A Strategic Partnership Between

Indianapolis Airport Authority
&
IMPARK

The Professional Management of the
Indianapolis Airport Parking Operations.

impark

your parking authority

March 25, 2010

Mr. Jerry Wise
Treasurer
Indianapolis Airport Authority
7800 Col. H. Weir Cook Memorial Drive
Suite 100
Indianapolis, IN 46241

Mr. Michael Huber
Director of Enterprise Development
Office of the Mayor
City-County Building Suite 2501
200 E. Washington Street
Indianapolis, IN 46204

Executive Summary – Request for Information Related to Indianapolis Airport Authority's Parking Facilities

Dear Gentlemen:

Thank you for providing Impark the opportunity to present our qualifications relative to the professional parking management of your Indianapolis Airport Parking Facilities. Meeting the challenges of applying sound parking management principles while leveraging today's technology to the myriad of parking demands on this property requires the Airport Authority to partner with a progressive parking company with a proven track record. Impark is eminently qualified to not only meet the current scope of services under this RFI, but will assist the Airport Authority over the term of the contract in providing innovative programs to ensure the highest levels of
customer service is realized for years to come while providing the best possible return on this asset.

Impark is one of North America's largest parking management firms with 48 years experience in providing parking management services. Impark currently provides all of the services required by the Indianapolis Airport Authority at our other airport clients. We provide innovative customer service initiatives and industry expertise to all of our clients throughout a variety of industries and locations.

The following pages outline our parking management experience and technical expertise gained from our extensive background. We have included references from our clients, and a discussion of the experiences we have gained in setting up deal structures for similar parking operations.

Imperial Parking (U.S.), Inc. T 312.663.1490
547 W. Jackson Boulevard F 312.663.1494
Suite 900
Chicago, IL 60661

impark

your parking authority

Again, thank you for your time and consideration. We look forward to providing a response to your request for proposal for the professional parking management services of the Indianapolis Airport Parking Facilities. Should you have any questions, please call me at 312 663 1490 ex 105.

Sincerely,

Tim Condon

Tim Condon
Business Development Director
Impark

Imperial Parking (U.S.), Inc.
547 W. Jackson Boulevard
Suite 900
Chicago, IL 60661

T 312.663.1490
F 312.663.1494

www.impark.com

Bidder Information

1. Contact Information and Management Team

The individual who will act as the respondent's principal contact throughout the RFI process is:

Tim Condon
Business Development Director
Impark
547 W. Jackson Boulevard
Suite 900
Chicago, Il 60661
312-663-1490 x105 Phone
312-663-1494 Fax
tcondon@impark.com

Proposed Management Team -

All of the management staff and senior personnel at Impark are committed to achieving the service and financial objectives of the Airport Authority's management team. In addition to our onsite staff, our senior management staffs, including auditors, are regularly in each city where we operate providing leadership and direction. This may include suggestions on operational improvements, marketing initiatives and client retention.

Overview of the Project Team

Herb Anderson
Vice Chairman and
Chief Executive Officer

Mr. Anderson directs planning for the development of both the internal and external growth strategy of the company. He has over 21 years experience in the parking industry and has overseen operations throughout the United States and Canada.

Mr. Anderson is a Vice President and executive board member of the National Parking Association and is a member of the International Parking Institute and International BOMA. In addition, Mr. Anderson is a board member of The Friends of NORD and a member of the Board of Trade. Mr. Anderson holds a BA in Marketing from Almeda University.

Erik Uhlig

Regional Vice President

Erik Uhlig, Regional Vice President, has twelve years of experience in the parking industry. He began his career with Standard Parking as a Facility Manager and has worked his way up primarily through Operations, but also including a two year stint in the Training Department. After ten years in Chicago he spent two years overseeing New York City Operations before returning to Chicago to join Impark in January of 2010.

