

RESOLUTION 2025-09-02

COURTHOUSE, ARENA AND SPORTS COMPLEX GARAGES

A RESOLUTION OF THE DOWNTOWN INVESTMENT AUTHORITY APPROVING THE MINIMUM QUALIFICATIONS, SCOPE OF SERVICES, AND SCORING CRITERIA OF A REQUEST FOR PROPOSAL FOR GARAGE OPERATORS AT THE METROPOLITAN PARKING, LLC GARAGES (COURTHOUSE GARAGE, ARENA GARAGE, AND SPORTS COMPLEX GARAGE) AS LISTED IN EXHIBITS 1, 2, AND 3; AUTHORIZING ITS CHIEF EXECUTIVE OFFICER TO MAKE MINOR CHANGES TO THE EXHIBITS, PROVIDED THE EXHIBITS INCLUDED IN THE REQUEST FOR PROPOSAL ARE SUBSTANTIALLY SIMILAR TO THE ATTACHED; AUTHORIZING ITS CHIEF EXECUTIVE OFFICER, THROUGH THE CITY PROCUREMENT DIVISION, TO ISSUE THE REQUEST FOR PROPOSAL, NEGOTIATE WITH A VENDOR, AND NEGOTIATE A CONTRACT WITH A VENDOR THAT IS SUBJECT TO APPROVAL BY THE DIA BOARD; PROVIDING AN EFFECTIVE DATE.

WHEREAS, at their meeting of August 16, 2023, the DIA Board voted to approve Resolution 2023-08-10 “authorizing its Chief Executive Officer to prepare a Request For Proposal for the purpose of soliciting competitive responses from qualified parking garage operators for the management of the Metropolitan Parking, LLC Garages (Courthouse Garage, Sports Complex Garage, and Arena Garage)” subject to Board approval of terms of solicitation prior to issuance; and

WHEREAS, at their meeting of November 15, 2023 the DIA Board voted to approve Resolution 2023-11-02B and Resolution 2023-11-02C “authorizing its Chief Executive Officer, through the City Procurement Division to issue the request for proposal, negotiate with a Vendor, and negotiate a contract with a Vendor” subject to Board approval; providing an effective date; and

WHEREAS, Request for Proposals ESC-0314-24 and ESC-0315-24 were issued through the City’s Procurement Division seeking garage operators for the Arena, Sports Complex and Courthouse garages; and

WHEREAS, the DIA received four responses for the Arena and Sport Complex garage Request for Proposal ESC-0314-24, and four responses for the Courthouse garage Request for Proposal; and

WHEREAS, based on the scoring criteria approved by the DIA Board as more fully included in each of the aforementioned Request for Proposals, LPS of America (f/k/a Reef) was ranked as the most qualified vendor for each; and

WHEREAS, the DIA, the Office of Public Parking and LPS of America were unable to reach an agreement of terms in a timely manner, resulting in a recommendation to re-issue Request for Proposals from both the Office of General Counsel as well as the Procurement Division; and

WHEREAS, after review of the prior Request for Proposals as well as the ensuing negotiation process, the DIA and the Office of Public Parking find it in the best interest of the DIA and the operation of the three abovementioned garages to include each in a single solicitation; and

WHEREAS, “efficient utilization of existing parking structures” is a Strategic Objective of BID Plan Redevelopment Goal No.1 and “maximizing utilization of existing parking structures” is a Strategic Objective of BID Plan Redevelopment Goals No. 2 and No. 3,

NOW THEREFORE, BE IT RESOLVED by the Downtown Investment Authority:

Section 1. The DIA Board finds that the recitals set forth above are true and correct and are incorporated herein by this reference.

Section 2. The DIA Board hereby approves of the Minimum Requirements for the Request for Proposal for a garage operator attached to this Resolution as Exhibit 1.

Section 3. The DIA Board hereby approves of the Scope of Services for the Request for Proposal for a garage operator attached to this Resolution as Exhibit 2.

Section 4. The DIA Board hereby approves of the Scoring Criteria for the Request for Proposal for a garage operator attached to this Resolution as Exhibit 3.

Section 5. The DIA Board authorizes the DIA Chief Executive Officer to make minor changes as needed to the attached Exhibits, so long as the Exhibits included in the Request For Proposal are substantially similar to the attached.

Section 6. The DIA Board authorizes the DIA Chief Executive Officer to issue or cause to be issued a Request for Proposal consistent with the purposes of this resolution.

Section 7. The DIA Board instructs its Chief Executive Officer to provide the Procurement Division with five (5) persons to serve as a scoring committee, of which two shall be employees of the Downtown Investment Authority, one shall be an employee of the Office of Public Parking, and two shall be from other departments within the City of Jacksonville.

