual Permit Program (fall 2018) 	
City of Cincinnati (111K violations)	2014	<ul style="list-style-type: none"> • eTIMS® • Cashiering • 20 Handhelds and Printers for Ticket Writing • PocketPeo Handheld Software • Pay by Cell (meter payments) • Ohio Bureau of Motor Vehicles registration hold • Pay by Phone • Pay by Web • Pay by App • Data Analytics 	



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
		<ul style="list-style-type: none"> • Merge • Meter Procurement and Installation Secondary Collections Services (Managed Receivable®) 	
City of Indianapolis (100K violations)	2010	<ul style="list-style-type: none"> • Project Management • CitySight to local police and animal control officers • Secondary Collections Services • Program staff issue ALL parking meters tickets • Meter assets • Public Relations • eTIMS 	
City of Dallas (90K violations)	2016	<ul style="list-style-type: none"> • eTIMS® • Cashiering • Boot and Tow System • LPR hardware and software for Booting and Towing • PocketPeo Handheld Software • Pay by Phone • Pay by Web • Delinquent collections • Lockbox – payment and correspondence processing • Call center customer service • Workflow 	
City of Wilmington, DE (60K violations)	2016	<ul style="list-style-type: none"> • eTIMS® • Cashiering • Digital Resident Permit System • Boot and Tow System • Workflow • 25 Handhelds and Printers for Ticket Writing • (2) LPR Units for Booting and Towing • (3) LPR Units for Digital Permit Enforcement • Bread crumbing • PocketPeo® Handheld Software • Pay by Web • Pay by Cell 	
Massport (14K violations)	2015	<ul style="list-style-type: none"> • eTIMS® • Cashiering • Direct Interface with the RMV • Pay by Web • Workflow 	<ul style="list-style-type: none"> • 90% RMV Hit Rate



Client/Project Name/(Contract Size in # of Citations)	Current Contract Start Year	Project Scope	Other Relevant Project Information
City of Santa Fe (12K violations)	2018	<ul style="list-style-type: none"> • eTIMS® application • Data Entry of new paper tickets • File exchange interface with outside agencies • Cashiering application • CitySight® Enforcement • Handheld applications for ticket issuance • Imaging of tickets and correspondence • Noticing and collections • Pay by Web • Integrated Voice Response System (IVR) with Pay by Phone functionality • Web-based adjudication and Residential Parking Permits • Interface with various parking operatives • Generation of all letters and notices 	
City of Waltham (12K violations)	2019	<ul style="list-style-type: none"> • eTIMS® • Cashiering • Direct Interface with the RMV • 4 Handhelds and Printers for Ticket Writing • PocketPeo® Handheld Software • Pay by Phone • Pay by Web • Workflow • Online Dispute Form 	<ul style="list-style-type: none"> • 92% RMV Hit Rate
Los Angeles County Sheriff's Department (250K violations)	2015	<ul style="list-style-type: none"> • eTIMS® • PocketPEO® • 70 Handheld units/printers for Traffic Officers • 10 Desktops • IVR w/ pay-by-phone • Pay-by-web • FTB (State tax & lottery payment) capture • DMV Registration suspend processing • Report Web / Business Objects • Implemented AB503 program mandated by State of CA in 2018 to provide installment payment plans for low income individuals 	



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Appendix E: References

REQUIREMENT: RFP Section 3.H, 3.G

The RFP should include how the vendor will address all the items in the Scope of Service set forth in Section 2 in addition to the following areas:

References: Must furnish at least five (5) references from municipalities with the same software, three (3) of which with minimal installations of more than 7,000 parking spaces; History of equipment installed in other municipalities with references and contact information; Minimum of three (3) years experience with installed hardware and one (1) year of field installed experience.

Company Financial Information: At least two financial references

Both our client and financial references are fully compliant with the requirements of the RFP.

Five References with Same Software, Three with Minimal Installations of 7K Parking Spaces; Minimum of 3 Years with Installed Hardware and 1 Year of Field Installed Experience

We are pleased to provide services to and references from municipal clients meeting the requirements, including Boston (Table E-1: 8K spaces, 25+ years of experience); Oakland (Table E-2: 10K+ spaces, 9 years of experience); Cincinnati (Table E-3: 3700 spaces, 4+ years of experience); Los Angeles (Table E-4: 37K spaces, 7+ years of experience); and Wilmington (Table E-5: 1K spaces, 25+ years of experience).

Table E-1. City of Boston – Violation Processing and Collections Services

Details	City of Boston
Name of Firm	City of Boston Boston Transportation Department Office of the Parking Clerk
Point of Contact	Name: Stephen Maguire Title: Director, Office of the Parking Clerk Phone: 617-635-3667 Email:stephen.maguire@boston.gov
Start Date	Conduent was awarded this contract in 1981 and won successful re-bids in 1985, 1989, 1993, 1997, 2000, 2003, 2006, 2010 and 2015.
Completion Date	New contract to be awarded effective July 1, 2019 until June 30, 2020 (with two 1-year options)
Conduent Role in the Project	Prime Contractor
Description of Services Provided	New Web enabled eTIMS® and Subsystems Hand-Held Ticket Issuance Units with customized Pocket PEO issuance application Hand-Held Digital Capture License Plate Recognition System (LPRS) Business Objects Intelligent Reporting, Report Web, Data Warehouse Officer Management System (OMS) with Dashboard Reporting Customer Ticket Portal Pay-by-Web



Details	City of Boston
	Pay-by-Phone New Integrated Cashiering System at Parking Clerk Location and Tow Lot Lockbox Services at Conduent Electronic Interface with MA RMV: Name and Address Inquires, Holds and Releases New Abandoned Vehicle System Resident Permit Parking System with On-Line Renewal and Rental Forms Constituent Dispute Form Ticket Payment Refunds Delinquent Parking and Fleet Vehicle Noticing Staffing and Managerial Oversight Imaging Technology for Correspondence, Workflow Correspondence Processing Bounced/Bad Checks Comprehensive Audits and Controls Comprehensive Financial Management and Activity Reporting Skeletal Payments and Dispositions Boot and Tow System Future Bar Code Scanning of Parking Tickets Handheld and Handwritten Ticket Information Online, Real time Claims Processing System Parking Meter Management System Sign Management System Report Web Special Collections Program Consulting Services
# of Installations of Parking Spaces	8,000
History of Equipment Installed: Handheld Ticket Writing Devices	# of Years of Installed Experience: 14 Years Reference Name: Stephen Maguire Title: Director, Office of the Parking Clerk Phone: 617-635-3667 Email: stephen.maguire@boston.gov
History of Equipment Installed: License Plate Recognition (LRP)	# of Years of Installed Experience: 14 Years Reference Name: Stephen Maguire Title: Director, Office of the Parking Clerk Phone: 617-635-3667 Email: stephen.maguire@bosotn.gov



