Response to Request for Qualifications
CHICAGO METERED PARKING SYSTEM
Long-Term Concession
Submitted by

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March 14, 2008

Mr. Thomas E. Lanctot
Principal
William Blair & Company, L.L.C.
222 W. Adams Street
Chicago, IL 60606

RE: Chicago Metered Parking System
Long-Term Concession
Request for Qualifications

Dear Mr. Lanctot:

WorldWide Parking Inc. (“WorldWide Parking”) is pleased to provide William Blair & Company, The City of Chicago (the “City) and The Chicago Park District (the “Park District”) with this response to Request for Qualifications regarding a Long-Term Concession for the Chicago Metered Parking System. WorldWide Parking proposes to serve as the Operator for the Metered Parking System. We further propose to utilize the financial capabilities of Macquarie Securities (USA) Inc. to provide the City and the Park District not only with the up-front lease payment, but also to finance the ongoing equipment upgrades necessary to maintain the Metered Parking System with the most cutting-edge equipment and technology available.

As an operator of on-street parking spaces for three domestic municipalities and cities in Mexico, Poland and South Korea, WorldWide Parking is uniquely qualified to serve the City and Park District’s need for ongoing parking operations for the next fifty years. Not only does our global experience include municipal parking operations, but we also provide parking management services to university and hospital clients. WorldWide Parking’s corporate philosophy and experience enables us to provide the City and Park District with exceptional management and operations.

WorldWide Parking has a proven track record regarding on-time implementation and contract start-up operations and continued client satisfaction. In Gdansk and Warsaw, Poland; Mexico City, Mexico; and Seoul, South Korea, we implemented on-street parking operations from the ground up. We worked with the city governments to effectuate the laws necessary to implement paid on-street parking, identified locations for paid parking, and took all of the necessary measures, including street markings, equipment purchase and installation to begin these systems. With the help of WorldWide Parking, these municipalities continue to benefit from a revenue stream that previously did not exist.

We are ready to work with the City of Chicago and the Park District to assume operations of the Metered Parking System and are prepared to provide the City and Park District with the necessary up-front payment to ensure that the City and Park District are provided a realistic, aggressive revenue source that will take into consideration the increased revenues that will be realized from ongoing equipment upgrades and potential expansion of the Metered Parking System. To accomplish this, WorldWide Parking will be working with Macquarie Securities (USA), a
diversified international provider of specialist financing and investment banking services. Macquarie will provide the initial upfront payment as well as funding for equipment upgrades throughout the course of the contract.

WorldWide Parking has well-established Standard Operating Procedures (“SOPs) in place to ensure that revenue from the Metered Parking System is collected in a timely, efficient manner. We further have long-standing systems in place for both preventive and immediate maintenance of all parking equipment. Our management staff is familiar with the parking equipment from many different manufacturers, including mechanical meters, single and double-space electronic meters and pay & display stations.

In addition to procedures for the “mechanics” of operating a parking system, one of WorldWide Parking’s core philosophies is a focus on customer service. All of our on-street personnel are trained not only in the systematic completion of their tasks on the street, but also to serve as Ambassadors for the municipality they work in. For example, a maintenance technician knows how to fix a parking meter, but he also is able to assist a confused motorist with how to make a payment at a pay & display machine. He can further direct the motorist to local points of interest. Behind the scenes, WorldWide Parking focuses on providing our clients with the most accurate reporting regarding the system operation, including information regarding equipment upgrades and revenue trends.

Thank you for the opportunity to submit this qualification statement. We look forward to the opportunity to further participate in the bidding process and to ultimately working with the City and Park District to provide the citizens of Chicago with an exceptional Metered Parking System for years to come.

Sincerely,

Marc L. Meisel
President/CEO
MLM/jlo
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EXECUTIVE SUMMARY

WorldWide Parking and Macquarie Securities (USA) Inc. have teamed up to form a potential Public Private Partnership (PPP) with the City of Chicago. Together we offer a combination of parking, infrastructure and PPP financing expertise that will provide the City and the Park District with a state-of-the-art on street parking management system.

Municipal governments often experience a backlog of unfunded projects caused by a growth in required expenditures and reluctance by the public to accrue indebtedness. In addition, these agencies are confronted with multiple risks when managing operations. During the implementation phase, a project is subject to risks associated with cost, financing, scheduling, design and unforeseen liability. Afterward, the City faces operational risks such as contractor default, technical failure and cost overrun.

The best solution to alleviate this dilemma is the formation of a PPP. Government agencies have been using PPP’s to implement public projects for some time. The intention of a PPP is to align public and private interests and in so doing, apply private sector competitive drive to the delivery of public projects and ongoing services.

WorldWide Parking and Macquarie Securities (USA) Inc. seek to invest in public sector partnerships and the opportunity to make significant investments in infrastructure projects. By entering into a PPP with our team, the City of Chicago will benefit from our depth of available private resources, expertise and potential for innovation. We look to provide both the financial and intellectual capital for project delivery. This ensures that WorldWide Parking invests the full breadth of its experience, efficiency and innovative thinking into the public project. The contractual agreement entered into between WorldWide Parking and the City of Chicago would clearly define performance parameters.
TEAM INFORMATION

Description of Bidders

WorldWide Parking believes that there is an opportunity for the City of Chicago and Park District to increase its revenue stream from its existing on-street parking operation through the implementation of new meter technology. It is a well-known fact that new equipment provides additional revenue security features and a greater range of payment options which in turn will increase motorist access, usage and convenience.

WorldWide Parking and Macquarie Securities propose to immediately purchase the future revenue stream derived from parking activities in the City and Park District. As the existing parking control equipment (mechanical meters, single and double-space electronic meters and existing pay & display machines) require replacement and as the Metered Parking System is expanded, we propose to convert the system to the most advanced pay & display system available. Through a Public Private Partnership (explained in a preceding section), the City and Park District will have the opportunity to realize this conversion with no capital risk. WorldWide Parking and Macquarie Securities will finance all upfront capital requirements as they relate to the ongoing conversion of this new meter technology - at absolutely no risk to the City and Park District.

Furthermore, WorldWide Parking will establish, furnish and maintain an office in the City. We would like to discuss employing the City’s existing parking operations staff to run daily operations and fulfill reporting obligations in strict compliance with all security procedures and contract specifications including, but not limited to, removal of existing and outdated meters; as well as install, collect, maintain, and audit all parking control equipment.