Section 8. The DIA Board authorizes its Chief Executive Officer to enter into contract negotiations with the Vendor identified through the scoring criteria as the most qualified respondent, and upon successful contract negotiations to execute on behalf of the DIA board a contract for services.


Section 9. This Resolution shall become effective on the date it is signed by the Chair of the DIA Board.

[SIGNATURES ON FOLLOWING PAGE]

WITNESS:

DOWNTOWN INVESTMENT AUTHORITY




Sondra Fetner, Esq., Vice Chair

9/17/25
Date

VOTE: In Favor: 8 Opposed: 0 Abstained: 0

**Resolution 2025-09-02
Exhibit 1
Minimum Qualifications**

Vendors must satisfy the following mandatory minimum requirements in order to have their Responses to manage the Courthouse, Arena and Sports Complex Garages evaluated. By submitting a Response, the Vendor warrants and represents that it satisfies these requirements. Failure to meet these requirements will result in the Response not being evaluated and being rejected as non-responsive:

- 1.1 All proposers responding must have successfully managed and operated garages with a minimum of 3,000 spaces in the aggregate, for a minimum of the past five consecutive years, which were open to the general public at least twelve (12) hours daily and were equipped with modern electronic parking control devices. The minimum required experience includes providing daily, monthly, and special event parking, in a single downtown setting.
- 1.2 All proposers must be capable of providing all of the monthly reports listed in the RFP.
- 1.3 All proposers (and any/all subcontractors) must be authorized to transact business in the State of Florida and maintain any licenses to perform services required to operate for the length of the contract.
- 1.4 Jacksonville Small and Emerging Business (“JSEB”): All proposers shall include with their proposal a statement affirming that through the life of the agreement they will work with the City’s JSEB Office to identify and contract with JSEB suppliers. Proposers shall also include a statement affirming that throughout the life of an agreement they will take all commercially reasonable efforts to achieve a goal that a minimum of **TO BE DETERMINED BY JSEB OFFICE** percent (XX%) of all operations and maintenance contract values are awarded to certified JSEB entities.
- 1.5 All proposers must provide a list of any and all subsidiaries or other lines of business that the proposer is involved with.
- 1.6 All proposers must not have had any outstanding fines or liens in the last five years with any regulatory body that have remained past due for more than 180 days.
- 1.7 All proposers must provide a minimum of five (5) references pertaining to operation of multi-story parking garages which generated annual gross parking revenues of at least \$1.5 million per reference in each of the past three (3) years and were similar in nature and scope to the services requested hereunder. At least two (2) of the five (5) references managed by the Vendor were managed for municipalities within the past three (3) years. A reference from at least one (1) **existing government client operating in Florida is required**. This can include departments, authorities, and divisions of local municipalities, or the State of Florida. Additionally, at least one (1) reference pertaining to the operation of special event-focused parking operations affiliated with a stadium, arena or amphitheater encompassing a minimum of 1,500 spaces within the past three (3) years is required.

- 1.7 All proposers are prohibited from submitting proposals under this RFP in which the primary contractor is a Joint Venture or Partnership business agreement.

Resolution 2025-09-01
Exhibit 2
Garage Operations Scope of Services

The Downtown Investment Authority, as the Community Redevelopment Agency for the combined Northbank CRA (DIA), intends to contract parking management services to an experienced and qualified Vendor who can provide a high quality of customer service and garage maintenance at a reasonable cost, and is rewarded for material increases in net revenue returned to DIA for the Courthouse, Arena and Sports Complex Garages. The Vendor shall manage, staff, maintain, and operate the assigned parking facility in an efficient manner with a customer-centric focus in line with other A-class daily and monthly parking facilities.

FACILITY BACKGROUND INFORMATION

The DIA has operational control of the Courthouse, Arena and Sports Complex Garages pursuant to a long-term lease and is seeking proposals from qualified parking operators and management companies to establish a partnership with the DIA and provide the services identified in the RFP. A description of the facility is listed below.