Jim Prendergast

Assistant General Manager

Jim Prendergast, is the Assistant General Manager of Impark's Chicago branch. He earned his business degree at Loyola University of Chicago. After graduation, he headed Allright Parking's re-entry into the Chicago market. Jim played an active role in the growth and development of the Allright's operations from 1981 to 1999 where he oversaw parking operations at O'Hare International Airport. Jim was responsible for all operational issues regarding the parking facilities at this location. Since 2000 when Jim joined Impark, he has assisted many clients with their parking operations. His has been instrumental in expanding Impark's presence in Chicago and has used his vast experience with parking operations to improve operations in all of our facilities.

Henry Schlessinger

Operations Manager

Henry Schlessinger has over twenty year's professional experience in the parking industry. He has experience overseeing parking operations at various facilities including the Cincinnati/Kentucky International Airport and the Philadelphia International Airport parking facilities. There he managed the staffs and oversaw the parking equipment installation for the revenue control at the parking facilities. Henry joined Impark in 2008 and has been a valuable member of our management team in improving operations and increasing revenues at his portfolio of facilities.

Tim Condon

Business Development Director

Tim began his career with Impark in 2007 as the business development director for the organization. He spent the last 26 years in a professional business development capacity for a few organizations. His current responsibilities include marketing of Impark's parking management services to new clientele as well as assisting current garage operations with their marketing efforts. Prior to coming to Impark, he worked for IBM for eleven years in business development and achieved the presidents club for 6 consecutive years (awarded to top 5 business development executives). He then started is own technology solutions company where his clients included Anderson Consulting and Deloitte Consulting and a number of prominent financial institutions such as Goldman Sac's, Washington Mutual, and LaSalle Bank. Prior to coming to Impark he was one of the top salesmen for Best Software selling financial and human resource software to non for profit organizations. Tim has extensive experience developing marketing campaigns and would design a specific plan for your facility to ensure maximum revenues were realized by your garage. .

2. Impark's Technical and Practical Experience

The entity proposed as acting as Operator of the Parking System under the Concession and/or Management Agreements is **Imperial Parking (U.S.), Inc.**

Imperial Parking (U.S.), Inc. is one of the largest parking management companies in North America, with operations in Canada and the United States. Imperial Parking (U.S.), Inc operates under the trade name **Impark**. Impark's U.S. headquarters is in Philadelphia, PA:

Imperial Parking (U.S.), Inc.
510 Walnut St, Suite 420
Philadelphia, PA 19106

impark

With over 2,000 parking facilities under management, and an almost 50 year history, Impark has extensive experience in the operation and maintenance of parking facilities, many of which are directly comparable to the Indianapolis Airport Authority's Parking Facilities. Specifically, Impark's experience and capabilities are illustrated in the following:

i) Impark currently operates many airport parking facilities across the US and Canada. The professional services we provide at these facilities mirror the requirements that the Indianapolis Airport Authority are requesting for the RFI. Specifically we provide parking facilities management for the onsite personnel, technical expertise in deploying

and maintaining a variety of pay stations and revenue control equipment solutions, and valet services for a number of clients. I

ii) Impark builds facility-specific operating procedures that include full maintenance schedules that extend from daily janitorial tasks to annual preventative maintenance inspections. In many cases, Impark uses its own staff for day-to-day maintenance and janitorial duties and contracts with specialists on more complex, specialized maintenance and repair projects. As an industry leader with excellent industry connections and buying power, and proficient, experienced management oversight of projects, Impark is well placed to manage both minor and more substantial parking facility maintenance issues. Critical maintenance related tasks undertaken upon assuming responsibility for a facility include:

- Compile an up-to-date equipment listing (including manufacturer, model serial number, size location etc.) for all individual building systems and equipment;
- Ensure that all the manufacturer's operations and maintenance manuals are supplied for all major equipment and systems;
- Ensure that architectural and engineering drawings are complete with the associated building operating parameters;
- Develop preventive maintenance routines / tasks and frequencies for the facility;
- Establish a work order scheduling and tracking system for repairs;
- Identify critical systems and equipment and prepare a contingency plan for emergency response; and
- Establish standard maintenance staffing schedules and standards.