In 1992, WorldWide Parking (formerly New World Parking) was created with the sole purpose of providing parking management services for municipalities with on-street parking systems. Today, WorldWide Parking has over 70,000 on street spaces currently under contract. We operate municipal, hospital and university parking systems on four continents, applying current technologies and methodologies in each system.

To date, WorldWide Parking is the only U.S. based company whose principal business is municipal on-street parking and related support. No other on-street parking operator has the breadth of municipal parking management, equipment experience, operating history and/or knowledge of federal, state and governmental policies of WorldWide Parking. Even our competitors acknowledge WorldWide Parking’s expertise by subcontracting with us to provide exceptional service for their on street parking operations.

As a surrogate government agency, we understand the logistics of coordinating all of the elements that comprise a successful parking management system and we appreciate the critical role that each element plays in achieving system objectives.
Macquarie Securities (USA) Inc., a registered U.S. Broker dealer, is a member of the Macquarie Group ("Macquarie"). Macquarie comprises Macquarie Bank Limited and its subsidiaries and affiliates worldwide and is a diversified international provider of specialist finance and investment banking services. Macquarie employs over 7,000 people in 23 countries, including 500 people in 14 North American locations.

Macquarie specializes in infrastructure advisory and funds management, managing over US$22 billion of global infrastructure equity with a portfolio of 86 assets in 19 countries, including six toll road investments in North America. Globally, Macquarie has over 300 executives committed to infrastructure advisory and over 340 executives within its Infrastructure & Specialist Funds division, which together represent the world’s largest dedicated infrastructure team. The Macquarie portfolio includes notable assets such as: South Bay Expressway (SR 125) in San Diego, California; the Chicago Skyway; Sydney Airport in Australia; the Vasco de Gama Bridge in Portugal; and Rome Airport in Italy.

In addition, Macquarie has significant experience in the parking sector in the US. Macquarie and its specialized funds own and operate the largest off-airport car parking business (Parking Company of America, 32 facilities) and a leading Manhattan off-street car parking operator (Icon Parking, 192 facilities).

Pay-Ease, LLC was organized in the State of Maryland in March of 2006. Headquartered in Rockville, Maryland with the technical office in Chicago, Illinois, we specialize in the development of fully integrated self-service kiosk solutions for processing and collection of consumer financial transactions. With over 20 years of experience in the financial software development field, our corporate visionaries realized the inevitable evolution of the self-service kiosk industry. In 2003, Pay-Ease Inc. introduced a fully automated, self-service kiosk. This kiosk, aptly called an Automated Commerce Machine (ACM), was designed specifically to house the bill payment processing software developed by Pay-Ease. Our financial processing system is comprised of two products – customized financial processing software and a fully integrated, self-service ACM kiosk (hardware). To date, Pay-Ease has expanded the capabilities of its software and kiosk by offering multiple services such as municipal renewal services, permit issuances, prepaid card reloading, and more.

Pay-Ease has the experience and expertise in the self-service bill payment kiosk industry to provide the City with the necessary software and hardware to offer its citizens a more convenient method to make payments while reducing costs. Our turn key solution for payment processing is unmatched by any other self-service financial software development company in the industry today. By combining all of the necessary aspects (i.e. hardware, software, installation, service, collection, maintenance, repair, and accounting) into one complete package, Pay-Ease’s turn-key solution reduces costs while promoting customer convenience. Pay-Ease designed, developed and installed self-service bill payment kiosks for the City of Chicago. Citizens currently pay water bills and parking tickets via the Pay-Ease ACM. There are currently 19 ACMs deployed in the Chicago area with increased deployment and services on schedule in the near future.
Roles of Team Members and Key Personnel

Members of WorldWide Parking’s management team have operated parking systems in major cities in the United States and abroad. We believe our exemplary municipal parking system management experience is unparalleled by any other company.

The management personnel of WorldWide Parking have the experience and dedication to provide the highest level of service utilizing proven operating, reporting, auditing and communication procedures. Individually, these members bring a unique set of skills that have ensured successful projects for our clients. Jointly, they have accumulated nearly 100 years of parking management experience. No matter the situation or the obstacle, our senior management has faced the challenge and will be available to the City and Park District in times of need.

WorldWide Parking draws upon the operational experience of these individuals making us, the prime candidate to provide the City and Park District with the services necessary to properly transform the Metered Parking System into a world class parking system sure to be emulated by all.

**Marc L. Meisel – President / Chief Executive Officer**

Mr. Marc Meisel has a hands-on approach in all domestic and international operations including, but not limited to, proposal submission, contract negotiations, formation of joint ventures and subsidiaries, administrative policies and procedures, as well as strategic planning and development.

Before his appointment as CEO, he served as Chief Operating Officer and was responsible for domestic and international expansion of WorldWide Parking with offices and operations in the United States, Poland, Mexico, and South Korea. Mr. Meisel directed the development of the Company’s proprietary training, implementation, and operational standard operating procedures. He performed initial analyses and assessments in order to determine the financial feasibility of all potential projects as well as their adherence to United States and international laws and regulations. Mr. Meisel was responsible for the Company’s initial marketing strategies, development and recruitment of all project and operation managers. He inaugurated parking management contracts with the cities of Gdansk, Sopot and Gdynia, Poland and was responsible for their system design and implementation. He performed initial analyses and assessments of all potential projects both domestic and international. At the onset of all major projects, he established performance monitoring procedures, prepared budget forecasts and projections, and coordinated subcontractors and suppliers. He was also responsible for design and development of the Company’s marketing, advertising and promotional materials.

**Clark L. Selby, Jr. - Senior Consultant**

Mr. Clark Selby will assist the Contract Executive as a member of the transition team.

In 1994, Mr. Selby joined WorldWide Parking bringing with him a background of almost 50 years in the parking industry and giving us a unique professional advantage in the industry. He provides invaluable consulting expertise in the implementation phase of domestic and international
operations. He established a network of international partnerships and was the driving force in the formation of our parking operations in Poland, Mexico, South Korea and the United States.

Mr. Selby served as President of Duncan Industries in Harrison, Arkansas from 1988 until 1990 as Vice President of International Sales until 1994. As a Duncan Industries executive, he advised municipal and institutional clients throughout the world on parking management improvement. From 1984 to 1988, he held numerous executive positions with Duncan Industries in Harrison, Arkansas, including positions in engineering, sales, operations, and manufacturing of parking equipment.

