

SPECIAL MEETING OF THE PARKING COMMITTEE

Time: 3:00 p.m. 2020 SEP 25 PM1:32
OKLAHOMA CITY CLERK

Date: September 29, 2020

Location: TELECONFERENCE ONLY

Committee Members: Chris Kauffman, Chairman
Bernard L. Semtner, III, Vice Chairman
Brent Bryant, Trustee
Laura Johnson, Surrogate Trustee

ALL MEMBERS ATTENDING THE MEETING BY VIDEO CONFERENCE

During the COVID-19 pandemic, no physical location will be provided for this meeting. The meeting will instead be live streamed from remote locations as allowed by SB 661, 25 O.S. Supp. 2019 §304(7). Instructions on how to join the meeting can be found on the second page of this agenda.

Join Zoom Meeting

<https://okc.zoom.us/j/95896065666>

Phone: 1-346-248-7799 (cell phone)

Toll Free: 1-888-475-4499 or 1-877-853-5257 (land line)

Meeting ID: 958 9606 5666

It is the policy of COTPA to ensure communication with participants and members of the public with disabilities are as effective as communications with others. Anyone with a disability that would like to participate in the meeting but requires an accommodation, modification of policies/procedures, auxiliary aid or service, or an alternate format of the agenda/information provided at the meeting, please contact the Trust Specialist at 405-297-2824 within 48 hours (not including weekends or holidays) of scheduled meeting. Individuals utilizing TTY/TDD technology for telephone communication should utilize the free "711 Relay Oklahoma" service by dialing 711 to assist you in contacting the Trust Specialist. The Authority will consider the choice of auxiliary aid or service requested by the individual with a disability.

Participant Instructions

COTPA encourages participation in the public meeting from the residents of Oklahoma City. The City Council Chamber will be closed and the only alternative to participate in the meeting will be by video conference. Below are instructions on how to access to the meeting, request to speak on certain agenda items and how to request to speak under Citizens to be Heard.

- To participate in the meeting via ZOOM, go to Meeting: <https://okc.zoom.us/j/95896065666>
- When prompted, enter **Meeting ID: 958 9606 5666**
- To participate in the meeting by cell phone, call 1-346-248-7799.
- To participate by land line toll free, call 1-888-475-4499 or 1-877-853-5257.
- To speak on a certain agenda item, place a call, in advance of the meeting to 405-297-2824 or text your request in advance of the meeting to 405-479-1615 or email lisa.hubbell@okc.gov. Include your name, the agenda item number and the reason you would like to speak. **Please submit your request prior to the beginning of the meeting to avoid receiving your request after your item has been considered.** Staff will attempt to submit requests received during the meeting to process them to the Chairman. Please press *6 to speak when recognized by the Chairman.

The Chairman will announce at the beginning of the meeting that if connections are lost, the COTPA will attempt to restore communications for a maximum of 15 minutes and if communications cannot be restored, the meeting will reconvene at a certain date, time and place. If you are disconnected, please try again before calling 405-297-2824 or texting 405-479-1615.

PARKING COMMITTEE AGENDA

September 29, 2020

3:00 p.m.

SPECIAL MEETING VIDEOCONFERENCE ONLY

1. **Call to Order**

2. **Receive audit reports from Walker Consultants for Off-Street Parking Operations**
 - A. Operational Audit
 - B. Financial/Revenue Reporting Audit
 - C. Parking Management Fees and Incentives Review
 - D. Parking Access and Revenue Control (PARCS) Technology Review

3. **Discuss and consider recommendation for naming New Parking Facilities**
 - A. New Convention Center Parking Garage
 - B. New Convention Center Surface Parking Lot

4. **Discussion and consider recommendation of the new Parking Rate Schedule, estimated revenue \$3,100,000, effective November 1, 2020.**

5. **Citizens to be Heard**

6. **Adjournment**



CENTRAL OKLAHOMA
TRANSPORTATION & PARKING
AUTHORITY

COTPA Parking Committee
Agenda
Item No. 2.
9/29/2020

TO: Parking Committee

FROM: Administrator

Receive audit reports from Walker Consultants, for Off-Street Parking Operations:

- A. Operational Audit
- B. Financial/Revenue Reporting Audit
- C. Parking Management Fees and Incentives Review
- D. Parking Access and Revenue Control (PARCS) Technology Review

Purpose:

To provide an Off-Street Parking Operations audit of the COTPA.

Background:

In, the Central Oklahoma Transportation and Parking Authority (COTPA) entered into a Parking Consulting Services Agreement with Walker Consultants to perform an audit of off-street operations and assist with best practice recommendations.

Attached are the deliverables for Task 1: Operational Audit, Task 2: Financial/Revenue Reporting Audit, Task 3: Parking Management Fees and Incentives Review, and Task 4: Parking Access and Revenue Control (PARCS) Technology Review.

Consultant:

Walker Consultants

LFR:

Services and Growth

Recommendation: Report(s) be received.

Respectfully,

A handwritten signature in black ink, appearing to read "Jason Ferbrache".

Jason Ferbrache
Administrator



4904 Eisenhower Boulevard, Suite 150
Tampa, FL 33634

813.888.5800
walkerconsultants.com

August 13, 2019

(Sent via Email: cory.hubert@okc.gov)

Mr. Cory Hubert
Parking Services Manager
EMBARK
431 West Main Street, Suite B
Oklahoma City, Oklahoma 73102

Re: *COTPA Parking Audit Services (2019)*
Task 1: Operational Audit
Walker Project Number 15-2333.00

Dear Cory:

Walker is pleased to present this draft operational audit performed for the Off-Street Parking Operations of Central Oklahoma Transportation and Parking Authority (COTPA). This document represents our preliminary findings and conclusions for Task I of the Parking Consulting Services agreement between EMBARK and Walker Consultants and is intended to assist with best practice recommendations for COTPA's off-street parking system.

If you have any questions in this regard, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

A handwritten signature in blue ink, appearing to read "Jim Corbett".

Jim Corbett, CAPP
Director of Studies

A handwritten signature in blue ink, appearing to read "Will Rhodin".

Will Rhodin
Senior Consultant

TABLE OF CONTENTS

EXECUTIVE SUMMARY	ii
SECTION 1: INTRODUCTION	1
Task 1: Goals and Objectives	1
SECTION 2: OPERATIONAL AUDIT	2
Organizational Chart and Staffing Level Evaluation	2
<i>Cleanliness of Employees</i>	4
<i>Customer Complaint Tracking Report</i>	5
<i>Customer Service and Security Protocols</i>	6
<i>Parking Operator Policy and Procedure Review</i>	18
Daily Cleaning and Customer Service	22
<i>General Cleaning and Daily Maintenance</i>	22
<i>Facility Traffic Flow</i>	33
<i>Facility Signage and Promotional Material</i>	35
<i>Validation Systems</i>	44
<i>Parking Operator Standard Operations Manual</i>	46
<i>Monthly Management Reports</i>	46
Event Parking Operations	51
<i>Event Parking Control and Reporting</i>	58
<i>Audit Five (5) Event Tickets Per Facility</i>	62
<i>Event Parking Operations – Opportunities for Improvement</i>	66
Management Equipment Tools and Supplies	70
<i>Management of PARCS Tools and Access Levels</i>	71
<i>Equipment Opportunities for Improvement</i>	71

LIST OF EXHIBITS

Exhibit 1: Republic Parking System Oklahoma City - Organizational Chart	2
Exhibit 2: Republic Parking Employee Uniforms and Cleanliness	6
Exhibit 3: Century Center Level (-1) Exit Helix	7
Exhibit 4: Century Center Parking Structure Access – Level 3	9
Exhibit 5: Century Center parking Structure Phone Numbers	10
Exhibit 6: Arts District Parking Structure Pay Station Customer Service Information	12
Exhibit 7: Arts District Parking Structure Delineated Spaces	13
Exhibit 8: Sheridan and Walker Parking Structure Cashier Booth	13
Exhibit 9: Sheridan and Walker Parking Structure Van Accessible Space Level - 4	15
Exhibit 10: Santa Fe Depot Lot Pay Station Visibility and Access	16
Exhibit 11: Santa Fe Depot Lot Dashboard Ticket Irregularities	17
Exhibit 12: Cox Convention Center Parking Structure Low Clearance Area Previously Identified	24

LIST OF EXHIBITS (CONTD.)

Exhibit 13: Century Center parking Structure – Sheridan Avenue Entrance	25
Exhibit 14: Century Center Parking Structure Entrance Helix Lighting	26
Exhibit 15: Arts District Parking Structure Art Installation	28
Exhibit 16: Sheridan and Walker Parking Structure – Marquee Signage	29
Exhibit 17: Sheridan and Walker Parking Structure – Added Delineator Posts	30
Exhibit 18: Santa Fe Depot Lot – ADA Violation	31
Exhibit 19: Reno Avenue Lot – Construction Refuse	32
Exhibit 20: Sheridan Walker Parking Structure Traffic Flow Challenges	33
Exhibit 21: Century Center Parking Structure Traffic Flow Challenges	34
Exhibit 22: Century Center Parking Structure Traffic Flow Conflict	34
Exhibit 23: City of Minneapolis Pay Station and Payment Methods and Graphics	35
Exhibit 24: Cox Convention Center Parking Structure Pay-In-Lane Machine	36
Exhibit 25: Century Center Parking Structure Internal Sign Package	37
Exhibit 26: Arts District Pedestrian Wayfinding Sign Needs	38
Exhibit 27: Exterior Marquee Signage Comparison	39
Exhibit 28: Arts District Elevator Lobby Marketing Opportunities	40
Exhibit 29: Sheridan and Walker Horizontal Beam Branding Opportunity	40
Exhibit 30: Sheridan and Walker Parking Structure Level 2	41
Exhibit 31: Sheridan and Walker Municipal and Pedestrian Sign Opportunities	42
Exhibit 32: Sheridan and Walker Parking Structure Motorist Exit Signs	43
Exhibit 33: Reno Avenue Lot Pay Station Signs	44
Exhibit 34: Pre-Printed Validation Ticket Storage At Cox Convention Center	
Main Parking Office	45
Exhibit 35: Century Center Parking Elevator Lobby	50
Exhibit 36: Republic Parking Event Cashier at Cox Center Parking Structure	53
Exhibit 37: COTPA Ticket Summary – June 2019	60
Exhibit 38: Five-Ticket Audit and Reporting Review	
Cox Convention Center Parking Structure	63
Exhibit 39: Five-Ticket Audit and Reporting Review	
Century Center Parking Structure	64
Exhibit 40: Five-Ticket Audit and Reporting Review	
Santa Fe Depot Lot	65
Exhibit 41: Five-Ticket Audit and Reporting Review	
Reno Avenue Lot	66

EXECUTIVE SUMMARY

The following list of recommendations have been provided pursuant to Walker's management and operation review of COTPA's parking system. Walker's team of parking operation professionals has developed these findings with the intent to serve the purpose of training and development guidelines for industry best practice. Our format begins with a number of general organizational recommendations before detailing several processes and regulations for compliance with the current parking operator agreement.



PARKING SYSTEM ORGANIZATION CHART

A well-designed organizational chart sets the professional tone for any parking organization.

Walker recommends the need to develop an organization chart by position designation, showing the number of positions budgeted versus actual encumbered positions. The organization chart should be updated each time positions are filled and vacated to reflect up to date staffing levels and coverage needs. The organization chart should also be accompanied by up-to-date job descriptions provided for review by the Republic Parking's leadership team and the EMBARK ownership group.



POLICY AND PROCEDURE MANUALS

Walker recommends the need to establish a written policy manual and a separate written procedural manual specific to COTPA parking operations. The policies should be written as guiding principles used to set direction in the organization and the procedures should be written as a series of steps to be followed as a consistent and repetitive approach to accomplishing and end result. Each policy and procedure should be numbered, named, dated, and authorized with the general manager's signature. While well written, Republic Parking's Urban Operating Procedures Manual should be more specific to COTPA's parking system.



PARKING SYSTEM OVERVIEW DOCUMENT

Walker recommends the development of a parking system overview document with subsequent parking facility data sheets. A system overview document should provide measurable metrics for the listing or parking assets by name, address and parking space inventory; the number of spaces allocated for each user group; as well as a subtotal of off-street parking space inventory. Documenting and maintaining regular updates of this information will enable parking operations and EMBARK to begin to place value on the amount of revenue generated per space as well as the cost to operate each space.



EMPLOYEE TRAINING HANDBOOKS

Republic has demonstrated a strong head start toward an industry best practice standard through the development of their Cashier Training Manual and Event Manual for Oklahoma City. As a commitment to this training initiative, Walker recommends Republic Parking update these training manuals to remove reference to the Santa Fe parking structure and reflect current operating methodologies, policies and procedures.



PARKING STAFFING LEVELS

Walker recommends the COTPA parking system reduce the number of daytime cashier positions required to process daily transactions. The system is designed for patrons to self-checkout using the available pay-on-foot and pay-in-lane equipment. Daytime cashiers should be repurposed as daytime ambassadors focused on greater customer service roles in lieu of sitting idle in cashier booths.

AUGUST 13, 2019

**EMPLOYEE APPEARANCE AND UNIFORMS**

Walker recommends all parking system employees assigned to work in the field be dressed appropriately in a company-branded uniform, including Area Managers, Maintenance Managers, Maintenance Supervisors, Event Managers, and Cashier Leads. To differentiate appearance from front line field employees and establish clear leadership designation, we recommend these leadership staff members wear a different color shirt with an appropriate ID lanyard. All field employees should display an ID lanyard or nametag when dealing with the public in COTPA's parking facilities.

**SIGN PACKAGE AND SYSTEM BRANDING**

The COTPA parking system demonstrates very little branding. With the exception of pay station wraps and a number of new signs installed in the Santa Fe Depot and Reno Avenue lots, the customer has little knowledge of the brand they've selected for their public parking needs. Walker recommends EMBARK develop a branding package for the COTPA parking system to include external facility naming signs with location address and internal facility wayfinding and communication messaging. EMBARK should strive to have the COTPA parking system be the consumer's choice for safe and convenient public parking.

**CENTURY CENTER PARKING STRUCTURE**

After hours and on weekends, the Century Center parking structure fails to meet ADA compliant best practices and lacks a safe and inviting environment. Building lobbies should remain open with pedestrian access to parking floor elevators. The interiors of the entry/exit vehicle helices should be re-lamped with energy efficient lighting and painted with an appropriate light-reflective coating to create a welcoming environment for first-time patrons. A facility and level-count system displays should be added to the SkiData parking software package to advise motorists of parking availability and eliminate the hunting license effect.

**SANTA FE DEPOT LOT**

The Santa Fe Depot lot has now been under EMBARK's operating control since January 2019. Equipped with a multi-space pay station option, Walker recommends eliminating the cashier staffing for this location and enable the equipment to process multi-day and single event transactions. To ensure compliance measures are met, Walker recommends the purchase and implementation of a mobile enforcement tool with a Bluetooth-activated printer to issue parking citations for patrons parking beyond paid sessions.