Table E-2. City of Oakland – Violation Processing and Collections Services

Details	City of Oakland
Name of Firm	Oakland Parking
Point of Contact	Name: Margaret L. O'Brien Title: Parking Revenue and Tax Administrator Phone: 512-238-7480 Email: mo'brien@oakland.net.com
Start Date	2010
Completion Date	First contract ended in 2018; new contract expires 2023.
Conduent Role in the Project	Prime Contractor
Description of Services Provided	<ul style="list-style-type: none"> • eTIMS® citation management system • Pay-Web • Pay-by-Phone service in English, Spanish, Cantonese, and Mandarin • Lockbox payment processing services • Collection services for delinquent accounts • Manage outbound correspondence, images attached to the eTIMS® records • Citation inquiry portal • RPP application and renewal websites • Efficient Officer Management System • Notices professionally printed and mailed from a third-party mail house • Residential Parking Permit subsystem • Adjudication subsystem for hearing examiners • Online hearing request portals (by mail or in-person) • Handhelds • LPR • CitySight® Application for Parking Enforcement Officers • CitySight® Enforcement Manager • Integration with City's Point-of-Sale System
# of Installations of Parking Spaces	10K+ (6,330 on-street parking spaces; 4,036 city-owned off-street parking spaces)
History of Equipment Installed: Handheld Ticket Writing Devices	# of Years of Installed Experience: 10 years Reference Name: Michael Ford Title: Manager, Parking & Mobility Division Phone: 510-238-7670 Email: mford@oaklandca.gov 102 handhelds (refreshed in 2018)
History of Equipment Installed: License Plate Recognition (LPR)	# of Years of Installed Experience: 10 years Reference Name: Michael Ford Title: Manager, Parking & Mobility Division Phone: 510-238-7670 Email: mford@oaklandca.gov



Details	City of Oakland
	5 LPR units for scofflaw enforcement; currently adding 5 more for OT enforcement

Table E-3. City of Cincinnati – Violations Processing and Collections Services

Details	Cincinnati, OH
Name of Firm	City of Cincinnati
Point of Contact	Name: Daniel Fortinberry Title: Director, Division of Parking Services Phone: 513-352-4526 Email: Daniel.fortinberry@cincinnati-oh.gov
Start Date	10/01/2014
Completion Date	Base ends 09/30/19 with two (2) 1-year options
Conduent Role in the Project	Contractor
Description of Services Provided	<ul style="list-style-type: none"> • Data Analytics • Ticket issuance via the PocketPEO platform on twenty (20) Conduent-supported handhelds and printers • eTIMS® Citation Processing and Adjudication (including Court Date Availability, administrative ticket review processing, hearing scheduling and disposition) • Cashiering for in person eTIMS® payments • Pay-by-Web (ticket payments) • Pay-by-App (ticket payments) • IVR (ticket payments) • Pay-by-Cell (meter payments) • Merge® • Meter Procurement and Installation • Secondary Collections Services (Managed Receivables®)
# of Installations of Parking Spaces	3,700 single space meters and 124 multi-space meters for total of 4,700 spaces
History of Equipment Installed: Handheld Ticket Writing Devices	# of Years of Installed Experience: 4 Years Reference Name: Daniel Fortinberry Title: Director, Division of Parking Services Phone: 513-352-4526 Email: Daniel.fortinberry@cincinnati-oh.gov
History of Equipment Installed: License Plate Recognition (LPR)	N/A

Table E-4: LADOT

Details	LADOT
Name of Firm	Los Angeles Department of Transportation (LADOT)
Point of Contact	Name: Peer Ghent



Details	LADOT
	Title: Senior Management Analyst Phone: 213-473-8276 Email: peer.ghent@lacity.org
Start Date	September 28, 2011
Completion Date	Ongoing. Ends in September, 2020
Conduent Role in the Project	Prime Contractor
Description of Services Provided	Development of Central Parking Management System – Merge®
	Installation and integration with sensors and smart meters
	Installation and integration with dynamic message signs
	Operations and maintenance support
	Analytical support for occupancy analysis and rate changes
	Integration with Pay by Phone and parking guidance apps; integration with CitySight and eTIMS®
	Off-street lot occupancy system deployment and integration
# of Installations of Parking Spaces	Approximately 8,000 spaces with sensors. Integration with 37,000 metered spaces citywide.
History of Equipment Installed: Handheld Ticket Writing Devices	Integration with CitySight, eTIMS
History of Equipment Installed: License Plate Recognition (LPR)	NA

Table E-5. Wilmington – Violations Processing, Collections Services, and Digital Parking Permits

Detail	City of Wilmington
Name of Firm	City of Wilmington
Point of Contact	Name: Brett Taylor Title: Finance Director Phone: 302-576-2401 Email: jbtaylor@wilmingtonde.gov
Start Date	1993
Completion Date	06/30/19 with two one-year options
Conduent Role in the Project	Prime Contractor
Description of Services Provided	eTIMS® Cashiering Digital Resident Permit System Boot and Tow System WorkFlow



Detail	City of Wilmington
	25 Handhelds and Printers for Ticket Writing (2) LPR Units for Booting and Towing (3) LPR Units for Digital Permit Enforcement Bread crumbing PocketPeo® Handheld Software Pay by Web Pay by Cell
# of Installations of Parking Spaces	1,023
History of Equipment Installed: Handheld Ticket Writing Devices	10 Years of Installed Experience Reference Name: Debra Wooden Title: Parking Manager Phone: (302) 576-3137 Email: dwooden@wilmingtonde.gov
History of Equipment Installed: License Plate Recognition (LPR)	10 Years of Installed Experience Reference Name: Debra Wooden Title: Parking Manager Phone: (302) 576-3137 Email: dwooden@wilmingtonde.gov

Two Financial References

As requested, please find our financial references enclosed below.



Appendix F: Back-end Reporting

REQUIREMENT: RFP Section 3.B

The RFP should include how the vendor will address all the items in the Scope of Service set forth in Section 2 in addition to the following areas: Functionality: Back end reporting capabilities (please be specific)

eTIMS® offers a robust and tailored reporting suite for ad hoc and timed reporting for the STLTO.