Mr. Selby also held positions as Director of Parking for the City of Hutchinson, Kansas where he was the City’s first Superintendent of Parking; as Assistant Director of Transportation and Parking for the University of Iowa; and as Parking Operations Specialist for DeLeuw Cather Consulting Engineers, Chicago, Illinois, where he conducted technical training programs. In 1988, the President of the United States awarded Clark the “E” Award for Excellence in Exporting.

H. Wesley Pollard, Jr. - Marketing Director

Mr. Wesley Pollard will assist the Contract Executive as a member of the transition team.

In 2003, Mr. Pollard was appointed Marketing Director as a result of his leadership abilities and operating success in Washington, D.C. and New Orleans. He is now responsible for domestic marketing development and project management.

Mr. Pollard joined WorldWide Parking in 1998 as the Operations Manager for domestic contracts and was responsible for implementation and operation of the parking meter maintenance contract in Washington, D.C. He supervised the exchange of an antiquated parking meter system for new, electronic equipment, instituted quality control standards and coordinated activities with Lockheed Martin IMS, the prime contractor. He recruited and trained subordinate staff and supervised their performance. Additionally, he was responsible for budget management and inventory control.

As Project Manager in New Orleans, Mr. Pollard organized and redesigned the City’s parking system including, but not limited to, the installation, maintenance, collection and auditing of new electronic parking meter equipment, as well as maintenance and collection of old equipment during the transition phase. He worked closely with the City to tailor the system for effective customer service and maximum revenue.

Temple University, BA Business Administration, 1986

Devlin M. Aubert - Project Manager

Mr. Devlin Aubert will serve as the Project Manager in this project.

During our contract with the City of New Orleans, Mr. Aubert’s responsibilities included project liaison with municipal officials and direction of installation, maintenance, collection, smartcard and audit operations. He excels at security compliance, training programs and personnel management.
Prior to joining WorldWide Parking, Mr. Aubert was a project manager for Standard Parking Company and Central Parking Systems where he was responsible for contracts at the Louisiana Superdome, New Orleans Centre, Harrah’s Casino, Hyatt Regency Hotel and other highly visible operations. His responsibilities with these off-street parking companies included employee retention and training, valet and self-park system management, facility security, and revenue enhancement, collection and security.

Grambling State University, BS Management, 1991

**Tony Perry – Operations Manager**

Mr. Perry joined WorldWide Parking in 2003 as the Operations Manager for continued development and coordination of our Washington, DC parking meter project. He monitors work orders and production activity, upholds quality control standards and coordinates communication between corporate headquarters and ACS, the prime contractor. He is also responsible for assignment schedules, budget management, inventory control and compliance with contract specifications.

Prior to joining WorldWide Parking, Mr. Perry was employed by Central Parking as an area manager for their off-street parking operations.

Morgan State University, BS Business Administration, 1985

**Organization**

Details of the project organization will be determined during a period of contract investigation and negotiation. The following chart illustrates potential staffing.
**Contract Executive:**  As the representative of WorldWide Parking Corporate Headquarters, the Contract Executive will oversee the implementation phase of the project to ensure that all contract requirements and time schedules are met; work with suppliers, City and Park District representatives and Corporate Headquarters to ensure a smooth transition for the Metered Parking System. The Contract Executive continually monitors project performance and compliance with operating procedures during the term of the contract, institutes corrective measures when warranted and serves as liaison between the Project Manager and Corporate Headquarters. This position is not directly charged to the project.

**Transition Team:**  The Transition Team will consist of members of WorldWide Parking’s senior management staff that will not only be involved in the initial phase of the contract, but will remain in constant contact throughout the term of the contract. Individually, these members bring a unique set of skills that will ensure a successful project. Jointly, they have accumulated nearly 100 years of parking management experience. WorldWide Parking will draw upon the operational experience of these individuals to create a world-class parking system for the City of Chicago and Park District.

**Project Manager** - will have overall responsibility of establishment and direction of policies and procedures, general management and administration, and fulfillment of municipal policies and objectives related to the contract scope of work. The Project Manager will recruit local staff, oversee security screening, employee training, personnel scheduling, and adaptation and documentation of standard operating procedures. The Project Manager will be responsible for compliance with contract specifications, productivity analysis and report preparation, and will serve as the principle point of contact for the City’s representatives and for WorldWide Parking subcontractors and suppliers.

**Assistant Project Manager** – The Assistant Manager will report directly to the Project Manager and will oversee collection and maintenance operations. This position will be charged with the overall responsibility of assignment and monitoring of daily activities, assurance that staffing requirements are met in the event of absences, maintenance of activity logs, compliance with operating procedures, investigation and resolution of operating problems, assurance that vehicles and other equipment are regularly inspected, cleaned and in safe operating condition, and enforcement of behavioral standards in promotion of municipal and corporate image and reputation. Additionally, the Assistant Project Manager will assist in the training of new personnel and prepare daily reports pertaining to the operation of the contract. The Assistant Project Manager will be in charge of the operation in the absence of the Project Manager.

**Office Management** - An office staff will be responsible for all administrative support activities such as customer service, cashiering, personnel management, computer system operations and inventory management. The office staff will also coordinate radio dispatch communications for field activities.

**Meter Collectors** – Qualified personnel will be hired and cross-trained as maintenance technicians in order to assist and/or fill in when necessary. Responsibilities include the timely collection and audit of parking control equipment as while promoting a positive municipal and corporate public image and complete daily reports as assigned.
Maintenance Technicians - Qualified personnel will be hired and cross-trained as meter collectors in order to assist and/or fill in when necessary. Responsibilities include performing timely repairs of parking control equipment and preventive maintenance while promoting a positive municipal and corporate public image and complete daily reports as assigned.
Operator

WorldWide Parking provides and supports all elements needed to operate a successful parking management system, including:

- System design, collections, maintenance;
- Supplier of parking control equipment;
- Parking system design based on fundamental principles, supported with current technologies and adapted to fulfill all municipal policies and objectives;
- Capital investment for facilities, equipment and accessories required for expansion of the parking system;
- Public education programs utilizing websites, brochures, news releases and ambassador programs for explaining economic and transportation benefits associated with parking system improvements;
- Selection of the proper parking control equipment to fit the needs of the operation; Installation of parking control equipment and accessories, including signs and pavement markings;
- Maintenance and operation of facilities and equipment;
- Revenue control services including collections, security, and key control;
- Meter auditing, accounting and reporting systems;
- Customer services items including parking permit and smartcard sales, mail payment processing, in-person payments via self-service kiosk and on-street pay-and display meters and handling of telephoned, mailed and over-the-counter inquiries.

