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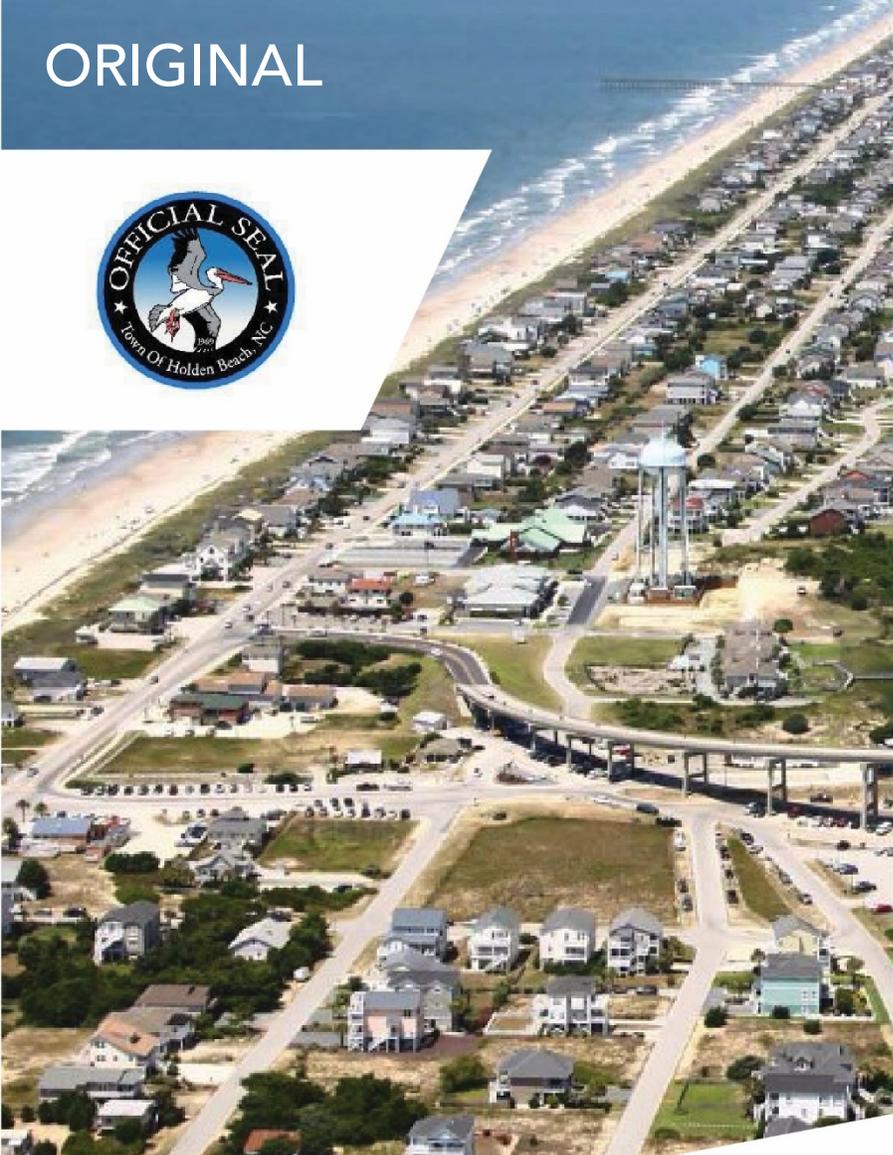


Proposal Response

RFP for Parking
Management Services

Town of Holden Beach

June 2, 2021



PART OF REEF PARKING NETWORK

Lanier Parking
233 Peachtree Street NE #2600
Atlanta, GA 30303
T 404.881.6076

Contact Person:
Laura Lierz, VP - Municipal
llierz@govtparking.com

lanierparking.com



PART OF REEF PARKING NETWORK

LETTER OF TRANSMITTAL

June 2, 2021

Town of Holden Beach
Attn: Town Clerk
110 Rothschild Street
Holden Beach, NC 28462

Re: Town of Holden Beach RFP for Parking Management Services

Lanier Parking, part of the REEF Parking Network, is poised to present our proposal to provide Parking Management Services for the Town of Holden Beach. Our Carolina-based leadership team and dedicated municipal subject matter experts are excited to start a partnership with the Town to create a parking program and expand the program into the future.

Lanier, along with the REEF Parking Network, is one of the largest providers of parking management services in North America. Since our founding, we have worked hard to provide the highest levels of client and customer service. With our approach of focusing on the fundamentals of parking management, we have earned recognition as an industry leader and trusted service partner.

Some of the most important and unique advantages associated with awarding the management of the parking program to Lanier is:

- **Seasoned Parking Professionals** — Lanier/REEF is the largest provider of municipal parking services in North America. We oversee 100+ municipal operation and issue over 2.3 million municipal parking citations annually. We have put together a team of professionals with a combined municipal parking experience of over 80 years and hands-on knowledge of managing complex parking programs.
- **Staffing Selection & Training** — We employ multiple methods to carefully select the most qualified personnel, train and educate our workforce, and provide them with tools needed to succeed.
- **Unparalleled customer service** — With strong training programs and engaged corporate leadership dedicated to supporting employee development, Lanier offers some of the industry's best-trained staff. Lanier believes happy employees create positive customer experiences!
- **Quality Control Procedures** – Our proven and field-tested Standard Operating Procedures translate into strict Quality Control efforts. We proudly maintain our ticket accuracy performance



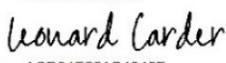
above 95 percent. Ticket accuracy equates to fewer administrative hearings, improved program reputation, and enhanced collection revenues.

We understand the Town of Holden Beach is looking to successfully partner with a reputable and financially stable professional company with demonstrated skills and technical ability that provides high levels of customer services and satisfaction to fulfill the requirements of the is RFP.

The challenge is finding a firm that can mirror the Town's processes for screening, hiring and training professionals that can deliver consistent level of service and follow Holden Beach's mission of a commitment to improving the quality of life to those who live and work within the Town. Furthermore, the Town's desire to provide a focused approach to parking enforcement to improve compliance and better response time for calls for service to ensure citizen satisfaction. To achieve this goal, you need stability and consistency in parking enforcement activities so the needs of the department, the citizens and visitors can be addressed in a timely manner. This is the only way to manage a comprehensive parking program.

Our team of tenured professionals is eager to take the next steps in creating a collaborative and transparent working partnership with the town to ensure we meet and exceed the town's expectations for their parking program. We greatly value this opportunity to be of potential service to the Town of Holden Beach, and we are hopeful the Town of Holden Beach will conclude that Lanier's approach to parking is different, and we are not a "business as usual" company. Should you have any questions regarding the enclosed, please do not hesitate to contact Laura Lierz, CAPP our Vice President Municipal Services for an immediate response.

Sincerely,

DocuSigned by:

ACD94E55AB4345F...

Leonard Carder
President of Real Estate Services
Lanier Parking Meter Services, LLC dba Lanier Parking

PRIMARY CONTACT INFORMATION (ALLOWED TO MAKE REPRESENTATIONS FOR LANIER)

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

AUTHORIZED TO SIGN CONTRACTS

Leonard Carder, President of Real Estate Services
leonard.carder@reefparking.com | 206.550.6764



ADDITIONAL SUPPORT TEAM CONTACTS

Chris Goodson, Regional Vice President
chris.goodson@reefparking.com | 404.931.8311

Steven Taff, Executive Vice President – Southern Region
steven.taff@reefparking.com | 404.879.7622



TABLE OF CONTENTS

TITLE PAGE..... 1

LETTER OF TRANSMITTAL..... 2

TABLE OF CONTENTS 5

SECTION 1 - ORGANIZATION PROFILE AND DOCUMENTATION 6

 Description of Management Firm 6

 Why Lanier/REEF?..... 7

 Completed RFP and Forms 8

 Authorization to do Business in NC 46

SECTION 2 – COMPENSATION / BUDGET 49

 Proposed Compensation 49

 Operating Budget..... 50

SECTION 3 – EXPERIENCE 51

 Description of Management Team..... 51

 Key Personnel 51

 Experience of Management Firm..... 55

 Understanding and Approach..... 56

SECTION 4 - APPROACH TO PROVIDING SERVICES 59

 Technology Deployment Experience 60

 Project Control..... 60

 Reports and Budgeting..... 62

 Enforcement Technology 80

 Citation Collections Technology 83

 Cash Controls..... 87

SECTION 5 - ADDITIONAL INFORMATION 91

 Communications 91

 Branding and Wayfinding Concepts 92

 Value Add Services 92

 Transportation Demand Management (TDM) Alternatives / Initiatives 93

 REEF Alternative Use Cases & Partnerships 94



SECTION 1 - ORGANIZATION PROFILE AND DOCUMENTATION

Description of Management Firm

Lanier Parking was founded in 1989 with a single lot in downtown Atlanta. Over the years, Lanier added more services in parking, transportation management and beyond, including commercial properties, special events management, municipalities, shuttles, valet, mixed-use and healthcare facilities.

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



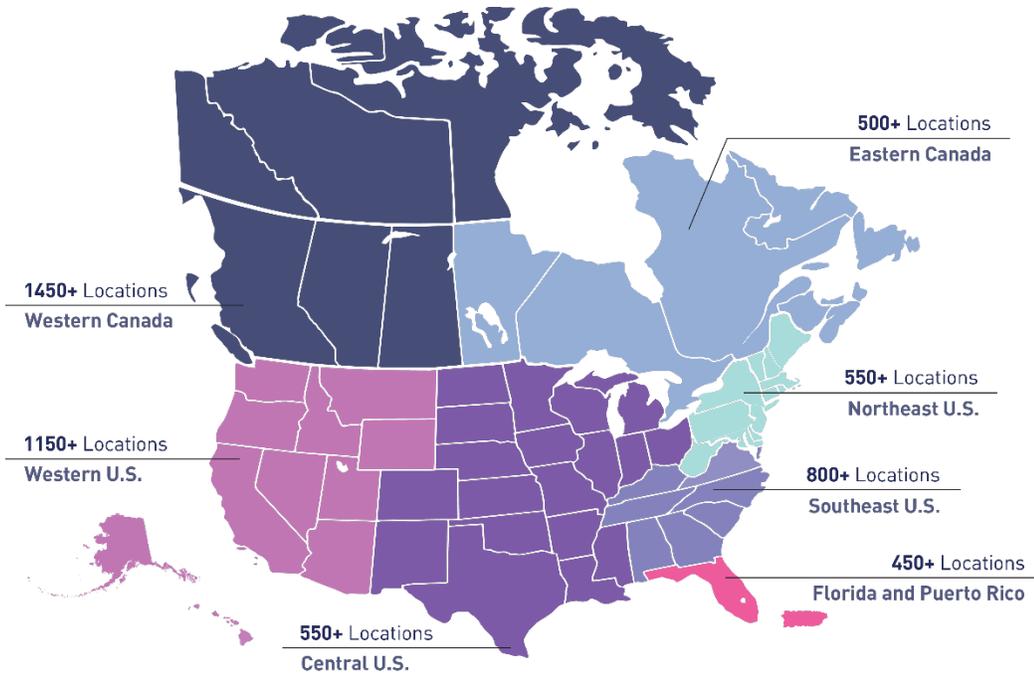
REEF — which acts as one, cohesive business unit — is unrivaled in terms of size, experience, and resources. The parking network employs over 15,000 members of staff and processes gross receipts in excess of \$2 billion each year. Currently located in 500 North American cities, REEF proudly operates more than 4,800 parking facilities with 1.2 million parking spaces and serves approximately 750,000 monthly parker contracts.

Already, Lanier, as part of the REEF Parking network, is redefining the possibilities of parking and maintains a firm commitment to leading and evolving the industry.

Largest Parking Operator in North America

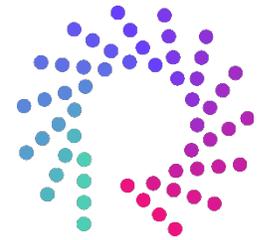
REEF is unrivaled in terms of size, experience, and resources. The parking network employs over 15,000 members of staff and processes gross receipts in excess of \$2.5 billion each year. Currently located in 500 North American cities, REEF proudly operates more than 4,800 parking facilities with 1.5 million parking spaces and serves approximately 1.1 million monthly parker contracts.

REEF’s diverse parking operations encompass a vast geography and multiple service offerings in world-class cities across the country. Operating with the transparency and accountability of a public-sector agency, we use advanced management techniques to lead the way, integrating technology, data analytics, ambassadorship, stakeholder engagement, parking and mobility consulting (Occupancy, Turnover, Feasibility Studies, TDM, Mobility Management), and environmentally sustainable business practices to meet our clients’ evolving needs.



Our Mission

The last century we built our cities for cars and in turn the facilities to store them. We believe a parking lot can be more than a place to store a car. A parking lot can be a hub for the community, connecting people to the businesses, services, and experiences that make a city thrive. First and last impression is parking, it is not necessarily the destination.



Why Lanier/REEF?

- **Qualifications** – Unmatched parking enforcement experience. We manage 100+ public-sector municipal operations. Our employees issue over 2.3 million municipal parking citations annually.
- **Market Specific Knowledge** – Our local team along with our dedicated Municipal Services team are familiar with the with state and local laws, statutes, and regulations. We have over 30 years of experience working with local municipal and government agencies.
- **Best in Class Standards and Processes** – Deployment strategies, Route Optimization, Online Training and Strict Standard Operating Procedures
- **Corporate Resources** – Financial Stability, Support Services, Audit & Transparency



**TOWN OF HOLDEN BEACH, NC
REQUEST FOR PROPOSALS**

PARKING MANAGEMENT SERVICES



REQUEST FOR PROPOSALS TO:

Town of Holden Beach
Attn: Town Clerk
110 Rothschild Street
Holden Beach, NC 28462



The Town of Holden Beach, NC (the “TOWN”) invites qualified firms to submit proposals to provide:

PARKING MANAGEMENT SERVICES

The TOWN intends to review proposals to provide services necessary for a profitable parking management plan described herein.

The TOWN will receive sealed proposals until 5:00 p.m., July 2, 2021 at Town Hall, which is located at 110 Rothschild Street, Holden Beach, NC 28462.

The TOWN’s contact information for this Request for Proposal (RFP):

All provider questions should be submitted by email to heather@hbtownhall.com.

RFP documents may be obtained on the TOWN’S website at <http://hbtownhall.com/>.

The TOWN reserves the right to reject proposals with or without cause and for any reason, to waive any irregularities or informalities, and to solicit and re-advertise for other proposals. Incomplete or non-responsive proposals may be rejected by the TOWN as non-responsive or irregular. The TOWN reserves the right to reject any proposal for any reason, including, but without limitation, if the MANAGEMENT FIRM fails to submit any required documentation, if the MANAGEMENT FIRM is in arrears or in default upon any debt or contract to the TOWN or has failed to perform faithfully any previous contract with the TOWN or with other governmental jurisdictions. All information required by this RFP must be supplied to constitute a complete proposal.



Table of Contents

Part I Statement of Work

A	Objective	1
B	General Information about Parking in Town	1
C	Scope of Work	2
D	Insurance and Licenses	7

Part II General Information

A	Definitions	8
B	Invitation to Propose; Purpose	8
C	Contract Awards	8
D	Proposal Costs	8
E	Inquiries	9
F	Delays	9
G	Proposal Submission	9
H	Proposal Format	9
I	Proposal – Procedural Information	11
J	Public Records	11
K	Irregularities; Rejection of Proposals	11
L	Evaluation Method and Criteria	11
M	Representations and Warranties	12
N	TOWN Contract	12
O	Cloud Computing Security	13

Exhibits

RFP Form A. Qualifications Statement	16
RFP Form B. Reference Form	19
RFP Form C. Price Proposal Form	20
RFP Form D. Certification	21

Forms Page

	16
	19
	20
	21



PART I - STATEMENT OF WORK

A. *OBJECTIVE*

The TOWN has a population of approximately 600. Many houses in Holden Beach are second homes or rental properties. Like other beach communities in the Carolinas, the TOWN's visitor population balloons during the tourist season to more than 10,000. As could be expected, the TOWN's tourism industry is extremely important to its economic base and it is important to consider the parking needs of the community in the height of the tourist season. The TOWN wishes to explore the viability of paid parking throughout Holden Beach.

The TOWN is seeking proposals from qualified firms of the highest professional integrity, hereinafter referred to as "the MANAGEMENT FIRM," to provide all personnel, materials and services necessary to provide Parking Management Services for the TOWN's public parking system and for its related management, personnel and oversight. The TOWN intends to enter into a short-term contract with possible extensions in accordance with the terms, conditions, and specifications contained in this Request for Proposals.

The successful MANAGEMENT FIRM shall provide overall management of TOWN parking assets, including but not limited to parking enforcement, equipment maintenance, revenue collection, citation management, complaint resolution, coordination with local businesses on parking matters, the sale of parking passes and event parking planning. In addition, the MANAGEMENT FIRM shall provide parking data, analysis, and recommendations on rates, proposed parking spaces and other parking matters. The TOWN expects a minimalized hardware solution with preference for cloud computing software solutions.

B. *GENERAL INFORMATION ABOUT PARKING IN TOWN*

The TOWN must balance the parking needs of property owners with the competing needs of residents, businesses and beach visitors. Sound parking management practices and enforcement are crucial to striking a balance between these interests. The main element of a Holden Beach parking program is on-street and off-street spaces.



TOWN PARKING PROGRAM AND SPECIFICS

The Town of Holden Beach has not previously utilized a paid parking plan. Thus, the parameters for the paid parking program are listed below for proposal compatibility, but are subject to change at the discretion of the Town Board of Commissioners as the potential program is further developed.

If the MANAGEMENT FIRM believes that variance from the parameters indicated in the PERIOD OF PERFORMANCE AND SERVICE AVAILABILITY would significantly benefit the parking plan being proposed, the MANAGEMENT FIRM shall submit both a basic and alternate proposal so that the Town’s ability to compare proposals on a like-basis is preserved.

PERIOD OF PERFORMANCE AND SERVICE AVAILABILITY

- a. Parking enforcement under this contract will begin on April 1st and end on September 30th each year.
- b. Parking Enforcement Hours are from 9 a.m. to 5 p.m. All parking in Town spaces is free outside of the aforementioned timeframe.
- c. MANAGEMENT FIRM is responsible for provision of all support facilities, equipment and personnel to provide services.
- d. All users of Town spaces regardless of status as visitor, resident, property owner or other will pay for parking equitably. MANAGEMENT FIRM will provide a recommended rate structure based on comparable operations in coastal communities.
- e. Recommended rate structure shall provide for seasonal, weekly, daily and hourly options.

TYPES OF PARKING

Parking will be either “on-street” or “off-street” parking in accordance with North Carolina General Statutes. MANAGEMENT FIRM shall review and research appropriate background information (CAMA Land Use Plan, applicable Town ordinances, website and any other miscellaneous material) to quantify areas suitable to implement a paid parking program. A link to the materials is available at <http://hbtownhall.com/>.

C. SCOPE OF WORK

A well-designed enforcement effort will enable the TOWN to maximize use of the existing parking supply while accomplishing the following primary objectives:

- a. Promote traffic and pedestrian safety
- b. Encourage compliance with the Town’s parking regulations in a fair, professional and friendly manner
- c. Support parking facilities by equitably and consistently enforcing parking regulations
- d. Provide installation and maintenance of parking equipment, including pay stations that accept both cash and credit card payments. (minimize equipment, maximize apps)
- e. Provide and remain accountable for citation issuance and collection, all revenue collection, and past due collections.
- f. Professional Staffing of all aspects of the Parking Program

The successful MANAGEMENT FIRM shall provide overall management of TOWN paid parking system assets as defined in this RFP, including but not limited to parking enforcement, equipment maintenance, revenue collection, citation management, complaint resolution, coordination on parking



matters with local businesses, sale of parking permits, and event parking planning. In addition, the MANAGEMENT FIRM shall provide parking data, analysis, and recommendations on rates, expansion of parking spaces and other parking matters.

GENERAL PARKING SERVICES REQUIRED

- a. Assist and consult with the TOWN as necessary in the design of parking facilities or modification to parking rates and policies.
- b. Work with TOWN businesses, as needed, to assess how well public parking is accommodating their needs; report to TOWN with suggestions for improvement.
- c. Be available to respond to TOWN calls when needed and attend group and or Board meetings when asked by the TOWN.
- d. Install and maintain parking equipment and/or digital applications as appropriate
- e. Provide sufficient personnel to issue parking citations at a level of enforcement appropriate for the TOWN.
- f. Provide operational and customer training for all enforcement personnel. Provide training manual and employee course completion certification as verification.
- g. Handle all customer services associated with the TOWN'S paid parking system.
- h. Provide daily, weekly, monthly and annual reports as required by the TOWN.