The Report Web menu for the STLTO has 25 categories and over 120 reports

City of Saint Louis

- Ad Hoc Reports
 - SLFEE010-M WEEK-SLFEE010-M WEEK
 - Administrative Review
 - TV6070-Daily Online Scheduled Hearing Report
 - BNNTANA2-Payment Analysis Report
 - SLSIGNRP-Sign Investigation Report
 - SLCOMUPD-SLCOMUPD
 - SLCOURTR-SLCOURTR
 - SLDOCKET - A-SLDOCKET - A
 - SLDOCKET - C-SLDOCKET - C
 - SLDOCKET - P-SLDOCKET - P
 - SLHRODSP-SLHRODSP
 - SLHRODSP S-SLHRODSP S
 - Audit
 - TV6050-Daily Online Suspend Report-Detailed
 - TV6030-Online Fee Backout Report
 - Batch Control Reports
 - TVM8000-Batch Control Report
 - TV6035-Daily Online Batch Control Audit Report
 - TV2100-RJE Batch Header Report
 - TV3100 H-Update Batch Header Report
 - Billing Report
 - SLFEE010-P-Billing Report Base Fee
 - SLFEE010-G-Billing Report Grand Total
 - SLFEE010-D-Billing Report Ticket Detail
 - SLFEE010-T-Billing Report Total Only
 - SLFEE010-M-Payment by Source
 - Boot and Tow Reports
 - TV6110-Aged Boot Report
 - SLRPTBT1-Boot List
 - TVR200 B-Booted Vehicles On Street
 - TVR200 C-Daily Cars on Lots
 - TA6085-Daily Online Boot and Tow Revisions
 - TVR100-Daily Tow Auth/Conf Sorted by Times
 - SLMDTRP2-SLMDTRP2
 - SLMDTRPT-SLMDTRPT
 - SLSEIZ10-SLSEIZ10
 - SLSMART2-SLSMART2
 - SLSMART1-Smart Boot Book
 - Bocting and Towing
 - SLSMARTH-SLSMARTH
 - Conversion
 - SLNTBLNC-SLNTBLNC
 - Correspondence
 - SLCORRTP-Daily Correspondence Letters
 - TV6010-Daily Online Correspondence Report
 - SLCORROT-SLCORROT
 - SLCORRTT-SLCORRTT
 - Daily Revenue Reports PBP PBW ALL
 - SLRPTDT0-Daily Payment Transaction Report
 - TV60TC-Online Telephone Collection Report
 - PVCIT005-Pay by Phone Deposits
 - SLOVRPAY-SLOVRPAY
 - SLPAYRPT 1-SLPAYRPT 1
 - SLPBWRPT-SLPBWRPT
 - SLXMTYP2-SLXMTYP2
 - DMV Processing
 - TA6075-Daily State Count of Name/Address Inquiries
 - TV3200 - B-Error Report for Name and Address
 - SLMMFRPT-Make Match Failures
 - TV3200 - C-Processing Totals for Name and Address
 - RYEXTRPT-Registry Extract Report
 - SLNOHRPT-SLNOHRPT
 - TV3200 - A-Supplement for Name and Address Returns
 - Financial
 - TA6230-Bounced Check Report
 - TV6040 D-Daily Online Cashiering Rpt Detail
 - TV6040 R-Daily Online Cashiering Rpt Recap



- TV6080-Overpayment Report
- PACITB01-PACITB01
- SLREVDST-Revenue Distribution Detail
- SLREVDST - T-Revenue Distribution Summary
- TV3100 U-Transaction Update Totals
- PVCIT025-Web and Phone Payment Acknowledgements
- FLEET AND RENTALS**
 - SLRNT041-SLRNT041
- Fleets And Rentals**
 - MORNTA03-(old) Rental Report for N&A
 - WARENTRG-Fleet Transaction Report
 - SLRNTA04-Rental Report for N&A
 - SLRNTA04-V-Rental Report Owner Vios
 - SLMORD20-SLMORD20
 - SLRNT040-SLRNT040
 - SLRNT040 T-SLRNT040 T
- Imaging-Workflow Reports**
 - TVIMGIND-Image Ticket Report
 - IMAGERPT-Image Transaction Transfer Counts
- Issuance**
 - TAREALRP-Daily Tickets History Report
 - TV600513-Issuance and Error Report by Badge
 - TV600510-Monthly Out-Of-State Issuance
- Activity by State
 - SL65001-SL65001
 - SLCOMUP2-SLCOMUP2
 - SLDTPRP2-SLDTPRP2
 - SLRPTIS2-SLRPTIS2
 - TA600507-Violation Distribution Report
 - TV600507-Violation Distribution Report
- Meters**
 - TV6494-METER MAINTENANCE COLLECTION
- DATA JOURNAL RPT
 - SLMOUTRP-Meter Outage Report
- Monthly Invoicing**
 - SLFEE010-D MONT-SLFEE010-D MONT
 - SLFEE010-G MONT-SLFEE010-G MONT
 - SLFEE010-T MONT-SLFEE010-T MONT
- Monthly Reports**
 - SFMISPC-Collection Stats
 - SL6230-SL6230
 - SLFEE010-M MONT-SLFEE010-M MONT
 - SLFEE010-P MONT-SLFEE010-P MONT
 - SLFEE01P-G MONT-SLFEE01P-G MONT
 - SLFEE01P-M-SLFEE01P-M
 - SLFEE01P-M MONT-SLFEE01P-M MONT
- SLFEE01P-S-SLFEE01P-S
- SLFEE01P-S MONT-SLFEE01P-S MONT
- SLFEE01P-T MONT-SLFEE01P-T MONT
- SLRPT010-SLRPT010
- SLRPT065-SLRPT065-monthly issuance/revenue
- Notices**
 - TV5200-Notice Mail Summary by State
 - TVU011-Notice Register Detail
 - TVU011D-Notice Register Detail (ad hcc)
 - SLNTANAL-SLNTANAL
 - SLRPT070-SLRPT070
- Operations**
 - TV6060-Daily Online Disposition Report
 - TV6100-Daily Ticket Notes by UserID
 - TV6015-Online Combine Report
 - TV6065-Online Fee Disposition Report
 - SLCRIT04-SLCRIT04
 - TV6020-Split Plate Report
- Production Control Reports**
 - TV6055-Add Ticket Report
 - TV3100 R-Batch Update Reject Report
 - TVM800-Daily Batch Control Report
 - TVU002 -R-Error Message Output Listing for Rejects
 - TVU002 -W-Error Message Output Listing for Warnings AGY
 - SLUMBPAY-LockBox Payments Detail
 - SLUMBPAY-S-LockBox Payments Summary
 - TV6207-MONTHLY PRODUCTION CONTROL REPORT
 - TV6205-Production Control Report File Summary
 - RJE Batch Header Report
 - TA6000-Summary of Reports Generated
- Revenue Dist for LES**
 - SLREVLES-LES Revenue Distribution Detail
 - SLREVLES - T-LES Revenue Distribution Summary
- Ticket Collections**
 - TV600509-Aged Payments by Last Notice
 - TV600502-Aged Receivables
 - TV600501-Monthly Open Unnoticed Violations
 - TV600504-Monthly Open Violations by Last Notice Sent
 - TV600508-Monthly Payments by Age of Ticket