**MONTHLY REPORT — OPERATIONAL ISSUES**

Republic Parking provides a monthly report of financial and operational activity to EMBARK. Within the body of the report, a variance report is provided that details a number of expense line items where actual expenditures exceed monthly budgeted numbers. In general, operational issues appear to be more reactionary than proactive as it relates to additional staffing for overnight cashiers and additional events. Walker recommends a zero-based budget approach that details each budget year.

**DAILY MAINTENANCE CHECKLIST AND FACILITY CLEANLINESS**

Several of the COTPA parking facilities were observed to need sweeping and washdowns. Particularly the lower levels where pedestrian and vehicular travel were observed to be more prominent. Walker received recent copies of management walkthrough reports for each of these

AUGUST 13, 2019

same facilities and noticed many of these issues had not been addressed. Walker recommends Republic utilize its daily maintenance checklist in the manner in which it was intended with supervisors and management following up and checking the daily and monthly progress. In addition to the elevator inspection form, Republic Parking's Maintenance Manager should also provide a summary of daily maintenance activity for the month.



COX CENTER SECURE CASH COUNTING ROOM

Walker recommends the continued use of a secure ground floor location to review the event cashier paperwork, count the daily cash, and prepare the daily deposits. Storage Room B has been designed for this purpose, however the Lead Cashier and shift cashier must first access the SkiData reports from the Cox Center main parking office and then proceed back outside to access Storage Room B. We recommend a system that limits the exposure of cash within the public areas of the Cox Center parking structure. When large sums of event cash are present, we recommend contracting a uniformed off-duty Oklahoma City police officer to secure the counting room and cash out process.



AMERICANS WITH DISABILITY ACT (ADA)

Walker observed several occasions where the COTPA parking system did not meet ADA compliance issues. Specifically, accessibility to parking floors in the Century Center parking structure, construction materials being stored in the accessible spaces at the Santa Fe Depot lot, and insufficient clearance and accessibility routes for a van accessible space on level 2 of the Sheridan and Walker parking structure. Walker recommends EMBARK officials work with community partners to ensure ADA regulations are properly addressed and free of concern.



EQUIPMENT AND SMALL TOOL INVENTORY

Walker was provided a detailed list of EMBARK's inventory and asset items assigned to each COTPA parking facility as of May 31, 2019. By definition, the inventory items found on this list are defined as small equipment and supplies not related to the Parking Access and Revenue Control System. Of the 67 items listed at the Cox Center maintenance shop, office and storage room, Walker notes nearly half, or 33 of the items are listed as unaccounted. Unaccounted items should be accounted for and dated items should be properly disposed through sale of city assets or public bid auction programs.



EVENT CASHIER ENVIRONMENT

Walker observed event cashiers working in vehicle entry lanes without the use of proper cashier stations. In the case of the Cox Center parking structure, event cashiers were observed piling their tickets and supplies on the SKIDATA parking equipment in the parking entry/exit lanes, creating a disorganized, inefficient and risky work environment. Professional portable podiums or workspaces should be provided for the event cashiers, such that their tickets, cash and supplies are organized. Similarly, the Century Center event cashier currently stands on a steeply sloped curb in the entry helix, storing his or her equipment and supplies on a ledge leading into the entrance helix. A portable work station or podium should be placed on the ramp curb to provide the employee with a safe and organized work space. Additionally, there is a tripping hazard in the curb adjacent to the event cashier's work area – this should be removed to prevent future employee injuries.



AUGUST 13, 2019



PARKING FACILITY CURB APPEAL

The Cox Center parking structure entrance plazas are dark and uninviting. The east and west entrance plaza areas (from the outside threshold of the facility to the inside-most edge of the parking equipment islands) should be painted and re-lamped, such that the facility's curb appeal is significantly improved. Additionally, the Century Center parking structure helices are very dark and unappealing to unfamiliar parkers. Painting and re-lamping of the entrance helix is recommended. Lastly, the large blue trash barrels should be replaced with Rubbermaid brand trash receptacles providing a secured lid and cover to mask excessive trash levels and unwanted trash odors. The trash receptacles should be designed with a professional EMBARK brand and logo.



EVENT CASH PICK UP PROCEDURES

Walker recommends Lead Cashiers, always accompanied by another employee or authorized security guard, should take uncounted "blind drops" from each cashier, seal such cash in sequentially numbered cash bags, sign a pickup log which is countersigned by the cashier, tear off the cash bag tag and give it to the cashier, and promptly move on to the next cashier pickup spot or return all sealed periodic drop bags to the cash counting room. The bag would then be opened and counted in the presence of each cashier in the locked count room, under the watchful eye of the video recording system. This completes the cash pickup process much more quickly and more safely.



EVENT CASH COUNT PROCEDURES

The current Event Manager's office (otherwise known as the inner-most of three rooms in the Republic Parking Cox Center main parking office) should be converted to be the cash count room, with all equipment transferred from the current Storage Room B space to this office. The office windows should be removed and replaced with cinderblock. Lead Cashiers and cashiers should continue to reconcile cashier reports using the SkiData server in the main parking office. Cashiers would then proceed upon authorization into the inner count room for cash processing. The courier drop safe (the one from which the armed courier will pick up completed cash bags, should be modified - or replaced - to be a "key and combination" safe. Republic Parking would have the combination, but the courier would hold the safe key. These improvements should combine to provide a safer money counting operation.



COMMAND CENTER

To ensure 24/7 customer service access at entry/exit plazas, Walker recommends the need to development a camera and audio based command center staffed with trained and dedicated Republic Parking staff members. The goal of this initiative would be to provide specific focus toward customer pay station and facility access issues. The Command Center would also have the ability to contact field ambassadors and maintenance personnel to provide field presence and support.



MARKETING OPPORTUNITIES

The COTPA parking system has an untapped captive market opportunity within the elevator lobbies of its parking structures. Use of the lobby wall space between tandem elevator cabs, offers an ideal focal point for parking system patrons to read information about EMBARK's current events and services while waiting for the elevator to arrive at their floor. Walker recommends the installation of wall-mounted lobby display boxes whereby promotional service posters and informational flyers may be seasonally maintained and displayed. Typically we see "coming soon" and newer initiative information displayed to include integration programs between the parking structures, on-street pay stations and the transit systems.

SECTION 1: INTRODUCTION

The Central Oklahoma Transportation and Parking Authority (COTPA) was created by the City of Oklahoma City in 1966 to plan, develop, build, and operate a balanced parking and transportation system in the state's capital metropolitan city. EMBARK is the new identity, instead of COTPA, that represents all services – bus transit, parking and ferry. EMBARK currently manages five EMBARK owned parking facilities and three surface lots. The parking locations and corresponding addresses are known as follows:

1. Century Center Parking Structure – 100 W. Main Street
2. Cox Center Parking Structure – 1 Myriad Gardens
3. Sheridan/Walker Parking Structure – 501 W. Main Street
4. Arts District Parking Structure – 431 W. Main Street
5. Santa Fe Depot Surface Lot(s) – 100 S. E.K. Gaylord Boulevard
6. E. K. Gaylord Boulevard and Reno Avenue Surface Lot – 2 Reno Avenue

Over the years the parking system has evolved to serve many customers, ranging from monthly contract and daily commuter patrons along with visitor and event patrons who attend meetings, conferences, sporting events, concerts, theater events, downtown dining and nightlife venues. A well-managed parking system is vital to attracting and supporting new development and is essential to sustaining a healthy and vibrant downtown.

EMBARK has sought proposals from qualified parking consultants to provide four (4) key services. The four services include 1) an Operational Audit, 2) a Financial/Revenue Report Audit, 3) a Parking Management Fee and Incentives Review, and 4) a Parking Access and Revenue Control System – Technology Review. To assist and prepare the reader, the following information has been provided toward the goals and objectives for the Task 1 Operational Audit.

TASK 1: GOALS AND OBJECTIVES

- Assess parking system staffing and organization and evaluate the current parking management program.
 - Review the chains of command and responsibilities
 - Review customer compliments/complaints for the most recent 6 months
 - Cleanliness of employees
 - Evaluate customer service provided by staff , including security protocols
 - Observe staff compliance with written policies and procedures, and compare parking operations with industry standard best practices
 - Determine if there are sufficient staffing levels
- Evaluate daily parking operations and customer services
 - Housekeeping (general cleaning and daily maintenance)
 - Traffic flow, vehicles entering and exiting for both the Monthly Contract Parkers, Transient, and the Event Parkers of each facility during peak times
 - Review facility signage and promotional/information materials to ensure they are relevant and in good condition
 - Review validation system to hotels, the City of Oklahoma City, and local businesses to validate customer guest parking

AUGUST 13, 2019

- Review the Standard Operations Manual provided from Republic Parking System covering accounting procedures, budget procedures, returned check policy, accounts receivable management, maintenance plan, daily operations, and customer complaint procedures
- Review monthly management reports on operational issues
- Event Parking Operations
 - Review traffic flow and management
 - Review control and reporting
 - Audit five (5) tickets per facility from point of issue to collection
 - Identify areas that need improvement and will be more efficient
- Equipment Audit
 - Review management of tools, small equipment and supplies not related to the Parking Access Revenue Control System
 - Review of management of the Parking Access Revenue Control System and its parts, tools and key access levels
 - Identify any areas that need to be upgraded
- Identify and recommend service improvements in operational practices, staff training, customer service, auditing, equipment specification, parking efficiency reviews, maintenance and marketing

The following sections in this document have been provided to acknowledge the relevant findings of the Operational Audit as well as detail the recommendations for Industry Best Practice.

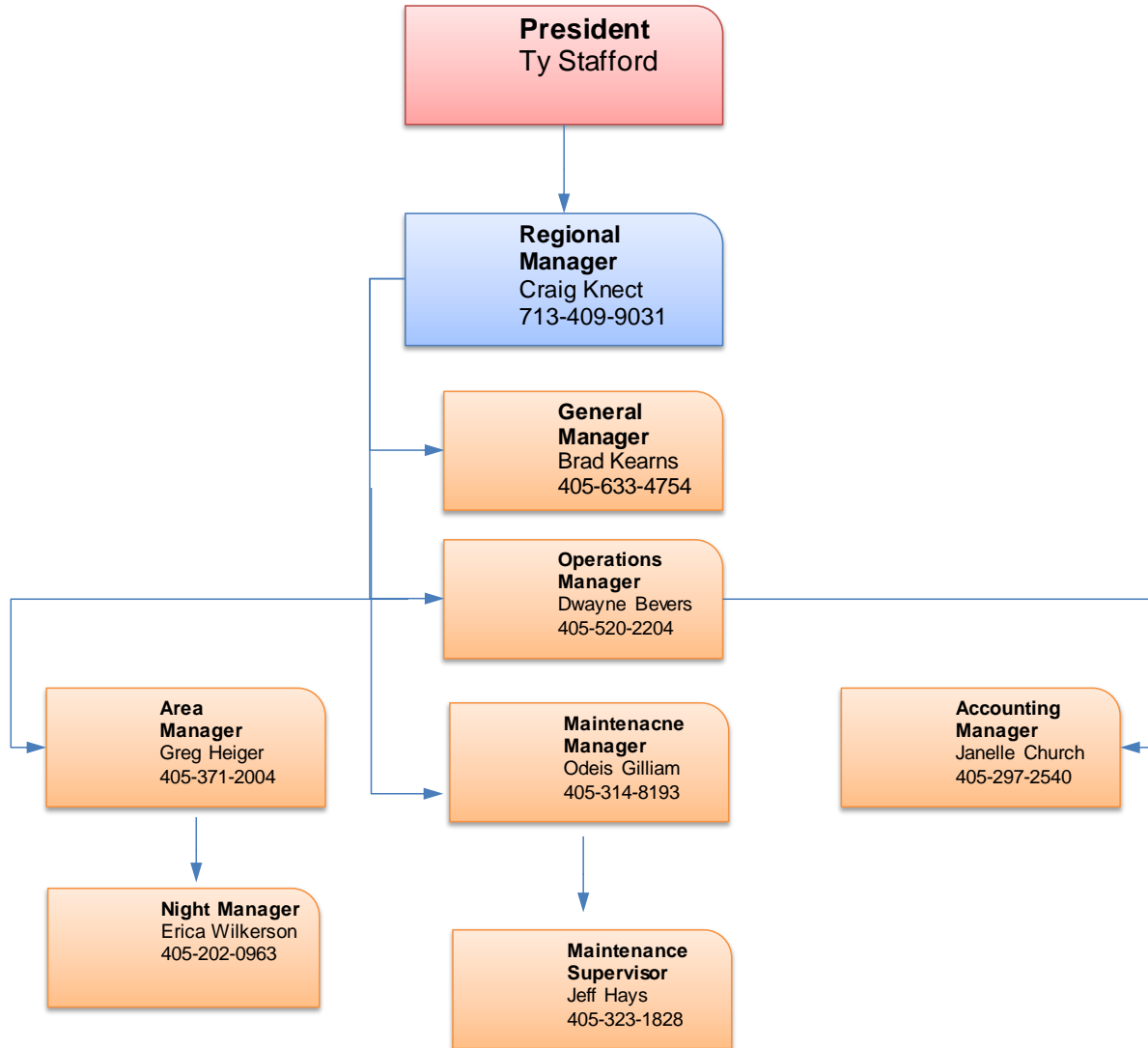
SECTION 2: OPERATIONAL AUDIT

Walker proposed to evaluate the parking system from a management and operations prospective. Project goals and objectives in this evaluation include analyzing management of the current system, processes, and regulations for compliance with the current parking operator agreement. Recommendations for improvement based on industry best practices have been provided where appropriate following our individual observations and findings.

ORGANIZATION CHART AND STAFFING LEVEL EVALUATION

A well-designed organizational chart sets the professional tone for any parking organization. Walker supports the need to develop an organization chart by position designation, showing the number of positions budgeted versus actual encumbered positions. The organization chart should be updated each time positions are filled and vacated to reflect up to date staffing levels and coverage needs. The organization chart should also be accompanied by up-to-date job descriptions provided for review by the parking operation leadership team and the EMBARK ownership group. When requested through Walker's Task 1 Request for Information, the following organizational chart was provided for Republic Parking System.

Exhibit 1: Republic Parking System Oklahoma City – Organizational Chart



Source: Republic Parking System 2019

In addition to these positions, Walker observed five (5) Lead Cashier positions scheduled to cover a minimum of two shifts per day, seven days per week. A minimum of one Lead Cashier was typically scheduled to oversee parking activity among the four structured parking locations and three surface lot locations during non-event activity. To oversee event activity, as many as two Lead Cashiers were scheduled in addition to the Night/Event Manager. During Walker’s evening and weekend event observations on 7/19/19 and 7/20/19, the Area Manager was not present, however we understand he was on call and available for emergency coverage and response. Walker supports the idea of the area management team being present as needed in order to support the event staff, including periodic monitoring of off-hours operations.