1. Parking Enforcement

- a. Manage enforcement of parking in areas defined in this RFP.
- b. The TOWN reserves the right to temporarily adjust the number of parking spaces at its sole discretion.
- c. MANAGEMENT FIRM to provide computer hardware and software that will enable MANAGEMENT FIRM's staff to enter, issue and process parking citations.
- d. Install and maintain parking equipment necessary for paid parking in the areas defined in this RFP.
- e. Maintain Pay Stations (or other equipment) and manage their data or software.
- f. Enforce parking regulations relating to paid parking areas and provide plan for fine structure and for handling appeals process (provide copy with proposal).
- g. Enforcement activities may include electronic ticketing.
- h. Respond to requests from the TOWN to suspend or emphasize enforcement along certain roads or in certain areas.
- i. Enforce parking regulations for special events, including festivals, events, weather emergencies, etc.
- j. Ensure adequate staffing to meet the enforcement and maintenance needs of the Town's parking program.
- k. Reprogram parking equipment if rates are changed by TOWN.

2. Collections of Money and Accounting (Daily Operations)

- a. Collect and account for all revenues from the installed equipment and software. The collection of pay stations or other proposed equipment money.
- b. Ensure proper accountability and internal control of all money collected, including the deposit of all monies removed from the equipment.
- c. Provide any periodic, financial and operational reports as requested by the TOWN.
- d. Provide samples of current financial and operational reports MANAGEMENT FIRM uses.
- e. MANAGEMENT FIRM to provide cashier staffing and services as needed.
- f. Should any money collected by the MANAGEMENT FIRM be lost, stolen, unaccounted for or otherwise removed from the custody and control of the MANAGEMENT FIRM prior to its deposit in the TOWN's approved bank account, the MANAGEMENT FIRM shall deposit a like sum of money in



the Town's bank account within ninety-six (96) hours of such loss, theft or removal. Should said loss, theft or removal be insured or otherwise secured by the MANAGEMENT FIRM, any payments made to the TOWN on account thereof shall, if appropriate, be reimbursed to the MANAGEMENT FIRM. The MANAGEMENT FIRM will be liable for all mismanagement of funds by MANAGEMENT FIRM, its employees or agents.

3. Seeking Recommendations For:

- a. Local Employees
- b. Parking Signage
- c. App vs Meter Solution
- d. Customer Education
- e. Enforcement
- f. Data Security

4. Collections of Money and Accounting (Citations)

- a. The MANAGEMENT FIRM shall be responsible for collecting payments on citations from the public. MANAGEMENT FIRM should make available to the customers a variety of payment options approved by the TOWN, including but not limited to cash or credit card. The MANAGEMENT FIRM will also be responsible for processing payments of parking citations and providing detailed accounting for money collected.
- b. MANAGEMENT FIRM will be responsible for issuance of late notices for overdue payment of citations (specify how many, when) and for providing follow-up collection services.
- c. Automated technology will be used to issue citations and manage records of citations.

5. Office Administration

- a. The MANAGEMENT FIRM shall be responsible for purchasing all materials necessary to carry out all operation functions. These include but are not limited to paper tickets, ticket books, envelopes, uniforms, office equipment and supplies, spare parts for maintenance and repair and all necessary equipment.

6. Personnel Administration

- a. Parking enforcement personnel will demonstrate high ethical standards of conduct and will observe all written rules and regulations concerning their work assignments as provided by the MANAGEMENT FIRM.
- b. MANAGEMENT FIRM is required to do background checks and drug testing on all employees prior to employment and provide proof of such to the TOWN.
- c. Supervisors and field personnel will maintain contact as appropriate to ensure oversight of paid parking enforcement activities.
- d. The MANAGEMENT FIRM will arrange for bonding of all personnel who handle money at a rate acceptable to the TOWN.
- e. All employees of the MANAGEMENT FIRM providing services shall at all times be clearly identifiable by uniform, name badges, name tags, or identification cards.
- f. The MANAGEMENT FIRM shall employ persons who are fully trained, competent, and qualified with the skills and experience necessary to provide the services during the term of this Agreement.
- g. The MANAGEMENT FIRM is responsible for hiring, training, and supervising its staff members. MANAGEMENT FIRM staff members assigned to the services are employees of the MANAGEMENT FIRM.
- h. MANAGEMENT FIRM personnel shall at all times assure that its employees shall serve the public in a courteous, helpful, and impartial manner. Correction of any inappropriate behavior or language shall be the responsibility of the MANAGEMENT FIRM.



- i. MANAGEMENT FIRM shall provide The TOWN with a plan for staffing requirements (season/off-season).
- j. The MANAGEMENT FIRM shall respond to any public complaint within twenty-four (24) hours after receipt of the complaint. In the event a report is received alleging an employee of the MANAGEMENT FIRM was discourteous, belligerent, profane, or in any way intimidating, either physically or verbally, the MANAGEMENT FIRM will submit a written report to the Town Clerk within three (3) days of the date of the report, outlining the complete details of the incident. The report will include the nature of the incident, time, date, location, name, address, and telephone number of the person making the allegation. The report will also include the name and title of the employee and the nature of the disciplinary action taken, if any.

7. Training and Customer Service

- a. Provide a high level of customer service by employing friendly, helpful, customer-oriented personnel.
- b. Provide training in general information and directions to all personnel so they may assist visitors to the TOWN.
- c. Respond to public inquiries about the Parking Enforcement Services, ticketing and enforcement, or any other citizen concern in accordance with the TOWN's customer service principles.
- d. Assist the TOWN in its efforts to inform the public about the Parking Program, Rules, and Regulations.
- e. Keep an accurate record of all citizens' complaints, their resolution, and the action taken to contact the complainant. Keep an accurate record of appeals and their resolution. All such records shall be retained during the term of this Agreement and made available to the Town Clerk.
- f. Provide customer service training in accordance with industry best practices.

8. Installation and Maintenance

- a. Pay Stations or other proposed equipment are each required to be maintained in good working condition. This is defined as repairing/replacing any defective equipment within 24 hours of a report of failure and ensuring that equipment is functioning properly no less than 90% of the time.
- b. All MANAGEMENT FIRM employees will be required to immediately report any damaged, missing or malfunctioning equipment or facilities to the appropriate supervisor.
- c. Implement and follow a regular preventive maintenance schedule for all parking equipment.
- d. Keep a meter log of all complaints regarding equipment.
- e. MANAGEMENT FIRM will utilize its own equipment to provide installation and maintenance of all equipment necessary to successfully implement this parking program.
- f. The MANAGEMENT FIRM will be liable for any lost, stolen, vandalized, unaccounted for or damaged equipment that is the property of the TOWN unless it is considered no fault of the MANAGEMENT FIRM.

9. Safety

The MANAGEMENT FIRM shall take adequate steps to ensure the safety and security of all personnel and property. The MANAGEMENT FIRM shall provide training and employ all responsible safety precautions and devices in connection with providing the Services.

10. Special Events

If a special event is scheduled, the MANAGEMENT FIRM may be required to make rate changes, as well as, special event programming. These events include, but are not limited to festivals, holiday events, weather emergencies, etc.



11. Miscellaneous Items

- a. The MANAGEMENT FIRM will change procedures as is necessary to conform to revisions in the TOWN's ordinances, parking regulations, policies and initiatives.
- b. MANAGEMENT FIRM shall review Town Ordinances and provide the TOWN with recommendations/feedback regarding any ordinances that may or do create a negative impact to the parking program.
- c. Provide plan for public education regarding implementation of paid parking system.

12. TOWN'S Flexibility

- a. The TOWN may adjust the geographic locations and any other criteria for enforcement activities at its sole discretion.
- b. The TOWN retains the right to define the hours of enforcement.

13. Reimbursable Operating Expenses

The TOWN will reimburse the MANAGEMENT FIRM for all approved expenses as determined by the TOWN. The MANAGEMENT FIRM will be expected to submit a monthly expense report and include acceptable documentation for expenses. The TOWN agrees to reimburse actual expenses with no surcharges.

To this end, the MANAGEMENT FIRM is to include in its proposal the following costs:

- a. The full hourly rate for enforcement personnel and the number of hours proposed per month and a shown on the attachment.
- b. The full hourly rate and number of hours per month for collection services for all pay stations.
- c. The full hourly rate and the number of hours per month to maintain equipment and parking facilities.
- d. All other expenditures as outlined in this document.

14. Annual Budget Process

By the last day of February of each year, the MANAGEMENT FIRM shall submit to the TOWN's Finance Director/Budget Officer, a detailed budget outlining all anticipated expenditures and revenues for the following fiscal year. For budget preparation and reporting purposes, the MANAGEMENT FIRM shall follow the TOWN's fiscal year, which starts July 1 and ends June 30.

15. Cost of Service

MANAGEMENT FIRMS have several optional ways of documenting compensation proposals, as is indicated below.

- a. Management Services Fee: Under this proposal, the MANAGEMENT FIRM would propose an all-inclusive flat fee for all services provided.
- b. Management Services Fee plus Reimbursements: Under this proposal, the MANAGEMENT FIRM would propose a base fee for management services and document the MANAGEMENT FIRM's direct operating expenditures that would be 100% reimbursed.
- c. Other Fee Structure: MANAGEMENT FIRM can structure the contract using another proposed structure if it better describes the MANAGEMENT FIRM's plan; however, equipment and other costs to the Town must be delineated.
- d. The Town reserves the right to decide which cost of service structure is most beneficial to the Town.



16. Technical Requirements

The MANAGEMENT FIRM should have at least 5 years of experience in parking management services to include:

- a. Citation management
- b. Collections across state lines
- c. Pay Station and Equipment collection
- d. Pay Station and Equipment maintenance
- e. Parking Enforcement and Appeals procedures
- f. Municipal parking management and operations is preferred
- g. App based parking solutions

D. INSURANCE AND LICENSES

The successful MANAGEMENT FIRM shall maintain in full force and effect throughout the contract:

- (a) insurance coverage reflecting the minimum amounts and conditions required by the TOWN, and
- (b) any required licenses.

a. Comprehensive General Liability Insurance - \$1,000,000 combined single limit of insurance per occurrence and \$2,000,000 in the general aggregate for Bodily Injury and Property Damage and \$2,000,000 general aggregate for Products/Completed Operations, Comprehensive General Liability insurance shall include endorsements for property damage; personal injury; contractual liability; completed operations; products liability and independent MANAGEMENT FIRMS coverage.

b. Workers' Compensation Insurance - Statutory.

c. Comprehensive Automobile Liability Insurance - \$1,000,000 combined single limit of insurance per occurrence for Bodily Injury and Property Damage; \$1,000,000 Hired & Non Owned Auto Liability.

d. Professional Liability and Bonding – Please indicate if you carry Professional Liability Insurance and, if so, in what amount. All employees that handle money must be bonded to the satisfaction of the Town.

END OF PART I



PART II: RFP GENERAL INFORMATION

A. DEFINITIONS

For the purposes of this Request for Proposals (RFP):

MANAGEMENT FIRM shall mean the **MANAGEMENT FIRM**, consultant, respondent, organization, firm, or other person submitting a response to this RFP.

TOWN shall mean the **TOWN** of Holden Beach, **TOWN** Board or **TOWN** Clerk, **TOWN** Finance Director, as applicable, and any officials, employees, agents and elected officials.

Contact information for the purpose of this RFP shall mean:

Heather Finnell, Town Clerk

heather@hbtownhall.com

B. INVITATION TO PROPOSE: PURPOSE

The **TOWN** solicits proposals from responsible **MANAGEMENT FIRMS** to perform work for or provide goods and/or services to the **TOWN** as specifically described in Part I, Statement of Work.

C. CONTRACT AWARDS

The **TOWN** anticipates entering into a contract with the **MANAGEMENT FIRM** who submits the proposal judged by the **TOWN** to be most advantageous. If the **TOWN** selects a Proposal, the **TOWN** will provide notice of the award.

The **MANAGEMENT FIRM** understands that neither this RFP nor the notice of award constitutes an agreement or a contract with the **MANAGEMENT FIRM**. A contract or agreement is not binding until a written contract or agreement has been approved as to form by the **TOWN** Attorney and has been executed by both the **TOWN** (with Board approval, if applicable) and the successful **MANAGEMENT FIRM**.

The **TOWN** reserves the right to reject all proposals or to forgo a decision to initiate a paid parking program if the **TOWN** Board, in its sole discretion, decides that it is in the best interest of the **TOWN** to do so.

D. PROPOSAL COSTS

Neither the **TOWN** nor its representatives shall be liable for any expenses incurred in connection with preparation of a response to this RFP. **MANAGEMENT FIRMS** should prepare their proposals simply and economically, providing a straightforward and concise description of the **MANAGEMENT FIRM**'s ability to meet the requirements of the RFP.

E. INQUIRIES

The **TOWN** will not respond to oral inquiries. **MANAGEMENT FIRMS** may mail, electronic mail or fax written inquiries for interpretation of this RFP to the attention of the Town Clerk. Please mark the correspondence "Parking Management Services RFP - Holden Beach".



The TOWN will respond to written inquiries received at least 7 working days prior to the date scheduled for receiving the proposals. The TOWN will record its responses to inquiries and any supplemental instructions in the form of a written addendum. If addenda are issued, the TOWN will email, mail or fax written addenda to any potential MANAGEMENT FIRM who has provided their contact information to the Town Clerk. Although the TOWN will make an attempt to notify each prospective MANAGEMENT FIRM of the addendum, it is the sole responsibility of a MANAGEMENT FIRM to remain informed as to any changes to the RFP.

F. DELAYS

The TOWN may postpone scheduled due dates in its sole discretion. The TOWN will attempt to notify all registered MANAGEMENT FIRMS of all changes in scheduled due dates by written addenda.

G. PROPOSAL SUBMISSION

MANAGEMENT FIRMS shall submit one (1) original and five (6) copies of the proposal together with an electronic copy of the proposal in PDF format in a sealed, opaque package.

Please include an email address on the cover of your proposal. The package shall be clearly marked on the outside as follows:

To: **TOWN OF HOLDEN BEACH, NC**
Attn: **Town Clerk**
Project: **Parking Management Services**
Submitted by: Lanier Parking Meter Services, LLC dba Lanier Parking
Address: 233 Peachtree Street NE #2600, Atlanta, GA 30303

Proposals shall be submitted in person or by mail. Email submittals are not accepted.

Late submittals, additions, or changes will not be accepted and will be returned to the MANAGEMENT FIRM unopened.

H. PROPOSAL FORMAT

In order to ensure a uniform review process and to obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified herein. All information submitted by the MANAGEMENT FIRM shall be printed, typewritten or competed in blue ink. Proposals shall be signed in blue ink. When an RFP requires multiple copies they may be included in a single envelope or package properly sealed and identified.

All proposals shall be submitted as specified in this RFP. Any attachments shall be clearly identified. To be considered, the proposal must respond to all parts of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal.



MANAGEMENT FIRMS shall prepare their proposals using the following format:

1. Letter of Transmittal

This letter will summarize in a brief and concise manner, the MANAGEMENT FIRM's understanding of the scope of work and make a positive commitment to provide its services on behalf of the TOWN. The letter must name all of the persons authorized to make representations for or on behalf of the MANAGEMENT FIRM, and must include their titles, addresses, and telephone numbers and email addresses. An official authorized to negotiate and execute a contract on behalf of the MANAGEMENT FIRM must sign the letter of transmittal.

2. Title Page

The title page shall show the name of MANAGEMENT FIRM's agency/firm, address, telephone number, and name of contact person, email address, date, and the RFP Project name.

3. Table of Contents

Include a clear identification of the material by section and by page number.

4. Section 1 - Organization Profile and Documentation

This section of the proposal must describe the MANAGEMENT FIRM, including the size, range of activities, and experience providing similar services.

Each MANAGEMENT FIRM shall include in Section 1:

- Completed RFP
- Documentation indicating that it is authorized to do business in the State of North Carolina and, if a corporation, is incorporated under the laws of one of the States of the United States.

5. Section 2 – Compensation / Budget

The proposal shall document the proposed fees

6. Section 3 – Experience

Include a description of the primary individuals responsible for supervising the work including the percentage of time each primary individual is expected to contribute to this work.

Include resumes and professional qualifications of all primary individuals and identify the person(s) who will be the TOWN's primary contact and provide the person(s)' background, training, experience, qualifications and authority.

The MANAGEMENT FIRM shall describe its expertise in and experience with providing services to municipalities similar to those required by this RFP.

7. Section 4 - Approach to Providing Services

This section of the proposal should explain the Scope of Work as understood by the MANAGEMENT FIRM and detail the approach, activities and work products to be provided. Specifically, the TOWN requests the following be detailed in the response:

- a. Provide samples of weekly and monthly reports the MANAGEMENT FIRM currently uses or proposes to use.



- b. Provide specifics on enforcement technology and process.
- c. Provide specifics on MANAGEMENT FIRM's citation collections technology and process (including the fine structure and appeals process).
- d. The MANAGEMENT FIRM shall describe what cash controls will be in place.

8. Section 5 - Additional Information

Any additional information that the MANAGEMENT FIRM considers pertinent for consideration should be included in this section.

I. PROPOSAL – Procedural Information

1. Interviews:

The TOWN reserves the right to conduct personal interviews or require presentations prior to selection. The TOWN is not responsible for any expenses which MANAGEMENT FIRMS may incur in connection with a presentation to the TOWN or related in any way to this RFP.

2. Request for Additional Information:

The MANAGEMENT FIRM shall furnish such additional information as the TOWN may reasonably require.

3. Proposals Binding:

All proposals submitted shall be binding for at least one hundred (100) calendar days following opening. TOWN may desire to accept a proposal after this time. In such case, MANAGEMENT FIRM may choose whether or not to continue to honor the proposal terms.

J. PUBLIC RECORDS

Proposals are public documents and subject to public disclosure in accordance with North Carolina Law. The contract will include a provision wherein the MANAGEMENT FIRM releases and agrees to defend, indemnify, and hold harmless the TOWN and the TOWN's officers, employees, and agents, against any loss or damages incurred by any person or entity as a result of the TOWN's treatment of records as public records.

K. IRREGULARITIES; REJECTION OF PROPOSALS

The TOWN reserves the right to reject proposals with or without cause and for any reason, to waive any irregularities or informalities, and to solicit and re-advertise for other proposals. Incomplete or non-responsive proposals may be rejected by the TOWN as non-responsive or irregular. The TOWN reserves the right to reject any proposal for any reason, including, but without limitation, if the MANAGEMENT FIRM fails to submit any required documentation, if the MANAGEMENT FIRM is in arrears or in default upon any debt or contract to the TOWN or has failed to perform faithfully any previous contract with the TOWN or with other governmental jurisdictions. All information required by this RFP must be supplied to constitute a proposal.

L. EVALUATION METHOD AND CRITERIA

1. General

The TOWN Board shall be the sole judge of its own best interests, the proposals, and the resulting negotiated contract or agreement, if any. The TOWN reserves the right to investigate the financial capability, reputation, integrity, skill, business experience and quality of performance under similar operations of each MANAGEMENT FIRM, including shareholders, principals and senior management, before making an award. Awards, if any,



will be based on both an objective and subjective comparison of proposals and MANAGEMENT FIRMS. The TOWN's decisions will be final.

2. Selection

The Town Board will conduct the selection process. The Town Board or designee, will review all proposals received and establish a list of selected MANAGEMENT FIRMS deemed to be the most qualified to provide the service requested based in part on the criteria set forth above. The Town Board may request a oral presentation from the MANAGEMENT FIRMS. MANAGEMENT FIRMS are advised that the TOWN reserves the right to conduct negotiations with the most qualified MANAGEMENT FIRM, but may not do so. Therefore, each MANAGEMENT FIRM should endeavor to submit its best proposal initially.

M. REPRESENTATIONS AND WARRANTIES

In submitting a proposal, MANAGEMENT FIRM warrants and represents that:

1. MANAGEMENT FIRM has visited the relevant site, if any, and is familiar with and satisfied as to the general, local and "site" conditions that may affect cost, progress, and performance of goods and/or services in their proposal and is familiar with and is satisfied as to all federal, state and local laws and regulations that may affect cost, progress and performance of the goods and/or services in their proposal. If applicable, MANAGEMENT FIRM has obtained and carefully studied (or assumes responsibility for having done so) all documents available related to the subject of the RFP and performed any examinations, investigations, explorations, tests, studies and data concerning conditions that may affect cost, progress, or performance of the goods and/or services that relate to any aspect of the means, methods, techniques, sequences, and procedures to be employed by MANAGEMENT FIRM, including safety precautions and programs incident thereto.
2. MANAGEMENT FIRM has given TOWN written notice of all conflicts, errors, ambiguities, or discrepancies that MANAGEMENT FIRM has discovered in this RFP and any addenda thereto, and the written resolution thereof by the TOWN is acceptable to MANAGEMENT FIRM.
3. The RFP is generally sufficient in detail and clarity to indicate and convey understanding of all terms and conditions for the performance of the proposal that is submitted. No person has been employed or retained to solicit or secure award of the contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, and no employee or officer of the TOWN has any interest, financially or otherwise, in the RFP or contract.

N. TOWN Contract

The selected MANAGEMENT FIRM is expected to execute the TOWN's standard professional services contract or one provided by the MANAGEMENT FIRM, in the form approved by the TOWN Attorney.