-  TV600506-Monthly Summary Status-
Open Closed Violation
-  TV600511-Notice Activity Summary for
Fiscal Year
-  TV600505-Paid Violations by Assoc
Notice
-  TV600512-Payments by Fiscal Year of
Issuance
-  TV600503-Receivables by FY -
Combined
-  **Unassigned Category**
-  DAACSRDP-NP-DAACSRDP-NP
-  DAACSRDP-PH-DAACSRDP-PH
-  DAACSRDP-S-DAACSRDP-S
-  TV3200 - D-Daily Enhanced Registry
Reject Report
-  TAJRNMTH-Daily Handheld Not Syncd
Report
-  TVNF0001-Daily National Fleet
Intercepts
-  TV60EO-Daily Online Handheld Tickets
Error Report
-  NSLOAD -R-Daily OOS DMV Rejects
NLETS
-  NSLOAD -L-Daily OOS DMV Requests
NLETS
-  LAPBWRPT-Daily Pay-by-Web Internet
Deposits
-  RYLOAD -R-Daily Registry DMV Rejects
-  RYLOAD -L-Daily Registry DMV Requests
-  MDOVERPY-Daily/Monthly overpayment
reallocations
-  DVRPT001-DVRPT001 (Parker Detail
Report)
-  TVR0026-eTIMS Violation Code Tables
-  DAFTPCK4-FTP Error Alert
-  MANOTTR2-MANOTTR2
-  MANOTTR2-2-MANOTTR2-2
-  MDXFR020-MDXFR020
-  MOREDBCK-MOREDBCK
-  NORNTREG-NORNTREG
-  TVOFFCNV-Offline Transmission
Conversion Totals
-  TV6090-On-Line User Comments Report
-  TV600514-Payments by Violation Type
-  TV21000-RJE Batch Header Report
-  SL6000-SL6000
-  SL6I21-SL6I21
-  SLADHOC-SLADHOC
-  SLCOURTM-SLCOURTM
-  SLDOCKET --SLDOCKET -
-  SLFEE010-D WEEK-SLFEE010-D WEEK
-  SLFEE010-G WEEK-SLFEE010-G WEEK
-  SLFEE010-P WEEK-SLFEE010-P WEEK
-  SLFEE010-T WEEK-SLFEE010-T WEEK
-  SLFEE01P-M WEEK-SLFEE01P-M WEEK
-  SLFEE01P-S WEEK-SLFEE01P-S WEEK
-  SLHOTRPT-SLHOTRPT
-  SLIMGIND-SLIMGIND
-  SLMISSPC-SLMISSPC
-  SLMISTK2-SLMISTK2
-  SLMORD50-SLMORD50
-  SLMORP40-SLMORP40
-  SLMORP40-T-SLMORP40-T
-  SLOBCFIM-SLOBCFIM
-  SLPASCDE-SLPASCDE
-  SLPEN5FE-SLPEN5FE
-  SLRCLOBC-SLRCLOBC
-  SLRENTRG-SLRENTRG
-  SLREVDST-MONTHL-SLREVDST-MONTHL
-  SLRNTREG-SLRNTREG
-  SLRPT070-T-SLRPT070-T
-  SLRPT100-SLRPT100
-  SLRPT170-SLRPT170
-  SLRPT180-SLRPT180
-  SLRPTIS3-SLRPTIS3
-  SLRPTIS6-SLRPTIS6
-  SLRPTTOW-SLRPTTOW
-  SLSCOF01-SLSCOF01
-  SLSOVRPT-SLSOVRPT
-  SLTICFEE-SLTICFEE
-  SLTISJ01-SLTISJ01
-  SLTISJ01-B-SLTISJ01-B
-  SLU016 01-SLU016 01
-  SLU016 02-SLU016 02
-  SLU016 04-SLU016 04
-  SLXMTPY2-S-SLXMTPY2-S
-  TV31OFF U-TRANSACTION UPDATE
TOTALS
-  TVU015-TVU015
-  TV31OFF H-UPDATE BATCH HEADER
REPORT
-  TV31OFF R-UPDATE REJECT REPORT



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Appendix G: Functionality Checklist

Conduent is fully compliant with the components of scope we propose to offer to the STLTO. We have created a convenient matrix for quick reference.

Please find below Table G, our compliance matrix for the services we seek to offer in response to the Scope of Services outlined in the RFP.

Table G. Scope of Services Compliance Matrix

Service	Section	Compliant?	Description
On-Street Meter Enforcement			
	i) STLTO already owns 735 Flowbird multi-space pay stations and 1,726 IPS single space meters. The STLTO is open to re-deploying parking meters to maximize effectiveness of operations. The vendor's software must be able to integrate with STLTO's equipment and all major equipment manufacturers	Fully Compliant	Please refer to Section 2.1.1 of our response for details concerning this requirement.
	ii) STLTO uses ParkMobile for mobile based payments. The vendor's software should have full integration with ParkMobile and other mobile based applications	Fully Compliant	Please refer to Section 2.1.1 of our response for details concerning this requirement.
	iii) Technology and reporting software that allows the STLTO to monitor meter performance on a real-time basis and track other analytics. The technology and software will also incorporate GIS of all on-street meter enforcement.	Fully Compliant	Please refer to Section 2.1.1 of our response for details concerning this requirement.
	iv) Ticket Issuance Devices ("TID") or software that allows officers to conduct enforcement on smart phones or similar devices. The TID should be user-friendly and also contain software that allows officers to take pictures to support issuance of parking violations. Additionally, the TID should have enforcement software which allows officers to detect vehicle permits and past parking infractions. TID may also allow officers to clock-in/out and monitor officer productivity.	Fully Compliant	Please refer to Sections 2.1.2 and 2.1.3 of our response for details concerning this requirement.
	v) License Plate Recognition ("LPR") technology that will assist parking enforcement officers to detect parking violations and vehicles eligible for booting or towing.	Fully Compliant	Please refer to Sections 2.1.4 and 2.3.2 of our response for details concerning this requirement.
	vi) Software that allows management of permit parking zones.	Fully Compliant	Please refer to Section 2.1.5 of our response for details concerning this requirement.
Citation Management/PVB			