NON-EVENT STAFFING

Walker observed eight (8) full-time cashiers scheduled to cover the seven COTPA parking system locations during the week of 7/16/19 through 7/22/19. According to this schedule, cashier coverage is provided with six first shift cashiers on non-event weekday hours of operation. The remaining two full-time cashiers provide second and third shift coverage at the Century Center parking structure. The Century Center parking structure is the only location staffed with three shifts, seven days per week.

The Cox Convention Center parking structure is covered with two full-time morning cashiers, one scheduled from 5:30a to 1:30p and the second scheduled from 9:00a to 5:00p. During the Monday morning (7/22) observations, both employees were found stationed at the west plaza cashier booth. A friendly greeting was offered by the booth cashier and the ambassador. Neither employee was observed assisting patrons or processing exit transactions during the observation as the facility was not experiencing heavy activity at the 9:30a hour.

The Santa Fe Depot Lot and the Reno Avenue Lot were staffed with one ambassador each on Friday 7/19/19 and Monday 7/22/19. Neither ambassador was observed assisting patrons or processing transactions during our mid-morning observations. The Santa Fe Depot Lot was near capacity with what appeared to be Amtrak commuter patrons parking for the weekend, and the Reno Avenue Lot had less than twenty vehicles parked on the lot.

EVENT STAFFING

Current cashiering services for COTPA parking system events are provided with a scheduled combination of twenty-one (21) event cashiers. During the Friday evening event (Khalid concert with projected 10,000 attendance), Walker observed as many as eight (8) cashiers on site providing cashier services for the following locations:

1. All four entry lanes at the Cox Convention Center with one new cashier training
2. Monthly parking entry lane at the Century Center
3. Santa Fe Depot Lot
4. Reno Avenue Lot

Current flagger services for COTPA parking system events are provided with a scheduled combination of eleven (11) event flaggers. During the Friday evening event (Khalid concert with projected 10,000 attendance), Walker observed as many as six (6) flaggers on site providing flagger services for the following locations:

1. Each entry portal at the Cox Convention Center with one new flagger training
2. Monthly and transient parking entry lanes at the Century Center
3. Reno Avenue Lot

Flaggers stationed at Century Center and the east entrance of the Cox Convention were observed actively triaging traffic into the parking structures, however the new flagger training at the west entry/exit plaza of the Cox Convention Center was found at the base of the entrance ramp listening to music on speaker phone from his personal mobile device. The flagger training the new employee was found inside the parking structure conversing with another cashier employee. The flagger stationed at the Century Center parking structure was

AUGUST 13, 2019

the only flagger employee to be observed using an industry standard traffic flag. When Walker inquired about the others, it was shared that traffic flags often disappear as a result of being misplaced or poorly cared for at the end of a flagger's shift.

ACCOUNTING AND AUDIT STAFFING

During the weekday business hours, Walker observed an additional accounting position stationed at the Cox Convention Center main parking office. We understood this Republic Parking staff employee to be titled as the Auditor. It was unclear if the Accounting Manager supervised this position, or if the position reported directly to the Operations Manager. Both the Accounting Manager and the Auditor were observed to have separate recording and reporting responsibilities related to the reconciliation of daily and monthly parking transactions and the manner in which they were entered into Republic Parking's revenue management system.

MAINTENANCE AND CUSTODIAL STAFFING

Lastly, Walker reviewed the Maintenance section schedule for Republic Parking and recognized a Maintenance Manager and Maintenance Supervisor provide direction for two first shift, full-time maintenance employees; two mid-shift, full-time maintenance employees; four full-time overnight employees and two part-time weekend employees. A total of eight (8) full-time employees and two (2) part-time employees are responsible for maintenance and custodial requirements of the COTPA parking system.

The four overnight employees are scheduled to provide general cleaning and custodial services among all seven COTPA parking system locations, while the first and mid-shift maintenance employees are assigned to trouble shooting equipment and monitoring elevator functionality, as well as assisting the parking operations with special projects and addressing customer service incidents. Saturday and Sunday maintenance coverage is provided by a part-time employee assigned to work twelve hours each day, generally from 9:00a to 9:00p, and a part-time employee assigned to work the Friday and Saturday overnight shift.

CLEANLINESS OF EMPLOYEES

Walker observed a number of Republic Parking employees in their prescribed working environments. All employees appeared generally well-groomed and in uniform. Field uniform consisted of khaki pants, comfortable walking shoes, a blue Republic Parking logo polo shirt, and a yellow reflective traffic vest. Optional hats were of Republic Parking logo supply. The following exhibit has been provided to highlight the cleanliness measure of Republic Parking employees.

Exhibit 2: Republic Parking Employee Uniforms and Cleanliness



Source: Walker Consultants 2019

CUSTOMER COMPLAINT TRACKING REPORT

Walker reviewed a copy of the Customer Complaint Tracking Report for the dates of January 2018 through June 2019. The report follows a simple framework detailing the date the complaint was received, a description of the complaint, a description of the complaint resolution, and the date the complaint was resolved. Walker noted eleven (11) complaints on record for the calendar year 2018 and fourteen (14) complaints on record for the first six months of 2019 for a total of 25 complaints over the most recent 18 months. All complaints were recorded as addressed by the end of the next business day.

Walker noted the tracking report does not always appear to communicate customer complaints, but rather serves as a mechanism for tracking requests in general between COTPA and Republic Parking System. As an example, it would appear that approximately half of the 25 complaints were customer driven. The remaining items appeared to be COTPA officials communicating a request to Republic officials for an action or deliverable of some sort. One example requested a spreadsheet for season ticket holder passes be done by Wednesday for the past five years by parking facility. Another item requested the rate for Montgomery parkers be increased to \$89.08 effective 3/1/2019 and notification to start printing on invoices in January.

Addressing Republic's written response to the complaints, Walker would encourage Republic to provide more information in instances where a complaint may have been due to Republic Parking employee negligence or oversight. Proper use of this tool could be used to assist with employee coaching and feedback sessions during annual performance review meetings. When behaviors are tracked and monitored, performance improves.

AUGUST 13, 2019

CUSTOMER SERVICE AND SECURITY PROTOCOLS

COX CONVENTION CENTER

Customer Service – Republic Parking staffs the Cox Convention Center parking structure and the main parking operations office with generally friendly employees who effectively explain procedures to customers. Employees of the main parking office answered phone and intercom calls during business hours and were well-informed and helpful. However, only Lead Cashiers were available to answer intercoms during event operations and they were frequently deployed elsewhere, handling operational matters. Dependent on the volume of calls received, Republic would benefit from assigning a dedicated employee to handle phone and intercom calls during all event hours, focusing on resolving customer matters. Such employee must have access to both the Parkeon and SKIDATA software management systems. Alternatively, Republic Parking should consider implementing a separate command center for the COTPA parking system to provide a most cost-effective approach to addressing phone and intercom-communicate matters, especially during events or off-hours.

Security - The matter of the Cox Convention Center parking structure office being the system-wide cash-counting facility is addressed in detail elsewhere in this document, as is the security of the funds being collected at the parking facility entrances. Walker accompanied the Republic Parking Event Manager carrying pay-station cash drops from the Century Center pay-on-foot station to the Cox parking office for processing. Unarmed contract security accompanied the Republic Parking Event Manager and the Walker team. In our firm's opinion, Republic should not be carrying funds through the underground tunnel system, as there are multiple opportunities for security breaches to occur. All cash pickups should be handled "above ground" and carried to the cash counting facility via vehicle and with at least one person accompanying the Manager or Lead Cashier in the process.

Walker did not observe contract security guards completing rounds in the Cox Convention Center parking structure, although we did see a contract security guard patrolling by vehicle in the Arts District and Sheridan and Walker parking structures.

If a security presence is required to accompany Republic personnel on cash pick-up rounds, a contract security guard should be armed and ready to secure the situation. Ideally, an off-duty uniformed, and armed Oklahoma City police officer should be hired to escort Republic personnel on substantial cash transport tasks.

CENTURY CENTER

Customer Service – The Sheraton Hotel, attached to level 3 of the parking facility is a major demand generator for the Century Center parking structure. Upon check-in, Hotel guests are issued a parking pass known as a SKIDATA chaser ticket which will allow them unlimited in and out usage of the parking facility for a specified 24-hour period. Multiple passes are issued to guests staying longer than 24-hours. The use of the hotel pass remains a source of ongoing conversation between guests and the parking system staff. Walker observed that the staff was well-versed in hotel parking procedures and able to address guest concerns.

The trifurcated nature of the Century Center parking structure detracts from the level of customer service experience. Walker observed that the parking structure operates as three separate access areas in one facility.

AUGUST 13, 2019

(lower levels, 3rd floor and 4th floor) Only the underground levels (-1) and (-2) have the option to intersect without barrier gate restriction, allowing for potential vehicle flow from one level to another. The following exhibit has been provided for an understanding of our observation:

[Exhibit 3: Century Center Level \(-1\) Exit Helix](#)



Source: Walker Consultants 2019

In this exhibit, an overhead sign exists to inform level (-1) motorists this is an exit only, however nothing exists on the helix as a motorist drives up the exit helix from level (-2) to inform them that they may not enter level (-1) from this access point.

The upper level parking areas do allow this opportunity as a result of their physical design. A motorist cannot physically drive up a down-exit helix from level 3 to level 4. For example, if level 3 is full and level 4 is not, a parking patron who cannot find space on level 3 must exit level 3 and drive down the exit helix to the street-level exit, pay a parking fee if past the grace period, circle around the block and enter the facility again. This time

AUGUST 13, 2019

driving up the helix to level 4. Further complicating matters, Walker observed a portable “Lot Full” sign posted on level 3 of the parking structure on Saturday, 7/20/19 while 77± unreserved spaces remained open and available for use on the level. Level 4 reported availability as well. The following exhibit has been provided to demonstrate our observations:

[Exhibit 4: Century Center Parking Structure Access – Level 3](#)



Source: Walker Consultants 2019

Security – Multiple phone numbers are posted in the parking structure elevator lobby - one number displays a 24-hour security number and the other displays a number to call the parking operator for elevator operations. Security of cash handling is limited as the event cashier holds cash until it is picked up by the Lead Cashier or Event Manager. Typically, exit cashiers assigned to the exit cashier booth instruct patrons to pay the pay-in-lane machine, minimizing cash handling.

Exhibit 5: Century Center Parking Structure Phone Numbers



Source: Walker Consultants 2019

ADA Compliance Issue – While it was not specifically within Walker’s scope to perform a thorough ADA analysis, we did note a few clear problem areas and we discuss them in this section of the report. This is not intended to be a review of ADA matters regarding the COTPA parking system, but rather a limited number of instances where we identified problem areas while reviewing the parking system matters not related to ADA compliance.

ADA access into Century Center parking facility is limited during weekend hours due to the closure of the building lobby entrances prohibiting pedestrian access to the building and parking facility. On Saturday 7/20/19 Walker observed patrons accessing the elevators from the parking facility levels, allowing one-way pedestrian travel to the ground level lobby exits. The patron has no way to get to the elevator to return to his or her car, without going into the Sheridan Hotel and entering the parking facility via the pedestrian bridge connecting level 3 of the parking facility and hotel. Walker called the posted 24-hour security number and did not receive an informed response. The responding contract security officer was not knowledgeable and directed Walker to call

AUGUST 13, 2019

the parking management company. After some additional questioning and prodding, the contract security officer suggested the use of the Main Street lobby doors. Walker tested this recommendation, only to find the pedestrian must access the parking structure stairwell to reach his or her desired parking level. Despite the restrictive information posted in the elevator lobby on level 3 of the parking structure, Walker representatives were able to access the elevator and ride the elevator down to the street level.

Walker representatives then called the posted Republic Parking number and reached the Republic Parking Event Manager on duty after several uncomfortable rings. When presented with the situation by Walker, the Event Manager was very courteous, yet unaware of this challenge and did not have an immediate solution.

Potential solutions include ADA patrons entering the parking structure through hotel lobby as noted, or onsite security being directed to open doors for ADA patrons. The solution needs to be developed and communicated. Entering the parking structure through the hotel may not be judged to be an adequate solution, as this may be viewed as a less convenient means to enter the facility than through the parking structure lobby doors. To this end, an ADA expert should be consulted.

ARTS DISTRICT

Customer Service – The Arts District parking structure is open 24/7 but is not staffed with an attendant. Patrons who experience access problems at an entrance or exit gate, including an equipment malfunction or a lost ticket question, must call the Cox Convention Center parking office via the SKIDATA intercom system. If the parking office is unattended and no one is available to field the intercom call, the patron's needs may not be served in a timely manner. Walker advises linking the intercom system to a 24/7/365 command center staffed by a Republic Parking employee dedicated to meet the needs of the patron and provide a timely response. Walker supports this cost-effective solution to remotely support multiple unmanned operations.

Exhibit 6: Arts District Parking Structure Pay Station Customer Service Information



Source: Walker Consultants 2019

Security – Walker observed a mobile contract security guard in a marked security vehicle making rounds. Additionally, a blue light security system, which is connected to the Oklahoma City police department non-

AUGUST 13, 2019

emergency number is in place and well-marked. The blue light security system is not in place at any of the other COTPA parking system structures.

ADA Compliance Issue – Walker noted several marked parking stalls located outside of the control loop of the PARCS system are blocked with delineator posts. We understand the need to block the spaces was designed to prevent patrons from driving through the gated PARCS controls and exiting the through the control system under the parking structure’s grace period, hence having the ability to park free of charge in one of these spaces. A minimum-required accessible ADA space happens to be included as one of these spaces. As such, the space is not available for ADA patrons. The delineator post should be removed, or the ADA space should be relocated to a more favorable location within the parking structure. Otherwise, if the issue remains that the parking spaces are free and unregulated, COTPA should make these spaces reserved for parking system vehicles and or specialized ADA contract parking permission. The following exhibit has been provided to demonstrate our observation of this finding.

Exhibit 7: Arts District Parking Structure Delineated Spaces



Source: Walker Consultants 2019

AUGUST 13, 2019

SHERIDAN AND WALKER

Customer Service – The Sheridan and Walker parking structure is open 24/7 but is not staffed with an attendant outside of normal business hours consisting of Monday through Friday from 10:00a to 6:00p. Patrons who experience access problems at an entrance or exit gate, including an equipment malfunction or a lost ticket question, must call the Cox Convention Center parking office via the SKIDATA intercom system. If the parking office is unattended and no one is available to field the intercom call, the patron’s needs may not be served in a timely manner. Walker advises linking the intercom system to a 24/7/365 command center staffed by a Republic Parking employee dedicated to meet the needs of the patron and provide a timely response. Walker supports this cost-effective solution to remotely support multiple unmanned operations. Walker also recognized the following combination of signs posted at the exit cashier booth windows. We exactly weren’t sure about the honor box, and assumed this sign was referring to the pay station installed in the lane, just before a motorist arrived at the cashier booth.