The following provisions shall be included in the contract for services:

1. MANAGEMENT FIRM shall give some consideration for employment to current TOWN residents if they meet the requirements and employment standards of the MANAGEMENT FIRM.

O. Cloud Computing Security Requirements

1. **Identity management**

Provider must have its own identity management system to control access to information and



computing resources. Please provide details of these controls.

2. Physical and personnel security

Provider must ensure that physical machines are adequately secure and that access to these machines as well as all relevant customer data is not only restricted but that access is documented. Please provide details of these controls.

3. Application security

Provider must ensure that applications available as a service via the cloud are secure by implementing testing and acceptance procedures for outsourced or packaged application code. It also requires application security measures be in place in the production environment. Please provide details of these controls.

4. Security Certifications

Provide list of security certifications you hold along with a copy of each. Providers should hold ISO 27001 for security controls or SAS 70 Type II audits for physical security.

5. Architecture and Software Isolation

The cloud provides services via an abstraction layer – a web portal. Behind this abstraction layer is a hidden world of complexity that includes firmware, hypervisors, operating systems, virtual machines, user portals, charge back and metering systems, provisioning, orchestration and other essential functions. Much of this functionality and its supporting software don't typically exist within IT infrastructures.

A. By adding new functionality and software to the architecture, what is known as an attack surface emerges. From a security and privacy perspective, it is important for the provider to detail how he will protect the Town's data from this. Please provide details of these controls.

B. Another area for concern is how the provider handles software isolation. This is how data is set-up and shared across databases and common application platforms, particularly in multi-tenant applications. *All public sector cloud data must be isolated from shared systems, databases and applications.* Please provide details of these controls.

6. Data Storage & Protection

A. *All public sector cloud data must reside in the continental U.S.*

B. Provide all locations of where the Town's data will be stored (geographical locations) to include hot sites in case the system failure.

C. List the type of encryption used to secure the data

D. Detail how the data is protected against leaks

E. Provide a list of vendor employees and third parties that can access the Town's data

F. Provide a copy of the procedure for regulating access to the data

G. Provide a list of formats that the data can be stored and converted

H. Provide Data backup schedules



I. Provide the method by which the Town's data will be sanitized from your storage when the contract is terminated, to include backup copies

J. Provide a copy of the vendor's disaster recovery plan

K. Provide the process used to vet technicians

7. Data Availability

Provider must assure the Town that they will have regular and predictable access to their data and applications. The vendor will have a method of providing continued operations for the Town if the vendor's operations are suddenly shut down. Additionally, the provider must have a method to return all data to the Town if the provider goes out of business or is shut down. Please provide details of these controls.

8. Business continuity and data recovery

Provider must have business continuity and data recovery plans in place to ensure that service can be maintained in case of a disaster or an emergency and that any data loss will be recovered. These plans must be provided to the Town.

9. Incident Response

A. Provide a copy of your incident response plan.

B. Provider must detail any circumstance that might cause our data to be inaccessible such as a subpoena, litigation, or e-discovery for another customer's data or services.

10. Compliance & Privacy

A. All public sector cloud data must reside in the continental U.S.

B. Numerous regulations pertain to the storage and use of data, including federal laws and regulations such as FISMA, the National Archives and Records Management Act (NARMA), North Carolina Records Retention and Disposition Schedule, Payment Card Industry Data Security Standard (PCI DSS), the Health Insurance Portability and Accountability Act (HIPAA), and the Sarbanes-Oxley Act, among others. Many of these regulations require regular reporting and audit trails. Cloud providers must enable their customers to comply appropriately with these regulations. Please provide details of these controls.

C. Provider must ensure that all critical data (credit card numbers, for example) are masked and that only authorized users have access to data in its entirety. Moreover, digital identities and credentials must be protected as should any data that the provider collects or produces about customer activity in the cloud. Please provide details of these controls. D. Town data will not be used for vendor advertising or other promotional purposes. Town data will not be sold to third parties. Please provide details of these controls. E. Provider has the ability to preserve, identify, collect, process, analyze and produce all forms of electronic files. All public sector cloud data must be discoverable in accordance with state and federal laws. Please provide details of these controls.

F. Provider must comply with North Carolina statutes when dealing with legal issues, such as Contracts and E-Discovery, which may vary by state. Providers must also comply with the



North Carolina Municipal Records Retention and Disposition Schedule.

- G. In addition to producing logs and audit trails, provider must work with the Town to ensure that these logs and audit trails are properly secured, maintained for as long as the Town requires, and are accessible for the purposes of forensic investigation (e.g., e-Discovery). Please provide details of these controls.
- H. Because so much of what's behind the cloud is hidden, the Town may need to conduct an audit or review past performance and certifications to gain a degree of trust as to what is going on within the infrastructure where our data will reside. It is critical that the provider allow for external audits. Many cloud providers do not allow customers to enter their data centers. In that case, it is important that they have provisions to allow external auditors to access the facilities. Please provide details of these controls.

End of Part II



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We have provided our responses immediately following this form.

Request for Proposals – Paid Parking Management
Town of Holden Beach – May 2021
Page | 16

**RFP FORM A - QUALIFICATIONS STATEMENT
AND OTHER BID SPECIFICS**

Note: This form is available in PDF format on the TOWN's website or in Word format from the Town Clerk upon request.

MANAGEMENT FIRM: Lanier Parking Meter Services, LLC dba Lanier Parking

**THIS FORM MUST BE SIGNED AND SUBMITTED WITH PROPOSAL
TO BE DEEMED RESPONSIVE.**

The MANAGEMENT FIRM guarantees the truth and accuracy of all statements and the answers contained herein.

1. State the full and correct name of the partnership, corporation or trade name under which you do business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If a trade name, state the names of the individuals who do business under the trade name.)
 - The correct and full legal name of the MANAGEMENT FIRM is:
 - The business is a (Sole Proprietorship) (Partnership) (Corporation).
 - The names of the corporate officers, or partners, or individuals doing business under a trade name, are as follows:
2. Please describe your Company in detail.
3. The address of the principal place of business is:
4. Company telephone number, fax number and e-mail addresses:
5. Number of employees:
6. Number of employees to be assigned to this Project:
7. Company identification numbers for the Internal Revenue Service:
8. How many years has your organization been in business?
Does your organization have a specialty?
9. List the last three project of this nature that the firm has completed. Please provide project description, reference and cost of work completed.
10. Have you ever failed to complete any work awarded to you? Where and why?
11. Provide detailed operation experience with pay stations to include the number of pay stations the MANAGEMENT FIRM has purchased and installed over the last 5 years, as well as, the number of pay stations the MANAGEMENT FIRM currently provides services for collection and maintenance.
12. Provide detailed monthly cost the MANAGEMENT FIRM will charge the



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Request for Proposals – Paid Parking Management
Town of Holden Beach – May 2021
Page | 17

TOWN for the following services (or similar compatible service) with the discounts that the MANAGEMENT FIRM may receive from pay station vendors that will be passed along to the TOWN.

- Enterprise Management Software
 - Connectivity / Utility requirements for connectivity
 - Purchase or lease price of a new pay station and any discounts
 - Percentage discount on any replacement parts needed to service machines
13. Detail any recommended capital equipment purchases and the benefits that may be of interest to the Town.
 14. Detail any web-based platforms the MANAGEMENT FIRM recommends that will provide additional service to parking patrons.
 15. Detail your “pay by cell” experience and your recommendation for a system for use in the TOWN. Detail the costs that you will pass along to the Town and to the end user.
 16. If applicable, detail and explain the vendor you recommend for a competitive parking enforcement and citation management platform. Detail the monthly and annual cost for the program. Will costs for this platform be incurred by the Town in the months where no enforcement takes place?
 17. Detail and explain any form of online citation payment platform that the MANAGEMENT FIRM can provide for the payment of citations online with real-time credit card processing. What is the monthly cost? What is the annual cost? Will there be a cost for this service during months on no enforcement activity? Will there be a cost to the end user?
 18. Provide the following information concerning all contracts **in progress** as of the date of submission of this Proposal for your company, division or unit as appropriate.

Name of Project	Contract with:	Contract Amount	Estimated Completion Date	% of Completion to Date

(Continue list as necessary)



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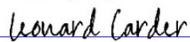
We have provided our responses immediately following this form.

Request for Proposals – Paid Parking Management
Town of Holden Beach – May 2021
Page | 18

13. Provide the following information for any sub-consultants you will engage if awarded the contract.

Sub-Consultant FIRM Name	Address	Work to be Performed

The foregoing list of sub-consultants may not be amended after award of the contract without the prior written approval of the Town Manager, whose approval shall not be unreasonably withheld.

DocuSigned by:

 Signed _____
ACD94E55AB4345F...

Leonard Carder, President - Real Estate Services
 Name/Title



Form A Responses

1. State the full and correct name of the partnership, corporation or trade name under which you do business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If a trade name, state the names of the individuals who do business under the trade name.)

- The correct and full legal name of the MANAGEMENT FIRM is:

[Lanier Parking Meter Services, LLC dba Lanier Parking](#)

- The business is a (Sole Proprietorship) (Partnership) (Corporation).

[Corporation](#)

- The names of the corporate officers, or partners, or individuals doing business under a trade name, are as follows:

[Leonard Carder, Manager and President; Bradley Yen, Treasurer](#)

2. Please describe your Company in detail.

[Lanier Parking was founded in 1989 with a single lot in downtown Atlanta. Over the years, Lanier added more services in parking, transportation management and beyond, including commercial properties, special events management, municipalities, shuttles, valet, mixed-use and healthcare facilities.](#)

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

[REEF — which acts as one, cohesive business unit — is unrivaled in terms of size, experience, and resources. The parking network employs over 15,000 members of staff and processes gross receipts in excess of \\$2 billion each year. Currently located in 500 North American cities, REEF proudly operates more than 4,800 parking facilities with 1.2 million parking spaces and serves approximately 750,000 monthly parker contracts.](#)

[Already, Lanier, as part of the REEF Parking network, is redefining the possibilities of parking and maintains a firm commitment to leading and evolving the industry.](#)

3. The address of the principal place of business is:

[233 Peachtree Street NE #2600, Atlanta, GA 30303](#)

4. Company telephone number, fax number and e-mail addresses:

[Telephone: 404.881.6076](#)

[Fax: 404.881.6077](#)

[Email address: \[info@reeftechnology.com\]\(mailto:info@reeftechnology.com\)](#)



5. Number of employees:
REEF (parent company of Lanier) employs over 15,000 members of staff.
6. Number of employees to be assigned to this Project:
There will be a full-time on-site parking supervisor and supported by parking ambassadors to assist with enforcement. The local team will be supported by a management team of 2, dedicated municipal division (2) and corporate leadership (2).
7. Company identification numbers for the Internal Revenue Service:
FEIN: 20-0123013
8. How many years has your organization been in business? Does your organization have a specialty?
Lanier was founded in 1989 with a single lot in Atlanta. Over the years, Lanier added more services in parking, transportation management and beyond, including commercial properties, special events management, municipalities, shuttles, valet, mixed-use and healthcare facilities.
9. List the last three project of this nature that the firm has completed. Please provide project description, reference and cost of work completed.
As requested, Lanier (the firm) has provided three active projects. These are projects Lanier is actively managing.

City of Myrtle Beach, SC

Lanier Parking (now part of the REEF Parking Network) began managing the City's first on-street parking operation in March 2004. This seasonal operation runs from March 1st - October 31st while accommodating 19 million visitors each year to the area.

We are responsible for maintaining all parking equipment, parking enforcement, violation citations, revenue controls approved by the City's auditor, and delivering exceptional customer service to all residents and visitors.





Town of Surfside Beach, SC

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



Lanier is responsible for maintaining all the parking equipment, parking enforcement, violation processing and control, implementing revenue controls approved by the Town's Finance Director and the Town's Administrator and delivering exceptional customer service to all the Town's residents and visitors.

Town of Wilton Manors, FL

As the growth and popularity of businesses in the City of Wilton Manors began to develop, parking became increasingly scarce during peak evening and daytime hours throughout the City. Wilton Manors began experiencing additional parking issues and needed a solution.



After soliciting a proposal, the City hired Lanier Parking (now part of the REEF Parking Network) in 2010 to manage the parking program. Lanier was awarded the inaugural Wilton Manors parking operations consisting of 155 on-street metered spaces, along with 3 surface parking lots, for a total of 451 parking spaces throughout the City's Arts and Entertainment District.

Along with city officials, Lanier worked to clarify the scope of the parking program, created new regulations and policies, located spaces to be metered and selected equipment and technology for use in the new parking program. Lanier continues to recommend enhancements and improvements to the City's parking program.

Customer Testimonials

"The City of Delray Beach has been successful in implementing a parking program with Lanier as its partner. They have brought new technology to an outdated system. Citations collection have increased over 100%. Their commitment to customer service is exceptional and we are looking forward to the future in this relationship."

– Jorge Alarcon, Chief Parking Facilities Administrator (City of Delray Beach)



10. Have you ever failed to complete any work awarded to you? Where and why?

Lanier Parking is not aware of any projects or services where we failed to complete any work awarded by a government entity.

11. Provide detailed operation experience with pay stations to include the number of pay stations the MANAGEMENT FIRM has purchased and installed over the last 5 years, as well as, the number of pay stations the MANAGEMENT FIRM currently provides services for collection and maintenance.

Throughout the REEF Parking Network of companies, our teams have purchased, installed, collected and maintained over 3,500 multi-space meters for our public and private accounts. Some examples from our Coastal Carolina operations include:

Account	Number of Units
Carolina Beach, NC	18
Myrtle Beach, SC	34
Surfside Beach, SC	12

In addition to the accounts mentioned above, Lanier and the REEF Parking Network have assisted with the procurement, installation and collection/maintenance services for the following pay stations and single space meters.

Manufacture	Number of Units
Flowbird (Cale and Parkeon)	100+
MacKay	700+
T2 Digital	25+
IPS	1,100+
POM	500+
Civic Smart (Duncan)	1,000+

12. Provide detailed monthly cost the MANAGEMENT FIRM will charge the TOWN for the following services (or similar compatible service) with the discounts that the MANAGEMENT FIRM may receive from pay station vendors that will be passed along to the TOWN.

- Enterprise Management Software:
\$60/month/pay station. This includes cellular communications.
- Connectivity / Utility requirements for connectivity:
Included in the Enterprise Management Software
- Purchase or lease price of a new pay station and any discounts:
Lanier’s arrangement with Flowbird (preferred pay station for Holden Beach) allows our clients to purchase pay stations ranging from approximately \$5,500 - \$7,500. The range in cost is directly related to the configuration of the unit and the operational mode. Items that effect cost include type of screen, payment peripherals, power source, and more. Lanier also has preferred pricing with T2 Digital for pay stations.
- Percentage discount on any replacement parts needed to service machines:



Lanier maintains an extended warranty on the Town's pay stations. To ensure optimal uptime, manufacture spare parts will be purchased. As a preferred purchaser with Flowbird, we are extended a discount on replacement parts. Lanier will pass on the discount to the town.

13. Detail any recommended capital equipment purchases and the benefits that may be of interest to the Town.

Lanier would like to acknowledge the Town of Holden Beach's request to minimize equipment and utilize contactless payment methods. This would not require capital equipment commitments from the town. The US is experiencing coin shortages, as a result we are seeing contactless payments increase due to COVID-19. The town may look at implementing a single pay station that will serve as an information kiosk (advertising events, local merchants, etc.) and take payment for parking from a central location. Lanier can provide a complete assessment of the parking program during the transition of operations.

14. Detail any web-based platforms the MANAGEMENT FIRM recommends that will provide additional service to parking patrons.

Lanier will utilize the VATS parking enforcement software and hardware solution for the Town of Holden Beach enforcement, citation management, permit (when appropriate) and appeals processing. Each Ambassador is equipped with a handheld computer operating the real-time enforcement technology provided by Municipal Citation Solutions. Through the handheld device, each ambassador will have immediate access to scofflaw, pay-by-cell and citation history information.

VATS offers a comprehensive system designed specifically for municipal parking enforcement programs. VATS is a web-based solution operating in real time that offers a comprehensive reporting suite for revenue reporting and program performance management. VATS works with multiple hardware solutions including tablets, lap tops and most cell phones. VATS is easily integrated with other technologies including, the town's payment systems, smart parking meter technology and LPR systems.

Parkers have access to a user-friendly website to pay parking citations and appeal parking citations they believe were issued in error.

To pay for parking, parkers can use a mobile payment solution such as PayByPhone. PayByPhone is used by many of the surrounding Carolina Coastal towns. Parkers can download and pay via the app or call a toll-free number to purchase parking.

Finally, we are proposing a data analytic tool to help the Town staff with additional data coming into the program. Data from the data analytic tool will also help with revenue projections and budgetary items when the Town is considering rate changes in the future.

15. Detail your "pay by cell" experience and your recommendation for a system for use in the TOWN. Detail the costs that you will pass along to the Town and to the end user.

Lanier manages over 100 municipal parking operations nationwide. Dozens of these accounts utilize PayByPhone, ParkMobile, Passport and others. PayByPhone's adoption has been increasing steadily



over recent years as more and more people seek out alternative forms of payment, specifically contactless payments in the wake of COVID-19.

PayByPhone does not charge the Town anything to provide the service, however customers pay a small convenience fee of \$.35/transaction. The Town is responsible for credit card transaction fees.

16. If applicable, detail and explain the vendor you recommend for a competitive parking enforcement and citation management platform. Detail the monthly and annual cost for the program. Will costs for this platform be incurred by the Town in the months where no enforcement takes place?

Lanier will utilize the VATS parking enforcement software and hardware solution for the Town of Holden Beach enforcement, citation management, permit (when appropriate) and appeals processing. Each Ambassador is equipped with a handheld computer operating the real-time enforcement technology provided by Municipal Citation Solutions. Through the handheld device, each ambassador will have immediate access to scofflaw, pay-by-cell and citation history information.

VATS offers a comprehensive system designed specifically for municipal parking enforcement programs. VATS is a web-based solution operating in real time that offers a comprehensive reporting suite for revenue reporting and program performance management. VATS works with multiple hardware solutions including tablets, laptops and most cell phones. VATS is easily integrated with other technologies including, the town’s payment systems, smart parking meter technology and LPR systems.

Monthly Handheld & Enforcement Software Subscription	\$350.00/device/month
Handheld Printer (Purchase)	\$495.00/printer
VATS Back Office Solution	Included in Monthly Subscription
Parker Portal for Citation Payments and Appeals	Included in Monthly Subscription
Parker Call Center to Answer Questions	Included in Monthly Subscription
Integration with Mobile Payments and Pay Station	Included in Monthly Subscription
Project Management, Configuration, Training	Included in Monthly Subscription
Ticket Stock	TBD depending on design

The Town is responsible for paying the monthly handheld subscription fee for the entire year. This allows for Lanier to continue processing parking citations that remain unpaid even when the parking program may be suspended during the winter season.

17. Detail and explain any form of online citation payment platform that the MANAGEMENT FIRM can provide for the payment of citations online with real-time credit card processing. What is the monthly cost? What is the annual cost? Will there be a cost for this service during months on no enforcement activity? Will there be a cost to the end user?

Parkers have access to a user-friendly website to pay parking citations and appeal parking citations they believe were issued in error. The website is integrated with the VATS citation and permit management solution. There is no additional fee for the parker portal. A convenience fee may be charged to the parker for payment.



18. Provide the following information concerning all contracts in progress as of the date of submission of this Proposal for your company, division or unit as appropriate.

Lanier and the REEF Parking Network have over thousands of active contracts in the municipal, healthcare, aviation, hospitality, and commercial sectors. We provide parking management services in the US and Canada. We are not comfortable providing a complete listing of all our clients along with the information requested. The information can be considered confidential. A complete listing can be provided upon a signed NDA.

We are providing a sampling of our municipal contracts along with information about the operation. We hope the town will accept this information until an NDA can be signed. All contracts are currently active.