- The Courthouse Garage is a 1,350-space, 7-level fully automated parking garage located at 151 N. Clay Street. This garage is adjacent to the Duval County Courthouse and serves as the primary location for courthouse juror parking absorbing approximately 30% of capacity. There are currently three (3) attendants that assist with juror users and any other parking-related questions. There are TIBA X60 series ticket spitters installed at each of the entry lanes. There are TIBA pay stations installed at each of the exit lanes which accept credit card payments. Both monthly and hourly parking is provided in the garage in addition to the juror parking. The DIA is not interested in systems or technology proprietary to any parking operator/management firm.
- The Arena Garage is a 465-space, 5-level facility located at 999 E. Adams Street. This garage is directly adjacent to the VyStar Veterans Memorial Arena, is across from VyStar Ballpark and approximately 3 blocks from EverBank Stadium. The Arena Garage currently serves event parking only. Given the demand for non-event parking in this area, transient and monthly parking will be added in the near future, in addition to event parking. This facility is in the process of implementing mobile parking payments for transient and event parking via ParkMobile and will be equipped with license plate recognition (LPR) cameras for compliance. The associated monthly LPR fees will be a reimbursable operating expense. All notice-by-mail will be handled by the Office of Public Parking. The facility is currently gated when closed and operates as a pay on entry facility during events with attendants accepting credit card payment only. This location also accepts reservations and pre-payment through the web-based/app-based ParkWhiz and ParkMobile platforms. The DIA is not interested in systems or technology proprietary to any parking operator/management firm.
- The Sports Complex Garage is a 950-space, 4-level facility located at 500 A.P. Randolph Boulevard. This facility is directly across the street from the VyStar Veterans Memorial Arena, the Jacksonville Fairgrounds, and VyStar Ballpark. This location is currently used for event parking only. This facility does not have any PARCS equipment installed at this time. The

facility is currently gated when closed and operates as a pay on entry facility during events with attendants accepting credit card payment only. This location also accepts reservations and pre-payment through the web-based/app-based ParkWhiz platform and ParkMobile platforms. Monthly daytime parking for a portion of the garage is under consideration. If the pilot program with ParkMobile and LPR cameras is successful in the Arena Garage, the DIA may consider expanding this to the Sports Complex Garage. The DIA is not interested in systems or technology proprietary to any parking operator/management firm.

SERVICES

The Vendor shall manage, staff, maintain, and operate the parking facility in an efficient manner with a customer-centric focus in line with other A-class daily, monthly and event parking facilities. The services to be provided shall include, but not be limited to the following:

- 2.1 Specific for the Sports Complex Garage, and Arena Garage: Coordination of event schedules and event parking needs with the City's Office of Special Events and the City's event venue manager, and management and staffing of the facility for all user groups, including transient parkers and monthly parkers if added to the Sports Complex and/or Arena Garage facilities at the determination of the DIA.
- 2.2 Specific for the Courthouse Garage: Operate and maintain as a primarily transient and monthly parking garage that, on limited occasions, is operated as a special events parking facility.
- 2.3 Billing and account reconciliation, routine daily maintenance of facilities and equipment, and working with the DIA on the coordination of contracting vendors for equipment repairs, etc.
- 2.4 Provide necessary staffing to operate transient or monthly parking and for special events (including on-site supervision during garage operating hours).
- 2.5 The Vendor may subcontract some services but cannot subcontract:
 - a. Bookkeeping
 - b. Record keeping and reporting.
 - c. Financial reporting and the reports required to be provided to the DIA.
- 2.6 Provide facility maintenance staffing and services that include painting, garage sweeping, equipment maintenance and repair, light bulb replacement, and stairwell maintenance, etc. This does not include capital improvement projects over \$5,000.00 for a single project and more than \$15,000.00 in projects per year. Projects exceeding those thresholds will require pre-approval of the DIA prior to incurring any such additional capital expense.
- 2.7 The DIA must approve any subcontract for services for repetitive and scheduled maintenance, and the Vendor will provide three (3) quotes for services and a recommendation on which subcontractor it would select. The Vendor will provide notification if the subcontractor is a subsidiary or otherwise affiliated with the Vendor. The

Vendor should also consider JSEB qualifications when selecting subcontractors. However, the DIA is not required to use any of the three (3) recommended vendors.

- 2.8 For all non-repetitive or non-scheduled maintenance, if the project is over \$10,000.00, the Vendor will provide three (3) quotes to the DIA and a recommendation on which subcontractor it would select. However, the DIA is not required to use any of the three (3) recommended vendors.
- 2.9 Withing thirty (30) days after contract execution for the first year, and by January 31st for all following years, provide an annual budget for the ensuing fiscal year (October 1st – September 30th) of operating expenses and revenues for each garage. This budget will be subject to approval by the DIA each year. This budget will include:
 - a. The management fee structure as stated in the contract. This will include any base fee, any incentive fee, and all operating expenses.
 1. Pre-determined flat based monthly fees will be charged by the Vendor for managing and operating all Garages in conjunction with pre-approved reimbursable operating expenses.
 2. The Vendor may propose an incentive fee(s). The DIA, at its sole discretion, may reject the incentive fee option, wholly or in part, without affecting the acceptance of the proposal. Incentive fee programs shall be capped with a pre-determined not to exceed amount and incorporate quantitative objectives and measurements to successfully encourage the Vendor to excel at customer service and the professional management of the Garages.
 - b. Any third-party contracts for services
 - c. Labor costs, including:
 1. Position titles of personnel for whom expenses will be incurred, and if shared with other operations of the Vendor, the percentage of their time devoted to this contract as compared with other contracts and business responsibilities
 2. Headcount for all full-time, part-time, and seasonal employees
 3. Wages for all full-time, part-time, and seasonal employees
 4. Hours worked for all full-time, part-time, and seasonal employees
 5. Payroll Taxes and itemized employee benefit cost, which includes, according to category, FICA, State and Federal Unemployment Tax, Worker Compensatory Tax and all other DIA-approved employee benefits.
 - a. All fringe benefit and payroll tax payments must be supported by pertinent tax returns and cash disbursements or accounts payable records.
 6. Total monthly labor expense by position
 - a. All payroll expenditures will be recorded in a register and supported by approved timecards. The Vendor must supply all required payroll information on a monthly basis. In the event there are changes to