Exhibit 8: Sheridan and Walker Parking Structure Cashier Booth



Source: Walker Consultants 2019

AUGUST 13, 2019

Security – Walker observed the parking structure stairways do not stop at the roof level but continue one more level up to the elevator room. The door to the elevator room (appropriately) is locked, but if a patron goes up the stairs all the way to the top, perhaps attempting to escape an intruder, they will find that they cannot get out. COTPA should consult with a security expert on this matter. COTPA may want to cage off this access using an authorized key access only to the stairs located above the top public level.

ADA Compliance Issue – The van accessible ADA space located on level 4 does not have the required 8’2” clearance. Additionally, there is no ADA pathway to the elevator from the designated spaces. According to Federal ADA guidelines, a wheelchair bound patron may not wheel behind the rear of another parked vehicle. An ADA access aisle must be installed at the head of the van accessible space to allow a safe travel pathway.

Exhibit 9: Sheridan and Walker Parking Structure Van Accessible Space – Level 4



Source: Walker Consultants 2019

AUGUST 13, 2019

SANTA FE DEPOT LOT (#74)

Customer Service – Several items that impact customer service are addressed in detail elsewhere in this report, including:

- The operation would benefit from installation of a second Parkeon pay station, potentially located near the bicycle share program station. Today, one meter is located at the south end of the lot and somewhat difficult to find, which is inconveniently located for patrons walking north. A separate sign pole should be installed next to the pay station with an overhead sign stating, “Pay Here”.
- Operational and procedural irregularities (some Amtrak patrons receiving handwritten receipts and others receiving multiple sequentially-numbered tickets) should be addressed with a single standardized procedure implemented.

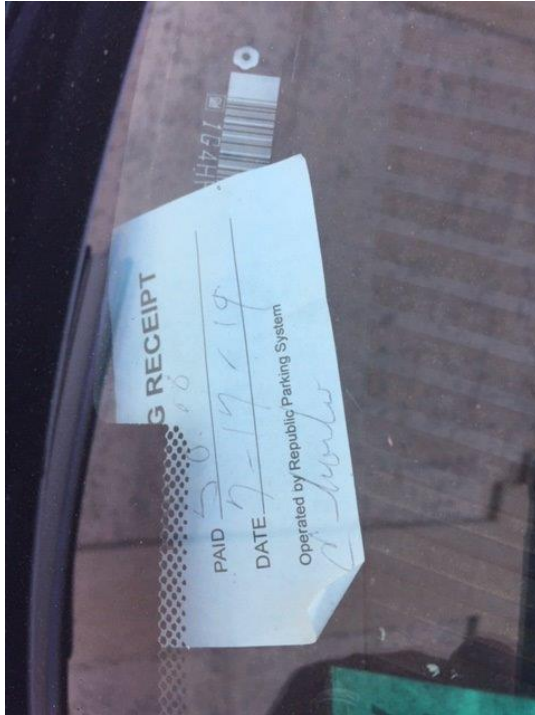
Exhibit 10: Santa Fe Depot Lot Pay Station Visibility and Access



Source: Walker Consultants 2019

AUGUST 13, 2019

Exhibit 11: Santa Fe Depot Lot Dashboard Ticket Irregularities



Source: Walker Consultants 2019

ADA Compliance Issue – Construction equipment was blocking the two onsite ADA spaces creating an ADA non-compliance violation. This is discussed further in this document.

Security – There is no cashier booth on the lot and no safe for storage of funds. Walker observed the daytime cashier working out of his vehicle with the engine running to maintain an air conditioned environment. The evening event cashier was using a portable foldup chair and an event cashing apron.

RENO AVENUE LOT (#61)

Customer Service – Walker observed similar customer service conditions on the Reno Avenue Lot. An attendant was staffed during the daytime operational hours to collect cash for parking charges and monitor the use of the reserved parking spaces set aside for contract parkers. In the case of each surface lot, it appeared patrons were encouraged to pay the attendant versus using the pay station to complete their parking transaction. Only those patrons wishing to pay for parking with their credit card were encouraged to use the pay station.

Security – There is a cashier booth stationed on the lot, but no safe for storage of funds. Walker observed the daytime cashier pacing back and forth through the shaded portion of the lot to maintain a cooler temperature work environment. The evening event cashier was using the booth for shelter, however both cashier booth doors were propped open to allow for air movement through the shelter.

PARKING OPERATOR POLICY AND PROCEDURE COMPLIANCE

Walker's Task 1 request for information did not produce a complete policy and procedural manual for Republic Parking's rules and regulations specific to COTPA's parking operations. In lieu of a policy and procedure manual, we received a copy of Republic Parking's Urban Operating Procedures Manual, a document similar to what we would observe in a parking operator bid package. Upon review, the document appeared quite thorough (133 pages), covering the following list of standard operating procedures, however only a few sections of the information were specific to the COTPA system. The introduction specifically states, "This manual is designed to inform each manager to what the expectations and standards are for any Republic Parking System location regardless of the type of operation or the uniqueness of that operation".

1. Introduction
2. Operating Procedures
3. Customer Service
4. Americans with Disabilities Act (ADA) Compliance
5. Safety Procedures
6. Accounting & Bookkeeping Introduction & Overview
7. Daily Revenue
8. Validations
9. Cash Control
10. Contract Parking Accounts Receivable
11. Accounts Payable
12. Client Reporting
13. Cashier Professionalism
14. Cashiering Procedures
15. Maintenance Manual Introduction
16. Cleaning
17. Doors and Hardware
18. Electrical Systems
19. Elevators
20. Heating, Ventilation and Air Conditioning (HVAC)
21. Landscaping
22. Painting
23. Revenue Control Equipment
24. Plumbing Systems
25. Safety Checks
26. Security Systems
27. Signs (Graphics)
28. Structural Systems
29. Snow and Ice Control

Walker found the Cash Handling Procedures listed under the Cash Control section to be specific to COTPA's parking system operations. Procedures specific to the Lead Cashier, Booth Cashier and Event Cashier are detailed in this section, including a description of the system's cash-counting facility, known as Storage Room B. Walker also found the Equipment Name section of the manual (located under the Cashiering Procedures section

AUGUST 13, 2019

14) to detail an accurate record cashiering equipment specific to COTPA's system. Under the Processing & Documenting Event Tickets section, Walker noted reference to the Santa Fe parking structure.

Sections 15 through 29 of Republic Parking's Urban Operating Procedures Manual speaks to general maintenance information related to cleaning, elevators, revenue control equipment and signs among several other areas of concern. As previously shared, information provided in these sections is helpful from a basic knowledge share, however the context does not appear to be specific to COTPA's parking system.

Walker also received a second condensed version of Republic Parking System's Urban Division Employee Handbook (Revised date: March 8, 2013) with a welcome letter from James C. Berry, a retired Chairman and CEO of the company and now deceased. The material in this 30-page document pertained more closely to the human resource policies governing an employee working for Republic Parking System. Similar to Republic Parking's Urban Operating Procedures Manual, none of the material in this employee handbook was specific to COTPA's parking system.

Walker did receive Republic Parking policy and procedure documentation specific to COTPA's operations included the following materials:

1. Cashier Training Manual COTPA Garages (last revised May 2013)
2. Event Manual Oklahoma City, OK (undated)
3. Daily Maintenance Checklist (undated)
4. Parkeon SOP for Lots (created on 1/29/2019)

CASHIER TRAINING MANUAL COTPA GARAGES

The Cashier Training Manual COTPA Garages provides 27 pages on instructional information covering the particulars of Pay Station Information and Ticket Processing. Walker found this information to be very helpful covering specifics regarding logging on and off the cashier pay station and processing each potential transaction type, however several sections within the document were highlighted with red text, signifying missing information in need of follow up. The list of transaction types included:

1. Full-rate ticket
2. Unreadable Credit Card
3. Patron Unable to Pull a Ticket When Entering the facility
4. Tickets Paid for at a Pay on Foot Station
5. Pre-Paid Coupon Tickets
6. Pre-Paid Coupon Stamps
7. Validation Tickets (incomplete section related to hotel validation tickets)
8. Fixed rate Ticket
9. Hotel, Arena, and Convention Center Employee Tickets
10. No Charge Ticket
11. Contract/No Card Ticket
12. Contract/No Card With Ticket and Without Ticket
13. Lost Ticket
14. Damaged Ticket
15. Ticket with a Pass

AUGUST 13, 2019

16. Overnight Customers Presenting a Previous Day's Event Ticket Stub
17. Insufficient Funds Transaction
18. Refund (Cash or Credit Card)

Lastly the manual explained the process of loading blank tickets into the desktop coder device. The coder is an external device connected to the Cashier Pay Station to read tickets, process credit card transactions, and issue transaction receipts. Loading blank tickets in the coder is detailed in this section of the manual. The remaining three sections detail the process for clearing and removing jammed tickets in the desktop coder as well as cleaning the desktop coder.

Walker found this training manual to be very helpful, however we are not certain cashiers are presently authorized to give cash and credit card refunds directly from their pay station. If this policy is no longer valid, the manual should be updated to reflect the most recent policy. Reference to the Santa Fe parking structure should be removed due to EMBARK's sale of this asset and need to no longer operate.

EVENT MANUAL OKLAHOMA CITY, OK

The Event Manual provides 15 pages of procedural information followed by Republic Parking System employees for the effective operation of COTPA facilities during events. The following specific topic information has been provided in this document:

1. Event Location Information and Summary
2. Employee Scheduling & Clocking In/Out
3. Employee Attendance and Appearance
4. Event Terminology
5. Event Preparation in General and for a Specific Location
6. Cashier Expectations
7. End of Shift and Closing Procedures

Information for removing ticket machine-dispensed tickets during event cashier setup is specified in this document, however, Walker did not observe event supervisors complying 100% with this policy at all cashiered lanes at the Cox Convention Center parking structure during our event observations on 7/19/2019. In large part, this may be correlated with the absence of maintenance personnel scheduled to work the event due to a scheduled employee calling off work.

Reference to \$8 event parking rates for event locations were prevalent throughout the document. Walker observed \$10 event parking rates during our site observations occurring 7/19 through 7/20/2019.

Specification for event flaggers to be stationed at the top entrances to each side of the Cox Convention Center parking structure is referenced in this document. Walker observed one event flagger at the east entrance as prescribed, however the event flagger did not have an event flag to direct event traffic. The event flagger stationed at the west entrance of the Cox Convention Center parking structure was working his first shift with Republic Parking. He did not have a flag to direct traffic and was observed stationed at the bottom of the entrance ramp listening to music projected from his smart phone speaker. He was directing traffic to either of the two traffic lanes as they proceeded towards him down the ramp. (more to follow on this employee in

AUGUST 13, 2019

reference to training procedures and first day supervision in the Industry Best Practice recommendations section of this report)

Two employees were schedule to work the Reno Avenue Lot 61 location during Friday and Saturday's events. Walker interpreted one employee as the cashier and the second employee as a traffic director/flagger. The traffic director/flagger did not have a flag, nor was he observed outside of the temporary cashier booth.

No information has been provided for event cashiering at the Santa Fe Depot Lot (#74). Walker observed cashiers working this location on Friday and Saturday night events during our July 2019 visit.

On the Friday evening event at the Chesapeake Energy Arena, Walker did not observe lead cashiers escorting cashiers from the main parking office at the Cox Convention Center to the Storage Room B money counting room. Lead cashiers were completing the event cashier report with the cashier present in the main parking office and the cashier would walk over to Storage Room B. As the Report/Final Drop process continued through the evening, some cashiers waited outside Storage Room B until other cashiers completed their money count and final deposit.

Walker finds the Event Manual Oklahoma City, OK to be a good start toward documenting the policies and procedures for event cashiering, however much of the detailed end of shift and closing procedures are left unaddressed in this document, including instructions for completing the event cashier report.

DAILY MAINTENANCE CHECKLIST

Walker received a copy of the Daily Maintenance Checklist for the maintenance employees of the Republic Parking System. The excel document provided a list of daily activities for an assigned location, broken down by first shift employees, the facility supervisor, second shift employees and overnight employees. When Walker asked Republic maintenance leadership personnel for copies of completed daily maintenance checklists it was shared the checklist has been provided as a guidance tool and not monitored or physically verified on a daily or weekly basis. Excluding the general information provided in Republic Parking's Urban Operating Procedures Manual, Walker did not receive a written policy or procedure for this checklist.

PARKEON SOP FOR LOTS

Walker received a one-page document detailing the procedures for customers to operate the pay station machine and steps for the Republic Parking employee to check the lot. The document did not specify the names and locations of the Parkeon pay station lots. Walker understands the ability to download the list of paid vehicles at each location requires the Republic Parking employee to have access to the internet while using a mobile smart device. Republic's standard operating procedure specifies this requirement is being satisfied by internet connectivity at the Cox Convention Center main parking office. Execution of checking the lots requires the Republic Parking employee to take the active paid list to the lot location to verify paid transactions to vehicle license plates located at each location. The Republic Parking employee must call the main parking office if a vehicle is parked on the lot and not found on the paid list. This is to verify if a vehicle pulled into the lot after the list was printed. Vehicles not on the list require an immobilization boot be placed on the vehicles wheel. Lots are to be checked every two hours.

During the four days Walker was onsite (7/18 through 7/22), we did not observe this procedure in practice. Instead, Republic Parking was staffing the lot with an attendant/ambassador to hand collect parking fees in lieu

AUGUST 13, 2019

of using the Parkeon pay station. Single-day two-part tickets were used for cash transactions and hand-written dashboard receipts were issued for multiple day transactions. Sometimes, multiple single-day tickets were observed on vehicle dashboards. Often, single-day and multi-day dashboard receipts were blocked by windshield sunscreens, making the audit process difficult to determine which vehicles were paid and which were not. All of this made an audit of the location very difficult to manage and verify with success.

DAILY PARKING OPERATIONS AND CUSTOMER SERVICE

It is very apparent the COTPA parking system values a customer service approach whereby transient and event patrons have the availability of dealing directly with parking system personnel. Daily parking operations are staffed with parking attendants at all but one of the parking facilities for the purpose of assisting patrons with an expedient option when paying for parking. The assurance of collecting parking fees “up front” ensures that punitive practices are avoided and most, if not all patrons leave the parking facilities satisfied with their experience. Walker understands this customer satisfaction comes at a cost to the organization, as reliance on parking staff to collect fees has its advantages and disadvantages, notwithstanding the volume of cashier shortages on a daily and monthly basis.

The COTPA system demonstrates elements of automation efficiencies as exemplified by its newest Arts District parking structure. The structure is well-lit, clean, and generally easy to access, requiring very little parking staff assistance. Walker believes this daily parking model should be implemented system-wide, reducing the need for attendants to staff locations that generally have few transient transactions throughout the business day. A number of these attendants could be repurposed as daytime ambassadors or security personnel, designed to assist customers with transient payment information and not be responsible for physically collecting parking fees. Over time, less ambassadors would be required to provide daily coverage at each facility and mobile security personnel would be enhanced to sustain a high level of parking system safety. We believe a well-designed command center, with highly trained staff could just as easily manage the number of customer service issues that occur during the business day.