Service	Section	Compliant?	Description
	i) The vendor will be responsible for processing tickets generated by the STLTO and the St. Louis Police Department. The ticket processing system should allow customers to pay parking tickets immediately after issuance. Additionally, the vendor should allow customers to pay parking tickets via phone, web, mobile, or in person. Customers should also be able to search ticket information with their license plate number or ticket number.	Fully Compliant	Please refer to Section 2.2 and 2.2.1 of our response for details concerning this requirement.
	iii) The vendor will be responsible for the monthly reconciliation of ticket revenue collected for each bank account. This report must be submitted to the STLTO by the 10th business day of each month per bond indenture requirements.	Fully Compliant	Please refer to Section 2.2.2 of our response for details concerning this requirement.
	iv) Software that allows the STLTO to audit and monitor ticket processing, run accounting reports, and perform other analytics. All reports should be able to differentiate between Police and STLTO tickets.	Fully Compliant	Please refer to Section 2.2.3 of our response for details concerning this requirement.
	v) Managing appeals of parking violations. The STLTO independently contracts with attorneys to review contested parking tickets. The vendor would be responsible to schedule parking ticket appeals and manage any supporting evidence submitted by customers in support of their appeals. Vendors should also provide the ability to conduct adjudications online.	Fully Compliant	Please refer to Section 2.2 of our response for details concerning this requirement as it relates to providing online access to appeal citations.
Carry out the STLTO's booting program			
	ii) Make the scofflaw list ("hot list") available to the booting crews electronically in real time following receipt of the original hot list in electronic format from Parking Supervisor or its designee.	Fully Compliant; we will also provide integration and collections initiatives upon the STLTO's request	Please refer to Sections 2.3 and 2.3.1 of our response for details concerning this requirement.



Appendix H: Service Table

REQUIREMENT: RFP Section 3.C

The RFP should include how the vendor will address all the items in the Scope of Service set forth in Section 2 in addition to the following areas: Maintenance and Service: Must include all training for operation and maintenance of the system, fully functional software with reporting capabilities: Remote diagnostic capabilities (ability to alert third party contractor and/or STLTO if malfunctioning); Overall performance with minimum downtime related to regular usage, weather and user-created problems; Ability to be maintained by third-party contractor and/or STLTO without affecting warranties; Provide details for service contract and equipment warranty; Policy regarding future software upgrades

The following table provides information about the various elements of our offering and reflects our compliance with the requirements of RFP Section 3.c. Figure H demonstrates a training regimen implemented for a client to support their parking operations.

Element	Description
Training for Operation and Maintenance of the System / Reporting-capable Software	<ul style="list-style-type: none"> • Proven track record providing in-person or web-based instructional classes when new items are introduced (please see Figure H below). • We will update existing documentation and introduce new process guides to coincide with CitySight® enforcement implementation across training venues, incorporating STLTO-specific scenarios. • Will adequately train client staff on operation and first-line troubleshooting.
*Training Module Examples	<ul style="list-style-type: none"> • Manager training on utilizing key performance statistics to monitor and evaluate field operations and make data-driven decisions • Analyst training for various branches • Supervisor training on utilizing all available information to plan and evaluate patrol strategies and performance • Utilizing available data to identify customer service issues and enhance service and responsiveness • Utilizing all available data from to evaluate and respond to potential revenue security vulnerabilities
*Example Assurance Testing Plan	<ul style="list-style-type: none"> • Developing a test matrix to include transaction, conditions, and desired results • Developing test data files • Performing and documenting unit tests and submitting results to the STLTO for approval • Debugging each program • Conducting system tests involving all functions and interfaces • Documenting the final system tests and submitting them to the STLTO for approval <p>Our staff will assist STLTO staff to:</p> <ul style="list-style-type: none"> • Review and approve the test plan including the development of the test matrix and corresponding test files • Review and approve, if necessary, each unit's test results • Provide written approval of the test results for the total system
Remote Diagnostic Capabilities (ability to alert third-party contractor and/or STLTO if malfunctioning)	<ul style="list-style-type: none"> • Components such as Pay- by-Web, CitySight® Enforcement, and ReportWeb will be hosted in our East Windsor, New Jersey facility and will feature redundancy for disaster recovery. • Conduent provides complete disaster recovery for our infrastructure including a back-up host platform and server site through Sandy, UT which provides back-up lines or redundant communications lines. • A rigorous data back-up schedule with offsite storage is utilized to facilitate the restoration of all systems.



Element	Description
	<ul style="list-style-type: none"> No manual intervention is required to perform the data exchange between the handhelds units and the Server. If errors occur during transmission, the data is automatically re-transmitted until it is uploaded successfully. All data remains on the handheld device during the enforcement session. Upon logout, all data that has been confirmed as received on the Server is purged from the handheld device. In the event of an Application failure, restoration can be made to the time of failure for eTIMS® and its integrated components within one hour of the failure.
<p>*Diagnostic Steps and Procedure for Resolution (following declaration of disaster)</p>	<ul style="list-style-type: none"> Diagnosis of the problem by assigned and trained disaster recovery team personnel A plan of action Notification procedures to execute the plan Assigned and trained disaster recovery team personnel for resolution of the event Resources (back-up site, vault, transportation, etc.) Logistics Directions to the back-up facility Reporting structure Identification and retrieval of back-up files and supplies List of all team members and their assignments
<p>Overall Performance with Minimum Downtime Related to Regular Usage, Weather, and User-created Problems</p>	<ul style="list-style-type: none"> As part of application re-platforming in 2019, we will be hosting our system in the Microsoft Azure cloud; featuring full redundancy for faster disaster recovery as well as maximizing system uptime. Conduent also operates the eTIMS® system and its integrated components on the most reliable equipment available on the market, thereby minimizing the possibility of component failure. We have designed our hardware and communications architecture and configuration to incorporate rapid and cost-effective recovery capabilities. State-of-the-art preventive maintenance technologies are incorporated into the hardware environment to further reduce the possibility of hardware failure; online hardware diagnostic tools provide early detection, diagnostics, and reporting of any impending component failure. Conduent performs preventive maintenance on every critical hardware component on a regular basis with a minimum of once per quarter. Conduent schedules such maintenance to avoid interfering with eTIMS® operations or adversely impacting levels of performance.
<p>Ability to Be Maintained by Third-Party Contractor and/or STLTO Without Affecting Warranties</p> <p>Details for Service Contractor and Equipment Warranty</p>	<ul style="list-style-type: none"> Conduent will pass title and warranties onto the client. As highlighted, warranties will not be affected by system handling or maintenance
<p>Policy Regarding Future Software Upgrades</p>	<ul style="list-style-type: none"> Conduent applies rigorous system software change control procedures and methodology for systems maintenance and upgrades to ensure they are done efficiently and effectively. Conduent will ensure that all systems (including all third-party software) are kept up to date with OS Releases, patches and system updates. Releases and/or patches typically applied during our scheduled monthly maintenance windows unless that is an urgent need to avoid any kind of security