Vendor's labor or employment costs then Vendor will be reimbursed for those increased costs.

- d. An accurate estimate and detail of approved operating expenses, which include, but are not limited to:
 - 1. Uniforms
 - 2. Recruiting
 - 3. Telephone
 - 4. Postage
 - 5. Transponders, hang tags, or other approved devices used to manage monthly parkers
 - 6. Ticket supply/receipt paper roll inventory for PARCS system
 - 7. PARCS equipment repair and preventative maintenance
 - 8. PARCS software fees, as required
 - 9. Cleaning and janitorial equipment and supplies
 - 10. Power and hand sweeping and cleaning, and line painting as required (subject to DIA approval)
 - 11. Trash and graffiti removal
 - 12. Signage, including installation and repair
 - 13. Equipment rental
 - 14. Vendor IT support
 - 15. Banking fees
 - 16. Credit card processing fees
 - 17. Customer refunds
 - 18. Insurance premiums
 - 19. Itemized miscellaneous expenses not included in the annual budget must be approved in writing by the DIA
- e. The following items are expressly excluded from reimbursement as operating expenses under the Budget. These items shall be provided, if applicable, by the Operator at their own expense:
 - 1. Executive and administrative level overhead expenses
 - 2. Operator office lease/mortgage payments
 - 3. Office equipment, including furniture and computers
 - 4. Costs of repairs for damaged client property caused by Vendor's negligence
 - 5. Travel expenses outside the City of Jacksonville
 - 6. Entertainment expenses (including employee meals)
 - 7. Professional memberships and subscriptions
 - 8. Losses and expenses associated with theft or robbery of Garage revenue
 - 9. Losses and expenses associated with employee theft, shortage, or mismanagement
 - 10. Deductibles, if any, on all bonds, insurance policies, and programs
- f. DIA operating expenses include:
 - 1. Elevator and plant equipment service and maintenance contracts, if applicable
 - 2. All utility charges

3. Real and personal property taxes of the Premises, and any other Taxes, rates, charges, or assessments levied, rated, charged, or assessed against the Services, the operation thereof, the business of parking motor vehicles in the Premises, and the Management Fee, including, without limitation, any tax directed, directly or indirectly, at the parking of motor vehicles
 4. Cost of premiums for fire and extended coverage insurance, any other insurance required to be carried by DIA and any losses not covered by the insurance required to be carried by the Vendor.
 5. Capital expenditures, improvements, alterations, additions and all costs associated with structural repairs and improvements made to the Premises.
- 2.10 Provide detailed and accurate monthly reports and payment for reimbursement, no later than the 15th of each month, for the facility which will include the following as applicable:
- a. Monthly Manager Report with a cover letter summarizing at least: actual and annual budget numbers with summary explanations for variances, payroll reports, strategies on how to control expenses, information on how additional parkers may be accommodated, parking rate surveys, market surveys, summarize significant happenings at the parking garages, updates on current and projected maintenance projects, information on any complaints, issues, and concerns.
 - b. Weekly Missing Ticket Reports
 1. Maximum allowed ticket loss at any parking garage is 0.75%.
 2. Vendor shall be responsible for paying to the DIA the maximum daily rate in effect at the time of loss for each lost ticket over 0.75%.
 3. Vendor shall make the lost ticket calculation on a monthly basis and shall include details in its monthly management report.
 4. Vendor's annual internal audit shall provide reconciliation of the monthly calculated amounts.
 5. Vendor shall reimburse the DIA for all under-payments of parking revenues discovered by its internal audit within 30 days of the completion of the audit.
 6. At any time during the term of the agreement, the DIA shall have the right to audit all Vendor's parking revenue records pertaining to the agreement. Any under-payments of parking revenues found during a DIA audit shall be reimbursed to the DIA by Vendor within 30 days of completion on the DIA audit. Additionally, Vendor shall pay the DIA a penalty, in the form of liquidated damages of an additional \$7 per ticket for each lost ticket not reported by Vendor in its monthly management report or internal audit.
 7. Vendor shall endeavor to minimize ticket loss at all parking garages and shall be responsible for reimbursement to the DIA all revenue loss due to employee theft and shortages. The DIA, at its discretion and cost, may require the Vendor to implement exit revenue control equipment and apply the same method of ticket loss calculation and reimbursement.
 8. An exception event that causes ticket loss shall be documented and shall not count against the ticket loss. Examples of these exception events shall include equipment failure outside of our control, severe weather, power or