Additional opportunities for upgrading daily customer service include the addition of a customer portal for contract parking patrons to use an online payment option. Use of this option would reduce the level of effort to generate and email invoices, ultimately dependent upon receiving checks or walk-in payments from local downtown business customers.

GENERAL CLEANING AND DAILY MAINTENANCE

COX CONVENTION CENTER

The Cox Convention Center parking structure is a single-level self-park facility located under footprint of the Cox Convention Center event venue. A new convention center is now under construction nearby, one which will feature onsite parking intended to satisfy demand for events. Walker understands that the future of the Cox Convention Center parking facility is thus unclear, as much of the existing related parking demand will relocate to the new site when construction is complete in late 2020. It is expected that the existing convention center, including the currently-operated parking structure, will ultimately be closed for demolition or repurposing.

It has been our experience at Walker that the physical appearance of a parking facility, including signage, lighting, painting and graphics, is a factor in the desirability of one parking structure over another. It can have a

AUGUST 13, 2019

measurable impact on the customer's parking experience, as a clean, well-lit and diligently maintained facility promotes a perception of quality and safety.

Walker, however, observed that the appearance of the Cox Convention Center parking structure suffers from a lack of focus on consistency in signage, maintenance and cleaning, as COTPA believes there is limited benefit to investing resources towards the upgrade of a property that may close to the public next year.

We noted that the Interior of the parking structure needs sweeping and some restriping. Dust was visible in parking spaces and on curbs and equipment islands. We noted that a Tennant brand sweeper is kept onsite in a secured maintenance area, but we did not see evidence of recent use of the sweeper in this facility and subsequently, we were not provided a sweeper operational log.

High pressure sodium lights throughout the facility were functional, however, in an age where high lighting output and high efficiency LED lamps are becoming the standard in parking structures, the existing lighting in the facility is less than optimal.

Additionally, the structure shows signs of ongoing concrete spalling in high traffic areas, some of which are creating tripping and liability hazards.

The 2016 audit performed by Chance Management identified a low clearance area in the parking structure near the maintenance storage cage, presenting the potential of resulting personal injury liability claims. They recommended that the area be clearly marked with reflective signage or other means to warn pedestrians. This has not been done as of July 2019. The following exhibit demonstrates our findings related to this issue.

AUGUST 13, 2019

Exhibit 12: Cox Convention Center Parking Structure - Low Clearance Area Previously Identified

Source: Walker Consultants 2019

Walker observed that the parking structure is equipped with circular plastic trash receptacles. Although the plastic trash cans appear to be emptied daily, we suggest that a branded trash can with a top on it presents a better image to the parking public.

Additionally, door signs leading to the Republic Parking office in the structure are worn out and do not present the image of a first class operation. Exterior marquee parking structure signage and interior signage on site at the facility is inconsistent or missing entirely. Signage is addressed in a different section of this report.

The parking structure entrance plazas are dark. Republic may want to re-lamp the entrance plazas and paint the facility ceilings from the front to the back of the entrance lane plazas only. This would be intended to create better curb appeal without spending extraordinary funds.

The functionality of appearance of the ramps leading from the SE K Gaylord Boulevard and the S Robinson Avenue roadways can be significantly enhanced by using the overhead concrete surface to pronounce the event entrance and exit lanes.

AUGUST 13, 2019

Walker recognizes that it may be unwise to spend large sums on aesthetics and appearance at a facility that may be closed in a year. However, safety-related items like tripping hazards and low clearance areas present a danger to the parking public and should be addressed as priority items. In our opinion, the future of the parking structure should not impact the effort to operate a clean and safe facility, especially given that a sweeper is stored onsite.

CENTURY CENTER

The Century Center parking structure, located across West Sheridan Avenue from the Cox Convention Center, is a four-level, self-park facility with a hotel and restaurant valet parking component. The design of the facility is such that it operates as two, and in some ways three, separate parking structures. The two-ramp entrance plaza on West Sheridan Avenue brings vehicles into a helical ramp that leads from sub-basement levels to the fourth floor of the building. Contract parking and event patrons are directed to park on the subterranean levels (-1) and (-2). Daily parking and Sheraton Hotel guests are directed up the helix from street level, where they park on levels 3 and 4. Further complicating matters, daily and hotel parkers access levels 3 and 4 via separate PARCS plazas, and if parking is not available on the 3rd floor, for example, patrons must exit the facility, circle the block and reenter the facility to bypass level 3 and park on the 4th floor.

Exhibit 13: Century Center Parking Structure – Sheridan Avenue Entrance



Source: Walker Consultants 2019

AUGUST 13, 2019

Walker observes that the entrance Helix is somewhat dark and by appearance uninviting.

[Exhibit 14: Century Center Parking Structure Entrance Helix Lighting](#)



Source: Walker Consultants 2019

The overall appearance of the parking structure is not optimal as compared to the newer COTPA parking facilities, including the Arts District parking structure and the Sheridan and Walker parking structure. Level (-1) is in much need of sweeping and washing, however, sub-cellar level (-2) is cleaner overall. Similarly, level 3 needs sweeping and washing while level 4, exposed to the elements, does not exhibit buildup of dust and dirt. As described elsewhere in this report, event patrons are directed to drive down the helix toward level (-1) and pay the event cashier on the way down the ramp. There are significant tripping hazards on the curb where the event cashier stands. Plus, there is no event workstation in place. The event cashier's supplies and credit card processing equipment are stored on a ledge, from which the equipment could fall into the helix and be damaged. We note that necessary fireproofing materials coating the roof of level 3 significantly darken the facility, emphasizing the need to enhance lighting levels where possible with improved lighting technology and

AUGUST 13, 2019

paint. The interior of the helix would benefit from top to bottom re-lamping and painting. At one point the Walker team walked up to the parking facility's upper level via the facility's staircase, which was equipped with subpar signage and needed washing and disinfectant.

ARTS DISTRICT

The Arts District parking structure is the newest COTPA parking facility. The structure is a multi-level above-ground, self-park facility. Parking levels and elevators are freshly cleaned, and stairways are open and inviting. Arts District branding, including ground floor art installations and multi-colored panels lining the sides of the parking structure enhance the aesthetics and appearance of the parking structure throughout. Marquee signage outside of the structure is clear and visible.

We also observed a security guard in a patrol vehicle and identified QR code-based guard "clock round" stations on multiple parking levels.

In our opinion, the Arts District parking structure presents an excellent overall appearance and sets a high standard for the COTPA parking operation to achieve at its other existing locations or future parking operations.

AUGUST 13, 2019

Exhibit 15: Arts District Parking Structure Art Installation

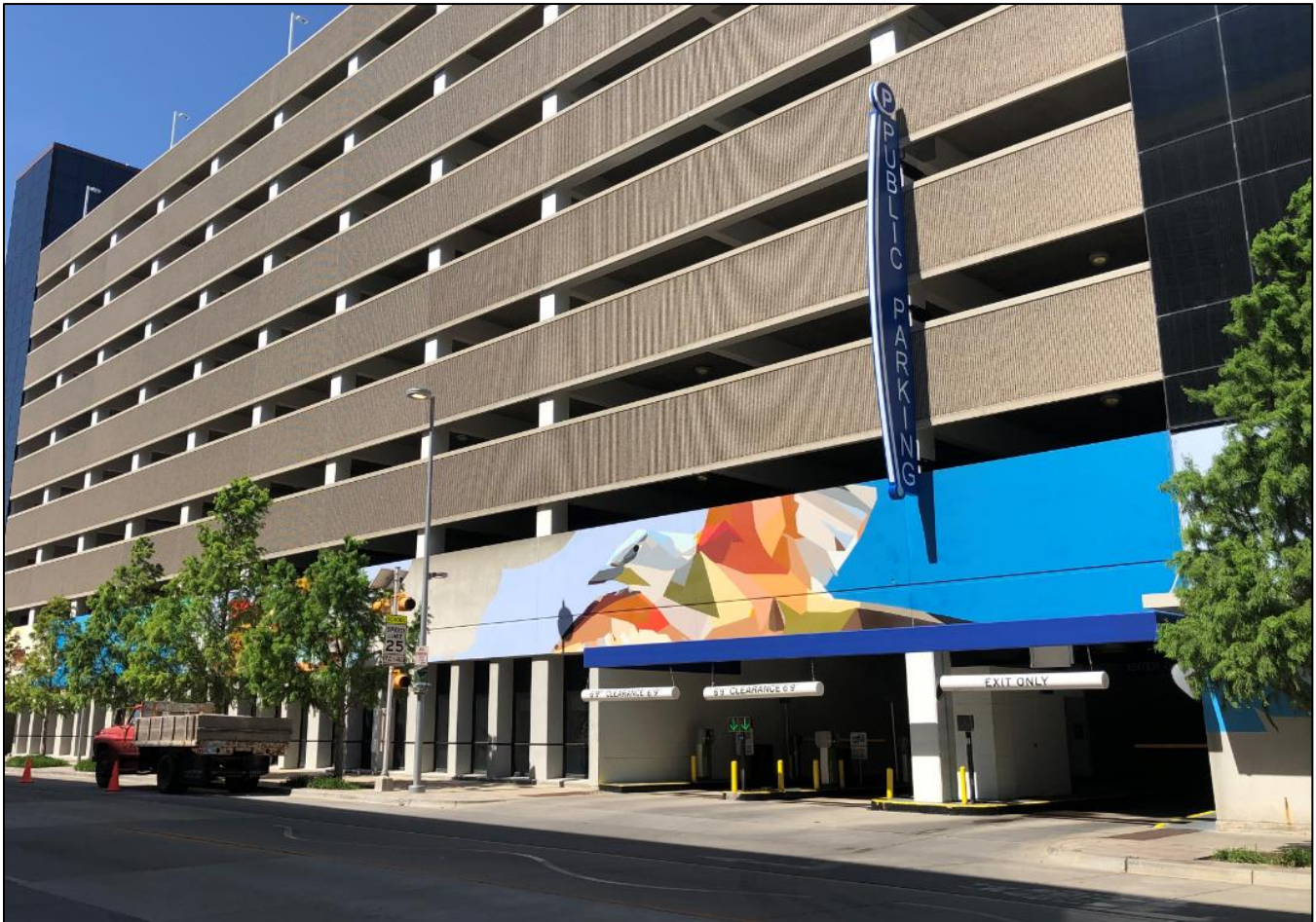


Source: Walker Consultants 2019

AUGUST 13, 2019

SHERIDAN AND WALKER

The parking structure appearance has the potential to mirror that of the Arts District facility, as the above-ground, multi-level self-park facility has excellent exterior marquee parking signage and an open and inviting appearance throughout.

Exhibit 16: Sheridan and Walker Parking Structure - Marquee Signage

Source: Walker Consultants 2019

Given that we toured the parking structure on a Saturday, when utilization was very light, we saw that there are some improvement opportunities concerning the day-to-day maintenance goals. We observed that the roof-level parking deck coating is wearing out in areas, and that the lower parking levels, often fully occupied during the week, required sweeping. The parking structure exhibits minor concrete spalling in various areas. The stairways are in generally good condition, except for one stair tread from which the coating was coming loose, creating a potential tripping hazard. The appearance of the elevators was fair, but not at the level of the Arts District's elevators.

AUGUST 13, 2019

We observed that orange delineator posts are installed on top of concrete barriers separating the vehicle entrance lanes from the exit lanes one level above-ground and were unsure as to their purpose noting that they may distract drivers and thus increase the risk of liability incidents occurring.

Exhibit 17: Sheridan and Walker Parking Structure – Added Delineator Posts



Source: Walker Consultants 2019

We discuss elsewhere in this report our observation that there are redundant and non-uniform signs installed in the parking structure in the proximity of the level just within the reversible Sheridan Avenue entry/exit plaza and suggest that sign designs be upgraded as needed to clearly and concisely communicate directional messaging.

The ground floor service drive, where City vehicles are parked, and dumpsters are in place, needed sweeping.

AUGUST 13, 2019

SANTA FE DEPOT LOT (#74)

The Santa Fe Lot, located on South E.K. Gaylord Boulevard, caters to event attendees and Amtrak travelers. Concerns about the operational system in place are detailed elsewhere in this document. Focusing on physical condition of the self-park surface lot, we note that the event attendant works out of his car as there is no attendant booth on site. A booth should be installed on the lot, situated to maximize the event attendant's visibility of the lot.

This lot is equipped with a Parkeon multi-space "pay-by-plate" parking meter. The meter is at the south end of the lot and is not well located for patrons who are walking north, away from the meter. Signage on the lot is not enough today to direct patrons to the pay station. Maintenance upgrades include Improved signage to designate where to pay and/or installation of a second meter.

Walker observed that contractors related to onsite construction at the Amtrak Station are storing materials on the sole ADA accessible parking spaces on the lot. This causes not only a practical problem in that disabled patrons will not be able to find spaces that they are legitimately entitled to, but a litigation risk as well, as this is a visible violation of the Americans with Disabilities Act.

Exhibit 18: Santa Fe Depot Lot - ADA Violation

Source: Walker Consultants 2019

AUGUST 13, 2019

RENO AVENUE LOT (#61)

The Reno Avenue Lot, a self-park surface lot with more than 120 spaces, is equipped with an attendant booth, but the booth has no electricity, and thus has no air conditioning or lighting. Each of these conditions are problematic regarding the safety and well-being of the employee.

Additionally, there is a single Parkeon pay station located next to the booth at the north end of the parking lot. Like the meter location at the Santa Fe Depot Lot, the single multi-space meter at the Reno Avenue Lot is inconvenient for patrons walking south from the lot. Improved signage and/or a second Parkeon meter are recommended to enhance the customer experience.

The south end of the parking lot is not paved and there is construction refuse on site, creating a liability hazard if a patron falls on the south section of the lot.

Exhibit 19: Reno Avenue Lot - Construction Refuse

Source: Walker Consultants 2019

AUGUST 13, 2019

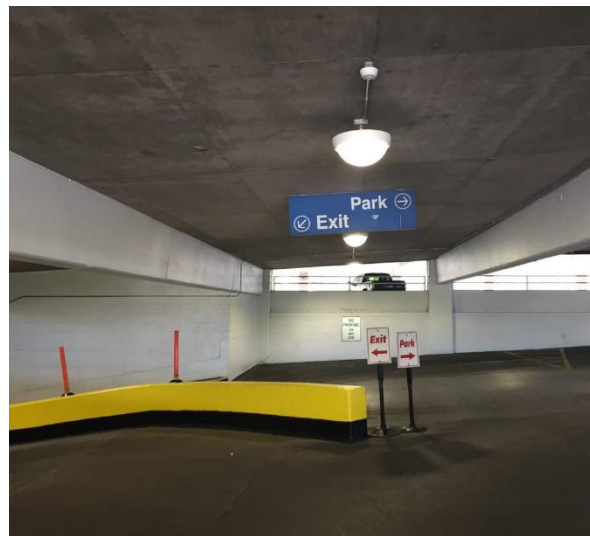
MAINTENANCE CHECKLIST PROCEDURES

Based on our firm's observations of the parking facilities and discussions we had with Republic Parking personnel regarding scheduled tasks and completion of maintenance checklists, there appear to be multiple opportunities to improve the results of the maintenance team's activities. Case in point, the previous audit identified that the Tenant brand sweeper was driven on public roads and sidewalks from structure to structure, as there was no trailer in place to transport the machine. Walker did not see evidence of a sweeper transportation trailer in our tours of the parking locations. Thus, we are unsure as to how often parking facilities are being swept.