Contact Person
Marc L. Meisel, CEO/President
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(301) 984-8855 (facsimile)
Meisel@wwparking.com
Controlling Interest

WorldWide Parking is a privately owned company with approximately 140 shareholders. Mr. Joel Meisel, directly and indirectly, holds approximately 54% of the Company’s shares. Prior to Marc Meisel’s promotion to Chief Executive Officer, Joel Meisel held the position from the Company’s inception and continues to be an integral advisor regarding the Company’s domestic and international operations. In addition to his involvement with WorldWide Parking, Mr. Meisel serves as a principal in Meisel & Cohen Properties and Meisel Capital Partners, real estate developers in the Northeast United States and Florida. He further has been intimately involved in the Maryland banking industry, as a founding member of Maryland Financial Bank, First Continental Bank and Sequoia Bank, which was recently purchased by United Bank.

Expected Advisors

The law firm of Sanchez, Daniels & Hoffman, LLP will serve as WorldWide Parking’s legal advisor for the Chicago Metered Parking System project. The firm is a full service civil practice law firm with an A.V. Martindale-Hubbell rating. The firm is actively involved in the preparation, trial and appeal, if necessary, of civil cases of all kinds including commercial, personal injury, property damage, coverage disputes and other chancery litigation. The firm specializes in personal injury defense with an emphasis in the fields of medical malpractice, product liability, strict liability in tort and construction litigation. Additionally, the firm handles contractual, commercial and real estate litigation as well as injunctive and/or equity relief, class actions, and appellate litigation. A major portion of the practice of the firm is also devoted to directors and officers, errors and omissions, and transportation issues, alleged "bad faith" insurance claims, insurance coverage, excess and reinsurance matters, homeowner's liability, and fire and explosion claims. The firm's litigation practice takes it before all levels of federal, state and Illinois Court of Claims tribunals and regulatory and administrative agencies as well as before arbitration and mediation adjudicators. Sanchez Daniels & Hoffman LLP has also expanded its expertise in the field of public finance and employment law.

Sanchez Daniels & Hoffman LLP is one of the largest minority-owned and controlled law firms in the United States and has been qualified, by experience, for participation as a founding member (one of only 20 firms nationwide) in a major American Bar Association project for minority law firm participation in mainstream corporate litigation practice.

Lion Rock, LLC will serve as the financial advisor to WorldWide Parking in connection with the Chicago Metered Parking System project. Brad Harries and Stuart Paperin, as principals of this firm, may act as financial advisors to the extent appropriate and feasible with the business, operations, properties, financial condition, management and prospects of WorldWide Parking to assist in preparing or reviewing a memorandum or other information, for distribution to potential investors describing the Company and its business, operations, properties, financial condition and prospects.
### Comparable Projects

WorldWide Parking is the largest multi-national on-street municipal parking operator in the world. We have worked in parking operations with municipal, hospital and university parking systems in the USA, Mexico, Brazil, Turkey, Poland and South Korea, applying current technologies and methodologies in each system. Listed below is some of WorldWide Parking’s on-street parking projects.

**U.S. NATIONAL PARK SERVICE**  
**Equipment:** Duncan single space meters  
**Operation:** Contracted to collect & maintain on-street meters

<table>
<thead>
<tr>
<th>City</th>
<th>Equipment</th>
<th>Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>WASHINGTON, D.C.</td>
<td>Duncan &amp; MacKay single space/Parkeon (formerly Schlumberger) Pay &amp; Display meters</td>
<td>Subcontracted to install and maintain 16,500 space on street parking system</td>
</tr>
<tr>
<td>MILWAUKEE, WISCONSIN</td>
<td>Duncan single space meters</td>
<td>Contracted to provide collection and auditing service for 6,500 space system</td>
</tr>
<tr>
<td>NEW ORLEANS, LOUISIANA</td>
<td>POM single &amp; two (2) space meters</td>
<td>Contracted to install, maintain, collect and audit a 3,900 on street parking space system</td>
</tr>
<tr>
<td>GDANSK, POLAND</td>
<td>Duncan single space/ Parkeon (formerly Schlumberger) Pay and Display/ MBS (formerly Mera Blonie) meters</td>
<td>Contracted to provide installation, maintenance, collection, auditing and enforcement (including, but not limited to, ticketing, booting, towing &amp; processing of violation payments) of a 3,000 space on street parking system</td>
</tr>
<tr>
<td>WARSAW, POLAND</td>
<td>MBS (formerly Mera Blonie) Pay and Display meters</td>
<td>Contracted for installation, maintenance, collection, auditing, enforcement (including, but not limited to, ticketing, booting, towing &amp; processing violation payments), cell phone payment system &amp; smartcard distribution for their 40,000 space system</td>
</tr>
<tr>
<td>KOREA UNIVERSITY</td>
<td>Booth/Gate Entrance</td>
<td>Contracted to install, maintain, collect &amp; audit of 3,200 space parking system (including, but not limited to issuance of automated vehicle identification for faculty and students)</td>
</tr>
</tbody>
</table>
SEOUL, KOREA
Equipment: Duncan single space/ Parkeon (formerly Schlumberger) / Guardian Pay and Display meters
Operations: Contracted to install, maintain, collect, audit & enforce (including, but not limited to, ticketing, booting, towing & processing of violations)

SEOUL GRAND PARK
Equipment: Booth/Gated Entrance
Operations: Contracted to provide maintenance, collection & revenue control for 5,607 off-street spaces

MEXICO CITY, MEXICO
Equipment: Duncan single space meters
Operations: Installation, maintenance, collection, auditing & enforcement (including, but not limited to, ticketing, booting, towing & processing of violation payments) for their 12,000 space system

TLALNEPANTLA, MEXICO
Equipment: Cale and Luke (Digital Payment Technology) Pay and Display stations
Operations: Contracted to install, maintain, collect, audit & enforce (including, but not limited to, ticketing, booting, towing & processing of violation payments) a 4,000 space system
References

The following contact information is hereby submitted as references for WorldWide Parking, Inc. Additionally, letters of reference are also enclosed herewith.