communication loss, dates when gates are raised post event, and ad-hoc special requests of the DIA.

- c. Monthly Card Reports
 - d. Monthly Validation Reports
 - e. Monthly Entrance/Exit Reports
 - f. Occupancy Report generated from PARCS
 - g. Monthly Ticket Summaries
 - h. Detailed Monthly Staffing Schedule
 - i. Monthly Parker Billing Detail
 - j. Monthly Parker Accounts Receivable Detail
 - k. Aging Account Receivables Report
 - l. Variance report of revenues and expenses – Current month vs. budget, YTD vs. budget, and current month vs. same month prior year
 - m. Monthly Labor Costs, including:
 - 1. Position titles
 - 2. Headcount for all full-time, part-time, and seasonal employees
 - 3. Wages for all full-time, part-time, and seasonal employees
 - 4. Hours worked for all full-time, part-time, and seasonal employees
 - 5. Payroll Tax, benefits
 - 6. Total monthly labor expense by position
 - n. Itemized list of all revenues and all expenses
 - 1. All expense items are required to include backup documentation with copies of original invoices supporting the expenditure.
 - o. If technology changes occur, an addendum/amendment to the contract will be issued to reflect updated reporting requirements.
 - p. Failure to provide Monthly Manager Report by the 15th of the month shall result in default and penalties in the amount of \$50 per day until said time in which reporting has been satisfactorily submitted.
- 2.11 Monitor the facility usage and capacity on a regular basis, including doing actual counts in order to maximize the number of parkers utilizing the facility, as well as monitoring daily to ensure that there is no unauthorized use and make recommendations to DIA regarding opportunities for increased usage and revenue.
- 2.12 Enforce parking policies and rates set by the DIA in coordination with the DIA.
- 2.13 Coordinate with the DIA to schedule garage closures for maintenance or any other reason to ensure that these closures do not impact available parking or garage revenues.
- 2.14 The Vendor does not have the authority to provide free parking or enter into contracts for retail space in the garage. This authority will remain with the DIA. The Vendor may sell monthly parking in the Courthouse Garage at the DIA approved rate to any user under a standard agreement and terms. Furthermore, any user can purchase any number of spaces so long as the spaces are at the DIA established monthly rate. The Vendor does not have the

authority to sell spaces that require an additional agreement or contract of any kind or that sells spaces at a discount. The Vendor will assist DIA in acquiring and installing any equipment or upgrades needed to the garages to allow for any parking agreement the DIA enters into and will be responsible for operating the garages with these agreements in place.

- 2.15 The Vendor shall provide an Operations Plan for the garage. This plan should be updated each fiscal year, consistent with the budget provided by the Vendor, and provide the following:
- a. Details of the day-to-day operations of the garage.
 - b. Areas to improve efficiency of garage operations and overall customer service.
 - c. Monthly fixed and variable costs for operations.
 - d. Recommended staffing levels and hours.
 - e. A list of necessary positions to operate the facility, including back office and support operations.
 - f. Foreseen equipment needs, including leases.
 - g. What services are provided by the Vendor, which services are contracted out to another party, and what contracts will expire during the fiscal year. If the other party is an affiliate, describe that relationship in this plan.
 - h. Plans to increase net operating income, defined as gross revenue minus operating expenses, where gross revenue is all revenue collected through parking operations and operating expenses are those expenses, taxes thereon, attributable to the operation of the services.
 - i. How the plan will manage operating expenses related to services despite rising costs.

- 2.16 The Vendor shall provide a Maintenance Plan outlining the following:

Provide a maintenance plan covering a five-year term including tasks to be performed daily, weekly, monthly, bi-annually, and annually for the garage. This plan should also include recommendations for upgrades to garage technology and operations to improve garage operations and allow hourly, daily, and special event parking in the garage. If any of the tasks are contracted, or not included and explained in the budget, please do so here. This maintenance plan does not include any structural evaluation or plan, which has been previously obtained by DIA and will be provided to the selected Vendor to coordinate implementation on the recommended schedule. This plan will be provided as a deliverable 90 days after the execution of the contract.