Element	Description
	risk.
*Software Upgrade Steps:	<p>All new and existing features are thoroughly tested and re-tested before the new version or release of the software is accepted for production and migrated from the test system into the production system.</p> <p>There are multiple steps involved in our application upgrades:</p> <ul style="list-style-type: none"> • Upgrade Scheduling • Upgrade Planning and Notification • Upgrade Process • The Upgrade Process is applied to a Test Environment for full review and testing. Once the Test Environment has been approved, the upgrade procedure is applied to the Production Environment. • In addition, Conduent keeps a copy of the source code at an off-site facility to recreate the system should there be a disaster at our Data Center.

 Year	 Topic
2016-2017	LPR Enforcement
2018	Amnesty Program Training
Ongoing	PEO Customer Service Training
2017, 2018	Pay by Cell Enforcement Training
2016	New Handheld and Pocket PEO Training
2017	Beat Profile Analysis
2017	BusinessObjects
2016-2017	Beat Generator
2018	Tow Lot Inventory
2016	Workflow Training

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Figure H. Recent Training

Conduent has extensive, successful experience providing training services to our clients as demonstrated in this sample schedule for client training.



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Appendix I: Risk Table

Conduent is best positioned to identify and mitigate project risk, securing revenues and ensuring continued ParkLouie convenience.

The first step to properly managing risk is identifying risk. There are primarily two types of risk, internal and external.

- Risks associated with the project may be termed “internal” project risks. Internal project risks are generally more technical risks and include schedule risk as discussed below.
- “External” risks are associated with the impact of a project on others, including communities, businesses, residents, and other stakeholders.

While most technology providers focus on internal risk, Conduent seeks to prevent uncertainties from threatening the direction of the project as well as mitigate any impact such risks may have externally. We take a global approach to recognizing risk and will consider both the internal risks of time and budget on a project as well as greater societal impacts.

Schedule Risk. Project schedules may slip when project tasks and schedule release risks are not addressed properly. Schedule risks, especially when transitioning from one party to another, may lead to project failure. Schedules can slip due to following reasons:

- *Wrong time estimation or the materialization of schedule flaws.* Our knowledge of technology, products, development requirements, and current operational processes are critical to ensure schedule accuracy. Properly tracking and accounting for all resources, including staff, systems, and individual skill sets, is a must. Conduent understands the timeline and team, including:
 - Components of the timeline that are fixed or flexible;
 - The make-up of the team and their work experience;
 - The need for consistency throughout a transition;
 - The skills and composition of various partners and contractors;
 - The equipment necessary for the team to succeed.
- *Failure to understand scope.* The winning bidder should demonstrate its experience and ability to identify complex and nuanced functionalities and map the time required to develop those functionalities. Conduent can do this.
- *Unexpected project scope expansions can delay a project, sometimes indefinitely.* Those expansions can result from changing requirements due to “scope creep” (the addition of scope), hardware or software defects, “scope gap” (or undefined scope), but more often result from a vendor’s failure to fully understand the customer’s needs. Conduent, however, understands the complex nature of the STLTO’s operations to mitigate this risk.

Conduent has the experience with and knowledge of:



- The volume of traffic and content, including processing volumes, bandwidth, and necessary storage capabilities;
- The levels of workflow required, including rules specific to the STLTO, as well as data filters;
- The levels of permissions and approvals required;
- The clarity of the requirements and scope;
- The expected number of users;
- The expected response times;
- The knowledge level of the users and training requirements;
- The quality of equipment and its limitations; and
- The impact of the solution on the people using it.

Each of the above factors, if not properly addressed, can impact the success of a project implementation or transition. Unfamiliarity or the inability to implement the STLTO's vision will lead to risk. Only Conduent can claim the necessary knowledge to fully mitigate schedule risk in its various forms.

Budget Risk. In addition to affecting a project schedule, scope creep can also lead to a customer under-budgeting for a project. This appropriation risk can lead to cost overruns and project expansion. Conduent's expertise and familiarity with the ParkLouie project, however, will ensure the program remains successful and "on cost."

Operational Risks. Risks of loss due to improper process implementation, failed systems, or external events are called operational risks. We understand the causes of operational risks. They include:

- Failure to address priority conflicts;
- Failure to assign responsibilities;
- Insufficient resources;
- Lack of or inadequate subject training;
- No or lackluster resource planning; and
- No or inadequate communication among the team.

We are positioned to reduce these operational risks for the STLTO.

Technical Risks. Conduent recognizes the technical risks associated with the project. Technical risks, or system risks, generally lead to failure of functionality and performance. Causes of technical risks are:

- Continuous changing requirements;
- No advanced technology available or the existing technology is in initial stages;
- Product is complex to implement; and
- Integration of specialized project modules.



Conduent, as the current provider of services to the STLTO, will mitigate the above risks like no other vendor can. The system is currently tested and proven, fully implemented and integrated. Refreshing the software platform will require a conversion we're very familiar with.

Business Risks. Along with the overall system complexity, business risks should be considered. Although similar to technical risks, these risks specifically impact the ability to conduct business. These risks are most apparent when a vendor is taking on a new project with a team and systems that have not been tried or tested in the client's environment. The risk will be exacerbated by the absence of clear transition and implementation goals. There is, after all, a big difference between replacing a generic system and replacing a highly customized system like eTIMS®. The factors to look for in business project risks are:

- The intrinsic complexity of the developed product;
- The level of innovation provided;
- The stability of application development requirements;
- The required level of quality to meet the needs of users and customers; and
- The level of compliance to processes or legislation.

Complex projects like eTIMS® have a higher chance of failure during a transition because change can be difficult to introduce. Since Conduent is well positioned to continue to innovate systems and processes for the STLTO, there is also a risk that a new vendor will not deliver what the STLTO and its customers expect.