<table>
<thead>
<tr>
<th>Location</th>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Address</th>
<th>Phone Numbers</th>
<th>Email Addresses</th>
</tr>
</thead>
<tbody>
<tr>
<td>CITY OF MILWAUKEE</td>
<td>Cindy Angelos</td>
<td>Parking Operations</td>
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<td>Room 920, Municipal Building, 841 North Broadway, Milwaukee, WI 53202</td>
<td>1-414-286-2404 (telephone)</td>
<td><a href="mailto:cangelos@wi.rr.com">cangelos@wi.rr.com</a></td>
</tr>
<tr>
<td>WASHINGTON, D.C.</td>
<td>Robert Marsali</td>
<td>Citywide Program Manager</td>
<td>District Department of Transportation Traffic Services Administration (DDOT/TSA)</td>
<td>2000 14th Street NW, 7th Floor, Washington, DC 20009</td>
<td>1-202-671-2832 (telephone)</td>
<td></td>
</tr>
<tr>
<td>NEW ORLEANS, LOUISIANA</td>
<td>Richard Boseman</td>
<td>Parking Administrator</td>
<td>1340 Poydras Street, Suite 801, New Orleans, LA 70112</td>
<td>1-504- 658-8200 (telephone)</td>
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<tr>
<td>SEOUL GRAND PARK</td>
<td>Yeom Young Soo</td>
<td>Team Manager</td>
<td>Seoul Grand Park</td>
<td>011-82-2-500-47310 (telephone)</td>
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<td></td>
</tr>
<tr>
<td>SEOUL, KOREA</td>
<td>Wan-Seok Cho</td>
<td>Team Manager</td>
<td>Parking Division Transportation Bureau</td>
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<td>011-82-2-3707-9807-4025 (telephone)</td>
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<td></td>
</tr>
<tr>
<td>WARSAW, POLAND</td>
<td>Radoslaw Laskowski</td>
<td>Deputy Director</td>
<td>Warsaw City Roads Management</td>
<td>Ul. Miodowa 6/8</td>
<td>011-48-22-595-3408 (telephone)</td>
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36 Partyzantow Street
80254 Gdansk
011-058-341-20-41 (telephone)
011-058-341-67-58 (facsimile)
info@zdiz.gda.pl
April 25, 2006

Dear Sir or Madame:

Worldwide Parking, Inc. provided services to the City of New Orleans, Public Works/Parking Division during the period of March 2001 – August 2004. Those services included converting all single space meters to double space meters where applicable, and managing & operating the parking meter program (maintenance and collection).

During the duration of the contract, Worldwide Parking, Inc. performed satisfactorily in meeting all terms of the contract. We were very satisfied with their quality of service and professionalism. Worldwide’s ability to manage was proven by their managers prompt response to concerns. They maintained an exceptional service and maintenance schedule that was especially needed in our historic French Quarter District, which is highly trafficked by tourists.

If given the opportunity I would recommend utilizing Worldwide Parking, Inc. services for the City of New Orleans again in the future.

Sincerely,

Richard N. Boseman
Parking Administrator
November 29, 2004

To whom it may concern:

WorldWide Parking Inc. of Rockville, Maryland has been a contractor for the City of Milwaukee Department of Public Works since November 1999, providing both meter collection and auditing services for the City’s 6,400+ paid on-street and off-street parking spaces. We are very satisfied with the professional services provided by WorldWide Parking and its project manager, Mr. Nathan Huey. Both Mr. Huey and the corporate office have been helpful and prompt in addressing any concerns. They have always maintained a policy of open communication with the City during the contract, which we have valued.

Since our original contract with WorldWide Parking Inc., the City of Milwaukee has renewed the contract once through 2005. We would be pleased if WorldWide Parking Inc. would continue as our contractor beyond next year.

Sincerely,

Cindy Angelos
Parking Financial Manager
December 13, 2004

To Whom It May Concern:

WorldWide Parking has been providing parking management services to the National Park Service in Washington, DC since October 1997. This annual contract has been renewed with WorldWide Parking for the last seven years. We are very satisfied with the company’s professional manner in providing parking meter installation, maintenance, and collection services for this location.

We have been particularly impressed with the timeliness of WorldWide Parking’s response when addressing out-of-service meters and other management issues. Collections are made regularly, without incident, and we feel confident that our revenues are safe and secure with WorldWide Parking.

Please do not hesitate to contact me for further information.

Steve LeBel
Concession Program Manager
National Park Service
National Capital Region
Division of Concessions Room 236
1100 Ohio Drive, S.W.
Washington, DC 20242
Referencje

Ninnezym potwierdzam, że WPKPU „WAPARK” Sp. z o.o., zgodnie z umową z dnia 02 października 1998 roku, zainstalowała i eksploatuje w Warszawie strefę parkowania płatnego niesстрzeżonego obejmującą około 25 000 miejsc obsługiwanych przez 1280 parkometrów.

WPKPU „WAPAERK” Sp. z o.o. wykazuje się dużym profesjonalizmem przy rozwoju systemu i tworzeniu nowoczesnych rozwiązań związanych z nadzorem technicznym, monitoringiem systemu, kontrolą i systemem windyacyjnym, rozliczeniami finansowymi oraz wdrożeniami dodatkowych form płatności jak choćby płatność za parkowanie za pomocą telefonów komórkowych.

Tomasz Steradz
The Vice-President of the Warsaw Capital District  
6/8 Miodowa St., 00-251 Warsaw  
Tel.: (0-22) 828-13-94, Fax/Komertel: 39-12-09-46, PBX: 826-70-21, ext. 622  

Warsaw, September 26, 2001  

Letter of Reference  

I hereby confirm that, pursuant to a contract dated October 2, 1998, the WAPARK Warsaw Street Parking Authority LLC installed and is operating an unattended paid parking zone encompassing approximately 25,000 spots supported by 1,280 parking meters.  
The WAPARK Warsaw Street Parking Authority LLC has displayed a great deal of professionalism in expanding the system and creating modern solutions for technical supervision and system monitoring, the inspection and collection system, financial accounting, as well as the implementation of additional forms of payment, such as cell-phone payment for parking.  

Tomasz Sieradz
ZARZĄD DRÓG I ZIELENI W GdańskU

NP / 13170 / 2005 / BS
Gdańsk, dn. 15.07.2005 r.