URBAN MUNICIPAL CLIENTS	COMMENCEMENT DATE	GARAGE MANAGEMENT	SURFACE LOT MANAGEMENT	TOTAL PARKING FACILITIES	METER COLLECTIONS	METER MAINTENANCE	METER ENFORCEMENT	TOTAL METER SPACES	TOTAL PARKING SPACES
Massachusetts Bay Transit Authority (MBTA)	2017	10	91	101					48,131
City of Lincoln, Nebraska	2004	15	6	21	Y	Y	Y	2,450	15,800
City of Omaha, Nebraska	2013	7	4	11	Y	Y	Y	4,154	9,600
City of Ann Arbor, Michigan	2001	8	14	22	Y	Y		2,208	9,494
State of Indiana	2015	3	2	5					6,350
City of Virginia Beach, Virginia	2015	8	11	19			Y	682	9,847
City of Oklahoma City, Oklahoma	2000	5	5	10					5,673
Hartford Parking Authority, City of Hartford, Connecticut	2012	1	0	1	Y	Y	Y	5,000	5475
State of Louisiana	2001	4	0	4					5,193
City of Chattanooga, Tennessee (CARTA)	1997	3	5	8	Y	Y	Y	2,500	5,077
City of Medford, Massachusetts	2014	0	6	6	Y	Y	Y	1,200	4,687
City of Tacoma, Washington (Off-Street)	1988	7	2	9					3,758



URBAN MUNICIPAL CLIENTS	COMMENCEMENT DATE	GARAGE MANAGEMENT	SURFACE LOT MANAGEMENT	TOTAL PARKING FACILITIES	METER COLLECTIONS	METER MAINTENANCE	METER ENFORCEMENT	TOTAL METER SPACES	TOTAL PARKING SPACES
City of Tacoma, Washington (On-Street)	2018	0	0	0	Y	Y	Y	1,842	1,842
City of Tacoma, Washington (Dome)	2018	1	0	1					1,639
Fairfax County, Virginia	2012	2	0	2					2,160
City of Waterloo, Iowa	2015	3	5	8	Y	Y	Y	516	2,295
City of Fayetteville, North Carolina	2020	2	12	14	Y	Y	Y	615	2138
City of Tallahassee, Florida	1985	2	3	5					2,016
City of Cambridge, Massachusetts (Off-Street)	2010	2	0	2					1,328
City of Cambridge, Massachusetts (On-Street)	2016	0	0	0			Y	1,000	1,000
City of Charlotte, North Carolina	2014	0	0	0	Y	Y	Y	1,402	1,402
City of Chattanooga, Tennessee	1996	2	0	2					1,402
Town of Lauderdale-by-the-Sea, Florida	2015	0	4	4	Y		Y	1,400	734
City of Ferndale, Michigan	2014	0	11	11	Y	Y	Y	320	1,123
City of Bangor, Maine	2003	2	1	3					1,906
Town of Borough of West Chester	2020	2	3	5					1058
City of Wellesley, Massachusetts	2012	0	0	0	Y			900	900
State of Hawaii	1996	2	0	2					393
New York City Transit Authority, New York (Adjudication)	2016	0	0	0					0
State of Louisiana	2001	4	0	4					5,193



URBAN MUNICIPAL CLIENTS	COMMENCEMENT DATE	GARAGE MANAGEMENT	SURFACE LOT MANAGEMENT	TOTAL PARKING FACILITIES	METER COLLECTIONS	METER MAINTENANCE	METER ENFORCEMENT	TOTAL METER SPACES	TOTAL PARKING SPACES
Lane County, Oregon	2014	0	4	4					590
PARC, City of Louisville, Kentucky (Off-Street)	2019	18	3	21					10,970
PARC, City of Louisville, Kentucky (On-Street)	2019	0	0	0			Y	5000	5,000
Memphis Light Gas Water-Memphis, Tennessee	2013	1	1	2					1,058
City of Mobile, Alabama	2019	0	3	3	Y	Y	Y	400	641
City of Riverside, California	2019	5	13	17	Y	Y	Y	79	3,816
Port of Seattle, Washington	2018	1	2	3					1,544
City of Springfield, Oregon	2015	0	6	6	Y	Y	Y	110	280
City of Springfield, Ohio	2020	1	2	3	Y	Y	Y	276	740
City of Bremerton, Washington	2011	3	2	5	Y	Y	Y	132	1,053
City of Milwaukee, Wisconsin	2007	3	44	47					10,408
Township of Montclair, New Jersey	2018	3	0	3					877
State of New Jersey (Montclair State University)	2019	2	43	45					5,969
Prosper Portland, Portland, Oregon	2009	2	10	12					1,212
San Francisco Municipal Transportation Agency (SFTMA), California	2012	12	1	13					9,490
City of St. Paul, Minnesota	1997	3	2	5					1,437
Town of Carolina Beach, North Carolina	2019	0	17	17	Y	Y	Y	144	1,121
City of Charlottesville, Virginia	2017	2	0	2					1,564
City of Delray Beach, Florida	2017	3	12	15	Y	Y	Y	487	2,130



URBAN MUNICIPAL CLIENTS	COMMENCEMENT DATE	GARAGE MANAGEMENT	SURFACE LOT MANAGEMENT	TOTAL PARKING FACILITIES	METER COLLECTIONS	METER MAINTENANCE	METER ENFORCEMENT	TOTAL METER SPACES	TOTAL PARKING SPACES
Durham County, Durham, North Carolina	2012	1	0	1					897
City of Folly Beach, South Carolina	2019	0	0	0	Y	Y	Y	520	520
Greenville County, Greenville, South Carolina	2014	1	0	1					327
LEXPARK, City of Lexington, Kentucky	2018	4	0	4	Y	Y	Y	1400	3,414
New Hanover County, North Carolina	2009	1	0	1					566
City of Newport Beach, California	2018	0	29	29	Y	Y	Y	1,100	4,000
Macon-Bibb County, Macon, Georgia	2018	1	0	1	Y	Y	Y	600	1,700
City of Myrtle Beach, South Carolina	2004	0	32	32	Y	Y	Y	1,652	2,415
City of Orlando, Florida	2010	2	22	24					7,000
City of Richardson, Texas	2019	3	0	3					750
City of Roanoke, Virginia	2002	7	4	11	Y	Y	Y	92	7,495
City of Rochester, Minnesota	2011	6	6	12					4,286
City of Sandy Springs, Georgia	2018	1	1	2	Y	Y	Y	258	1,005
Town of Surfside Beach, South Carolina	2012	0	12	12	Y	Y	Y	136	2,021
City of Wilmington, North Carolina	2008	3	2	5	Y	Y	Y	1,145	2,834
City of Wilton Manors, Florida	2010	0	5	5	Y	Y	Y	94	479
Santa Clara Civic Center, City of San Jose, California	2018	0	1	1					300



URBAN MUNICIPAL CLIENTS	COMMENCEMENT DATE	GARAGE MANAGEMENT	SURFACE LOT MANAGEMENT	TOTAL PARKING FACILITIES	METER COLLECTIONS	METER MAINTENANCE	METER ENFORCEMENT	TOTAL METER SPACES	TOTAL PARKING SPACES
Santa Clara Valley Medical Center, City of San Jose, California	2018	1	1	2					120
City of North Myrtle Beach, South Carolina	2019	0	48	48	Y	Y	Y	1,290	1,290
Hamilton County, Tennessee	2006	1	0	1					600
City of Arlington, Massachusetts	2019	0	0	0	Y				750
State of South Carolina (College of Charleston)	2019	1	0	1					647
City of Coral Gables, Florida (Valet)	2018	0	0	0					0
CDTA, City of Albany, New York	2017	2	0	2					1,800
Orange County, Florida (Events)	2018	0	0	0					0
City of Saskatoon, Canada	2014	2	0	2					209
City of Edmonton, Canada	1994	8	7	15					1,660
Bay Area Rapid Transit (BART), City of Oakland, CA	2018	27	41	68					15,000
City of Seattle, Washington	2008	2	0	2					1,317
Port of San Francisco, California	2003	0	7	7					4,100
Sound Transit, Washington	2016	7	6	13					3,761
King County Metro, Washington	2016	3	10	13					363
Snohomish County, Washington	2019	1	0	1					1,200
Washington State, Department of Transportation, WSDOT	2011	0	2	2					254



URBAN MUNICIPAL CLIENTS	COMMENCEMENT DATE	GARAGE MANAGEMENT	SURFACE LOT MANAGEMENT	TOTAL PARKING FACILITIES	METER COLLECTIONS	METER MAINTENANCE	METER ENFORCEMENT	TOTAL METER SPACES	TOTAL PARKING SPACES
City of Winnipeg, Canada	1987	1	1	2					520
New York City Department of Finance, New York (Booting)	2019	0	0	0					0
City of Casper, WY	2020	1	1	2					499
City of West Palm Beach, FL	2021	5	3	8			Y	1,350	4,100
Harris County, TX	2020	4	5	9	Y	Y			4,480
Seattle Public School (Memorial Stadium)	2010	0	1	1	Y	Y	Y		275

13. Provide the following information for any sub-consultants you will engage if awarded the contract.

SUB-CONSULTANT FIRM NAME	ADDRESS	WORK TO BE PERFORMED
PayByPhone	1168 Hamilton Street, Suite 400 Vancouver, BC	Mobile Payment Solution
Flowbird	40 Twosome Dr, Moorestown, NJ	Pay Station
SpecifAi	San Francisco, California	Data Analytics

The foregoing list of sub-consultants may not be amended after award of the contract without the prior written approval of the Town Manager, whose approval shall not be unreasonably withheld.



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Request for Proposals – Paid Parking Management
Town of Holden Beach – May 2021
Page | 19

RFP Form B - REFERENCES

MANAGEMENT FIRM: Lanier Parking Meter Services, LLC dba Lanier Parking

THIS FORM MUST BE SUBMITTED WITH PROPOSAL TO BE DEEMED RESPONSIVE.

The MANAGEMENT FIRM guarantees the truth and accuracy of all statements and the answers contained herein.

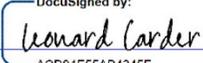
Give names, addresses and telephone numbers of four individuals, corporations, agencies, or institutions for which you have performed work similar to what is proposed in this RFP:

1. Name of Contact: Lauren Clever (City of Myrtle Beach)
 Title of Contact: Executive Director
 Telephone Number: 843.918.1065 Fax Number: N/A Email: lclever@cityofmyrtlebeach.com

2. Name of Contact: Pennie Zuercher (City of Wilton Manors)
 Title of Contact: Finance Director
 Telephone Number: 954.390.2143 Fax Number: N/A Email: pzuercher@wiltonmanors.com

3. Name of Contact: Diana King (Town of Surfside Beach)
 Title of Contact: Director of Finance
 Telephone Number: 843.913.6336 Fax Number: 843.238.5432 Email: dking@surfsidebeach.org

4. Name of Contact: Lee Jernigan (City of Fayetteville)
 Title of Contact: City Traffic Engineer
 Telephone Number: 910.433.1153 Fax Number: N/A Email: ljernigan@ci.fay.nc.us

DocuSigned by:

 Signed _____
ACD94E55AB4345F...
Leonard Carder, President - Real Estate Services
 Name/Title



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Request for Proposals – Paid Parking Management
Town of Holden Beach – May 2021
Page | 20

RFP Form C - PRICE PROPOSAL

FORM C

THIS FORM MUST BE SIGNED AND SUBMITTED WITH PROPOSAL TO BE DEEMED RESPONSIVE.

The undersigned guarantees the truth and accuracy of all statements and the answers contained herein.

Name of MANAGEMENT FIRM: Lanier Parking Meter Services, LLC dba Lanier Parking

Name of authorized representative of MANAGEMENT FIRM: Leonard Carder

Project Cost:

MANAGEMENT FIRMS have the following options of documenting their compensation proposals:

- a. Management Services Fee: Under this proposal, the MANAGEMENT FIRM would propose an all-inclusive flat fee for all services provided. Please provide a detailed budget on another page.
- b. Management Services Fee plus Reimbursements: Under this proposal, the MANAGEMENT FIRM would propose a base fee for management services and document the MANAGEMENT FIRM’s direct operating expenditures that would be 100% reimbursed. Please provide a detailed budget on another page.
- c. Other Fee Structure: MANAGEMENT FIRM can structure the contract using another proposed structure if it better describes the MANAGEMENT FIRM’s plan; however, equipment and other costs to the Town must be delineated.
- d. The Town reserves the right to decide which cost of service structure is most beneficial to the Town.

DocuSigned by:

 Signed _____
ACD94E55AB4345F...
Leonard Carder, President - Real Estate Services
 Name/Title



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Request for Proposals – Paid Parking Management
Town of Holden Beach – May 2021
Page | 21

RFP FORM D - MANAGEMENT
FIRM'S
CERTIFICATION

THIS FORM MUST BE SIGNED AND SUBMITTED WITH PROPOSAL TO BE DEEMED RESPONSIVE.

Note: This form is available in WORD format from the TOWN upon request.

The undersigned guarantees the truth and accuracy of all statements and the answers contained herein.

Name of MANAGEMENT FIRM: Lanier Parking Meter Services, LLC dba Lanier Parking

I have carefully examined the Request for Proposal referenced above ("RFP") and any other documents accompanying or made a part of this RFP.

I hereby propose to furnish the goods or services specified in the RFP. I agree that my proposal will remain firm for a period of 100 days in order to allow the TOWN adequate time to evaluate the proposals.

I certify that all information contained in this proposal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the firm as its act and deed and that the firm is ready, willing and able to perform if awarded the contract.

The firm and/or MANAGEMENT FIRM hereby authorizes the TOWN of Holden Beach, its staff or consultants, to contact any of the references provided in the proposal and specifically authorizes such references to release, either orally or in writing, any appropriate data with respect to the firm offering this proposal.

I further certify, under oath, that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a proposal for the same product or service; no officer, employee or agent of the TOWN or any other MANAGEMENT FIRM is interested in said proposal; and that the undersigned executed this MANAGEMENT FIRM's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

If this proposal is selected, I understand that I will be expected to execute the TOWN's standard professional services contract or one provided by the MANAGEMENT FIRM, in the form approved by the TOWN Attorney.



TOWN OF HOLDEN BEACH
RFP FOR PARKING MANAGEMENT SERVICES

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Request for Proposals – Paid Parking Management
Town of Holden Beach – May 2021
Page | 22

Name of Business Lanier Parking Meter Services, LLC dba Lanier Parking

By:

Signature ^{DocuSigned by:} Leonard Carder
AC1091 55/A183.3451

Printed Name and Title Leonard Carder, President - Real Estate Services

Mailing Address:

233 Peachtree Street NE #2600

Atlanta, GA 30303

Phone Number 404.881.6076

State of Georgia; County of Fulton

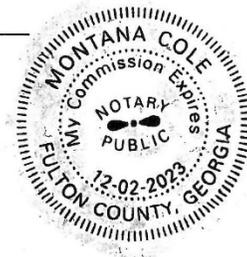
Sworn and subscribed before me this 1 day of July, 2021.

Notary Public:

Signature Montana Cole

Printed Name Montana Cole

My Commission Expires: 12-02-2023





Town of Holden Beach, NC

**REQUEST FOR PROPOSALS PARKING
MANAGEMENT SERVICES**

The Town of Holden Beach is requesting proposals from companies to manage the following:

Management, Operation and Enforcement of parking activities in the Town of Holden Beach.

Interested MANAGEMENT FIRMS must submit proposals by 5:00 p.m. on July 2, 2021. A complete bid package can be reviewed online at <http://hbtownhall.com/> or can be received by calling the Town Clerk at (910) 842-6488.



Authorization to do Business in NC

We hereby certify that Lanier Parking Meter Services, LLC is authorized and licensed to do business in the State of North Carolina, and we are in good standing and compliant with all federal, state, and local laws, rules, and regulations. Please see Lanier's Certificate of Authorization on the following page.

Lanier Parking Meter Services, LLC is incorporated in the State of Georgia. We have provided our Georgia Certificate of Organization immediately following the NC Certificate of Authorization.



NORTH CAROLINA

Department of the Secretary of State

CERTIFICATE OF AUTHORIZATION (Limited Liability Company)

I, ELAINE F. MARSHALL, Secretary of State of the State of North Carolina, do hereby certify that

LANIER PARKING METER SERVICES, LLC

is a limited liability company formed under the laws of Georgia as Lanier Parking Meter Services, LLC and was authorized to transact business in the State of North Carolina by issuance of a certificate of authority on 8th day of June, 2004.

I FURTHER certify that, as of the date of this certificate, (i) the said limited liability company has not withdrawn from the State of North Carolina, (ii) the said limited liability company's certificate of authority has not been suspended for failure to comply with the Revenue Act of the State of North Carolina, (iii) that said limited liability company is not administratively revoked for failure to comply with the provisions of the North Carolina Limited Liability Company Act, (iv) that this office has not filed any decree of judicial revocation, withdrawal, articles of merger, or articles of conversion for said limited liability company.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 28th day of June, 2021.

Elaine F. Marshall

Secretary of State

Certification# 110779004-1 Reference# 17597395- Page: 1 of 1
Verify this certificate online at <https://www.sosnc.gov/verification>



Secretary of State
Corporations Division
315 West Tower
#2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

CONTROL NUMBER: 0339362
EFFECTIVE DATE: 07/17/2003
JURISDICTION : GEORGIA
REFERENCE : 0070
PRINT DATE : 07/22/2003
FORM NUMBER : 356

VALERIE L. DIAMOND
MORRIS, MANNING & MARTIN, LLP
3343 PEACHTREE RD, NE STE 1600
ATLANTA, GA 303261044

CERTIFICATE OF ORGANIZATION

I, Cathy Cox, the Secretary of State of the State of Georgia, do hereby certify under the seal of my office that

LANIER PARKING METER SERVICES, LLC
A GEORGIA LIMITED LIABILITY COMPANY

has been duly organized under the laws of the State of Georgia on the effective date stated above by the filing of articles of organization in the Office of the Secretary of State and by the paying of fees as provided by Title 14 of the Official Code of Georgia Annotated.

WITNESS my hand and official seal in the City of Atlanta and the State of Georgia on the date set forth above.



Cathy Cox
Secretary of State



SECTION 2 – COMPENSATION / BUDGET

Proposed Compensation

Lanier is proposing option b. Management Services Fee plus Reimbursements. Lanier feels this option is the best as the town is just starting a parking program.

- Base Management Fee - \$15,600 annually
- Hourly Parking Rate - \$3.00
- Overtime parking citation fine amounts: \$30 if paid within 14 days, \$40 if paid between 15 and 30 days, and \$50 if paid 31 days or later past the date of issuance
- Dedicated staff for the Holden Beach Parking Program.
 - Parking Supervisor position is staffed March 1 to October 31. March and October are used to prep and close out the season.
 - Parking Ambassadors are available April 1 to September 30.
- Includes purchasing 1 multi-space pay station. Lanier will finance the pay station over the term of the contract.
- Includes purchasing 1 golf-cart. Lanier will finance the golf cart over the term of the contract.
- Transitional Expense is a one-time startup cost. All expenses to be reimbursed by Town of Holden Beach.
- Expenses assumed paid directly by the Town of Holden Beach.
 - Office space
 - Office expenses such as utilities, HVAC/building maintenance/sprinkler/fire protection
 - Phone lines for public inquiry
 - Internet for Lanier supplied computer

We have provided our proposed operating budget for Holden Beach on the following page, outlining the projected revenues and operating expenses associated with managing a first-class parking program.