Security and Production System Risk. We're familiar with the specific system security and maintenance needs in St. Louis. Our personnel are properly trained to ensure the appropriate system patches, monitoring, and upgrades are provided to the STLTO. Ignoring the risk of securing, monitoring, and maintaining the system can lead to performance issues, including the loss of secure data or the failure of the production system.

Other risks that the STLTO may want to consider include compliance risk (or the ability to address changes in legislation while standing up and operating a system), financial risks (the loss of revenue and productivity associated with a transition), and political risk. Take, for example:

- The impact of any transitional delays could significantly and negatively impact gross collections.
- Depending on the length and difficulty of a transition, noticing could be impacted. It is critical to provide timely notices.
- There is significant risk that a new vendor may not be ready to process payments during a transition.

Risk Analysis

The transition support to a vendor other than Conduent may expose the STLTO to a number of risks. The likelihood and/or costs associated with the risks of transitioning are generally extremely high. Table I-1 represents the comparative risks on a scale of Low to High.



Table I-1. Comparative Risk Analysis

Risk Type	Internal or External Risk	Conduent	Competitor	Comments
Schedule	Internal	Low	High	There is little to no schedule risk associated with an award to Conduent
Budget	Internal	Low	High	Our experience and knowledge will ensure that project goals are delivered on time and, as importantly, on budget. There are no risks of scope creep or scope gap associated with an award to Conduent
Operational	Internal	Low	High	The STLTO's personnel are already familiar with many of our systems and services, reducing the need for exhaustive training and maintaining relationships that work. Our refreshed enforcement platform will operate in much the same way, further reducing any learning curve
Technical	Internal	Low	High	Our systems are tested and proven
Business	External	Low	High	We understand the complexities of St. Louis and the ParkLouie system and are best-suited to continue to innovate
Security and production system	Both	Low	High	Breaches in system and facility security are unlikely with Conduent
Personal	Internal	Low	Medium	STLTO personnel have critical roles. The selection of Conduent will allow them to continue to focus on their goals without sidetracking them with a multitude of conversion issues
Compliance	External	Low	High	Risk is mitigated by our collections expertise and compliance
Financial	Internal	Low	High	Schedule slip and conversion issues could result in significant loss to the STLTO and the City. Those risks are non-existent with Conduent, allowing us to bring the latest social justice, safety, and revenue improvement strategies to bear
Political	External	Low	Medium	Conduent is a reputable service provider. There is little to no political risk



Contracting with Conduent ensures the continued operation and improvement of the STLTO's parking enforcement system. We know the parking program better than any competitor and will not be burdened with transition scheduling, scope creep, scope gap, data conversion, major system development, resource identification, facility build-out, etc. Risk is inherent in these activities, and a transition away from Conduent represents a gamble. Table I-2 represents the comparative risk on a scale of Low to High associated with various deliverables and objectives. Clearly, Conduent is unlike any other bidder. We can and will focus its time and resources on continuing to enhance and improve the parking system.

Table I-2. Deliverable/Objective Risk Analysis

Deliverable/Objective	Conduent	Competitor	Comments
Data Transmission & Security	Low	High	A new vendor would need to prove they have similar staff and monitors in place for data transmission.
Noticing	Low	High	With Conduent, there is no disruption to program continuity.
Payment Gateway Processing	Low	High	Setting up pay-by-web and pay-by-phone systems requires elaborate requirements gathering and testing phases that are extremely dependent on merchant card processing set up activities. The STLTO may expend significant resources working with a new vendor to establish the requirements and test the new systems. With Conduent, no resources will have to be expended on the set up of these systems
Test Environment	Low	High	Conduent provides both a test environment used primarily for testing our changes and a QA environment that is used for the clients to verify and additionally confirm changes. A test production cycle is also provided to complete the test process. Many vendors will not be able to provide the segregated test environments

While risks are being considered, the STLTO may want to also assess the opportunity costs. Based on our experience, we know that it would take another contractor at least 90 to 120 days to implement just the basic core services, then many more months to fully customize those services to mirror the highly specialized subsystems, web services and other applications which we've tailored to the STLTO's needs over the past several years. Attempts to integrate new features with such customization would only extend the time required and perhaps leave the STLTO without critical functionality for an unacceptable period of time.

In contrast, we offer a far different and much more favorable path. As the incumbent, we already provide the baseline services and functions described in the RFP, and we have an experienced team in place, which will be ready on day one to begin work on new enhancements and features. In fact, we are already working with you to introduce new technologies well before the start of a new contract. This



demonstrates our proven track record of providing a high level of day-to-day service while also successfully working with to introduce innovations to the parking management program.



Appendix J: Pending Litigation

REQUIREMENT: RFP Section 3.G

The RFP should include how the vendor will address all the items in the Scope of Service set forth in Section 2 in addition to the following areas: Company Financial Information: Any pending litigation

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 below is a disclosure of pending litigation in which Conduent (formerly known as ACS State & Local Solutions, Inc. and as Xerox State & Local Solutions, Inc.) is involved, 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, which are hereby incorporated into this disclosure.

Pending legal matters involving Conduent State & Local Solutions, Inc. ("Conduent"), f/k/a Xerox State & Local Solutions, Inc. and ACS State & Local Solutions, Inc. ("Xerox" or "ACS")

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.

Saliani v. Bay Area Toll Authority et al.

In this suit, filed on July 3, 2014 in San Francisco Co., California Superior Court, the plaintiff alleges violation of due-process rights under the California Constitution, violation of California Government Code § 815.6, and negligence against Conduent, the Bay Area Toll Authority, and the Golden Gate Highway and Transportation District for the defendants' alleged failure to use best efforts to obtain the correct addresses of registered car owners before sending notices and instituting collection efforts related to toll invoices and violations. The plaintiff also alleges violation of § 17200 of the California Business and Professions Code (unfair and deceptive trade practices) against Conduent. The plaintiff sought class-action status, which was partially granted in August 2017. In early 2017, two other similar cases, *Moore v. Bay Area Toll Authority et al.* and *Freeland et al. v. Bay Area Toll Authority et al.*, were consolidated with this case.

Watson v. City of Allen et al.