iii) Impark works closely with a number of well qualified structural and civil engineering firms with a specialization in parking facility remediation, and this experience has provided Impark with the expertise necessary to determine the applicability of, and requirements for any aging related repairs.

iv) Impark possesses all the capabilities to successfully operate and maintain the parking facilities, as evidenced by:

- Almost fifty years of experience in parking management
- 3,700 employees throughout Canada and the U.S.
- In excess of 2,000 separate parking facilities currently under Impark management
- A highly varied portfolio that includes airports, hotels colleges and universities, baseball stadiums and other specialized event facilities, substantial class A office buildings, and shuttle operations.
- Recent management of the parking operations for one of the largest events in North America; the 2010 Olympic Winter Games in Vancouver, BC.

The organization takes on new operations each month, and is constantly evaluating all aspects of parking operations including:

- Parking Equipment and Technology Options
- Hours of operation, method of operation
- Staffing schedules and opportunities
- Rates charged for all types of customers
- Automated revenue control equipment
- Lighting and Painting
- Facility layout (maximization of spaces)
- Revenue security procedures
- Marketing initiatives / Marketing Plans
- Graphics and Wayfinding signage
- Customer service amenities and opportunities
- Current Procedures and Protocols

Impark operates an industry-leading facility audit and revenue security evaluation system; the audit process minimizes potential slippage, ensures optimum accountability to its clients, and adherence to strict operating policies and procedures. Audit processes are centered on a Location Assessment; a checklist tool utilized to evaluate a facilities' operations on a very detailed level against established 'best practices' policies and procedures, and industry standards. The program's primary emphasis is on revenue control; however a portion of the evaluation is dedicated to facility aesthetics, customer service and records retention.

Impark holds considerable knowledge concerning parking demand and parking operations that assists developers and engineers in the design and planning of parking elements of major projects. From airports to office buildings, mixed use projects and retail, Impark applies extensive experience and data to forecast the demand each project will generate, and assess options to ensure the optimization of parking resources. The methodology involves undertaking an initial Parking Generation study, and subsequent collaboration with architects and engineers to formulate layout, traffic flow and wayfinding solutions.

3 Comparable Projects and Customer Service

On the following pages, we have included a list of our airport operations and other projects of significant size/scope.

Airport Operations

- **Baltimore-Washington International (BWI) Airport**

  A wholly-owned subsidiary of Impark, DLC Parking/Shuttle Services, operates a 24/7 shuttle service at this site, transporting passengers from the main terminal buildings to their rental car destination. The operation includes twenty-five 43-passenger Compressed Natural Gas buses and over 50 staff. This contract has been in place since 2003.

  Scott Pflueger
  The Hertz Corporation
  225 Brae Boulevard
  Park Ridge, NJ 07656
  Email. spflueger@hertz.com

- **Greater Toronto Airports Authority**

  Impark manages all facets of the GTAA's parking operations, day-to-day parking and traffic management, customer service including responsibility for Toronto Pearson's valet parking service and oversight of the AutoPay stations.

  Toronto Pearson is Canada's largest parking facility with more than 26,000 spaces spread over three multi-level parking structures and five surface lots. Contract: May 1, 2008 – present (5 year contract).

  Michael J. Sinclair MBA., AAE.
  Senior Manager, Groundside Operations
  Greater Toronto Airports Authority,
  Toronto Pearson Airport
  Phone: 416.76.4083

- **Ottawa Macdonald-Cartier International Airport**

  Impark was awarded a 10-year contract for Ground Transportation services at this international airport in 2004. Scope of work includes:

  - Dispatch and regulation of limousines, taxis, and other ground transportation
  - Overall administration of approximately 3,250 public and employee pay parking stalls (cashier services, revenue collection/processing)
  - Training, supply, and supervision of 46 staff, including on-site manager; 4 supervisors; full-time audit clerk; cashiers, and maintenance staff
  - Operation in both official languages, with special procedures for Members of Parliament
  - Operation of five customer shuttle services

  John Spinks, Vice President, Marketing
  Ottawa International Airport

Tel: 613.248.2000 x 2088
Email: SpinksJ@ottawa-airport.ca

Robert Fisher, Senior Contract Agent
Ottawa International Airport
Tel: 613.248.2000 x 1116

- **Winnipeg International Airport**

  Impark has provided valet services at this location since 1998, with recent renewals in 2003 and 2005. The operation involves 140 secured stalls, 16 valets plus supervisory staff.