TOWN OF HOLDEN BEACH
RFP FOR PARKING MANAGEMENT SERVICES

Town of Holden Beach, NC
Annual Revenue & Expense Proforma
12 Month Budget Beginning March, 2022

	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Year 1
Revenue													
Transient Parking	\$ -	\$ 1,000.00	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00	\$ -	\$ -	\$ -	\$ -	\$ 6,250.00
Citation Revenue	\$ -	\$ -	\$ 6,720.00	\$ 6,720.00	\$ 6,720.00	\$ 6,720.00	\$ 6,720.00	\$ 6,720.00	\$ -	\$ -	\$ -	\$ -	\$ 40,320.00
Total Revenue	\$ -	\$ 1,000.00	\$ 7,770.00	\$ 7,770.00	\$ 7,770.00	\$ 7,770.00	\$ 7,770.00	\$ 7,770.00	\$ -	\$ -	\$ -	\$ -	\$ 46,570.00
Payroll & Payroll Expenses													
Assistant Management	\$ 3,786.06	\$ 5,491.19	\$ 5,491.19	\$ 5,491.19	\$ 5,491.19	\$ 5,491.19	\$ 5,491.19	\$ 3,786.06	\$ -	\$ -	\$ -	\$ -	\$ 40,519.23
Advisor	\$ -	\$ 3,920.00	\$ 3,920.00	\$ 3,920.00	\$ 3,920.00	\$ 3,920.00	\$ 3,920.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,520.00
Paid Time Off	\$ 159.01	\$ 395.27	\$ 395.27	\$ 395.27	\$ 395.27	\$ 395.27	\$ 395.27	\$ 159.01	\$ -	\$ -	\$ -	\$ -	\$ 2,689.65
Payroll Processing	\$ 68.64	\$ 170.63	\$ 170.63	\$ 170.63	\$ 170.63	\$ 170.63	\$ 170.63	\$ 68.64	\$ -	\$ -	\$ -	\$ -	\$ 1,161.08
Recruiting	\$ 1,100.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100.00
Payroll Taxes	\$ 424.88	\$ 1,056.16	\$ 1,056.16	\$ 1,056.16	\$ 1,056.16	\$ 1,056.16	\$ 1,056.16	\$ 424.88	\$ -	\$ -	\$ -	\$ -	\$ 7,186.70
Health Benefits	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 7,063.24
Workers Comp.	\$ 354.66	\$ 881.60	\$ 881.60	\$ 881.60	\$ 881.60	\$ 881.60	\$ 881.60	\$ 354.66	\$ -	\$ -	\$ -	\$ -	\$ 5,998.93
Subtotal Payroll	\$ 6,481.03	\$ 12,502.61	\$ 12,502.61	\$ 12,502.61	\$ 12,502.61	\$ 12,502.61	\$ 12,502.61	\$ 5,381.03	\$ 587.77	\$ 587.77	\$ 587.77	\$ 587.77	\$ 89,228.83
Operating Expenses													
Operating Supplies	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00
Paystation Supplies	\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00	\$ -	\$ -	\$ -	\$ -	\$ 5,280.00
Office Supplies	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ 65.00	\$ -	\$ -	\$ -	\$ -	\$ 520.00
Tickets Parking/ Violations	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00
Signage Expense	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00
Handheld Rental	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 8,400.00
Permits & Registrations	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00
R&M Building/Surface Lots	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ -	\$ -	\$ -	\$ -	\$ 800.00
R & M Vehicles	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00
Paystation/Pay in Lane EMS & GSM	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 720.00
Cellular Phone	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 120.00	\$ 1,440.00
Transitional Expense	\$ 3,369.55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,369.55
Marketing	\$ 389.00	\$ 389.00	\$ 389.00	\$ 389.00	\$ 389.00	\$ 389.00	\$ 389.00	\$ 389.00	\$ -	\$ -	\$ -	\$ -	\$ 3,112.00
Accounting Fee	\$ 479.59	\$ 479.59	\$ 479.59	\$ 479.59	\$ 479.59	\$ 479.59	\$ 479.59	\$ 479.59	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 4,436.72
Banking Fee	\$ 148.03	\$ 91.08	\$ 118.84	\$ 118.84	\$ 118.84	\$ 118.84	\$ 118.84	\$ 81.41	\$ -	\$ -	\$ -	\$ -	\$ 914.73
PCI Compliance	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ -	\$ -	\$ -	\$ -	\$ 1,200.00
Miscellaneous	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00
Uniforms	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00
Data Analytics	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 915.30	\$ 10,983.60
Data Analytics Implementation	\$ 7,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000.00
Credit Card Transaction Fees	\$ -	\$ 350.67	\$ 350.67	\$ 350.67	\$ 350.67	\$ 350.67	\$ 350.67	\$ 350.67	\$ -	\$ -	\$ -	\$ -	\$ 2,104.00
RO Vehicle Lookups	\$ -	\$ 294.00	\$ 294.00	\$ 294.00	\$ 294.00	\$ 294.00	\$ 294.00	\$ 294.00	\$ -	\$ -	\$ -	\$ -	\$ 1,764.00
Over Due Notices	\$ -	\$ 313.60	\$ 313.60	\$ 313.60	\$ 313.60	\$ 313.60	\$ 313.60	\$ 313.60	\$ -	\$ -	\$ -	\$ -	\$ 1,881.60
Subtotal Operating Expense	\$ 26,406.48	\$ 5,438.24	\$ 5,466.00	\$ 5,466.00	\$ 5,466.00	\$ 5,466.00	\$ 5,466.00	\$ 4,470.30	\$ 1,945.30	\$ 1,945.30	\$ 1,945.30	\$ 1,945.30	\$ 71,426.21
Insurance													
General Liability	\$ 452.00	\$ 452.00	\$ 452.00	\$ 452.00	\$ 452.00	\$ 452.00	\$ 452.00	\$ 452.00	\$ -	\$ -	\$ -	\$ -	\$ 3,616.00
Auto Liability	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 4,299.72
Subtotal Insurance	\$ 810.31	\$ 810.31	\$ 810.31	\$ 810.31	\$ 810.31	\$ 810.31	\$ 810.31	\$ 810.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 358.31	\$ 7,915.72
Business Services													
Base Management Fee	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ 1,950.00	\$ -	\$ -	\$ -	\$ -	\$ 15,600.00
Capital Expenditure Amortization	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 908.39	\$ 7,267.12
Subtotal Business Services	\$ 2,858.39	\$ 2,858.39	\$ 2,858.39	\$ 2,858.39	\$ 2,858.39	\$ 2,858.39	\$ 2,858.39	\$ 2,858.39	\$ -	\$ -	\$ -	\$ -	\$ 22,867.12
Total Expenses	\$ 36,556.21	\$ 21,609.55	\$ 21,637.31	\$ 21,637.31	\$ 21,637.31	\$ 21,637.31	\$ 21,637.31	\$ 13,520.03	\$ 2,891.38	\$ 2,891.38	\$ 2,891.38	\$ 2,891.38	\$ 191,437.88
Net Income/(Loss)	\$ (36,556.21)	\$ (20,609.55)	\$ (13,867.31)	\$ (13,867.31)	\$ (13,867.31)	\$ (13,867.31)	\$ (13,867.31)	\$ (6,800.03)	\$ (2,891.38)	\$ (2,891.38)	\$ (2,891.38)	\$ (2,891.38)	\$ (144,867.88)

Confidential and Trade Secret



SECTION 3 – EXPERIENCE

Description of Management Team

- **Steven Taff, Executive Vice President** – Executive support who has extensive experience with operations in Georgia, North and South Carolina, Florida, Tennessee, Kentucky, and Alabama, based out of Atlanta. Problem-solver for all levels of the operation. (2.5% of time expected to contribute to this contract.)
- **Chris Goodson, Regional Vice President** – Regional support based out of Atlanta. Experience with multiple operations including venues and surface lots and will make monthly physical trips to the location. More frequent visits during the transition period. (20% of time expected to contribute to this contract.)
- **Jack Tawney, Regional Director** – Regional oversight based out of Greenville, NC. Frequent on-site visits occur and more frequent are expected when needed especially during the start up of summer season. Focus on the financials and support any needs the on-site team has. Has experience overseeing multiple operations in the Carolina area. (30% of time expected to contribute to this contract.)
- **Laura Lierz and Isaiah Mouw, Municipal SMEs** – Our municipal SMEs provide leadership and support for our operating teams in the field who service our government clients. They will work directly with the town to develop and design a parking program that best meets the specific needs for Holden Beach. (30% of time expected to contribute to this contract.)
- **Parking Supervisor** – We will place an Project Manager at the location. The Manager will be the main point of contact with the Town. The Manager will also be responsible for communications within our staff to ensure that all areas of the operation are up to date with the latest information. (100% of time expected to contribute to this contract.)

Key Personnel

Management Team

Please see the detailed qualifications and experience of our management team assigned to oversee the Holden Beach operation below.



Jack Tawney

Regional Director

Jack Tawney brings REEF over 30 years of experience in the parking industry. He has worked in multi-disciplinary parking for institutions such as the North Carolina Department of Corrections, North Carolina State University Transportation, East Carolina University Parking Services, and Vidant Medical Center. In his 30 years of experience, Jack has filled numerous roles, including design and construction, operational management and planning, multi-disciplinary logistics and oversight, and much more. His work experience has been overwhelmingly positive with organizations such as T2 Technologies, Tim Haas and Associates, and many more.

Jack graduated Cum Laude from North Carolina Wesleyan College in 2004 and has been active in the parking industry even outside of his work. He is a past member of both IPI and Carolinas Parking Association. By bringing these experiences to REEF as regional director of parking, Jack ensures our clients receive the best service, management, and oversight possible.



Chris Goodson

Regional Vice President Southeast

Working with Lanier for over 10 years, Chris currently acts as Regional Manager of Atlanta. Chris prides himself at being proficient in identifying areas within an operation to improve the overall guest experience and maximizing revenue for his clients. Before being promoted, Chris was the manager at our Atlantic Station property. He oversaw 63 employees, operating one of the largest parking structures in the United States, providing valet, shuttle, on-street, and event parking services for multiple retail, residential, and office tenants of the mixed-use development. With special events at Atlantic Station ranging from five to over twenty-thousand attendees, he developed and implemented parking operations plans which continuously maximize guests' experience as well as the development's profitability.

Also, he recently helped oversee and coordinate the largest ever T.I.B.A. PARCS system installation at Atlantic Station encompassing 65 lanes of equipment. Chris is effective at all facets of parking management, spanning from facilities maintenance and client relationship development to project management and revenue control. Chris prides himself on his customer service skills and perpetuates that idea to all of his employees. By establishing a positive working relationship with the customers and the client, he maintains a confident level of trust, which has proven to be successful for past and future endeavors.



Steven Taff
Executive Vice President, Operations

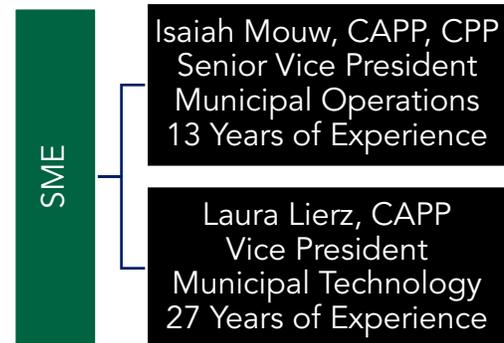
Steven Taff has been in operations management since 1992. Since joining Lanier Parking in 1999 from Six Flags, Steven has managed all facets of garage and event parking operations, including special events such as the 2002 and 2010 Winter Olympic Games and PGA Championships.

Steven has a considerable amount of experience in parking analyses, including pricing/rate structures, operating costs, revenue projections, evaluating present and future needs, development plans, and capital financing. Steven has assisted in developing the Atlantic Station Master Plan beginning in 2005, including placement and number of valet locations and pay stations, as well as policies and procedures for residents, employees, tenants, and customers. Steven demonstrates Lanier’s commitment to “service after the sale” – he continues to advise Atlantic Station’s Property Management as an additional office building and retail spaces are developed.

Steven is currently Senior Vice President overseeing operations in Georgia, North and South Carolina, Florida, Tennessee, Kentucky, and Alabama. The combination of Steven’s “Guest Friendly” attitude from Six Flags and his flexible thinking from his extensive event experience has made him a premier addition to the Atlanta Senior Operations Management.

Municipal Subject Matter Experts

REEF’s Municipal Division is led by our team of Subject Matter Experts with a combined sixty-plus years of parking management experience and expertise. Our SME’s provide leadership and support for our operating teams in the field who service our government clients. Laura Lierz and Isaiah Mouw work directly with our municipal clients to develop and design a parking program that best meets the specific needs for each city.



Our SME’s have a wealth of experience in all aspects of government parking, including all areas of off-street and on-street operations and parking technology.



Isaiah Mouw, CAPP
Senior Vice President, Municipal Operations

Isaiah Mouw, CAPP, CPP, LEED GA, has worked in the parking industry for 12 years, and has managed nearly every facet of parking management in a municipal setting; on and off-street, as well as possessing a comprehensive background in implementing paid on-street parking. In his role as Senior Vice President of Municipal Operations, Isaiah supports the Municipal Division that serves the various brands within the REEF

Parking Network.



An industry ambassador and frequent public speaker and author, Isaiah serve on the International Parking and Mobility Institute's (IPMI) Advisory Council as a board member for the IPMI CAPP Board of Directors. In 2019, he was awarded the Parking Professional of the Year from the International Parking and Mobility Institute. In 2015, he was recognized by the National Parking Association as a "40 Under 40" recipient and in 2014, Isaiah was also awarded the Chairman's Award from IPMI.



Laura Lierz, CAPP
Vice President, Municipal Services

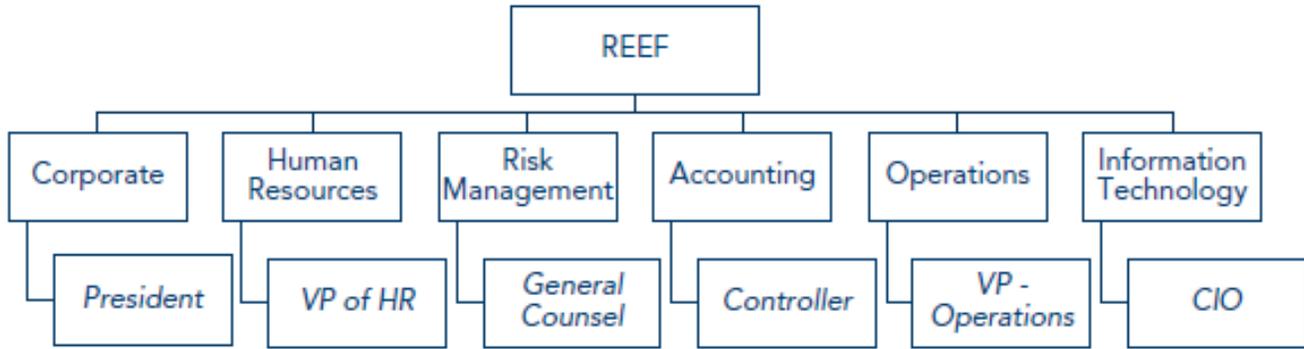
Laura Lierz, CAPP, joined the firm in 2019 as Vice President of REEF Parking's dedicated Municipal Parking Division that serves the company's public-sector clients exclusively. Laura has more than 26 years of experience in the parking industry and has acted in a variety of professional capacities.

Laura began her parking industry career as an event attendant at the University of Colorado Boulder. She went on to manage Events and Enforcement, special projects, summer conference sales and supporting the parking management system. She transitioned to private sector where she spent the next 19.5 years at T2 Systems in multiple roles including support, account management, business development and operations. Under operations, Laura developed and managed the lead generation and product consultant teams. Laura transitioned to Cale America in 2015 where she was responsible for account management and business development. Laura is frequently associated with providing organizations analysis of their current parking operations, demonstrating products and services and how to provide better efficiencies and improve ROI.

Laura is a founding member of NWPA (now known as PIPTA) and currently serves as PIPTA Chair. Laura has a passion for parking and has presented on a variety of topics at IPMI and State and Regional Associations.

Corporate and Management Support

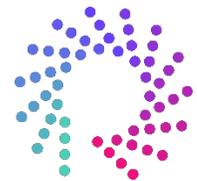
Our North Carolina Coastal team is led by Chris Goodson. Chris reports directly to our Executive Vice President, Steven Taff. Lanier Parking will provide the Town with multiple layers of management, executive-level and corporate support, including, Technology Integration, Accounting, Internal Audit,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



Experience of Management Firm

Mission Statement

The last century we built our cities for cars and in turn the facilities to store them. We believe a parking lot can be more than a place to store a car. A parking lot can be a hub for the community, connecting people to the businesses, services, and experiences that make a town thrive.



First and last impression is parking, it is not necessarily the destination.

Legacy Brands

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





Our People

Our people are the face and backbone of our fully accountable operations. Lanier strives to attract, retain, and develop exceptional employees to deliver the exemplary services described in this proposal.

Moreover, we have a dedicated Human Resources department tasked with the recruitment, training, organization, and development of all Lanier employees. Our concentrated focus on retention and low turnover results in improved safety and increased familiarity with operational protocol, site-specific procedures, and the town’s constituents. Moreover, our local operating team of tenured parking professionals includes highly experienced managers, maintenance personnel, ambassadors, subject matter experts, and auditors. This enables us to meet and exceed the town’s expectations from and after the RFP process.

Our Expertise

Our deep knowledge and experience launching and managing similar parking programs in the south-east and coast to coast with exceptional program results gives Lanier a distinct advantage to facilitate the methods by which we will fulfill the Scope of Work. We are experts in on-street and off-street parking, on-street meter management (collections, maintenance, reconciliation, etc.), special events, maintenance, and the application of cutting-edge technology.

Investing in Our Clients

We invest in our clients. The town’s success is also our success, and we thrive on successful parking operations. Lanier has taken on parking operations that were losing revenue and turned the operations into successful profitable operations. The profits are reinvested into town funds for improvements that have previously been denied. The town government and citizens are able to reap the benefits of a successful parking program.

Understanding and Approach

REEF Technology and the REEF Parking Network (Lanier) are building “the ecosystem that connects the world to your block.” This concept is founded on adapting parking real estate to accommodate services severely impacting traditional parking demand like micro mobility alternatives, TNCs, and more. While we adapt parking real estate to services beyond parking, REEF remains committed to providing consistent and proven parking best practices.



Our parking operations teams are dedicated to being forward thinking and collaborating with our clients to “future-proof” our properties by implementing flexible technologies with open-API



infrastructure. Our collective efforts on executing our vision are yielding great results in expanding our services while growing our parking real estate and client revenues. In today's market, there is no one-size-fits-all approach that is guaranteed to deliver consistent results, and that is why it is important to understand each individual market to properly engage affected stakeholders in a productive manner.

Lanier Municipal Services seeks to create first-class operations and share our success stories to local markets as well as the industry. By sharing and promoting what is going on in the program, the more the public can gain information and trust in the operation. Our local leadership team actively oversees our municipal operations in Myrtle Beach, North Myrtle Beach, Surfside Beach and Carolina Beach. Our level in interest and engagement is driven by our desire to exceed our client's expectations in both service and performance. Furthermore, the REEF Parking Network is highly engaged throughout our industry with the following associations:

Industry Affiliations

As the largest parking management company in the U.S., REEF fully embraces and supports industry initiatives, civic and charitable endeavors, and organizations that promote diversity and opportunity in our industry. Key members of REEF's Steering Committee serve in industry-specific volunteer and professional capacities. Such groups include the IPMI technology committee, IPMI CAPP Board, Women-in-Parking Board, PIPTA Board, Accredited Parking Organization (APO) Site Reviewer, Green Garage Assessors, State and Regional Parking Association Boards, ParkSmart Certification Committee, and more.

By partnering with REEF, our clients benefit from the additional exposure they gain through Lanier's corporate commitment to participation in these important capacities and industry causes.

IPMI/NPA & Regional Association Engagement

We are proud members of national, regional and local parking organizations and associations across the country; including IPMI, the National Parking Association, TPTA, PAG, CPPA, PIPTA, SWPTA, MSPTA, PAV, CPA, and FPTA, to name a few. These organizations are purposed to advance the public parking profession by providing a forum for members to interact, exchange ideas and information, and provide technical and legislative support. This inures to the benefit of our clients' public-sector parking programs and their capacity for excellence and customer service.



This sort of active participation and commitment to these organizations and the ongoing education of our employees enables REEF to leverage our Subject Matter Experts and OPS teams' keen knowledge and reputations in public and private sector operations.



APO Accreditation

In 2019, REEF earned status as an Accredited Parking Organization (APO) with Distinction through the International Parking and Mobility Institute (IPMI), one of very few organizations in the world to do so. APO with Distinction is a designation for parking organizations that recognizes best practices in responsible parking management and operations, customer service, professional development, sustainability, safety, and security and represents the top 5% of parking organizations worldwide. To earn accreditation, an organization must demonstrate its commitment to ongoing evaluation and improvement through the implementation of parking industry best practices.



Carolinas Parking & Mobility Association

The Carolinas Parking Association is a professional association of parking administrators, practitioners, suppliers, vendors and consultants formed for the purposes of acquiring knowledge; encouraging professional development; providing mutual support, and creating an environment for professional interaction.



Diversity

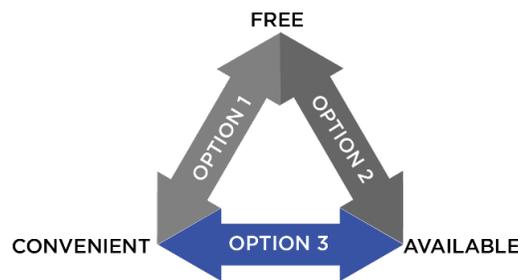
As a leader in urban innovation, REEF is devoted to fostering diversity and inclusivity as we continue to positively shape the future. We believe that progress starts with us, and REEF's commitment to inclusivity spans the teams we manage and the communities we serve. We provide equal employment opportunity to all persons without regard to race, color, religion, sex, age, disability, national origin or sexual orientation. Together with the diverse populations who continue to inspire change in their cities, we are leveraging the power of proximity to keep our communities moving forward.



SECTION 4 - APPROACH TO PROVIDING SERVICES

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

- **Municipal Experience** – The value proposition of hiring Lanier for the Town of Holden Beach is that you have access to the unmatched knowledge and experience of our Municipal Division. With over 100 municipal operations under our management, we truly have “been there” and “done that” with the type of paid parking program Holden Beach is seeking to deploy. We offer your town proven “best practices” in all aspects of implementing and managing your desired parking program.
- **“New Parking Program” Experience** – The most important offering of our proposal for the Town of Holden Beach should be our vast experience in launching new paid parking programs. Anytime that a town goes from “free” to “paid” parking there will be tremendous challenges beyond installing parking meters that must be overcome. Our experience guiding and managing new paid parking rollouts for municipalities will provide insurance that the Holden Beach parking program will be successful in achieving its goals, both financially and politically.
 - Create turnover and improve parking availability for short term parking.
 - Eliminate cruising through properly priced parking which will lower congestion, traffic and emissions.
 - Generate revenue stream to be put back into downtown through community improvements.



- ① FREE + CONVENIENT ≠ AVAILABLE
- ② FREE + AVAILABLE ≠ CONVENIENT
- ③ AVAILABLE + CONVENIENT ≠ FREE

- **Cost Effective Programs** – Lanier understands the financial constraints that municipalities are operating under and thus we design our clients parking programs to be extremely cost effective



and efficient without sacrificing revenue control or the customer experience. Our proposed operating budget will deliver a first-class parking program for the Town of Holden Beach at a streamlined expense. Lanier is confident that our presented operating plan will deliver a first in class parking program for the Town of Holden Beach. We look forward to expanding upon our proposal in more detail at a formal presentation.