DIA will be solely responsible for all Premises repairs or replacements that Vendor determines to be of a capital or structural nature (including electrical, draining and plumbing systems, pavement repair, painting of the structure, replacement of all lighting tubes and ballasts, repairs to the walls and floors (including potholes and cracks), and other foundations of the Premises, sinkholes, and repair or maintenance of fire and ventilation and HVAC systems, sprinkler systems, drains, and elevators/escalators) and any installations or alterations required by air quality, environmental protection, disability accommodation or other similar laws.

2.16 The contract will be for a term of 3 years, with 3 one-year renewal options exercisable upon mutual agreement of the parties. The Contract shall be terminable by DIA in the event of the following:

1. On 90 days prior notice if the proposed operating costs contained in the budget for any year exceed the prior year's budget by more than 120% of the percent change in the CPI Index over the previous year. Consumer Price Index is defined as the Consumer Price Index for all Urban Consumers, all items, US city average, not seasonally adjusted, published by the Bureau of Labor Statistics of the United States Department of Labor.
2. On 90 days prior notice if the actual operating expenses charged by the Vendor in any year exceed the approved budget for such year by more than 10% unless the actual net revenue to DIA also increases by an equal or greater %.
3. If the Vendor fails to cure any deficiencies in its performance of the scope of services hereunder within thirty (30) days after receiving notice thereof, DIA may terminate this contract upon 60 days prior notice to Vendor.
4. In the event of defaults as may be required by the City Office of General Counsel or Risk Management Office.

2.17 The Vendor is responsible for ensuring all parking control equipment and systems are PCI DSS compliant and always operating within currently prescribed security standards. Valid Attestation of Compliance documents for all Garage revenue collection equipment and software must be maintained by the Account Manager. Regular inspections of credit card devices will be conducted to detect tampering, the unauthorized replacement of a device, and/or the installation of fraudulent devices such as "card skimmers." Vendor management and supervisory level staff are required to complete yearly specialized PCI DSS compliance responsibility and awareness training. All aspects of this training must be documented.

2.18 The Vendor shall visually inspect the garages at least monthly and immediately notify DIA of any visible structural issues or cracks. Vendor shall be responsible for taking immediate action to stabilize and/or partially or fully close any garage if any safety hazard is discovered upon such visual inspection or otherwise brought to Vendor's attention.

2.19 Overall parking garage cleanliness will be the responsibility of the Vendor.

a. General Guidelines:

1. The entire Garage, driveways, walkways, islands, curbs, etc., must be power washed as requested by the DIA. The Garage washing should be done during warm weather on a schedule to be approved in writing by the DIA.
2. Clean all revenue control devices no less than weekly, or as needed.
3. Clean all Garage handrails (including supporting rails) no less than weekly, or as needed.
4. Clean all elevators no less than weekly; this includes door tracks, walls, ceiling, floors and doors. Interior and exterior of doors to be cleaned no less than weekly or as necessary.

5. All Garage interior and exterior stairwells shall be swept, vacuumed, or wet mopped no less than weekly.
6. All Garage air vent louvers and overhead piping shall be cleaned at least once per month, and/or as often as necessary.
7. The Garage cashier's booth shall be cleaned as often as necessary, inside and out to achieve a clean and professional appearance.
8. All Garage windows shall be cleaned at least once per month, and as often as necessary. Vendor is not responsible for cleaning tenant windows.
9. All walkways, islands, and curb areas must be hand-swept at least weekly, or as needed or requested by the Vendor. Certain areas may allow cleaning by air blowers, however, must be approved in writing by the DIA.
10. Empty all garbage cans at least twice per week, or more if needed when more than 2/3 full, into a central dumpster.
11. Clean all Garage signage at least once per month or as needed.
12. Daily check for oil and fuel leaks from automobiles. If oil or fuel leaks are identified, immediately place oil or fuel absorbing compound on all spots then sweep-up and remove the compound. This oil or fuel-soaked compound is now considered hazardous material and must be disposed of properly.
13. Re-paint parking stall and drive lane lines, subject to DIA approval.
14. The Vendor will maintain the interior of any parking garage offices, adjacent areas, and additional offices or areas as directed, to the highest degree of cleanliness and order. Office furniture and equipment will at all times be presentable and businesslike. Also, painting of walls and ceilings of same, and cleaning of all carpets and windows.
15. Keep all sidewalks and pedestrian walkways free of any ice and/or snow.
16. Daily check for loose or moved parking blocks/wheel stops. If loose or moved blocks are identified, they are to be immediately replaced and secured.