  Ed Ratuski
  Manager, Terminal Operations
  Winnipeg Airport Authority
  Tel: 204.987.1533

- **Vancouver International Airport**

  Doing business at Vancouver International as Gateway Valet, Impark has won two successive contracts (between 1998 and 2008) for provision of valet and concierge service at YVR's International Terminal, Domestic Terminal, and the adjoining Fairmont Vancouver Airport Hotel.

  Dave Harkness
  Director, Parking Services
  Vancouver International Airport
  P. 604.276.6378

Operations of Significant Size/Complexity

- **METRA Rail System – Chicago IL**

  Impark operates and manages 39 parking facilities, entailing 8,335 parking spaces, on behalf of Metra. Our duties include revenue collection and processing, patrolling and violation enforcement of these locations, routine housekeeping and cleaning of the facilities, and snow plowing. Impark introduced new and innovative customer service programs such as our Parking Pete motorist assistance service and our Impark Wireless Pay-by-Phone program that enables our customers to by credit card via their cell-phone. In 2007, Impark grew METRA to park 80,000+ automobiles, and spearheaded the search for the best vendor to provide METRA with 125 new pay stations.

- **City Of Milwaukee On-Street Meter Collection**
  5,300 Parking Meters; Impark performs meter revenue collections and first line maintenance for the City of Milwaukee on-street meter system.
  Paul Klajbor
  Parking Operations Supervisor

841 North Broadway
Milwaukee, WI 53202
P. 414.286.3271

- **City of San Francisco**, CA
  890-space Civic Center Garage serving City employees, other local business tenants, transient & monthly parkers
  Operated by Impark since October 2004 for the City of San Francisco
  Steven Lee
  Principal Administrative Analyst
  355 McAllister Street
  San Francisco, CA 94102
  P. 415.701.4592

- **City Of New York, NY (various properties)**
  Brooklyn Cruise Terminal
  Impark has operated Brooklyn Cruise Terminal since April 2006.
  David Alvarez
  New York City Economic Development Corporation
  110 William Street
  New York, NY
  P. 347.996.7278

- **Turner Field, Atlanta, GA**

  Turner Field is a ballpark in Atlanta, Georgia, home to Major League Baseball's Atlanta Braves since 1997. Originally built as Centennial Olympic Stadium, it was completed in 1996 to serve as the centerpiece of the 1996 Summer Olympics. After the games, the stadium was converted into a baseball park to serve as the new home of the Braves.

  Impark manages 13 lots encompassing 8800 spaces. Impark operates two exclusive valet operations for more than 250 cars per event, as well as the Lexus Lot, bus parking, and serves as the coordinator with MARTA. Impark commenced operations in 2005, under a ten year management agreement.

  Mike Plant
  Executive Vice President
  755 Hank Aaron Drive
  Atlanta, Georgia 30315
  Mike.plant@braves.com
  P. 404.614.2300

AT & T Park, San Francisco, CA

AT & T Park is located in San Francisco, CA and is home of the San Francisco Giants (MLB). Includes a 4,900 Parking Space Facility, serving the AT & T Park (Event Parking) and area. Impark is responsible for all parking operations for ballgames, other events, commuter parking and other revenue opportunities (Car Lot sales, Cirque du Soleil, Motorcross staging, etc.)
John Yee
Senior Vice President & C.F.O.
San Francisco Giants
24 Willie Mays Plz
San Francisco, CA 94107
P. 415.972.1903

- **Vancouver 2010 Winter Olympic and Paralympic Games**

  Impark was awarded contracts to manage parking, transportation control and transportation ticket sales for the Winter Olympic and Paralympic Games with a joint venture partner. The contracts required the hiring, orientation, accreditation and training of approximately 1,500 temporary staff to operate parking at each of the event venues, and at the departure hubs serving Whistler and Cypress Mountain. In addition, approximately 400 were required for traffic control services at the venue sites as well as 30 for departure hub ticket sales.