Technology Deployment Experience

The following provides a brief overview of our recommended technology deployment for the Holden Beach parking program:

- **Flowbird Multi Space Meters** – Lanier proposes to use the multi space meters from Flowbird (Cale). Multi-space meters are the technology of choice for most cities for revenue collection for on-street and off-street parking locations. Lanier has deployed thousands of meters across North America with great success in our clients municipal parking programs. The Flowbird Compact S5 allows for pay by plate, pay by space, or pay and display methodologies; and offers multiple payment options including coin, credit card, bills and validations.
- **Pay by Cell** – Lanier has deployed dozens of pay by cell services for municipalities over the past five years. We are recommending PayByPhone as the pay by cell service provider for Holden Beach. PayByPhone’s easy to use payment app will allow customers to quickly pay for their parking.
- **VATS** – Lanier is recommending Municipal Citation Solutions VATS parking enforcement solution for Holden Beach. VATS is a cost-effective flexible enforcement platform that integrates well with other technology platforms. VATS is a real time enforcement system that provides a turnkey solution. VATS has a full-service back office that manages citation payments, citation appeals, meter bagging, noticing and reporting.
- **Data Analytics** – Custom dashboards and visualizations allows the town to see and sort the data sets that matter the most to the town. With just a few clicks, the town can read and interpret meaningful insights through a daily, monthly, quarterly, or yearly lens.

Project Control

The Town of Holden Beach will benefit greatly from our experience in managing this exact project scope of work successfully many times over in other municipalities. Our approach is to design a structured transition plan with key components, dependencies, and target dates in collaboration with our clients. The following provides you an overview of what the transition would encompass.

Transition Plan

Lanier realizes the importance of a smooth and efficient transition of the on-street parking management for the Town of Holden Beach. We know how critical it is to launch the new parking program successfully to maintain public confidence and overcome the challenges of change.



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

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

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

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

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



Reports and Budgeting

REEF can provide a wide variety of reports and daily, weekly, monthly, and quarterly reporting packages that are geared specifically toward your preferences. Our monthly reporting package can provide a high level of supplemental reports for your facility, including:

- Executive summary
- Statistics reports (wide and varied, these include sales by time segment, by rate segment, and for specific periods of time)
- Performance-to-budget
- Variance analysis
- 13-month trailing analysis
- Graphing of year-to-date and month-to-month performance
- Operational issues summaries describing factors that affected performance for the month in review
- Monthly parking report
- Location assessment reports
- Operational reports
- Repair and maintenance logs
- Audit reports

Please see Lanier's sample monthly reports on the following pages.

Operating Budgets

Annual budgets will be prepared based upon the operational plan, historical information, expected operating results and our team's knowledge of the parking facility.

Budgets will include an annual operating budget, detailed by month, as well as monthly and annual comparisons of the budget. All budget variances will receive immediate attention of Senior Management for corrective action.



Managed by Lanier Parking Solutions

[Redacted text block]

Re: April Financials

Dear [Redacted],

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

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

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

Kind Regards,

[Redacted signature block]



INVOICE

Invoice Number: 125332

Invoice Date: 5/11/2020

Page: 1

Bill
To:



Terms Due Upon Receipt
P.O. Number

Customer ID TOWN
SalesPerson
Location



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

Subtotal: **49,083.43**

Tax: 0.00

Total USD: **49,083.43**



Lanier [REDACTED] Sales Tax
April 2020

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



TOWN OF HOLDEN BEACH RFP FOR PARKING MANAGEMENT SERVICES

Lanier Parking Meter Services, LLC
 Location: XXXXXXXXXX
 Client Income Statement
 For the Period from April 1, 2020 to April 30, 2020

5/9/2020 7:00 PM
 Page 1
 LANIERPARKINGANAPLES

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



TOWN OF HOLDEN BEACH
RFP FOR PARKING MANAGEMENT SERVICES

Lanier Parking Meter Services, LLC
Location: [REDACTED]
Client Income Statement
For the Period from April 1, 2020 to April 30, 2020

5/9/2020 7:00 PM
Page 2
LANIERPARKINGANAPLES

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



TOWN OF HOLDEN BEACH RFP FOR PARKING MANAGEMENT SERVICES

Lanier Parking Meter Services, LLC
Location: [REDACTED]
Client Income Statement
 For the Period from April 1, 2020 to April 30, 2020

5/9/2020 7:00 PM
Page 1
LANIERPARKINGVANAPLES

	January	February	March	April	Total
Meter		157.25	95,984.75	337,865.75	434,007.75
Violation	10,910.83	7,480.00	13,812.49	27,117.57	59,320.89
Miscellaneous Income	7,830.00	35,150.00	38,109.00	18,922.00	99,811.00
Unclassified Revenue					
Free & Discounted			1,379.00	5,811.40	7,190.40
Free & Discounted (out)			(1,379.00)	(5,811.40)	(7,190.40)
TOTAL REVENUE	19,540.83	42,787.25	147,806.24	383,905.32	693,139.64
EXPENSES					
Wages - Maintenance	1,519.63	2,545.88	3,665.52	3,501.39	11,232.42
Wages - Enforcement		394.88	6,723.26	5,783.02	12,901.16
Wages - Accountant	(95.00)	783.00	1,860.00	2,460.19	5,007.19
Wages - Management	6,620.72	6,977.91	11,867.76	6,841.76	32,328.15
Taxes, Benefits & W/C	2,823.56	3,756.29	8,471.94	6,523.81	21,575.60
PPACA Fee	150.00	212.50	375.00	450.00	1,187.50
Payroll Processing Fee	128.71	171.23	386.18	297.37	983.49
Total Payroll	11,146.62	14,841.69	33,369.66	25,857.54	85,215.51
Uniforms		1,070.11			1,070.11
Operating Supplies	170.54			28.83	199.37
Paystation Supplies		1,161.30			1,161.30
Office Supplies	211.10	90.91		49.21	351.22
Equipment Leases	1,391.50			690.00	2,081.50
Tickets Parking/Violations		660.00		(120.00)	540.00
Paystation EMS & GSM	130.24	230.00	1,328.20	2,143.20	3,831.64
Meter Pole Instal & Equip		1,070.00			1,070.00
DMV Research	34.92	24.18	20.67	11.60	91.77
Total Operating Expenses	1,938.30	4,306.50	1,349.07	2,803.04	10,396.91
R & M - Equipment	560.00	892.17		918.79	2,370.96
Service Contracts/Warranties	(1,575.76)	229.98	229.98	229.98	(886.82)
Total Repairs & Maintenance	(1,015.76)	1,122.15	229.98	1,148.77	1,484.14
General Liability	1,889.44	1,889.44	1,889.44	1,889.44	7,557.76
Total Insurance	1,889.44	1,889.44	1,889.44	1,889.44	7,657.76



TOWN OF HOLDEN BEACH RFP FOR PARKING MANAGEMENT SERVICES

Lanier Parking Meter Services, LLC
 Location: [REDACTED]
 Client Income Statement
 For the Period from April 1, 2020 to April 30, 2020

5/8/2020 7:00 PM
 Page 2
 LANIERPARKINGVANAPLES

	January	February	March	April	Total
Cellular Phone	513.37	299.39	301.85	302.20	1,416.81
Internet Service	70.00	70.00	70.00	63.00	273.00
Incentive Mgt Fee	617.41	1,424.82	4,925.28	12,784.05	19,751.56
Accounting Fees	465.00	465.00	465.00	465.00	1,860.00
IT Support	125.00	62.50	62.50		250.00
Banking Fees	69.47	60.65	91.01	158.31	379.44
Recruiting	80.00	80.00	125.00	125.00	410.00
Mileage Reimbursement	32.80				32.80
Airfare	257.10				257.10
Lodging	202.82				202.82
Travel/Business - Meals	25.67				25.67
Auto Rental		4.70			4.70
Postage	45.17	32.01		212.50	289.68
Total Administrative Expenses	2,503.81	2,439.07	6,040.64	14,110.06	25,153.58
TOTAL EXPENSES	16,461.41	24,658.86	42,878.79	46,808.86	129,807.90
NET INCOME (LOSS)	2,079.42	18,128.40	105,027.45	338,096.47	463,331.74



Client Income Statement
April 30, 2020
Location XXXXXXXXXX
Contract Type: Managed

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



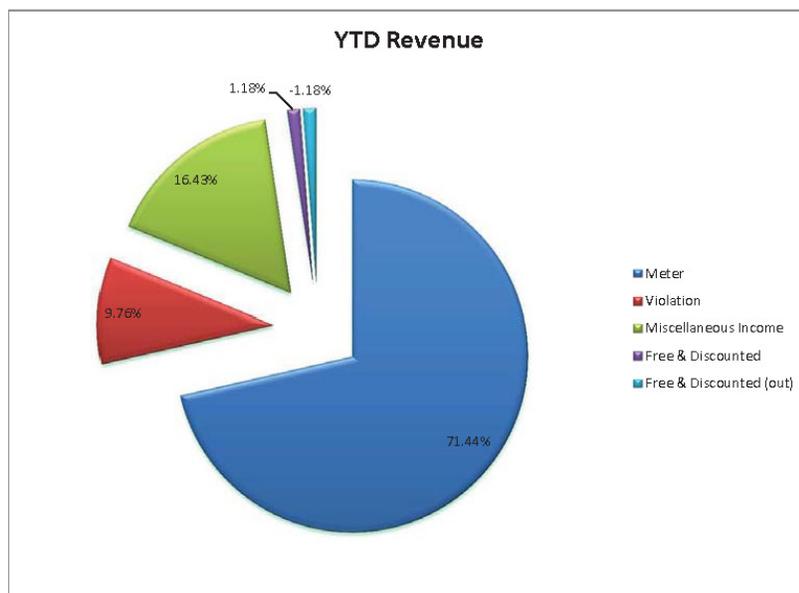
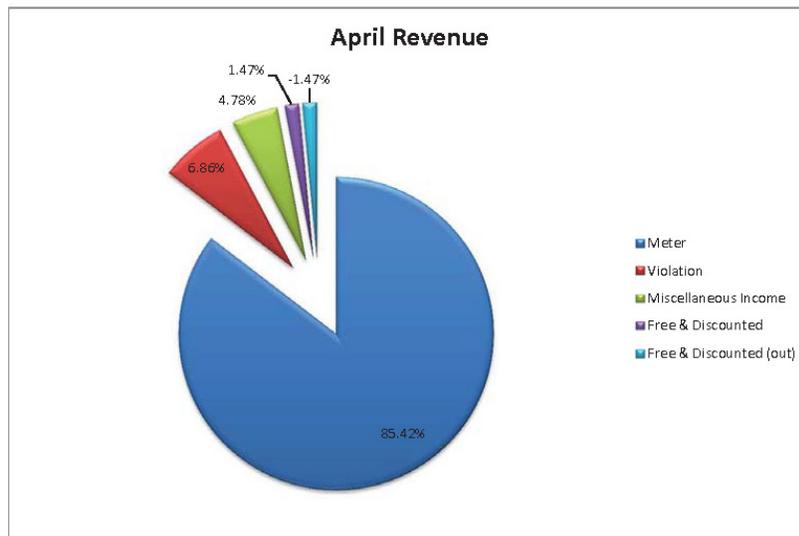
Client Income Statement
April 30, 2020
Location [REDACTED]
Contract Type: Managed

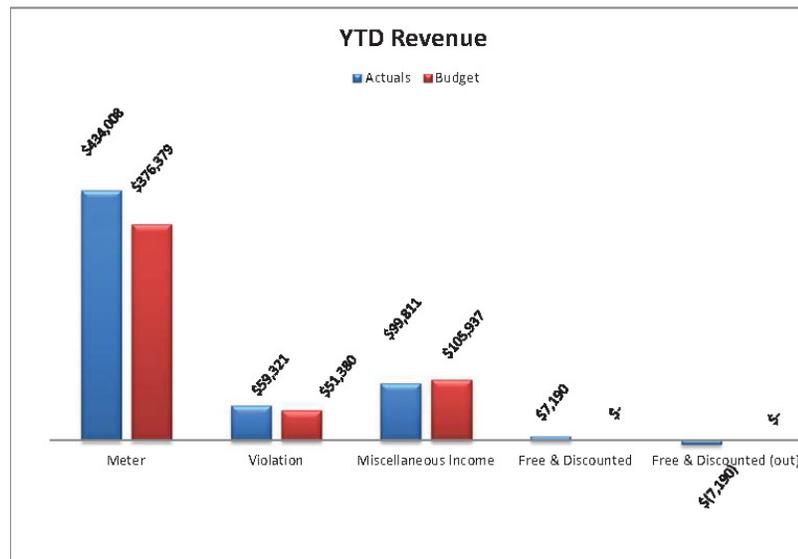
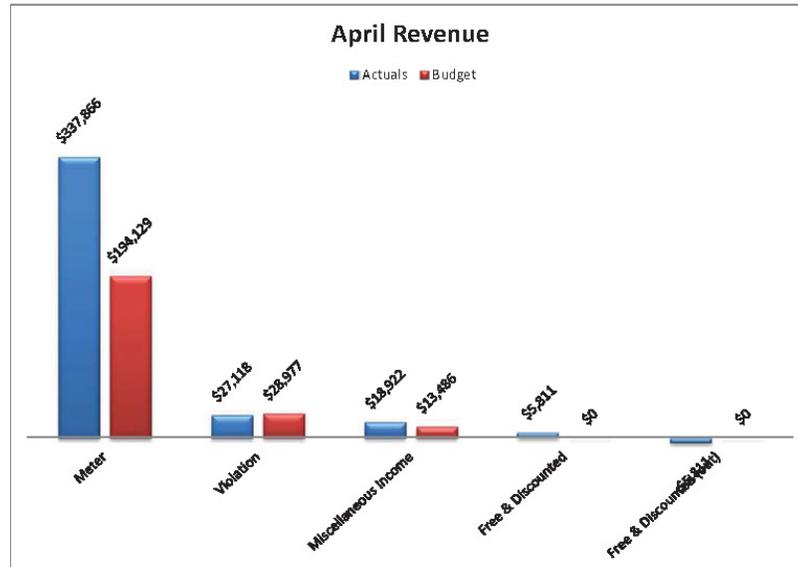
Description	Current Activity	Same Period Last Year	Variance	YTD		Variance
				Current	Last Year	
Meter	\$ 337,865.75	\$ 204,346.35	\$ 133,519.40	\$ 434,007.75	\$ 396,356.00	\$ 37,651.75
Violation	\$ 27,117.57	\$ 37,383.42	\$ (10,265.85)	\$ 59,320.89	\$ 66,324.67	\$ (7,003.78)
Miscellaneous Income	\$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

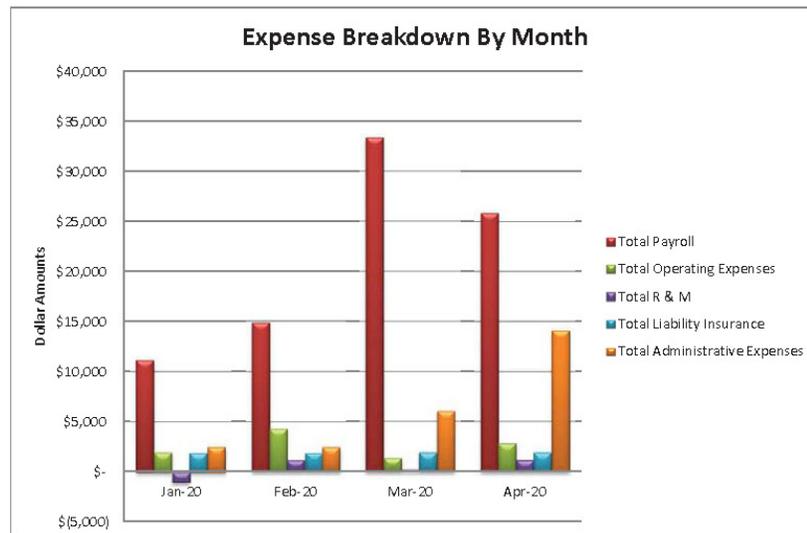
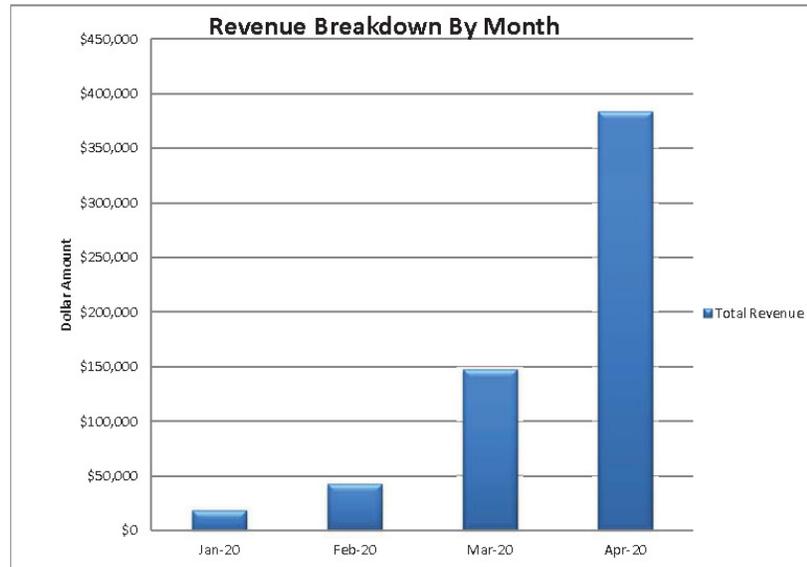


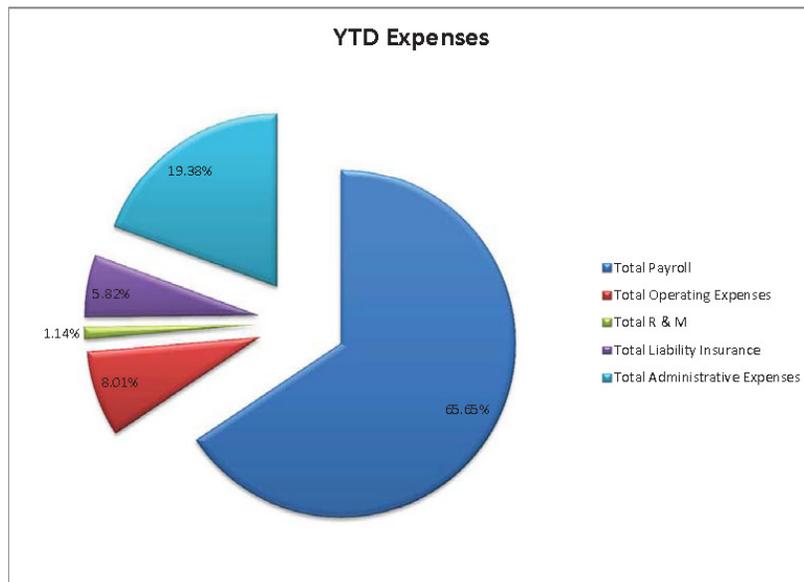
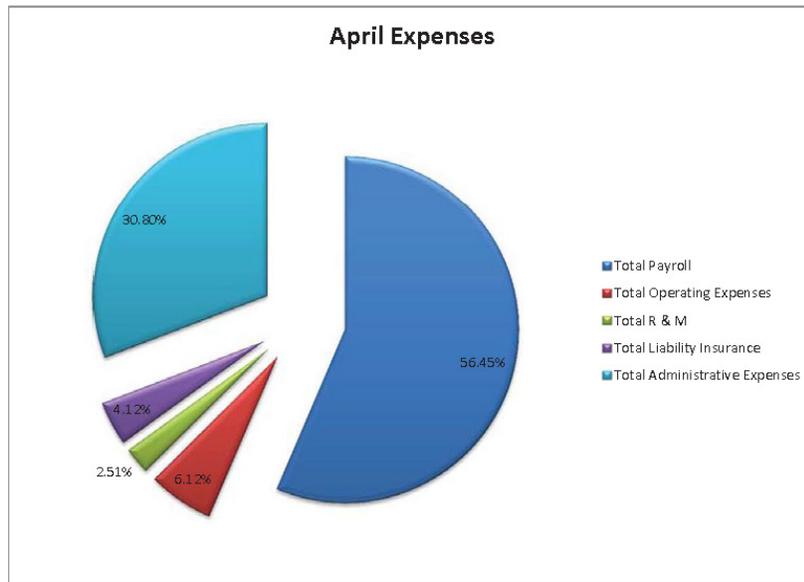
Client Income Statement
April 30, 2020
Location
Contract Type: Managed