FACILITY TRAFFIC FLOW

Walker observed the potential for traffic flow concerns in the Sheridan Walker parking structure as well as the Century Center parking structure. Challenges within the Sheridan Walker structure appeared less contentious as the majority of parking patrons are frequent users of the parking structure. By contentious we are referring to the reversible entry/exit lanes providing access to and from Sheridan Avenue. During the morning hours these lanes are activated for ingress only, providing access for both transient and contract patrons. During the afternoon egress, the lanes are reversed and only contract patrons may exit the facility on Sheridan Avenue. All other patrons must exit the facility on Walker Avenue. Exiting onto Walker Avenue allows for one-way traffic heading south toward Sheridan Avenue.

Exhibit 20: Sheridan Walker Parking Structure Traffic Flow Challenges



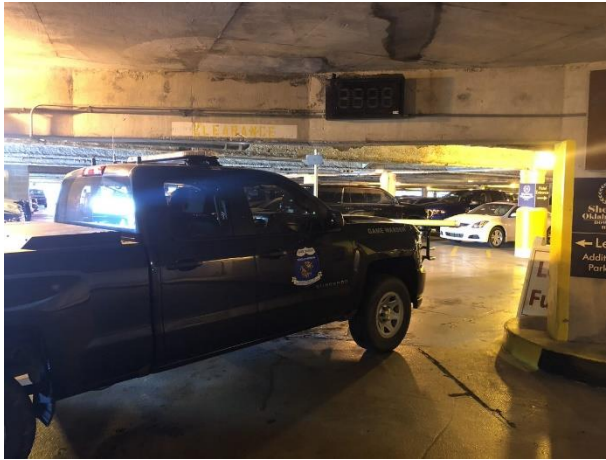
Source: Walker Consultants 2019

While observing traffic flow at the Century Center parking structure, Walker recognized motorists have the ability to pull a dispensed ticket to enter Level 3 of the parking structure. In the event the motorist is unable to locate and open space on Level 3, they must exit the level and proceed down the exit helix toward the exit booth and exit pay station located at the East Main Street ground level exit. In order to check availability of parking inventory on Level 4 of the parking structure, the motorist must drive around the block to re-enter the

AUGUST 13, 2019

facility and proceed to Level 4. Should the same experience occur while searching for parking inventory on Level 4, the motorist must then proceed down the exit helix to begin the process once again. Nothing exists at the Sheridan Avenue entry/exit plaza to inform the motorist of parking space availability. Likewise, nothing exists at the Level 3 entry gate to inform the motorist of parking space availability. Walker did recognize the existence of a facility level count system as evidence by the presence of digital display signs above each entry level plaza, to include a sign mounted at Level -1.

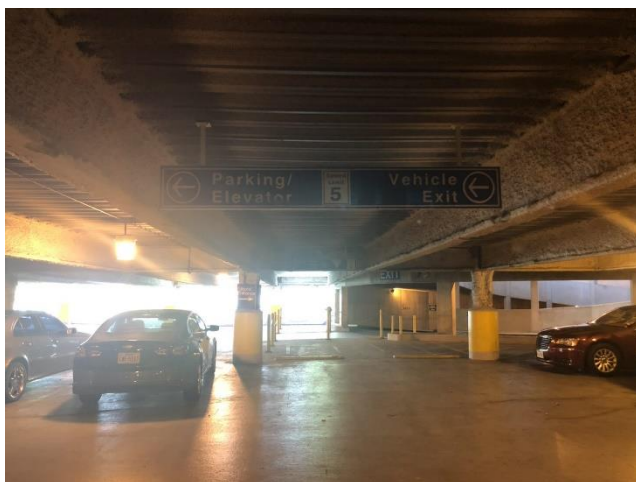
Exhibit 21: Century Center Parking Structure Traffic Flow Challenges



Source: Walker Consultants 2019

Walker also recognized a functional flow conflict on Level 3 of the Century Center parking structure whereby a “motorcycle only” parking area had been striped without modifying the traffic flow sign package. Instead a new sign was installed to direct motorists through another parking bay before circling around and approaching the exit helix ramp.

Exhibit 22: Century Center Parking Structure Traffic Flow Conflict



Source: Walker Consultants 2019

AUGUST 13, 2019

FACILITY SIGNAGE AND PROMOTIONAL MATERIAL

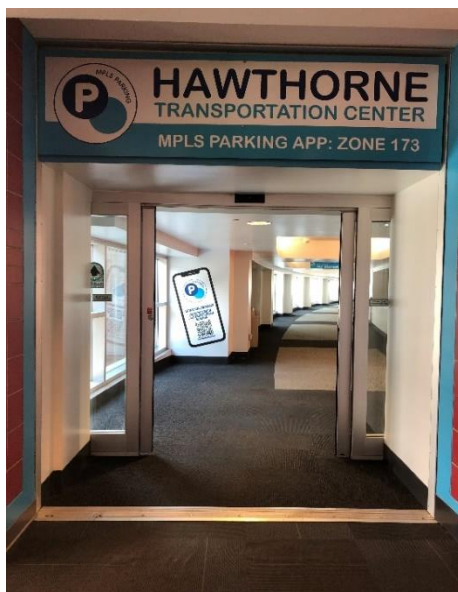
Walker makes the following observations regarding parking advertising signage in place at the COTPA parking facilities.

COX CONVENTION CENTER

Walker notes that signage throughout the large single-level parking facility is functional with color-coded illuminated sign boxes in various areas to display specific zones, however, multiple sign and font designs make for an uncoordinated look in terms of signage and branding. We recognize, however, that the facility's tenure as a parking facility may be short-lived, and as such any potential investments should consider a time-limited return on investment. For example, the parking structure has no exterior marquee parking signs, normally a priority installation for a parking facility which caters to event attendees and others who may not be everyday customers.

We note that the pay-on-foot stations in the elevator lobby near the Republic Parking office are not optimally marked. Signage should lead a patron to the pay station, and there should be as many reminders posted as are necessary to ensure that patrons pay before they go back to their cars. As an example, please see the following exhibit from a walkway into a public parking facility in Minneapolis. Patrons are reminded clearly that payment opportunities are ahead and that they can also pay via the mobile app. If patrons choose to pay the machine, the location of the pay-on-foot, with payment instructions, are clearly communicated.

Exhibit 23: City of Minneapolis Pay Station and Payment Methods Graphics

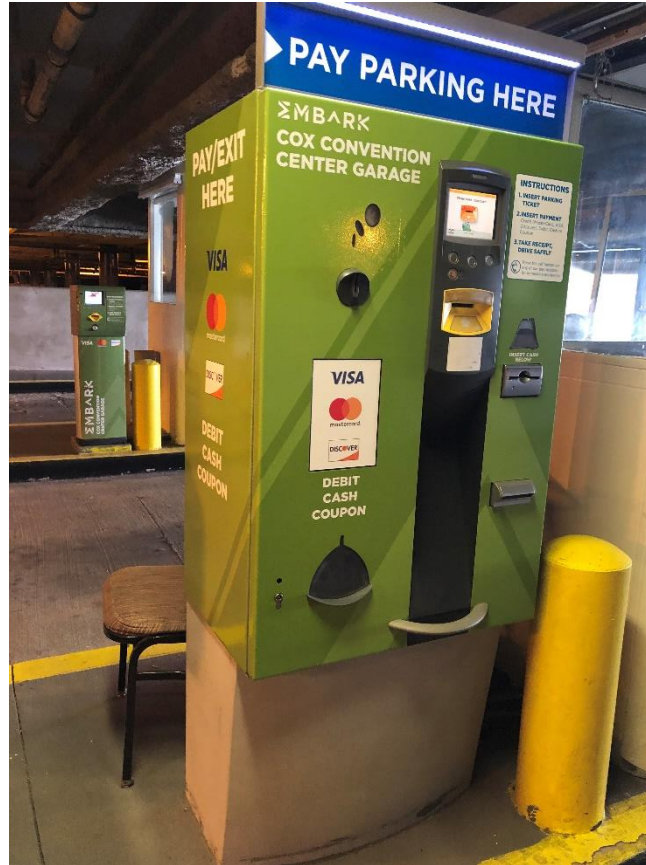


Source: Walker Consultants 2019

Signage leading to the pay-on-foot stations is lacking. However, payment instructions are clear at the more visible pay-in-lane stations in the facility.

AUGUST 13, 2019

Exhibit 24: Cox Convention Center Parking Structure Pay-in-Lane Machine



Source: Walker Consultants 2019

CENTURY CENTER

Walker observed that signage at the helix entry plaza to the multi-story facility is confusing. For example, the sign at the right-hand helix entrance to the parking structure's lower levels says "Monthly". However, it is also the Event entrance, for non-monthly parking attendees of events at the Cox Convention Center and the Chesapeake Energy Arena. Likewise, the left-side helix entrance is labeled "Public and Hotel", which may seem to the unfamiliar event attendee as the entrance for event parking. Walker observed multiple patrons pull into the wrong lanes (both event parkers and hotel parkers), causing the flagger to stop inflow traffic, direct the patron to back up into the street, and then back into the correct lane. Additional signage observations follow:

- Internal directional signage throughout the parking structure is minimal, and the facility needs an overall directional sign package. For example, many signs are mounted on walls which become blocked by vehicles parking in spaces and are thus rendered ineffective as they can't be seen.

Exhibit 25: Century Center Parking Structure Internal Sign Package



Source: Walker Consultants 2019

- The parking structure has no large branded marquee sign and would benefit from improved visibility and enhanced branding opportunity. Most onsite signs are small and generic, whereas the facility should be branded as a COTPA or EMBARK facility.
- Cars park on the street adjacent to the entrance plaza (an item noted in the earlier audit), further restricting visibility of the parking structure entrance as north and southbound drivers approach the facility.
- Within the parking structure, driving aisles have been rearranged due to operational changes over the years, and thus directional signage in place conflicts with the exit drive path on level 3.
- No signs indicate where motorcycle parking is available, but it is provided on level 3, marked by striping only.
- The Main Street exit plaza is not well-marked from the outside. A new signage package should include proximately placed signage to advise the motoring and walking public that cars are exiting the parking structure.

These issues can be addressed through the development of an updated directional signage package, one that will be consistent with the current operational needs and functional design of the parking facility.

AUGUST 13, 2019

ARTS DISTRICT

As noted elsewhere in this report, the Arts District parking structure has a highly professional and user-friendly appearance throughout. Walker’s observations and comments regarding signage are:

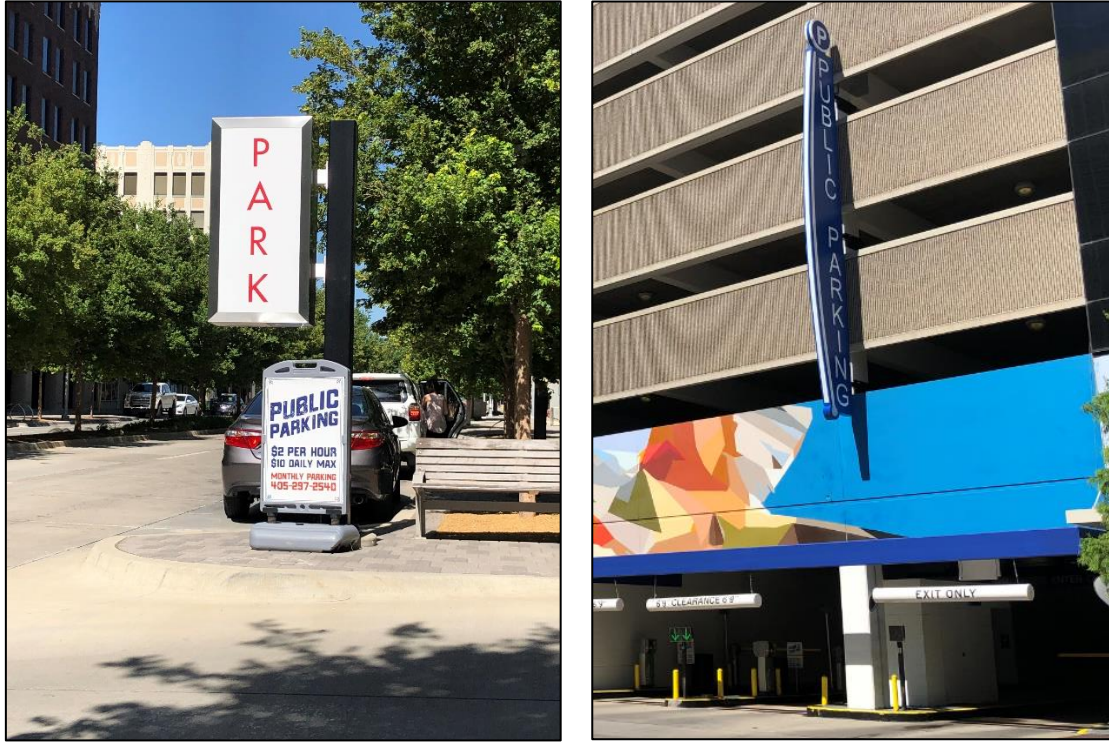
- Pedestrian directional signage is lacking on the ground floor. Safety would be enhanced if such signs were installed.

Exhibit 26: Arts District Pedestrian Wayfinding Sign Needs

Source: Walker Consultants 2019

- Vehicular directional signage throughout was suitable.
- Exterior marquee signage along Main Street is subtle and less effective than it would be if the colors were reversed. For example, the current red font on white background should be replaced with a signage panel including a red background with white print, and the resulting sign would be much more visible to the parking public. White lettering with a dark background is a generally better approach in terms of maximizing visibility, as a dark lettering tends to fade into a white background, especially when viewed from a distance. See the following exhibit comparing the Main Street marquee signage to the more visible Sheridan and Walker sign.

Exhibit 27: Exterior Marquee Signage Comparison



Source: Walker Consultants 2019

- We at Walker believe that when a parking system provides a high level of quality and creates a safe and friendly environment to the parking public, professional branding of the facility enhances value not only at the individual facility, but more importantly the overall parking system. This parking structure would benefit from such an enhanced branding initiative. The elevator lobbies are well situated for additional signage, perhaps advertising the facility's monthly parking program, the City's downtown streetcar system or local events or attractions.