In this lawsuit, originally filed in the 153d Judicial District Court of Tarrant Co., Texas on Apr. 28, 2015 and removed to the US District Court for the N. D. of Texas on May 5, 2015, the plaintiff challenges the unconstitutionality of various local ordinances in light of the Texas Constitution, and alleges violation of the Racketeer Influenced and Corrupt Organizations Act, common law misrepresentation, and deceptive trade practices in connection with the operation of photo-enforcement programs in the State of Texas. The defendants include over 50 Texas municipalities, the State of Texas, and various photo-enforcement vendors, including Xerox. The plaintiff seeks class-action status. In July 2015, the court dismissed the action against most of the defendants, including Xerox, but the plaintiff has appealed this dismissal to the US Court of Appeals for the 5th Circuit. In May 2016, the 5th Circuit vacated the lower court's dismissal and ordered the case transferred to state court. In April 2018, following a hearing on a Motion to Dismiss filed by Xerox, the court dismissed all claims against Xerox with prejudice. The plaintiff has appealed this dismissal.

AiNet Corp. v. Conduent

This is an action by a former Conduent subcontractor alleging breach of contract and unjust enrichment filed in the US District Court for the S. D. of New York on May 5, 2015. Following a bench trial in June 2017, the judge found that Conduent was not



liable as to any of the plaintiff's claims. On Dec. 5, 2017, the plaintiff appealed this ruling to the US Court of Appeals for the 2d Circuit.

Wal-Mart Stores, Inc. et al. v. Xerox

This lawsuit, filed on Nov. 6, 2015 in Dallas Co., Texas District Court, alleges breach of express contract, breach of implied in fact contract, negligent misrepresentation, negligence, and promissory estoppel against Xerox in connection with a power outage in Xerox' Dallas Data Center, which resulted in a temporary loss of services for Xerox' state EBT customers due to the unavailability of EPPIC, Xerox' EBT central processing system. In August 2018, the court granted Xerox' motion for summary judgment, but in September 2018 Wal-Mart filed a motion for a new trial. The court denied this motion in November 2018, but Wal-Mart appealed this ruling the same month.

Moore v. Bay Area Toll Authority et al.

In this lawsuit, filed on Nov. 18, 2015 in the Superior Court of San Francisco Co., California, the plaintiff alleges violation of due-process rights under the California Constitution, violation of the California Government Code, and negligence against the Bay Area Toll Authority, the Golden Gate Highway and Transportation District, and Conduent in connection with the processing of toll violations, as well as violations of the California Business and Professions Code against Conduent. The plaintiff seeks class-action status. In early 2017, this case was consolidated with *Saliani v. Bay Area Toll Authority et al.*, above.

Freeland et al. v. Bay Area Toll Authority et al.

In this suit, filed on Mar. 14, 2016 in the Superior Court of San Francisco Co., California, the plaintiffs allege violation of due-process rights under the California Constitution and violations of the California Vehicle Code, and the California Government Code against the Bay Area Toll Authority, the Golden Gate Highway and Transportation District, and Xerox in connection with the processing of toll violations, as well as violations of the California Business and Professions Code against Xerox. The plaintiffs seek class-action status. In early 2017, this case was consolidated with *Saliani v. Bay Area Toll Authority et al.*, above.

Baker et al. v. The Philadelphia Parking Authority et al.

In this lawsuit, filed on Apr. 6, 2016 in the Court of Common Pleas of Philadelphia Co., Pennsylvania, the plaintiff alleges negligence and property damage against the Philadelphia Parking Authority, Conduent, Xerox Corporation, the City of Philadelphia, the Pennsylvania Department of Transportation, and the Pennsylvania Department of General Services in connection with a red-light camera pole that allegedly fell on his vehicle, causing him serious injury. In addition, the plaintiff's wife alleges loss of consortium against all the defendants.

Protech Solutions, Inc. v. Xerox and Protech Solutions, Inc. v. Xerox et al.

The first of these cases is an arbitration filed with JAMS in New York City on Oct. 28, 2016 by Protech Solutions, Inc. ("Protech"), a Xerox subcontractor, concerning the amount of Protech resources to be devoted to the Xerox contract with the State of Delaware ("State") for the Delaware Child Support System ("DCSS"). After the initiation of this arbitration, in March 2017, the State issued an RFP for the maintenance and operation of the DCSS system, in response to which both Protech and Xerox submitted bids. In July 2017, the State awarded the contract to Conduent. Protech then filed a bid protest with the State, which rejected the protest. Protech then filed suit in the Delaware Chancery Court on Sep. 5, 2017 against both the State Department of Social Services and Conduent seeking an injunction of contract award and a rebid of the contract. This matter is pending.

Burke v. Szychulski et al.

In this lawsuit, filed in the Philadelphia Co., Pennsylvania Court of Common Pleas on Mar. 3, 2017, the plaintiff has sued 17 defendants, including Conduent and Xerox Corporation, in connection with injuries sustained following an automobile accident at a site where Conduent had allegedly been performing construction work.

State of California, Ex Rel. Bryan Bashin vs. Conduent Inc. et al.

This is a qui tam lawsuit filed in the Superior Court of Alameda Co., California on Jan. 8, 2018 against Conduent, Conduent Inc., and Xerox Corporation, but not served until May 7, 2019. The relator, a blind man, alleges that Conduent violated the California False Claims Act by willfully misrepresenting to the State of California that the online parks reservation platform that Conduent operates for the California Dept. of Parks and Recreation is compliant with the Americans with Disabilities Act. The relator claims that he was unable to access the reservations portal using screen reader software, and that the website does not meet minimum accessibility standards for people with disabilities. In an amended complaint filed on May 2, 2018, the relator brings an additional cause of action on his own behalf of violation of the Unruh Civil Rights Act, and also adds a claim of declaratory relief. This case is pending.

Conduent v. Ohio Department of Administrative Services et al.

In this lawsuit, filed on Apr. 1, 2019 in Franklin County, Ohio, Conduent seeks a preliminary injunction against a contract that the State of Ohio awarded to its competitor Systems and Methods, Inc. ("SMI"). SMI and the Ohio Department of Jobs and Family Services are the other defendants in this case.



In re Toll Bridges Litigation

This case was filed in the Superior Court of San Francisco Co., California on Apr. 8, 2019 by the plaintiffs in the cases of *Kendrick et al. v. Xerox et al.*, above, and *Montgomery v. Conduent et al.*, above. In their consolidated complaint, the plaintiffs in this case, who seek class-action status, allege violations of California Streets and Highways Code § 31490, the Rosenthal Fair Debt Collections Practices Act (California Civil Code § 1788 et seq.), California Business and Professionals Code §§ 17200 et seq., and the California Consumer Legal Remedies Act (California Civil Code § 1750 et seq.), and also allege breach of contract, negligence, and negligence per se. The defendants are Conduent, the Bay Area Toll Authority, and the Golden Gate Highway and Transportation District. This case is pending.