  In addition to the staffing component, Impark management provided over 9 months of planning and logistics expertise that resulted in the flawless execution of the parking operations associated with the Olympic Games.

Customer Service

Impark operates parking facilities for a wide range of clients, many of whom evaluate their parking operator on the level of customer service delivered to the parking customer. Impark recognized early that the provision of superior customer service was a market differentiator, and therefore places a very strong focus on the parking experience of the facility users. High levels of customer service are achieved through three primary channels:

- Well trained and motivated front-line employees provide positive interaction with customers
- Innovative, technology based solutions provide customers with sophisticated and convenient payment systems, and the ability to self-manage their parking through on-line interfaces or pay-by-phone options.
- Service delivery programs that provide convenience and 'value added' to the customers parking experience

Employee Training & Motivation

It is Impark's practice to provide thorough and on-going training in order to ensure a highly competent and motivated work force. The first step to achieve this goal is to solicit and incorporate our client's training objectives into Impark's training system. Impark will then provide the necessary training materials to conduct these sessions, based on their established training system; 'The Learning Spot'. Housed on the Impark intranet, The Learning Spot system is comprised of the wide scope of lessons that educate various levels of employees on both how to perform their jobs, and develop their professional skills.

The specially designed training is implemented utilizing the following three tracks:

- New Employee Orientation
- "On the Job" Training
- Classroom Training

Impark employs a number of reward and recognition programs that incent employees to perform beyond expectations. As managers, we all ask our employees to go the extra mile and find a way to satisfy our customers. When our employees make that effort to do a great job, we all succeed. The "On the SPOT" Reward and Recognition Program is one way to say "thank you" to our employees when they make that extra effort. In this program, managers are given "On the SPOT" reward cards to use when they want to recognize an employee. The cards can be redeemed for prizes selected from an on-line catalogue. Managers use the cards to recognize good customer service behaviors.

Innovative Service Solutions

Impark has a reputation for turning to technology to provide convenience and service to the customer. This includes the provision of up-to-date parking revenue control equipment that offers credit card acceptance as well as coin and cash. Other specific initiatives include the following:

- **Online Self-Serve Parking Management:** Impark operates a permit system that allows individuals, or groups of users to manage their own parking through an online account. While this is a convenient feature for an individual, it is particularly applicable for groups (such as those entitled to park in a specific lot, or from a department) to manage, within their allotted block of parking entitlement, who is using the space at any time. This provides flexibility for the end user, as well as improved management of the parking inventory.
- **Pay-by-Phone:** Pay-by-phone offers a host of advantages as a payment system, with no handling of cash, no automated equipment required and a much improved experience for the customer that includes the ability to 'add more time' to their pre-paid parking from any phone without returning to the lot.
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Service Delivery Programs

Impark tailors customer service programs relevant to each specific parking facility. Examples of various programs include:

- Car wash services and car detailing
- Complimentary windshield
- Complimentary newspapers
- Complimentary loaner umbrellas
- Dry cleaning drop-off service
- Bottled Water
- Maps, Guides, and other information
- Special Event Days

One of Impark's most effective service initiatives is the Parker Pete motorist assist program. This unique service provides customers with an easy-to-remember, toll-free phone number that they can call in the event of a flat tire, key lock-out, dead battery, out-of-gas situation.