WAPARK Sp. z o. o.
ul. J.P Woronicza 33
02 – 640 Warszawa

REFERENCJE


Parkomaty zlokalizowane były w Strefie Płatnego Parkowania w Gdańsku, obejmującej 1200 miejsc parkingowych.

Umowa została zrealizowana zgodnie z jej warunkami.

Z-ca DYREKTORA
Mieczysław Kotłowski
NP/13170/2005/BS Gdansk, dated 7/15/05

WAPARK LLC
33 J.P. Woronicz St.
02-640 Warsaw

Letter of Reference

We hereby confirm that the WAPARK Warsaw Street Parking Authority of Warsaw provided the following services under contract from November 21, 2001, to December 31, 2004: The delivery, assembly and servicing of 70 X-3/2001 parking payment devices (parking meters) manufactured by the Mera Blonie Precision Mechanisms Company, and 6 Z-1 parking meters manufactured by MBS Computergraphik.

The parking meters were located in Gdansk’s Paid Parking Zone, encompassing 1200 parking spots.

The contract was implemented pursuant to its terms.

[stamp:] Assistant Director

Mieczyslaw Kotlowski

36 Partyzantow St., 80254 Gdansk  Tax ID No. 584-090-00-85
Tel. (058) 341-20-41, Fax (058) 341-67-58
e-mail: info@zdiz.gda.pl  internet: http://www.zdiz.gda.pl
TECHNICAL CAPABILITY

WorldWide Parking will assume operations of the Metered Parking System and will provide the City and Park District with the necessary up-front payment to ensure that the City and Park District are provided a realistic, aggressive revenue source that will take into consideration the increased revenues that will be realized from ongoing equipment upgrades and potential expansion of the Metered Parking System. We will employ the City’s existing parking operations staff and other personnel required to remove existing and outdated single space meters and to install, collect, audit, and maintain all equipment. We will appoint an experienced project manager to oversee daily operations, to fulfill reporting obligations and to ensure contract compliance.

Implementation Phase

Immediately after the contract is executed, WorldWide Parking will establish a Transition Team comprised of the CEO, senior management officers and a Project Manager who will oversee each phase of the on-street operation to ensure that all facets are executed to meet or exceed the City’s expectations. Members of the Transition Team will remain onsite until all aspects of the operation, from implementation through execution, are running at optimum levels.

During this phase, WorldWide Parking will establish its local office and employ all personnel necessary to successfully operate the Metered Parking System under this contract. All efforts will be made to recruit, effectively hire and train local personnel for all positions other than that of the Project Manager.

Local Hiring

WorldWide Parking pledges that all efforts will be made to recruit, hire and train local personnel for all positions other than that of the Project Manager.

Positions will be offered to employees who may be displaced by this contract. These candidates will be given first consideration. In order to make competent hiring decisions, we request recommendations from knowledgeable staff and verification of candidates’ employment history. Subsequent positions will be filled utilizing the City’s website, the local news media as well as posting employment vacancy notifications in the City’s municipal offices and unemployment offices.
Equal Opportunity Employer

WorldWide Parking is an Equal Employment Opportunity employer. Employment decisions are based on experience and references and not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law. We also comply with the laws regarding reasonable accommodation for handicapped and disabled employees.

WorldWide Parking’s United States operations demonstrate our employee diversification in the following percentages:

![Pie chart showing employee diversification percentages]

- African American 56%
- Female 19%
- Hispanic 11%
- [Other percentages]

Training

WorldWide Parking believes that a comprehensive Standard Operating Procedure (SOP) manual is an essential tool for training new employees and a necessary reference guide for permanent employees. Our SOP defines organizational elements such as training, chain of authority, and responsibilities of management, supervisors, enforcement officers, collectors and maintenance technicians.

Our manual provides the following guidelines for employees to cover daily assignments with thoroughness and integrity:

- Use and care of communications equipment, vehicles and uniforms
- Attendance and leave authorization
- Conditions of employment and expectations of performance
- Public contact and rules of conduct
- Performance evaluations

Our SOP is subordinate to the policies and procedures of the City of Chicago. After contract award, our existing manual will be completely reviewed to conform to contract specifications and City policy.
WorldWide Parking will ensure that all employees assigned to this project are fully qualified to perform their duties and responsibilities. We will provide general and job-specific training to all employees both in a classroom environment and in the field. Depending on the assignment, training will last approximately three to five days.

Training will encompass administrative and operational procedures. Administrative training for all personnel will include: personnel files, compensation, attendance, personal leave, benefits, performance evaluations, conditions of probation and employment; disciplinary action, suspension, and termination.

Operational training will include WorldWide Parking’s standard operating procedures, general appearance, “ambassadorship” duties, how to address confrontations, managing personnel, internal and external security, key control and contract security specifications.

Honesty and integrity will be emphasized during training as the essential element of our code of conduct. We will define the importance of each individual’s role in the success of the parking management system.

Employees will be advised during training that failure to meet performance or behavior criteria may result in disciplinary action ranging from counseling to suspension to termination. Violations of conduct, i.e. assault and/or theft, will be met with immediate termination and possible prosecution. Other reasons for disciplinary action include chronic absenteeism or tardiness, unsatisfactory performance of the full scope of duties, unexplained errors or gaps in work assignments, violation of City policy, and misuse of City and company property. Cases will be handled subjectively, weighing the employee’s past performance and abilities against the severity of the offense.

We believe that a fairly applied procedure for disciplinary action successfully addresses employee deficiencies and motivates coworkers to assess their own performance. Individual employees will be counseled privately whenever deficiencies in performance are observed.

At the conclusion of training, each employee will sign a Certificate of Understanding that verifies his/her participation in the training program. These documents will be stored at the WorldWide Parking office and made available to the City upon request. Whenever there are revisions in policies or procedures, brief training sessions will be conducted at morning meetings.

Although, WorldWide Parking will provide full service (meter maintenance, collection and auditing) to all the City’s single space meters until the entire parking system is converted from single space meters to pay stations – the following sections are devoted to pay station procedure, ONLY.

**Revenue Collection**

WorldWide Parking will collect and secure revenue under its contract with the City of Chicago and Park District. We will provide all personnel and resources as described in this proposal for the sole purpose of delivering superior public service in support of the City’s Metered Parking System.
WorldWide Parking practices highly developed measures to prevent internal theft, including procedures for key control, safe storage of security devices, signed logs for issuance and return of security devices, sealed collection systems, secured revenue counting facilities and reconciliation of electronic audits against counted revenue.