Exhibit 28: Arts District Elevator Lobby Marketing Opportunities

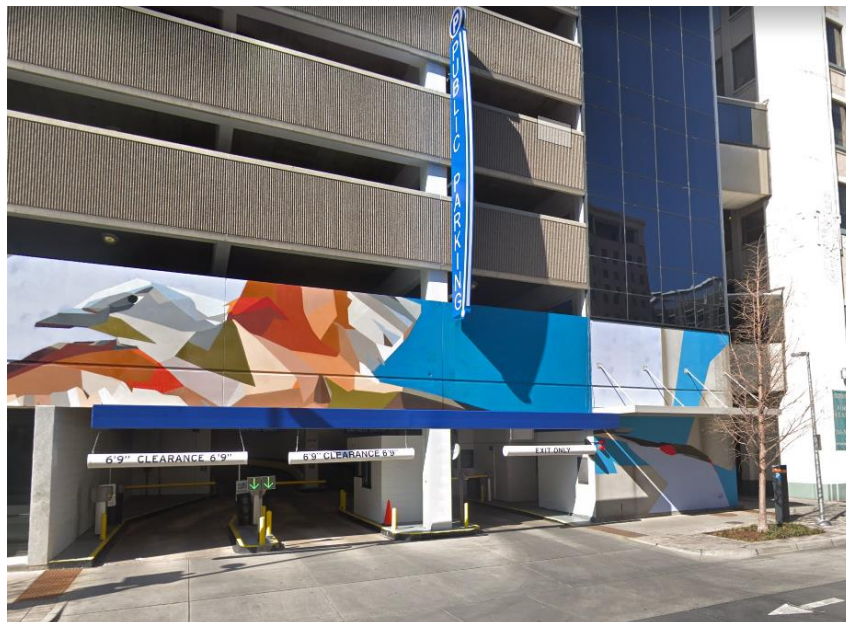


Source: Walker Consultants 2019

SHERIDAN AND WALKER

External-mounted blade signs at this parking structure on both the Sheridan and Walker sides of the building are excellent. We suggest that the horizontal beam across the entry/exit plaza along Sheridan Avenue may be an unused marketing or branding opportunity allowing for EMBARK or COTPA logos and marketing slogans.

Exhibit 29: Sheridan and Walker Horizontal Beam Branding Opportunity



Source: Walker Consultants 2019

AUGUST 13, 2019

Additional signage observations and comments include:

- Internal graphics at the elevators and stairs are appropriate.
- We noted that certain customer direction signs are redundant and recommend a review of the parking structure sign program, with removal of any redundant signs and enhancement of remaining signs as needed to communicate the desired message most clearly, with a single design.
- There are “No parking” signs on an overhead beam on level 2, immediately above suitable and fully occupied parking spaces. We suggest that sign message be clarified, or the signs be removed.

Exhibit 30: Sheridan and Walker Parking Structure Level 2



Source: Walker Consultants 2019

AUGUST 13, 2019

- Sheridan and Walker is the only parking structure where we observed municipally compliant “no loitering” signs posted. These signs should be in use system-wide. The pedestrian caution sign at ground level needs to be more informative to best provide direction for pedestrians to travel.

Exhibit 31: Sheridan and Walker Municipal and Pedestrian Sign Opportunities



Source: Walker Consultants 2019

- The Walker Street exit displays a “no left” illuminated icon sign perhaps more clearly, but the clearance bar over the exit lane could be outfitted with decals that read “All Traffic Right”. Similarly, the Arts District parking structure exit presents an example of good directional signage suspended from the ceiling.

Exhibit 32: Sheridan and Walker Parking Structure Motorist Exit Signs



Source: Walker Consultants 2019

SANTA FE DEPOT LOT (#74)

The Santa Fe Depot Lot, as noted earlier in this report, is primarily utilized by Amtrak travelers, transient patrons, and event attendees. The lot is staffed for special events. Walker's observations and comments concerning signage at this location include:

- The Parkeon pay-by-plate pay station is installed towards the south end of the lot and is not conveniently located for patrons walking north from the lot. Signage should be enhanced to clearly communicate to parkers where the pay station is located.
- It has been noted that customer service would be enhanced overall if a second pay station were installed towards the north end of the lot, thus providing a visible payment opportunity to all patrons walking in that direction.
- In each case, improved informational signage, not only directing the customer to the pay station but also reminding patrons to make note of their license plate numbers (needed to process a transaction in the multi-space meter) is recommended.

RENO AVENUE LOT (#61)

The Reno Avenue Lot is south of the Santa Fe Depot lot, across Reno Avenue from the Amtrak Station and associated small retail establishments. As described, this lot is equipped with one Parkeon multi-space, pay-by-plate meter, in this case installed at the north end of the lot by the cashier booth. It is perceived that some patrons would benefit from a second meter being installed towards the south end of the lot, specifically once the new convention center and hotel opens to the south of the Chesapeake Energy Arena. Signage comments mirror those of the Santa Fe Depot lot, including:

AUGUST 13, 2019

- The Parkeon pay-by-plate pay station is installed towards the north end of the lot and is not conveniently located for patrons walking south from the lot. Signage should be enhanced to clearly communicate to parkers where the pay station is located.
- It has been noted that customer service would be enhanced overall if a second pay station were installed towards the south end of the lot, thus providing a visible payment opportunity to all patrons walking in that direction. More importantly, a second pay station would lessen the demand placed upon the existing single payment location, allowing a backup option in the event of equipment failure or a temporary offline scenario.
- In each case, improved informational signage, not only directing the customer to the pay station but also reminding patrons to make note of their license plate numbers is recommended.

Exhibit 33: Reno Avenue Lot Pay Station Signs



Source: Walker Consultants 2019

VALIDATION SYSTEMS

Walker’s Task 1 information request provided two separate lists from Republic Parking’s parking accounts receivable information system (PARIS). The first list detailed local companies with validation accounts only and the second list detailed companies with validation and parking pass accounts. “Validation only” accounts are validations in which the SkiData parking access and revenue control system creates a chaser ticket to be inserted in the in the exit pay station after the dispensed ticket to validate the parking charges for the motorist. “Validation plus Pass” accounts include the aforementioned validation procedure and add a feature whereby passes are printed by an event organizer, paid in advance by the organizer and then motorist presents the physical pass to the cashier in order to enter or exit the parking structure without being charged the prevailing

AUGUST 13, 2019

rate. The following table has been provided to summarize the active validation only and validation plus pass accounts by parking structure as of July 16, 2019.

Parking Structure	Location Code	# of Validation Only Accounts	# of Validation plus Pass Accounts
Century Center	129-53	3	9
Sheridan Walker	129-56	24	25
Cox Convention	129-54	0	45
Arts District	129-64	11	15

Walker noted the majority of the Validation Only accounts were also listed on the Validation plus Pass account list. We caution the need to monitor the companies listed on the Validation plus Pass accounts list for active status and recognize the need to audit regularly for COTPA’s liability protection.

While onsite at the Cox Convention Center main parking office, Walker was informed pre-printed validation only requests were fulfilled by the Auditor position, logged and secured in a locked file cabinet drawer until distributed to clients accordingly. Several ticket bundles shown in the following exhibit were labeled “Sheraton Hotel” however Walker noted this validation type was not listed on the PARIS validation account list.

Exhibit 34: Pre-Printed Validation Ticket Storage at Cox Convention Center Main Parking Office



Source: Walker Consultants 2019

PARKING OPERATOR STANDARD OPERATIONS MANUAL

As previously shared within the body of this report, Republic Parking was unable to provide a copy of their Standard Operations Manual specific to the COTPA operations.

MONTHLY MANAGEMENT REPORTS

Within the Operational Audit scope of services Walker agreed to review the monthly reports for operational issues. To address this area, Walker reviewed variances for actual expenses related to each parking facility for the past six (6) months. This effort was designed to discover individual operating anomalies and their favorable/unfavorable impact to the authorized budget. Beginning with January 2019, the following is a summary of our review of operational issues.

JANUARY 2019

Parking Asset	Variance % to Budget	Variance \$ to Budget
Santa Fe Parking Structure	(36%)	(\$3,963)
Century Center Parking Structure	(74%)	(\$14,791)
Cox Center Parking Structure	(178%)	(\$9,734)
Sheridan Walker Parking Structure	(68%)	(\$4,528)
Arts District Parking Structure	(448%)	(\$28,588)
Reno Avenue Lot	(183%)	(\$3,284)
Santa Fe Depot Lot	(21958%)	(\$1,227)

- Using the FY18 actuals for the FY19 budget, Republic Parking underestimated the number of employees signing up for the health insurance benefit.
- An overnight cashier was added to the Century Center parking structure.
- Repairs were made to the SkiData server after a system crash and a control board was purchased for a POF at the Arts District parking structure.
- Six (6) contract security invoices were paid for in a single month.
- More events occurred in the month than what was budgeted.
- Materials acquired for the storage fence at the Cox Center parking structure.
- Staffed Sheridan and Walker structure for OKC Thunder games.
- Equipment repairs made to the Fire System at the Arts District parking structure.
- New Parkeon pay stations were purchased for the surface lots and all parking boots were rekeyed to accommodate a single-key system.

In addition to the January 2019 monthly operating report, Walker also received a copy of a management walkthrough for the Cox Center parking structure dated January 10, 2019. The following highlights were reported in the walkthrough notes:

- The landings need to be power washed throughout the structure
- Bath rooms need repainting

AUGUST 13, 2019

- Stairwells need dusting and cobweb removal
- Cob web removal throughout the structure
- Window sills need cleaning at the office
- Non-working lamps need replacement
- Signs need changing out due to wear and deterioration
- All maps need wiping down

Outside of the painting project needs, Walker believes the general cleaning items would be better addressed through the use of a regular maintenance/custodial checklist for the facility.

FEBRUARY 2019

Parking Asset	Variance % to Budget	Variance \$ to Budget
Santa Fe Parking Structure	(263%)	(\$12,705)
Century Center Parking Structure	(39%)	(\$8,143)
Cox Center Parking Structure	(46%)	(\$2,183)
Sheridan Walker Parking Structure	(111%)	(\$1,048)
Arts District Parking Structure	(68%)	(\$3,241)
Reno Avenue Lot	(108%)	(\$2,645)
Santa Fe Depot Lot	(23925%)	(\$1,392)

- Using the FY18 actuals for the FY19 budget, Republic Parking underestimated the number of employees signing up for the health insurance benefit.
- Purchased new access cards for the Santa Fe parking structure.
- An overnight cashier was added to the Century Center parking structure.
- Fiber work done to remove the server from the Santa Fe parking structure to the Arts District parking structure. Refurbished spare bill validator.
- Replaced screen in Lane #7 column at Cox Center.
- Customer auto repair for \$2,758 at Arts District parking structure.
- More events occurred in the month than what was budgeted – Reno Avenue Lot.
- Purchased and installed new pay station signs at the lots.

In addition to the February 2019 monthly operating report, Walker also received a copy of a management walkthrough for the Arts District parking structure dated February 18, 2019. The following highlights were reported in the walkthrough notes:

- Paint is peeling up throughout the structure
- Ramps need to be swept and leaf blown then power washed
- Stairwells need dusting and cobweb removal
- Cob web removal throughout the structure and back hallway
- Elevator stainless steel needs cleaning
- Window sills need cleaning at the office
- Clean A/C units located on 2nd level

AUGUST 13, 2019

Outside of the painting project needs, Walker believes the general cleaning items would be better addressed through the use of a regular maintenance/custodial checklist for the facility. During our site visit in July 2019, Walker representatives observed maintenance personnel actively cleaning the overhead pipes for cobwebs and dust.

MARCH 2019

Parking Asset	Variance % to Budget	Variance \$ to Budget
Santa Fe Parking Structure	(142%)	(\$8,341)
Century Center Parking Structure	(50%)	(\$8,393)
Cox Center Parking Structure	(53%)	(\$1,632)
Sheridan Walker Parking Structure	(1612%)	(\$3,091)
Arts District Parking Structure	(112%)	(\$4,387)
Reno Avenue Lot	(169%)	(\$3,201)
Santa Fe Depot Lot	(26%)	(\$763)

- Using the FY18 actuals for the FY19 budget, Republic Parking underestimated the number of employees signing up for the health insurance benefit.
- Purchased new access cards for the Santa Fe parking structure.
- An overnight cashier was added to the Century Center parking structure.
- Fiber work done to remove the server from the Santa Fe parking structure to the Arts District parking structure. Refurbished spare bill validator.
- Replaced screen in Lane #7 column at Cox Center.
- Customer auto repair for \$2,758 at Arts District parking structure.
- More events occurred in the month than what was budgeted – Reno Avenue Lot.
- Purchased and installed new pay station signs at the lots.

In addition to the March 2019 monthly operating report, Walker also received a copy of a management walkthrough for the Sheridan and Walker parking structure dated March 21, 2019. The following highlights were reported in the walkthrough notes:

- Stairwells need repainting as paint is peeling up
- Ramps need to be swept and leaf blown, then power washed to remove oil stains throughout the structure
- Stairwells need dusting and cobweb removal
- Entrances and exits need power washing
- Drain tops need cleaning
- Fire boxes need cleaning
- Elevator stainless steel needs cleaning

Outside of the painting project needs, Walker believes the general cleaning items would be better addressed through the use of a regular maintenance/custodial checklist for the facility. The focus of a facility walkthrough should address capital repair items as well as general structural and liability concerns.

AUGUST 13, 2019

APRIL 2019

Parking Asset	Variance % to Budget	Variance \$ to Budget
Santa Fe Parking Structure	(100%)	(\$1,014)
Century Center Parking Structure	(44%)	(\$9,493)
Cox Center Parking Structure	(457%)	(\$3,937)
Sheridan Walker Parking Structure	(269%)	(\$3,198)
Arts District Parking Structure	(89%)	(\$7,138)
Reno Avenue Lot	(127%)	(\$2,485)
Santa Fe Depot Lot	(625%)	(\$415)

- Repairs made to water valves in the skybridge area of the Santa Fe Structure.
- An overnight cashier was added to the Century Center parking structure.
- Purchased SkiData Protect Care for equipment.
- More events occurred in the month than what was budgeted (Thunder playoffs).
- Traffic officers were budget at Santa Fe and moved to Cox after the sale of Santa Fe.
- Arts District event staff not included in the budget.
- Reprogramming of the Know Box alarm, service of the Cummins generator, and repairs made to the power washer and sweeper.

In addition to the April 2019 monthly operating report, Walker also received a copy of a management walkthrough for the Century Center parking structure dated April 30, 2019. The following similar highlights were reported in the walkthrough notes:

- Ramps need to be swept and leaf blown, then power washed to remove oil stains throughout the structure
- Sweep and mop all 5 stairwells and remove cobwebs
- All four levels need power washing
- Replace the non-working lamps throughout the structure
- Wipe and clean window sills
- Sweep and mop all elevator lobbies
- Elevator stainless steel needs cleaning

Walker notes that during our site visit in July 2019, many of these custodial items appeared unaddressed as well as several of the lamps were still not found in working condition. The following exhibit has been provided as an example of the landing area outside of the elevator lobby on level 3 of the parking structure.