2.20 The Operator shall provide qualified personnel with a professional demeanor to perform all required operational and maintenance/janitorial duties at the Garage. Operator personnel shall always be clean and neat and shall deal with parking patrons in a prompt, polite and business-like manner. All Operator personnel will comply with the Client's and Operator's general rules for employee conduct.

The Operator shall always maintain adequate personnel to provide the level of service required to meet the needs of the Agreement.

No food or beverages are permitted near Client-owned equipment such as fee computers, revenue control equipment, and office equipment.

A staffing plan for the Garage must be approved in writing by the Client. Changes to the staffing plans must also be approved in writing by the Client.

No overtime payment for hours of coverage provided by the Operator in excess of the coverage approved by the Client shall be reimbursed by the Client unless the Operator has submitted a written justification of actual overtime payments and received approval in advance from the Client.

a. Management Staff:

1. One (1) Portfolio Manager – Available to the DIA 24/7
 - a. Allocation Methodology:
 - i. 84.62% to Courthouse Garage
 - ii. 7.69% to Sports Complex Garage
 - iii. 7.69% to Arena Garage
2. One (1) Bookkeeper/Admin – Available to the DIA 8 a.m. – 5 p.m., Monday – Friday.
 - a. Allocation Methodology
 - i. 33.4% to Courthouse Garage
 - ii. 33.3% to Sports Complex Garage
 - iii. 33.3% to Arena Garage
3. Operator will present options to reduce cost with management and office personnel. Manager must be available on weekdays/weekends during special events. Management/Office staff is subject to change as we automate garages.

b. Hourly Staff:

1. Ambassador/Maintenance - Applied to the Courthouse Garage but wages will be allocated to the Sports Complex Garage and Arena Garage based on need.
2. Event Staff – Wages will be allocated to the Sports Complex Garage and Arena Garage based on need.
3. Event/Assistant Manager – Wages will be allocated to the Sports Complex Garage and Arena Garage based on need.

- c. All attendants, cashiers, maintenance personnel, and shift supervisors will wear uniforms at all times while on duty. The Vendor shall provide uniforms for employees, at no expense to the employees, except as indicated herein. Uniforms will be purchased by the Vendor and, as this is a reimbursable expense, all uniforms are the property of the DIA. Uniforms that are soiled, stained, torn, disheveled or in any way, ill-fitting or unsightly, must be replaced by the Vendor at no expense to the employee. However, employees will not be exempt from replacement or repair costs resulting from employee's acts of negligence, vandalism, or abuse of the uniform. The uniform must have the identification insignia of the Vendor as well as an employee photo identification badge. At no time will the Vendor's employees be permitted to wear any clothing or optional item which differs from the approved uniform. Uniforms must be approved in writing by the DIA.

Resolution 2025-09-01
Exhibit 3
Scoring and Evaluation Criteria

The evaluations will be based upon the following criteria. As stated in the scope, DIA intends to contract parking operations management to an experienced and qualified Vendor who can provide a high quality of customer service and garage maintenance at a reasonable cost and is rewarded for material increases in net revenue returned to DIA. Failure to provide adequate information on any criterion will result in lower scores and could result in rejection of the proposal as non-responsive. The response to each of the criteria will be evaluated relative to the criteria listed in this section and the contract will be awarded to the highest scoring, responsive, responsible bidder for the Response Evaluation Criteria. **Proposers shall arrange their responses in a format that will offer ready review and evaluation of each criterion.** Please note that 100 points is the maximum total for all criteria. The DIA has the final determination into which contracts are awarded.

RESPONSE EVALUATION CRITERIA:

In your response, list the page number(s) and paragraph(s) that specifically address each of the criteria listed below.

1. COMPANY EXPERIENCE AND REFERENCES: 25 points maximum score

- Describe company qualifications and experience in downtown parking operations management, municipal parking garage management and special event parking operations affiliated with a stadium, arena or amphitheater.
- Describe the availability of adequate personnel. An approved list of the positions necessary to operate the facilities, including management, administrative, accounting personnel, and staffing for maintenance, etc. is provided in the scope. Describe the qualifications and experience of the key personnel you propose to use. Further describe the ability to recruit, train, and retain staff.
- Provide the number and size of the projects currently being performed. Discuss past ability to deliver projects on a timely basis under similar current workload conditions.
- Provide a minimum of five (5) references within the past three (3) years that are similar in nature and scope with a minimum of 3,000 spaces in the aggregate. Two of these references should be existing government clients, one of which is operating in Florida. This can include municipal or county governments, departments, authorities, or divisions of local municipalities, or the State of Florida. One of these clients should be an existing operation of at least 1,500 parking spaces affiliated with a stadium, arena or amphitheater. For each reference, provide the gross annual revenue affiliated with the parking operation managed by Vendor.
- Describe the Vendor's understanding of the requirements of this solicitation, and its ability, approach and/or plan to satisfy the same in complete compliance with all applicable federal, state, and local laws, statutes, ordinances, rules, and regulations.
- Describe any outstanding accomplishments that relate to specific services being sought, for example, this could include awards, employee training and certifications, or special licenses.