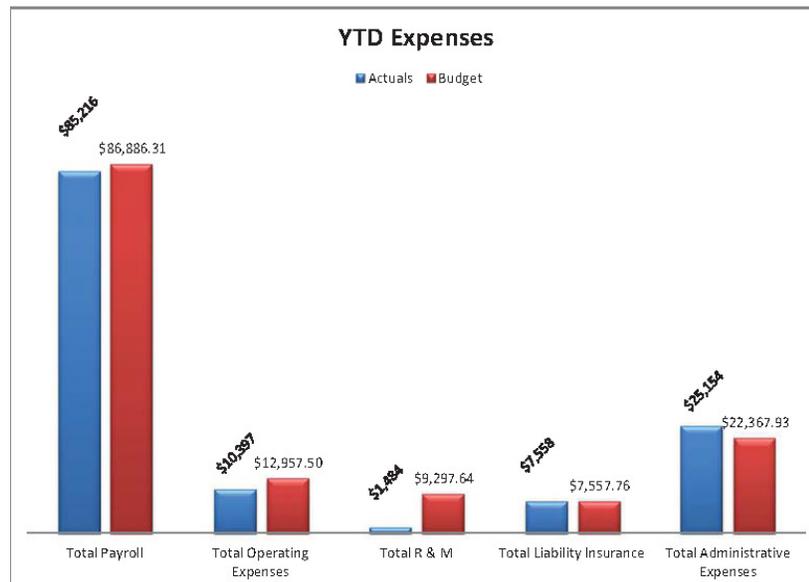
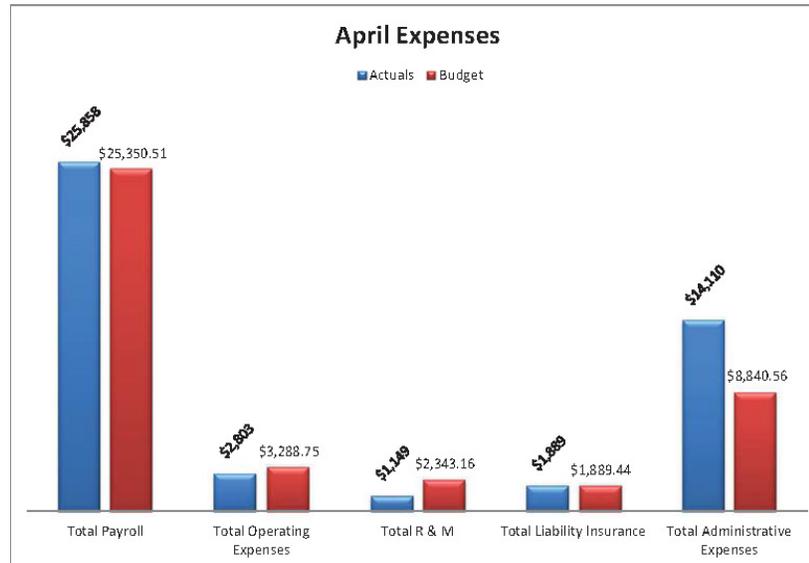
Description	Jan-20	Feb-20	Mar-20	Apr-20	YTD
Meter	\$ -	\$ 157.25	\$ 95,984.75	\$ 337,865.75	\$ 434,007.75
Violation	\$ 10,910.83	\$ 7,480.00	\$ 13,812.49	\$ 27,117.57	\$ 59,320.89
Miscellaneous Income	\$ 7,630.00	\$ 35,150.00	\$ 38,109.00	\$ 18,922.00	\$ 99,811.00
Free & Discounted	\$ -	\$ -	\$ 1,379.00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

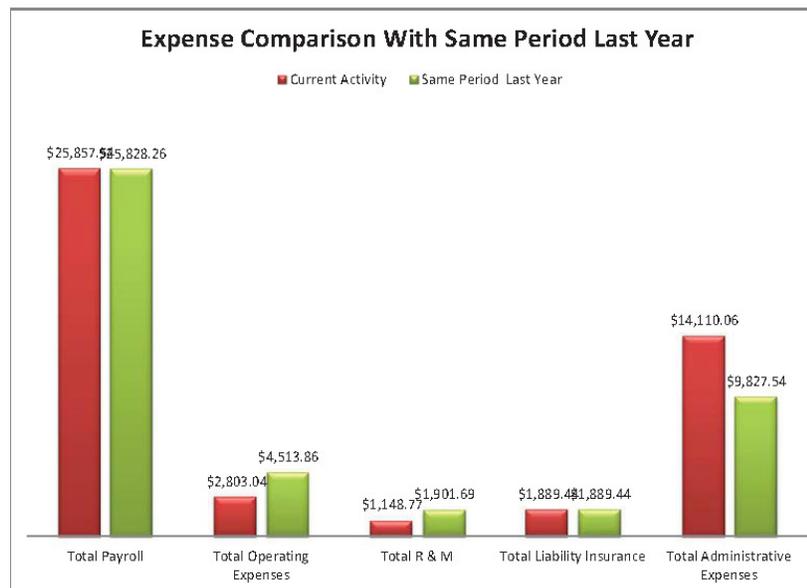
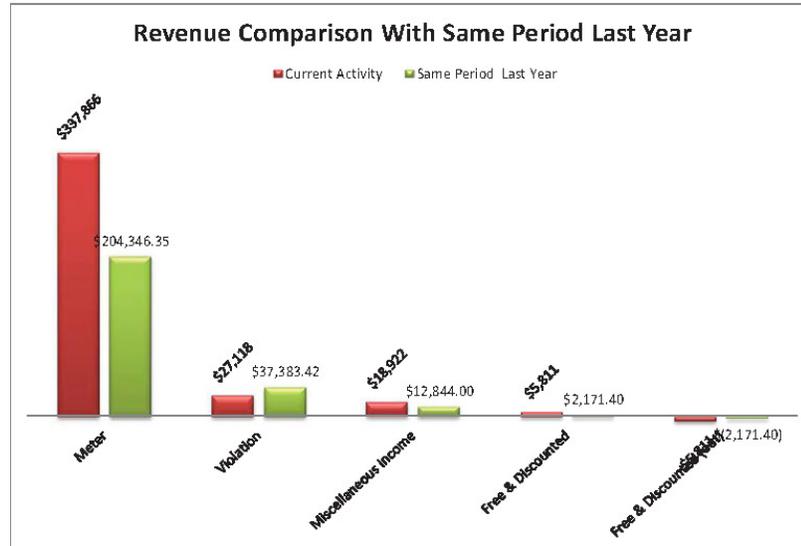


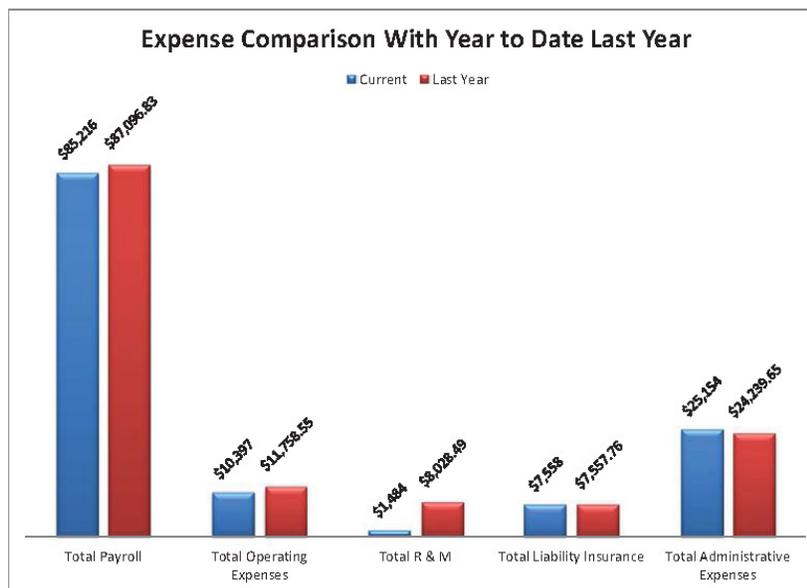
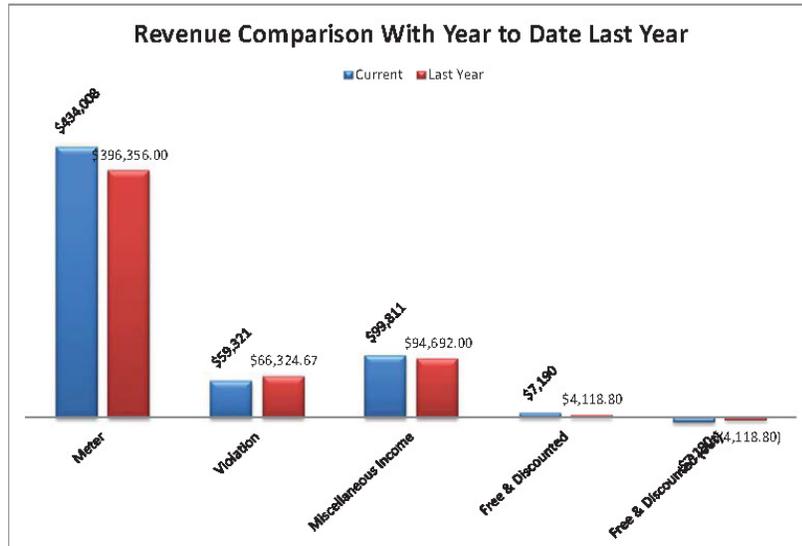














Enforcement Technology

Ambassador Approach

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

Based upon the geography, the distance between locations and the nature of Town of Holden Beach, Lanier will utilize a combination of foot and mobile enforcement. Each Ambassador will follow a prescribed route of streets they will enforce during their work shift each day. Violators will be issued the proper warning or citation. The Ambassador will place the warning/citation notice on the customer’s windshield. The notice will provide all the pertinent information and instructions for payment or contact information for assistance.

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





Soft Enforcement Approach

Lanier recommends a “softer and gentler” approach to parking enforcement for the Town of Holden Beach. Our proposed process would be focused on educating the customer and payment compliance instead of maximizing parking fine revenues.

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

The Lanier on-site parking supervisor will monitor citation issuance, void and appeal occurrences and take appropriate action for training or recommendations to the town for additional signage or clarity on parking policies.

Quality over Quantity

Our enforcement programs have placed a high emphasis on issuing quality citations that can withstand the appeals process. Our management teams routinely monitor how many citations are issued in error on an individual level as well as across the department. In addition, we also monitor the percentage of citations that are dismissed via the appeals process. If we discover that an officer is having more citations dismissed than the average, we will investigate a retrain, as necessary. By constantly monitoring, we ensure our programs are respected for the quality of work we are committed to and not the volume of citations being issued.

Enforcement Ambassador Responsibilities

- Enforce town parking regulations in compliance with Ordinance and approved operating procedures
- Assist customers with parking payment, provide information and direction
- Represent and promote the Town of Holden Beach positively
- Identify any meter or equipment issues to present to Supervisor
- Coordinate efforts with town police as directed

Uniforms and Identification

Sixty-five percent of communication is non-verbal. Lanier is committed to ensuring that our non-verbal cues to customers are always positive. This includes having high standards of presentation with branded, professional uniforms and identification badges.

Team members will wear distinct, well-maintained uniforms at all times while on the job. A clean, consistent uniform is a fundamental





job requirement for all staff. This instantly identifies them as Lanier employees, provides a sense of safety and comfort to patrons, and reflects a professional, quality conscious image. We will customize a look approved by Holden Beach.

A great way to reward employees for exceptional customer service is to provide them with a highly visible identification badge. Each badge will contain their photo, name, year of current season, and even a barcode encoded with employee information, an acknowledgement of trainings completed, and customer service awards won.

Citation Technology

Lanier will utilize the VATS parking enforcement software and hardware solution for Holden Beach enforcement, citation management, permit and appeals processing. VATS offers a comprehensive system designed specifically for municipal parking enforcement programs. VATS is a web-based solution operating in real time that offers a comprehensive reporting suite for revenue reporting and program performance management. VATS works with multiple hardware solutions including tablets, laptops and most cell phones. VATS is easily integrated with other technologies if the Town decides to move forward with paid parking in the future.



VATS is the citation management of the future where we want to be “More Than Just the Meter Maid.” It is an account-centric citation management system, which has been designed specifically for processing municipal parking citations in real-time. Throughout its evolution, the system has absorbed ancillary functions and systems to become a centralized, integrated parking management and collections system.

The VATS application supports all core and ancillary program services including data entry, error correction, document storage, registration data acquisition, noticing, report generation and distribution, audit and control processes, quality assurance, correspondence processing, and operational management of these functions.

As far as technical specifications, VATS is a Windows-based .NET program utilizing Microsoft SQL Server 2008 and 2012 while issuing tickets from a mobile phone. The back-office program known as WebVATS is a web application accessible with Chrome, Windows IE or Firefox for any authorized user on any device with Internet access.

Customer Service

Municipal Citation Solutions is dedicated to customer service from the corporate level down to the line employee position. We strive to provide the highest levels of customer service and satisfaction. All customer inquiries that come through our corporate office will be answered in a professional, timely manner.



All MCS employees will be thoroughly trained on how to handle customer complaints and provide information in regard to parking policies and the administrative adjudication process should we receive a call or email from one of your customers.

Retrieval of Vehicle Registration

If awarded this contract, MCS will work immediately with your State's Department of Motor Vehicles (DMV) to develop the interface with their system to obtain vehicle ownership information and place vehicle registration holds if applicable. MCS would run the export in real-time or nightly batch files depending on the State's capabilities and import returns as they are received. MCS also has access to the DMV information to 43 other states as well as Canada, including the states surrounding your area. MCS would run out-of-state lookup files weekly and import the results as received.

Security

In addition to the security offered by Microsoft Azure, all data is transmitted encrypted between the handheld ticketing devices and the database servers through a secure web service. Furthermore, WebVATS, PayVATS and Appeal VATS all use a secure (HTTPS) website, with a security certificate verified by the Network Solutions Certificate Authority (NSCA). The data sent is fully encrypted with RCA 128-bit encryption. All financial data is certified as PCI compliant through our credit card processor provider in PayPal.

Enforcement Hardware

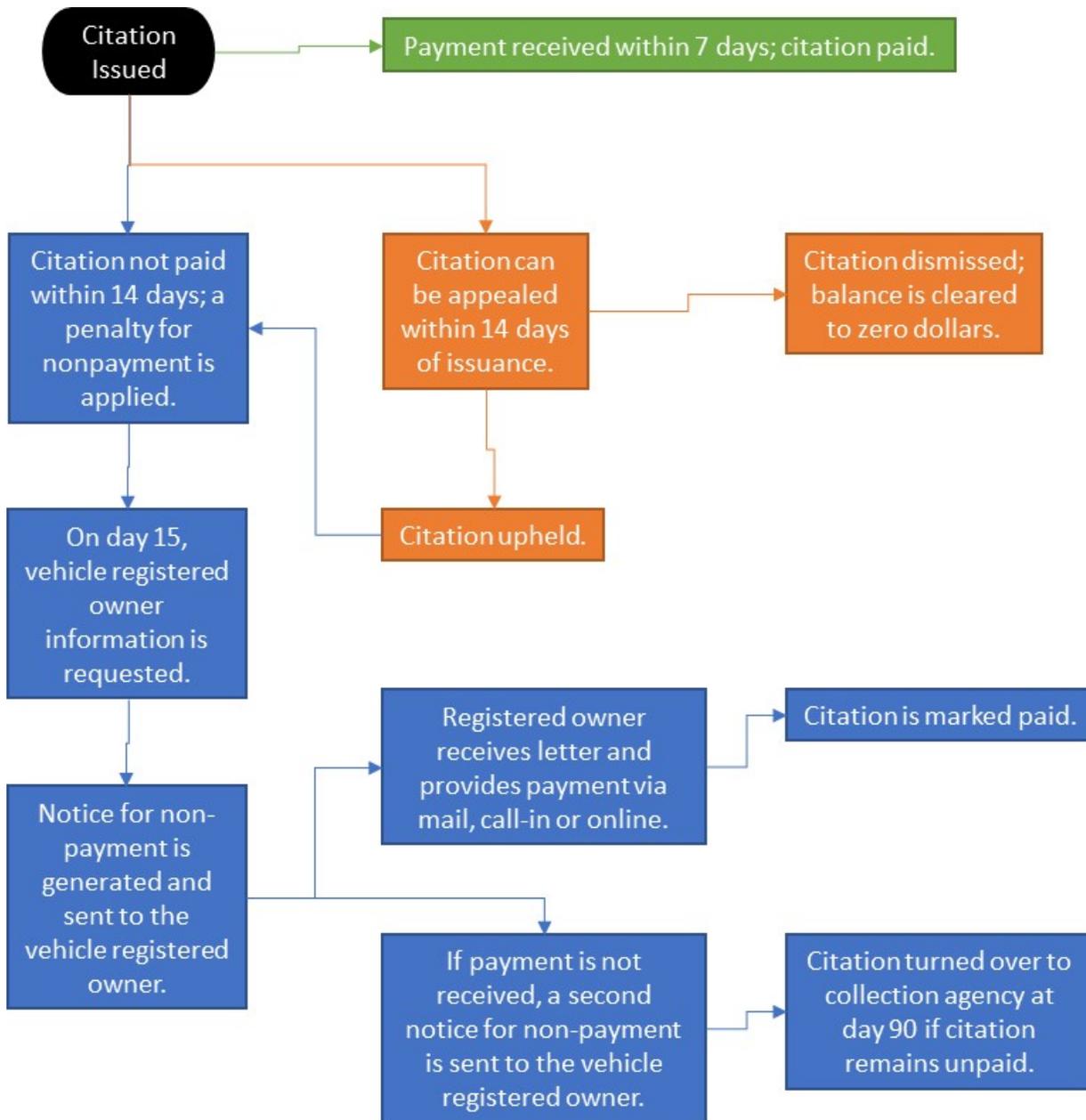
VATS is the citation management of the future as one of the first enforcement systems operating on a cell phone. All ticketing is done in real-time. Citations are immediately available both to the program office staff for processing, or to customers should they wish to pay or contest the citation immediately after receiving it. No morning or evening synching of devices in a device cradle is required as with most citation management systems, as VATS pushes any database or program changes as needed anytime of the day.

Citation Collections Technology

The VATS application supports all core and ancillary program services including data entry, error correction, document storage, registration data acquisition, noticing, report generation and distribution, audit and control processes, quality assurance, correspondence processing, and operational management of these functions.



Citation Collection Process –



Citation Issuance Software

VATS citations are issued in real-time with handheld devices connected with 4G connectivity. Once the parking enforcement officer prints the citation, it is immediately stored in town's citation database along with all pictures and is available immediately for processing.



Upon entry of the vehicle plate, VATS checks in real-time if the owner of the vehicle being cited has outstanding citations and might be eligible for immobilization. It also checks for other information such as if the vehicle is a valid permit holder or if the vehicle paid the meter by phone.

VATS has an integration with the many of the multi-space pay stations and mobile payment solution providers. The officer will enter the license plate and a message will display if the vehicle has or does not have a valid session.

iPhone smart phones and Zebra printers are provided by MCS for enforcement ambassadors to use during their shift.

Citation Management Solution

The VATS back-office software, known as WebVATS is an intelligent and intuitive system. Context-sensitive menus make navigating WebVATS easy to use. Furthermore, shortcut Widgets are provided for the most commonly used features and modules.

Account and Citation Inquiry

The account-based structure of VATS affords your operation the ability to locate individual citations as well as accounts by numerous search criteria. This structure enables the rapid and accurate identification of all citations for a specific violator, as well as the total amount owed by the violator. Users can seamlessly move from record to record within an account, review data at a high level, or drill down to the smallest detail record.

Search criteria include ticket number, license plate number, registered owner name, address, email, phone number, date, street, violation and officer. Searches may also be performed using partial data such as the first characters of a name.

Appeals/Adjudication

Our adjudication and court scheduling module provides the ability to easily provide an administrative review of a parking citation, schedule formal hearings, display and modify hearing schedules, and prepare hard copy citation history, supporting complaints and calendar documents. The rules and processes for adjudication of parking citations vary from jurisdiction to jurisdiction. Accordingly, when developing the Adjudication and Court Scheduling module, MCS took care to make the module easily customized and extremely flexible to accommodate a wide variety of jurisdictional rules and regulations. Additionally, the module allows authorized users to update the disposition of adjudication hearings and make any changes to the violator's account based on the updated disposition.

Cashiering Modules

WebVATS is a browser-based interface which can be accessed on any Internet-connected computer. The great thing about this is no cashiering software application is needed to access our system or accept payments. All payments are electronically validated retaining the date, time, user, payment



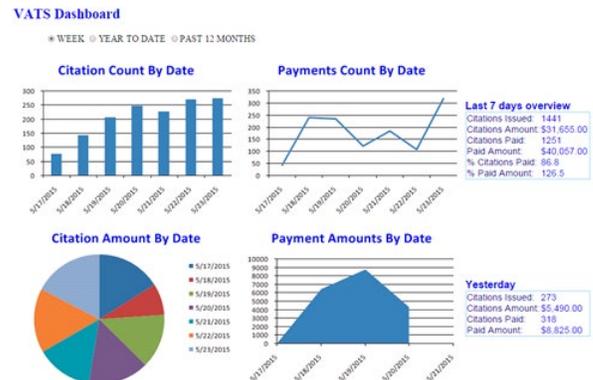
method, payment type and amount. An electronic image of the receipt is saved for every payment. Payment receipts print on a standard sheet of paper, so typical office printers are all that is needed for printing payment receipts. Barcode Scanners are available upon request if you want your parking citations to come with barcodes printed on them.