Signs are posted in the parking lots that direct customers requiring assistance to 'call Pete'. They are connected with a "live" customer service representative, who dispatches a service vehicle immediately. This is a service that has significant value in large parking system applications, and realizes a tangible improvement to customer service ratings

Customer Survey & Quality Control Programs

Impark uses a variety of customer satisfaction polling techniques, including:

- Location-specific online surveys (typically created using surveymonkey.com)
- Attendant-distributed hand-outs, with pre-paid return mail
- Direct mail to monthly customers (within mailed out monthly statements)
- Completion-incentive online surveys, initiated through use of a hand-out card, redeemable by the customer for items such as a Starbucks coffee
- Post-service opinion cards, used in conjunction with our Parker Pete Vehicle Assistance service.
- Professional agencies, such as J.D. Powers for a survey of customers at the San Francisco Giants parking facilities

Mystery Shoppers

We utilize a third party vendor, Ann Michaels and Associates, to conduct mystery shops and customer surveys at our locations to ensure compliance of company policies and procedures and measure customer satisfaction. This method is used to measure employee compliance against your organization's expectations.

We would place in the elevator lobbies and other locations throughout your facilities, survey cards to be returned through the mail and signage to let patrons know they can call us directly with any concerns. Impark would keep an incident log of all calls and the resolution of the issues, and this log would be part of our monthly management report. We use a service called Survey Monkey to gather client information for our evaluation and then recommended action to resolve any service concerns. Impark regularly undertakes a survey of its clients. The purpose of the survey is two-fold:

To determine which of Impark's key business services clients view as most critical, and;

To grade how well Impark is performing in each of its key business service areas.

The results allow us to undertake an analysis of where there are gaps between our client's expectations and Impark's delivery, and the process allows for the identification of areas of improvement that will have the most benefit to our clients. These improvements are then swiftly implemented at the parking facility. Your personnel would be given a password with the ability to retrieve online the trending reports and results from the customer surveys. We would also include hard copies in our monthly reporting package to the Airport Authority.

4. Deal Structure

Impark will add value to this arrangement bringing in our innovative customer service initiatives, our expertise in parking equipment and operations, and the ability to deploy a team of professionals covering all aspects required for the successful operation at your airport as previously outlined in earlier sections of our response. Impark has been hired to professionally manage parking operations under a number of different deal structures over the past 48 years and has gained valuable insight from these experiences. We currently have a mixture of leases, leases with ownership participation, management agreements, and management agreements with participation. In order to maximize value for the Authority while at the same time meeting the Authority's objectives and offering high-quality service to the Authority's customers, we believe the best deal structure would be a management with participation deal. In order to maximize revenues, the deal would have to be set up as a management agreement with participation so that the Authority would receive the largest share of the revenues realized by the parking facilities operation, and by including a percent of the net operating income to the operator, this deal structure would align the operator and the Authorities interest in maximizing revenues. The management fee would include all expenses for the operation. The result would be lower management fees (higher revenue for the Authority) and real incentive

for the operator to maximize revenues at the facilities. As it is a management agreement, the Authority would have control over the budget and the ability to ensure that the operator delivers on the Authority's customer service goals. Under a standard management agreement, there is no incentive for the operator to maximize revenues, only to manage to the budget and deliver on the customer service objectives.

Under a lease structure, the revenues realized by the Authority and the control over the operation would be less. Typically in a lease arrangement, the operator would be taking on the operational risk of revenue generation, and as such, would look to receive a larger portion of the revenues realized, resulting in a smaller share for the Authority. In addition, the operator in a lease arrangement generally will bid a conservative rent number to avoid a financial hardship throughout the life of the contract. As the operator would expect a larger share of the revenues for taking on that risk, the result would be less income realized by the Authority. In addition, with most lease structured deals, the ownership generally has less control over operational issues and achieving customer service goals. The same issue would apply in a lease with participation deal whereby the landlord would share in the revenue generation over a specific dollar amount. Both parties financial interest would be aligned in increasing the revenue generation of the facilities. The operator would still look for a larger share in revenues as it is taking on the financial responsibilities for meeting the rent obligation, and would generally look for more control over operational issues and the setting of customer service goals.

For all of the above reasons listed previously, we would suggest that it would be in the Airport Authority's best interest to structure this deal as a management agreement with the operator participating in a percentage of the revenue generation of a specific threshold and expenses are budgeted and approved by the Airport Authority.