- Provide documentation, such as financial statements, net income statements, operating expense statements, and budgets showing the ability to generate revenue from garages of similar size and scope to the Courthouse Garage and the Arena and Sports Complex Garages. For the Courthouse Garage this would be a garage that offers daily and monthly parking in a downtown setting, ideally under a municipal agreement. For the Arena and Sports Complex Garages this would be event-focused parking operations tied to an arena, stadium or amphitheater, that may also offer daily and monthly parking for mixed-use developments.

2. OPERATING AND STAFFING PLAN: 40 points maximum score

- Describe the transition and start-up operating plan and how the proposed management and staffing plan will allow for continual and uninterrupted service.
- Resumes of key personnel. At a minimum, the resumes must include name of required person, proposed labor category or role of responsibility, education (degree(s)/certifications received and/or currently held, including the year completed, major field(s) of study, relevant experience (list employer, title of position, starting and ending dates (month/year) and a concise description of experience related to the requirements of their proposed position.
- Provide a conceptual operating plan for the first year of operation and conceptual budget based on experience with similar garages.
- Describe through existing operations plans how the Vendor has operated other garages with a history of:
 - Efficient garage operations
 - Excellent customer service
 - Experience with subcontractors
- Describe the estimated number of staff, hours, and labor expenses required for operation in the proposed management and staffing plan.
- Describe employee hiring, training, supervision of performance, and retention policies to minimize turnover while providing the highest level of customer service for a parking facility.
- Describe the maintenance plan that provides for operational maintenance to be completed at each garage weekly, monthly, bi-annually, or annually.
- Describe what services will be provided directly by the Vendor and which services will be contracted out to another party. If this third party is an affiliate describe that relationship. Information about subcontractors should include the names of any subcontractors, area of expertise for any subcontractors, the proposed work to be given to any subcontractors, and whether the subcontractor meets JSEB qualifications.
- Vendors will indicate in their operations plan how they plan to increase net operating income and include any costs associated with that increase.
- Vendors will describe how the plan will manage operating expenses related to services despite rising costs.

3. CONTRACT COST: 35 points maximum score

Vendor shall explicitly identify in detail the anticipated comprehensive contract cost to the DIA for Vendor's services. This shall include all base management fees, standard pass-through fixed monthly fees, expenses and overhead charges, any incentive payments tied to performance, and the expected variable operating expenses that will be passed through to DIA based on the conceptual operating plan for each garage.

DIA is seeking a Vendor who can provide a high quality of customer service and garage maintenance at a reasonable cost, and is rewarded for material increases in net revenue returned to DIA. A fee structure that incentivizes the Vendor to materially increase net operating income in the Garages will be considered, provided such increase is achieved by revenue increases or reductions in pass through fees or expenses other than on-site labor and services that would impact garage operations or customer service. Net operating income is defined as gross revenue from the garage minus all operating expenses where gross revenue is all revenue collected through parking operations and operating expenses are those expenses, taxes thereon, attributable to the operation of the services.

Vendors will be scored on the comprehensive contract cost model that they submit based on the following criteria.

Revenue (10 points)

- How realistic and well-supported the Vendor's projections for gross revenue growth appear.
- The extent to which revenue strategies are tied to improved customer service, higher utilization, or innovative but practical approaches.
- Whether revenue growth initiatives are designed to enhance the customer experience and strengthen DIA's financial returns.

Cost (10 points)

- The clarity and transparency of the cost structure (base fees, fixed monthly costs, variable costs, overhead).
- Whether projected costs appear proportionate to the operations plan and reasonable for each garage.
- The balance of expenses allocated to on-site operations (staffing, janitorial, equipment maintenance, cleanliness) compared with overhead and management costs, with preference given to investments that directly support customer satisfaction and facility upkeep.

Net Operating Income (NOI) (15 points)

- How well the proposed structure incentivizes the Vendor to grow NOI without a reduction in service levels.
- The degree to which NOI improvements are achievable and sustainable through efficiency, innovation, or revenue growth rather than cost-cutting in essential service areas.
- Whether the structure demonstrates fair risk-sharing and aligns Vendor incentives with DIA's goals of financial strength, customer satisfaction, and high-quality garage operations.