Training of collectors will be conducted by the Project Manager with years of parking equipment collections experience. Collection training will focus on revenue security, vehicular safety practices, use of collection equipment and handling parking equipment keys. Each collector will be thoroughly trained on the step-by-step procedures of collecting revenue, and handling and loading/unloading collection carts into the vans. In addition, our employees are trained to be circumspect and immediately report any suspicious activity.

The Project Manager will make unscheduled field inspections in order to verify that collection procedures are being followed. Unscheduled security checks are also conducted to ensure employee compliance with operating procedures. It is our duty to dedicate maximum attention to compliance with security procedures.

During collection activities, collectors are permitted to carry a limited amount of cash to reduce the ability to keep loose coins or cash. Personal cell phones and pagers are also prohibited during collection hours.

Collection services will be performed daily. All meters will be assigned to routes in order to provide timely, efficient collection of revenue. Employees will collect all meters for each specific assigned route. Collectors will open only one meter at a time.

**Collection Procedure**

The step-by-step procedures for single space parking meter collection are as follows:

1. On mornings of designated collection days, the Project Manager will perform a uniform inspection. An employee who fails this inspection will be sent home without pay and a record of the failure will be placed in the personnel file. The Project Manager will assign an identification card, key chain, and audit device to the collector.

2. WorldWide Parking collectors will report to the City facility between 8:00 a.m. and 8:30 a.m. They will receive route assignment documents, collection keys and sealed locked collection canisters. Our personnel will verify that materials are correctly identified and in working condition before signing written acknowledgment of the received materials.

3. Collectors then proceed directly to commence collections in assigned areas.
4. Each **POM or Duncan meter** is collected in the following manner:

   a. The collector approaches the parking meter with a collection cart. The collector will first audit the parking meter. The audit transaction will download the serial number of the parking meter mechanism and the audit amount of coin for each coin denomination. A correctly completed audit is audibly signaled by the audit device.

   b. The collector then inserts the proper vault key into the vault lock and rotates the key 90 degrees to the right. Using the key as a handle, the collector pulls open the vault door.

   c. After the vault door has been opened, the collector removes the sealed coin box from the parking meter vault housing.

   d. The collector places the coin box into the collection head on the top of the collection canister. The coin box must be placed in such a manner to align the lock located in the coin box with the key located in the collection head of the collection canister.

   e. The coin box is rotated 90 degrees to the right, allowing the coins inside the coin box to fall into the collection canister. As a security measure, during this process, the collector is unable to remove the coin box from the sealed collection head. In order to remove the coin box, the box must be returned to its home position, which locks the sealed coin box and the canister.

   f. Once the coin box has been turned back to the left 90 degrees, the collector removes the empty coin box and returns it to the parking meter coin vault housing.

   g. The collector closes the coin vault door and relocks the coin vault door by turning the key 90 degrees to the left.

   h. The collector removes the vault key from the parking meter vault housing

   i. The collector removes the audit device from the meter coin slot and walks to the next parking meter in the collection route

   Each **pay station** is collected in the following manner:

   1. The collector approaches the pay station with a lower housing key and an empty coin canister.

   2. The collector inserts the lower housing key into the lower housing lock to open the door.

   3. The collector removes the full coin canister and replaces it with an empty coin container.

   4. As the full canister is removed all transaction and audit data are then electronically transferred to the data base; a printed receipt is also dispensed.
5. After the coin canister has been successfully replaced and the transaction report has been printed, the collector locks the pay station and ensures that the station has been returned to operable status.

6. The collector then returns to the collection vehicle, unlocks the vehicle, secures the full coin canister and proceeds to the next pay station.

7. Steps 1 through 6 are repeated until all pay stations have been collected.

When the last meter is collected on the route, the collector proceeds to the collection vehicle, loads and secures the collection cart and returns the route keys to the safe located in the vehicle. The collector then proceeds to the next route or the coin counting facility.

Any malfunctioning meters found will be reported to designated personnel and repaired within twenty four (24) hours by a WorldWide Parking staff member.

Revenue Audits

We are extremely pleased that the City will permit replacement of its single space meters with pay stations that incorporate meter audits every time the collector removes its revenue. WorldWide Parking has long believed in the necessity of meter audits and feels strongly about this operation during collections. Auditing individual meters during meter collections minimizes the discrepancies found in data transmitted by the audit and actual accounting of receipts and coins collected. Also, audits provide invaluable criteria used for improvement of collection procedures and reduced risk of loss revenue further decreasing the window of opportunity for the City or its operator to be “short changed”.

Meter audits not only offer valuable information that cannot be obtained by other means (i.e. the amount of revenue collected per meter, which areas are frequented most and how often meters should be collected); the data generated provides yet another “check and balance” function by providing statistical accountability to the City and WorldWide Parking. Data collection personnel will analyze and compare the data electronically transferred from the pay stations to the Auditor’s desk with the actual coin counts daily.

Coin Counting

WorldWide Parking typically sub-contracts with a local armored car service (i.e. United Armor, Dunbar, Wells Fargo, etc.) to count and provide electronic deposits of all revenue collected from the Metered Parking System to the appropriate bank.

Prior to our first collection, all pay station cash boxes (and spares) will be taken to the coin counting subcontractor who will attach serial numbered seals and locks to each cash box. The seals will be placed in such a manner that the collection device cannot be opened unless the seal is broken. Moreover, the keys for the locks installed will remain the property of the subcontractor–WorldWide Parking’s staff member will at no time have access to any cash box key, therefore having no access to the revenue within.

At the beginning of collection duty, the designated security officer or project manager verifies that replacement cash box seals are intact and records their serial numbers, the collection personnel’s
name, the assigned meter route number and the pay station’s lower housing key into a log book prior to issuance. The collector verifies that they have received the recorded equipment prior to signing off on the log book.

At the end of the daily collection duties, all cash boxes will be taken directly to the counting facility where they will be unloaded under strict supervision in a secured area. As the cash boxes are unloaded, a record is made of each cash box delivered. One copy of this record is given to the counting company and one copy is returned to the WorldWide Parking office.

At the counting facility, the previous day’s cash boxes are returned. The collector verifies that all the cash boxes delivered the previous day are returned, locked and sealed; then records their serial numbers and returns to our office.