Citation History

All changes or edits made to a citation, customer account, or vehicle record whether by a user or system rule are logged and visible in our Citation History feature. The Citation History for any Citation can be printed for the customer or parking team. Citation History is not editable to ensure full transparency of citation management. Furthermore, many of the more serious changes such as Voids, Citation Balance Adjustments and Payment Adjustments can be accessed by a standard report to ensure no improper actions are taken.

Dashboard

VATS offers a dashboard for users to see account details and specifics that they wish to see on a regular basis. The Dashboard can be displayed with a weekly or annual view of your operations.



Notice Processing

MCS will automatically generate and mail Notices of Unpaid Parking Citation, Delinquent Collection Notices, and Scofflaw Notices or any other notices as defined by City policy using our WebVATS Processing module.

Notice files are created on a predetermined schedule, printed and mailed the next business day. WebVATS maintains a saved image of all notices mailed.

Online Citation Payment & Appeals

MCS will also be providing an on-line payment and appeal feature at no extra charge. Through a user friendly website, this module allows citizens to locate individual citations by citation or license plate number.

Once users locate citations, they can select multiple or individual citations with all major credit cards accepted. Individuals can appeal their citation online by filling out the electronic form and adding multiple attachments to support their claim. Our appeals website can also prevent citizens from appealing if the number of days to appeal has expired.



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Delinquent Collections

If a parking citation remains unpaid for more than 90 days, MCS engages with a third-party collection agency to seek payment. The collection agency is fully licensed and follows all Federal Laws regarding collections practices.

Cash Controls

The REEF family of companies is trusted with over \$2.5 billion of client gross receipts annually. These clients include all levels of government, not-for-profit organizations, institutions, major real estate firms and REITs, as well as small and medium-sized real estate businesses. Our sophisticated system of accounting and revenue controls has been developed over more than 60 years of operating parking facilities and has been continually updated to meet the growing demands of our clients and accommodate the parking industry's many technological advances.

Our revenue control initiatives include strict policies, division of duties, depositing, receipting & tracking, and credit card processing.

- **Strict Policies** – Lanier completely and accurately accounts for all revenues generated from the operation of all locations we manage. We have strict policies and procedures in place and continually monitor our practices to ensure that the methods of collecting, protecting, safeguarding, and depositing funds exceed industry standards.

All revenue processing equipment (coin rollers, bill counters, and coin sorters/counters) used in our cash office and meter department is the most modern available. Electronic reconciliation functions



are built into the majority of our equipment, and the units are scheduled for regular calendar and volume-based maintenance.

All cash-handling personnel will also be subject to criminal record searches before hiring and will undergo a regular investigation by our local manager and manager of revenue and audit security. We also maintain a strict policy on the retention of records and recognize that the Town may require special record retention procedures at its facilities.

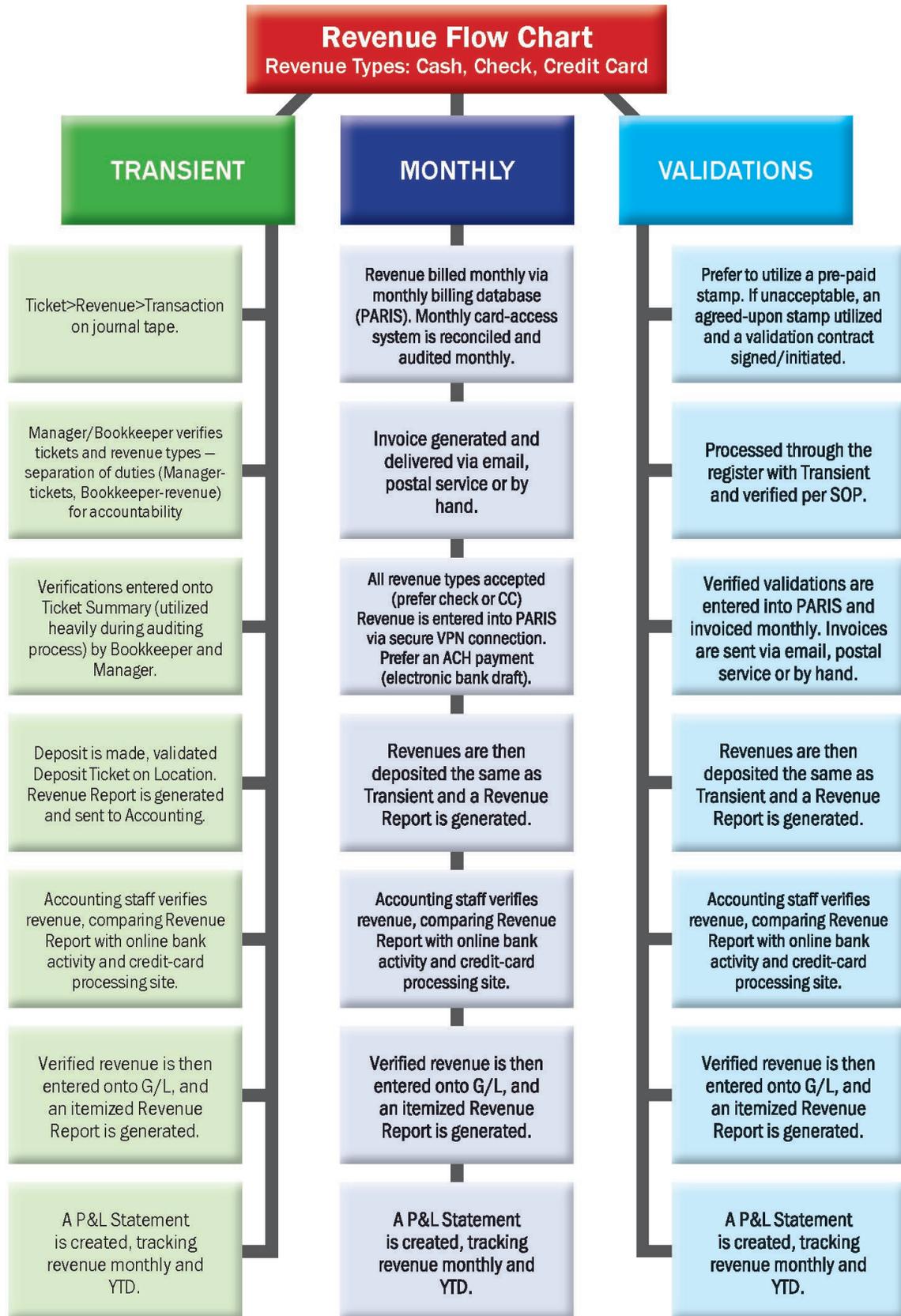
- **Division of Duties** – Lanier operates strictly under the principle of “division of duties.” Much emphasis is placed on separating those posting revenue from those balancing the revenue received against tickets, or other inventory sold. This reconciliation is completely independent of the on-site operation and ensures that all deposits are made and available for audit.
- **Depositing** – Once cash deposits are received at a branch, they are initially processed by our cash office, where personnel compare deposit amounts recorded on the control sheets to actual cash received. Deposits are prepared for submission to the bank and these are verified against those prepared by the bank. Credit card revenue deposited electronically is also reconciled against the amount collected from the shift.
- **Receipting & Tracking** – Our accounting systems operate in separate sections as follows: Meter revenue, cashier/attendant revenue, and monthly revenue and receivables.

Each of these systems post to the GL System, from where the reporting for each facility is generated. The system is completely integrated across the REEF network of offices and handles, tracks, and balances revenue from all locations from the following sources:

- Attendant/cashier/valet cash, checks, and credit card receipts
- Monthly cash, checks, credit cards, and pre-authorized payments
- Validation, temporary pass sales, special event sales, advertising revenue, etc.
- **Credit Card Processing** – Real-time credit card processing is a cornerstone of Lanier service. As a PCI-compliant vendor, we send credit card data instantly to our merchant processors to authorize and settle transactions wirelessly. The use of real-time processing eliminates our exposure to bad credit card debt and ensures that the card is not lost or stolen and has sufficient funds to complete the transaction. All the reporting is securely available online for our accounting department for auditing and review.

Cash Management

Each customer transaction is accounted for, reconciled through the reporting system, deposited in the bank, and summarized in daily, weekly, monthly, and annual reports. The following Revenue Flow Chart summarizes our cash management process for various types of transactions.





Auditing

We have always placed considerable emphasis on maintaining clients' trust in our ability to secure their revenues, and we are a revenue control leader in the parking industry. Our revenue-handling procedures are constantly under the watchful eyes of our internal Loss Prevention Department, and all transactions are subject to the following levels of assessment, as applicable:

- **Internal Audits** – Carried out on a systematic basis by members of the Loss Prevention Department who operate independently and with autonomous authority within our organization (reporting directly to our executive committee).
- **Branch-Level Assessments** – Conducted on a randomly-scheduled basis by our Loss Prevention Department. These reviews focus strictly on back-office revenue controls, providing a detailed check on systems in two distinct areas: operational procedures and financial procedures.
- **Field Assessments** – Performed randomly and unannounced like most other reviews. Our employees are never aware of when they will be reviewed.
- **Pay Station Audits** – Performed to verify that the revenues collected correspond with the revenue results recorded in the pay station's internal audit mechanisms.



SECTION 5 - ADDITIONAL INFORMATION

Communications

Authentic Stakeholder Engagement

Well in advance of taking over the Holden Beach parking program, our local Lanier and Municipal Services Teams will work with the Town to deliver a comprehensive, three-tiered public outreach program to promote the transition to our management to key stakeholder groups identified by the Town. Balancing the parking needs of visitors and stakeholders amidst the often-competing interests of businesses, restaurants, merchants, employees and residents seeking to gain convenient access to available parking spaces, essentially defines our mission. It is critical to quickly frame the facts of the new program, why it is needed, how it will work and what the benefits of the program will to and on behalf of these same constituents. Without a proactive public relations campaign leading the story, the news media and social media tend to create their own narrative and plant inaccuracies in the mind(s) of the public. Lanier will help get the facts out in three proven ways: press releases/digital marketing, targeted community organization meetings, and public open houses. These are all low-cost efforts that will make significant headway into gaining citizen buy-in to the Town's new program.

Public Relations Value-add

Lanier's value proposition and enhanced corporate capacities for the Town include offering a full service, in-house public relations arm that is available to our clients and our local team throughout the duration of this contract. Our in-house PR Department offers a comprehensive range of PR strategies and content to help maximize the benefits of all communications pertaining to our clients' parking programs. Services include, but are not limited to consumer communications, promotions and PR services, custom PR planning and management, custom-messaging, proactive and reactive media relations, press release drafting and servicing, press conference planning and execution, social media messaging, management and facilitation, local and regional promotion of all client marketing activities and collateral, media coverage reporting, and social media statistical reporting for the length of the contract.

Communication Plan

Lanier has developed significant expertise in managing client communication in an organized and systematic fashion. Immediately upon award, a project team is formulated and includes representation from all functional areas of the organization. In addition, a project workbook is created and lists, in detail, each of the tasks assigned by functional area, required to the successful delivery of services to the parking program. A project leader monitors the progress of all aspects of the transition and leads the communication with the client on behalf of the project team.

Lanier has found this project management approach to parking program start-up/transitioning to be highly effective and positively impactful.



Lanier has put in place a system of checks and balances to ensure our team members from our corporate office, as well as our local staff, are available for meetings, general communications, and coordination and supervision of the Town’s parking operations. We anticipate the Town has a similar approach to ensure timely and complete performance of its contracts with its vendors/operators. The Town can expect at a minimum monthly (if not weekly in the beginning) meetings with the operations team and visits from the Municipal Division and Senior Leadership annually.

Proper and routine communication with the Town will be paramount to our operating plan and daily activities. Our best relationships are maintained with those public and private sector clients that make themselves available and include our staff members in their own meetings pertaining to parking and transportation issues affecting their jurisdictions. Our goal is to provide the highest level of service and client satisfaction at all times.

Inquiries from the Town of Holden Beach or any of your designees will be immediately answered and all correspondences addressed within two business hours. In the event of an emergency and need to reach our team outside of business hours, you will be provided contact information for our site manager and a client hotline that is answered by our 24/7 client-communications center. In any event, we guarantee you will have access to a senior-level manager/executive capable of resolving any issues you may have at all times.

Branding and Wayfinding Concepts

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

We can also create a custom parking website matching with the brand our staff will keep the website updated with information about regular and event parking. Check out <https://parkspringfieldoh.com/> for a sample website.



Value Add Services

Lanier can provide additional services, here are just a few services we can provide.

- **24/7 Remote Monitoring** - In the event of equipment malfunction, remote monitoring provides a seamless customer experience while reducing onsite staffing costs. Our professional customer care team has detailed knowledge of multiple automated systems and access to customer data for timely assistance.



- **Signage Design and Production** - REEF is the only North American parking company with comprehensive in-house sign production facilities. We design, produce, and install a wide range of parking-oriented signage. Our high-quality packages are professionally developed, cost effective, and consistently branded.
- **Equipment Procurement** - Selecting suitable technical equipment requires extensive knowledge and expertise. REEF aims to achieve a client’s operational goals by recommending ideal technology based on distinct criteria. Through our high-volume purchasing power, we are able to leverage great savings for our partners.



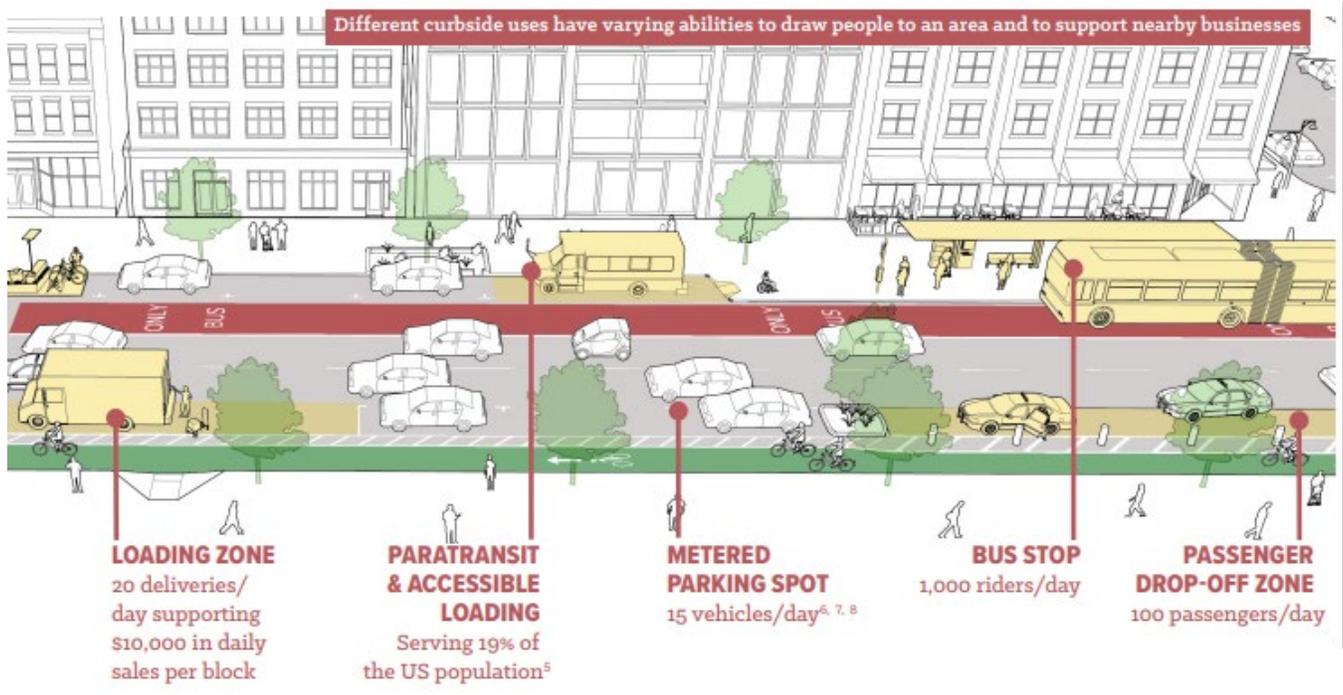
- **REEF Kitchens** - Hosting a REEF KITCHENS unit is just one of many ways to generate alternative revenue on your property, allowing local restaurants to expand their delivery footprint through last-mile food deliveries.
- **Marketing and Revenue Enhancement** – Lanier relies on a number of marketing and revenue enhancement initiatives to attract new parkers to facilities under our management and retain existing customers.
- **Consulting Services** – Our dedicated Government Division can provide consulting services. We understand the importance of operating transparently with the accountability, we use advanced management techniques and communications strategies to lead the way; integrating technology, data analytics, stakeholder engagement, parking and mobility consulting (occupancy, turnover, feasibility, TDM, etc.), strategic public relations, and environmentally sustainable business practices, to fulfill our clients’ needs.

Transportation Demand Management (TDM) Alternatives / Initiatives

There has been much discussion over the past year regarding curb management. COVID has allowed many cities redirect curb management away from traditional parking. We are seeing where cities are taking steps to shift the curb to bus lanes, safe bikeways, freight loading, food pickup and public space. Our participation in associations such as Internal Parking and Mobility Institute (IPMI) and local state and regional associations provides us with direct access to how municipalities are changing the curb space. REEF was the only operator invited to IPMI’s private curb management seminar in NYC in Fall 2019. We saw firsthand how New York City is dealing with curb management. It is these types of seminars where we can take the information learned and pass along to our customers. We have worked



with many of our clients to implement curb management strategies redesigning streets to better allow for deliveries, transit and loading and unloading zones.



REEF Alternative Use Cases & Partnerships

REEF is uniquely positioned to deliver revenue-generating results in this changing environment by activating new partnerships and services that will create significant value for our clients.



Distribution & Logistics



Healthcare



Urban Farming



Neighborhood Kitchens



Convenience & Grocery



Mobility



Experiential



Parking & Real Estate Solutions



Applications

We will work with the Town to determine which alternative use applications and partnerships are best fit to help grow revenue and drive value at the facilities.

- **Freshness and Efficiency** – Our ability to warehouse, fulfill, and deliver makes REEF the ideal partner for grocery and convenience providers. Being on customers block guarantees your orders are quick, convenient, and always fresh.
- **Neighborhood Kitchens** – Helping restaurants grow and prosper, serving thousands of new hungry customers, without the need for capital investment.
- **The Future of Mobility** – We offer ride-share buffer zones, ride-share sanitization, electric car charging, e-bike and e-scooter docks, and drone and helicopter landing pads.
- **Re-inventing Rideshare** – REEF is partnering with rideshare companies to use our parking facility ecosystem to create convenience and safe pickup and drop-off areas.
- **Charge Center** – GetCharge is a micro-mobility movement leader, providing conveniently located mass charging centers for scooter-sharing systems.
- **Car Sharing** – Carsharing companies want spaces to store, charge, and clean their vehicles. REEF negotiates with carsharing companies to get additional vehicles parked in underutilized facilities.



- **Logistics** – Each REEF is part of a vast network of dynamic hubs offering a variety of distribution and logistics solutions to serve your local community.
- **Parking Lots as Testing or Vaccination Sites** – Our communities need COVID-19 testing and vaccinations, and we are here to help. REEF is actively working to transform our vast network of parking locations into safe and convenient hubs.

- **Bicycle Storage** – REEF hubs could be the key to more sustainable, safer, and healthier municipal ecosystems by investing and coordinating further with small vehicles and bicycles.
- **Thermal Screening** – We are currently providing operating thermal screening operations for hospitals, hotels, and retail centers throughout the pandemic. Our staff are fully trained in PPE, infection prevention, and CDC guidelines.
- **REEF Energy** – Smart and distributed battery storage network ensuring energy is more accessible and reliable, paving the path to future connected cities.



- **Urban Farming** – REEF’s real estate network provides the ideal space for urban farmers to flourish and grow, all while improving the air quality and beauty of our cities.
- **Open Air Experiences** – Urban real estate that is car-ready and spacious is the perfect venue for socially distanced activations and open-air experiences. We offer a turnkey entertainment solution right in the heart of your neighborhood.

HOW WE DO IT

The REEF Network

It is easy to have access to our vast list of REEF applications and partnerships.

By being on the REEF Network you open your asset to an everchanging list of revenue generating applications.

1

THE REEF NETWORK

By being on the REEF Network, you allow us to market your property to our application partners.

2

APPLICATIONS

REEF presents your properties to the growing list of application available in your area.

3

PRESENTATION

Once an application shows interest in your property, REEF will present you with the details and requirements needed for a successful enablement.

4

LAUNCH

REEF takes care of the rest. We are responsible for all permitting and enablement costs associated with each application.