**Accounting and Reporting**

WorldWide Parking will maintain accounting records for all meter revenue. Reports regarding collection, counting, and accounting activities will be provided to the City and Park District on a specified schedule. If required, we will install auditing software on a computer in the City to allow approved personnel access this information directly.

WorldWide Parking will ensure that all revenue collected from the system is accounted for, including coins collected by maintenance technicians. All accounting activities will be in compliance with the City’s requirements for financial management and reporting. These reports will assist the City and Park District and WorldWide Parking in noticing trends in revenue collections. Any decline in collections will be reported to the City and Park District immediately.

WorldWide Parking regularly compares historical collection data against current collections to detect variations. Any discrepancies will be investigated and documented for the City or Park District and WorldWide Parking management.

**Meter Maintenance**

WorldWide Parking currently serves as the installation and maintenance contractor in all of our international operations as well as under our Washington, D.C. and the United States Park Service contracts. We also provided maintenance services as a part of our parking meter contract with the City of New Orleans, LA from 2001 to 2004.

Our staff prides itself on its knowledge of how to establish and maintain parking systems. All of our experience and knowledge will be passed on through thorough training sessions with all project employees.
Training for maintenance technicians will last two to five days. All management and maintenance technicians will be required to attend. Maintenance training will include, but not limited to:

- Design features of all parking meter control equipment in use
- Design features of maintenance equipment
- Parking meter control equipment maintenance methodology
- Route maps and route coverage
- Radio communication protocol
- Reporting defects in parking meter control equipment and parking signs
- Lock installation procedures
- Care and handling of maintenance equipment and vehicles
- Motor vehicle operating and defensive driving
- Troubleshooting parking equipment

In order to attain our goal to provide excellence in repair and maintenance for the City of Chicago’s Metered Parking System, we have established standard maintenance procedures that include: fully equipping vehicles with spare batteries, spare parts, and the necessary tools required to make all field repairs.

Prior to beginning their assignments, maintenance personnel will be issued the following:

- Uniforms and photo-ID tags
- Vehicle and keys;
- Maintenance handheld terminal;
- Maintenance assignment sheet;
- List of any reported equipment failures within their assigned area;
- Key(s) to open the equipment within their assigned route;
- Nextel mobile phone;

Meter maintenance personnel will perform both reactive and preventive meter maintenance within the normal course of their day. Our staff will prioritize their duties in the following manner:

Reactive functions include:

- Checking and repairing all parking equipment malfunctions reported by police, enforcement officers, collectors and the public. If a repair cannot be performed on location, the equipment will be replaced by a working unit and the damaged equipment will be taken back to the office for repairs. As each repair is completed, personnel will report the status to their immediate Supervisor.
- Respond to inquiries from the parking adjudication officer regarding equipment outages.
- Remove, install and bag meter housings as directed by the City.
  * or display “No Parking” on the LCD display as an alternative to bagging.
- Perform rate and time conversions.

After addressing the reactive functions described herein, the maintenance technician will begin patrolling their assigned routes to perform preventive maintenance duties.
Proactive functions include:

- Conduct preventive maintenance –
  - ✓ replace batteries
  - ✓ lubricate locks
  - ✓ clean infrared interface
  - ✓ clean coin slots
  - ✓ clean battery terminals
  - ✓ clean housing and display screens
  - ✓ maintain painted surfaces on meter housings

- Inspect equipment and correct problems on scheduled maintenance routes.

- Maintain inventory of spare parts and housings.

At the end of any maintenance assignment, all equipment and keys are returned and the vehicle is restocked for the next day. Loss of mechanism housing key will be grounds for immediate termination of employment.

Furthermore, WorldWide Parking will ensure that all meter (pay and display and single space) housings that are damaged or vandalized will be replaced upon observation of WorldWide Parking personnel or written notification from the City or Park District.
CUSTOMER SERVICE

Ambassador Program

WorldWide Parking will establish an ambassador program comprised of collection and maintenance personnel and a team of employees who will be trained to promote Chicago’s image and to aid anyone in need of directions or help. They will patrol the streets daily to aid anyone in need of directions as well as hand out informational brochures and/or flyers about the Metered Parking System. These employees will also aide citizens in the use of pay and display machines where single meter parking units are replaced.

Our ambassadors will also be responsible for providing citizens with information regarding the City’s points of interests in addition to Wrigley and Soldier Fields as well as use of the parking equipment and payment station locations.
SYSTEM IMPROVEMENTS

WorldWide Parking proposes to systematically replace single space meters with pay and display stations which accept credit and debit cards as well as coins which ultimately results in an increased revenue stream. Real time alerts significantly decrease downtime as maintenance technicians can be dispatched immediately to address any malfunction. Single space meters are incapable of providing the detailed audit and management reporting that Pay and Display stations provide. The modular components of the Pay and Display stations are rust resistant.
Automated Commerce Machine (ACM)

WorldWide Parking will partner with Pay-Ease to integrate the current pay & display Parking Metered System into the Pay-Ease network to facilitate parking ticket payments at the pay and display meters. This modification would permit on-street parking ticket payments. Pay-Ease would facilitate the processing of these payments on its system which is already integrated with the City of Chicago’s Department of Revenue. WorldWide Parking and Pay-Ease would work with pay and display manufacturers to modify the machines to facilitate payments. This convenience would be invaluable to the City as well as customers.

Chicago citizens are currently using the ACM to pay utility bills and parking ticket. Adding the Parking Meter System to Pay-Ease’s network would be a seamless transition.
FINANCIAL CAPABILITY

WorldWide Parking will partner with Macquarie Securities (USA), a diversified international provider of specialist financing and investment banking services. Macquarie will provide the initial upfront payment as well as funding for equipment upgrades throughout the course of the contract.

Macquarie is one of the largest owners and managers of infrastructure and specialized assets globally with approximately $70 billion of assets under management in its family of listed and unlisted funds. Macquarie-managed portfolio: global coverage in the infrastructure in 84 assets in 17 countries.

Macquarie approaches investments with a “long term hold” philosophy which is to be distinguished from traditional private equity and other “financial buyers”. Macquarie is experienced in building and maintaining effective relationships with local communities, governments and regulators.

Macquarie has invested in a number of off-airport parking businesses, now combined as Parking Company of America, and has significant interest in expanding its investments in both on and off-street parking globally.

Macquarie has participated in a broad array of North American business purchases such as the Chicago Skyway and The Thermal Chicago.