AUGUST 13, 2019

Exhibit 35: Century Center Parking Structure Elevator Lobby



Source: Walker Consultants 2019

MAY 2019

Parking Asset	Variance % to Budget	Variance \$ to Budget
Santa Fe Parking Structure	(100%)	(\$1,014)
Century Center Parking Structure	(122%)	(\$19,724)
Cox Center Parking Structure	(127%)	(\$625)
Sheridan Walker Parking Structure	(228%)	(\$1,095)
Arts District Parking Structure	(181%)	(\$7,591)
Reno Avenue Lot	(159%)	(\$3,035)
Santa Fe Depot Lot	(16%)	(\$499)

- Repairs made to water valves in the skybridge area of the Santa Fe Structure.
- An overnight cashier was added to the Century Center parking structure.

AUGUST 13, 2019

- Employee health insurance charged to all locations due to sale of Santa Fe structure.
- Paid an additional security invoice.
- IPI fees for Brad Kearns.
- Armored car fees from Santa Fe.
- Office copier lease fees from Santa Fe.
- More events occurred in the month than what was budgeted (graduations).
- Additional EE's for training.
- Arts District event staff not included in the budget.
- Purchased gate arm and repairs made to SkiData spare parts.
- Lift rented to repair flaking paint throughout the structure.

No management walkthrough report was included with the May 2019 monthly operating report.

JUNE 2019

Parking Asset	Variance % to Budget	Variance \$ to Budget
Santa Fe Parking Structure	(%)	(\$)
Century Center Parking Structure	(122%)	(\$22,752)
Cox Center Parking Structure	(194%)	(\$5,657)
Sheridan Walker Parking Structure	(498%)	(\$2,095)
Arts District Parking Structure	(133%)	(\$3,618)
Reno Avenue Lot	(35%)	(\$477)
Santa Fe Depot Lot	(100%)	(\$57)

- An overnight cashier was added to the Century Center parking structure.
- Employee health insurance charged to all locations due to sale of Santa Fe structure.
- Electricity, cellular and internet charged when no charges budgeted for the actual month.
- New folding gate arm at Century Center.
- Security service charges moved to other locations due to the sale of Santa Fe.
- Repairs made to the Zip Park server and power washer.
- Training new event staff for future events.
- New uniform purchases.
- Staff added to assist customers with Parkeon machines on Santa Fe and Reno lots.
- Tech support for Parkeon machines.

No management walkthrough report was included with the June 2019 monthly operating report.

EVENT PARKING OPERATIONS

Walker observed event parking operations on Friday night July 19 (Khalid concert – Chesapeake Energy Arena) and Saturday July 20 (Brick Universe Lego Fan convention at Cox Convention Center.) The events were fundamentally different from each other in terms of traffic flow. Khalid concert attendees arrived before the show over a period of two hours and exited post show largely as a group, whereas the Lego convention generated ongoing “in and out” volume over the full course of the day. The same event operations procedures were deployed in both cases.

COX CONVENTION CENTER

1) *Staffing Levels / Quality* – Event staffing levels included a total of four event cashiers (two in the east entrance plaza and two in the west plaza) and one to two traffic directors at each plaza. Walker noted that there were also new event cashiers and traffic directors being trained during these events. Walker observed that the physical presentation of the employees working during the event did not project and image of consistent quality. For example:

- Traffic directors / flaggers worked in lanes but did not carry the requisite highly-visible orange flags.
- Employees wore uniforms, including blue Republic shirts and hats and, with tan slacks or shorts, reflective vests.
- Cashier “Leads” (supervisors) wore the same uniform as did cashiers. Lead cashiers and managers should wear a slightly different uniform from cashiers and traffic directors, such that the parking public gets a visual cue as to who is in charge.
- Some but not all employees wore name tags.
- The event manager wore jeans and a civilian shirt (with no Republic Parking logo) on Friday night.
- New employees were being trained. Anecdotal information received from employees was that training is lacking and that some employees are left to figure things out on their own. However, Walker observed one cashier very effectively training a new cashier.
- Interview/screening process should be reviewed, as some employees appeared marginal in terms of communication abilities. For example, one employee arrived late for work, announced that someone had stolen his uniform, and expected Republic to give him a new uniform. Apparently this the second time that this occurred with this employee. To Republic’s credit, the employee was told by the Lead Cashier that they would provide him with one more set of uniforms, but due to his late arrival, he wasn’t going to work that night. Another brand new employee, as noted elsewhere in this document, was observed standing at the bottom of the parking entrance ramp listening to music instead of standing at his post.
- Walker observed that employees by and large worked cohesively as a team, With no discernable friction.

2) *Operational Methodology*

- Event cashiers are issued a stack of sequentially-numbered SKIDATA event parking tickets when “punching in” for their assigned event shift, along with an operating bank (in a cash bag), a VIP parking list for the events and a Zip Park hand-held credit card scanner and credit card receipt printer.
- Event cashiers are deployed to the existing parking entrance plazas.
- Event operations do not utilize the ticket dispenser capability of the SKIDATA entrance columns during events. In fact, ticket stock is removed from dispensers to ensure that tickets are not automatically issued during event ingress operations.
- Cashiers stand (or sit on chairs between transactions) on the entrance lane equipment islands.

AUGUST 13, 2019

- Cashier equipment and supplies, such as SKIDATA event parking tickets, Zip Park credit card terminals and all supplies and cash collected are piled on SKIDATA parking columns, as there are no in-lane work stations or podiums supplied. All cash is change fund bags only.

Exhibit 36: Republic Parking Event Cashier at Cox Center Parking Structure


Source: Walker Consultants 2019

- Event cashiers use Zip Park for credit card processing and confirming authorized VIP (complimentary) parkers, such as Oklahoma City police department officers who are working the event or Republic Parking management staff. The Zip Park system links to the database of authorized VIP parkers. When a Zip Park unit records a specific VIP as “entered”, the system will not allow that same VIP to be processed as entering again at any other entrances, providing controls.
- Ticketmaster prepaid parking purchasers arrive with box office tickets documenting parking purchase (with no bar code) or “print at home” vouchers with bar codes, but bar code is not integrated to system and they are not scanned. One could photocopy the print at home passes, but this issue will be resolved when the SKIDATA V 12 is installed, as the upgrade will include QR code-scanning capabilities.
- There are no Republic staff on the parking floor to direct traffic within the facility until the facility approaches capacity, although there are portable signs displayed in the facility to provide direction.

AUGUST 13, 2019

- Egress setup Friday night occurred late, as a key traffic control employee called in and was not at work. However; the Event Manager and one Lead Cashier interceded in time to ensure that exit traffic did not become snarled.

3) Utilization

- The parking structure was full to near capacity on Friday night with only the section currently under construction along the west wall of the structure unused. Patrons continued to arrive well after the event's start time. The Lead Cashier on duty in the parking structure directed patrons to park along cubs on both sides of the main east-west drive aisle, maximizing use of available remaining parking areas.
- The parking structure was not full on Saturday during the Brick Universe Lego Fan convention, but event procedures were in place.

CENTURY CENTER

- 2) *Staffing Levels / Quality* – Event staffing included one uniformed traffic flagger equipped with an orange flag and stationed in front West Sheridan Avenue entrance helix, plus an event cashier posted in the “Monthly” entrance lane of the parking structure. The facility is manned with a single cashier at the Main Street exit helix during event and non-event operating hours. The traffic director must ensure that hotel and public parkers drive up the helix to parking levels 3 and 4, while directing all events patrons down the helix to subterranean levels (-1) and (-2). Walker observed that the traffic flagger and the exit cashier were well informed and provided a well-above-average skill of service. The event cashier appeared to be of more average skill, but as noted below, the working conditions related to the event cashiering task warrant improvement to maintain a safe working environment.

2) Operational Methodology

- The event cashier stands on a steep ramp while processing incoming car volume. The cashier's equipment, including tickets and a hand-held Zip Park credit card machine, are placed on top of the interior helix wall, from which the cashier retrieves them to process individual transactions. The traffic flagger sends event cars to the event cashier, who issues manual sequentially-numbered event ticket. Patrons can pay by cash or credit card. Once the patron has paid, the event cashier scans an unrestricted (No “anti-passback” control active) HID access card, raising the SKIDATA barrier gate in the process. The patron parks on either one of the two lower levels.
- After the event, parking patrons drive up the Main Street exit helix, where the barrier gate is temporarily programmed to auto-vend upon the approach of a vehicle.
- Post-event Lead Cashier verification/reconciliation at the Cox Convention Center parking office includes a comparison of the number of event cashier HID card scans to the number of event tickets issued. Given that contract parkers may exit the parking facility while the temporary “auto-exit” process is active, all contract parker's status are reset after each event, such that contract parkers can use their HID access cards to enter the parking structure the next day.

AUGUST 13, 2019

- Hotel patrons and public non-event cars park on non-intersecting upper levels 3 and 4, entering each level through separate SKIDATA PARCS-controlled entry plazas in place on the upper levels of the helix. Hotel and public vehicles must then interact with the exit cashier or utilize the single pay-in-lane station installed next to the Main Street cashier booth. Today, there are no pay-on-foot stations elsewhere in the parking structure, thus all exit transactions must take place at the West Main Street exit plaza.

3) *Utilization* – Walker observed that underground levels (-1) and (-2) were not fully utilized for event and contract parking during our visits to the site.

ARTS DISTRICT

The Arts District parking facility is located about ½ mile from the Cox Convention Center and Chesapeake Energy Arena venues and as a result does not realize ongoing volume from the largest downtown Oklahoma City venues. The facility is, however, close to the Civic Center Music Hall and the Oklahoma City Museum of Art. Thus, the facility can receive the benefit of car volume generated by those and other local cultural attractions. The Arts District parking structure is a fully automated parking facility with no cashier stations for event prepay or post-event revenue collections. Walker’s comments regarding event parking operations are as follows:

- All parking patrons enter the self-park facility through the gated entry plazas, parking on the upper levels. Patrons pay prior to exiting the facility utilizing the elevator lobby pay stations or pay at the pay-in-lane stations installed at all parking structure exit lanes.
- This is an entirely self-service facility, with no onsite staffing scheduled. Security guards patrol the facility on foot or in marked security vehicles.
- Walker did not observe any event parking activity at the Arts District parking structure as no local area events were scheduled.
- Prepaid or post-paid validated event parking can be facilitated by issuance of “chaser ticket” validations, issued by the Republic Parking’s local operations and administrative team.

SHERIDAN AND WALKER

Like the Arts District parking structure, Sheridan and Walker is remote from the major event venues, with most car volume generated by the local business community. This facility’s day-to-day operating methodology differs from the Arts District parking structure only in that the Walker Avenue entrance is equipped with exit equipment that allows for conversion of each lane from entrance to exit during the weekday evening rush hour, or as otherwise needed. The structure is outfitted with a cashier booth at one fulltime exit lane, which is staffed on weekdays. Event-related parking operations would implement similar procedures to those in place at the Arts District facility:

- All parking patrons enter the self-park facility through the gated entry plazas, parking on the upper levels. Patrons pay prior to exiting the facility utilizing the pay-in-lane stations installed at all parking structure exit lanes, or at the manned cashier booth as applicable.
- This is a self-service parking structure, onsite staffing scheduled during limited hours only. Walker did not observe any cashiers on duty on Saturday July 20. Security guards however were observed patrolling the parking facility on foot and in marked security vehicles.

AUGUST 13, 2019

- Walker did not observe any event parking activity at the Sheridan and Walker parking structure, as no area events were scheduled.
- Prepaid or post-paid validated event parking can be facilitated by issuance of “chaser ticket” validations, issued by the Republic Parking’s local operations and administrative team.

SANTA FE DEPOT LOT (#74)

As noted, this lot caters to Amtrak travelers and convention or arena event patrons, who pay cash to the attendant on duty or pay via the onsite multi-space meter. Use of the pay station is not encouraged on event days, unless the customer wants to pay by credit card. The pay station is not used for cash on event days.

Typical event staffing for this lot is one attendant for the full day of the event, even if the event is at night. Walker observed event parking operations both on the night of the July 19th (Khalid Concert) and the next day’s Brick Universe Lego Fan convention, noting the following:

- 1) *Staffing Levels / Quality* – There is no cashier booth on the lot. The employee on duty, a friendly and experienced parking attendant, was working out of his truck, which was kept running (for the benefit of air conditioning) due to the 100 degree+ temperatures for the day. The attendant was uniformed, but the lack of a proper workspace meant that the organization of his parking supplies was haphazard.
- 2) *Operational Methodology* – Walker noted that multiple sales procedures were in place during our visits to the lot. Patrons who wish to pay by credit card pay the Parkeon meter on event days and with cash or credit card on non-event days using “pay-by plate”. Patrons paying cash on event days are issued a sequentially number event ticket by the attendant, but if a train traveler parks for a multiple-day trip and he or she wishes to pay by cash, the patron is issued a handwritten receipt with the particulars written on it or is issued multiple sequentially-number event parking tickets signifying multiple day transactions. In both cases the resulting documentation is displayed on the vehicle dashboard, under the windshield. In our opinion, the attendant did not provide focused answers as to why certain Amtrak patrons were issued handwritten receipts and others got multiple event tickets. The issuance of multiple sequentially numbers event tickets to overnight travelers provides some level of audit control, but the use of handwritten receipts instead of tickets is not trackable after the fact. We suggest the lot needs audit and enforcement attention. Questions and open items include:
 - How are “receipt” transactions accounted for, as they are “outside” of sequentially numbered ticket system?
 - No ticket is displayed on cars if a patron utilizes the Parkeon pay-by-plate system. Additionally, multiple customers used windshield sun screens on their cars, and no parking tickets or receipts were visible, as they would have been blocked by the sun screen. Even if Management produces a Parkeon pay-by-plate report and checks the lot for applicable license numbers, “next steps” in enforcement, including booting or towing, would be a challenge as very possibly some or all the customers with sun screens obscuring visibility to their dashboards may have been paid-in-full parkers. A decision should be made as to a consistent go-forward operating strategy.
 - We saw no evidence of pay-by-plate or other enforcement activity on the part of Republic Parking. Is enforcement robust or not? What are civil citation opportunities? Pay by plate for ongoing

AUGUST 13, 2019

enforcement? COTPA should consider use of a hand-held enforcement device with integration to the Parkeon system. This would allow management to check the lot without going to the management office first to print a report, one which may be inaccurate by the time the auditor arrives at the lot as new customers may have arrived and paid the pay-by-plate meter in the meantime. Management reports few people are booted, at least during event operations.

- COTPA should consider implementation of a mobile payment solution, such as Park Mobile, to provide patrons with another controllable parking payment system. An enforcement officer would check via his or her hand-held for not only Parkeon meter payments but mobile payments as well.

3) *Utilization* – Walker noted the lot was lightly utilized for events during our observations but had multiple multi-day travelers already parked on lot, as described above.

RENO AVENUE LOT (#61)

The Amtrak overnight customer is not a focus of the Reno Avenue lot to the extent that the Santa Fe Depot Lot caters to longer-term parking travelers. Most patrons observed during our firm's visit were event attendees.

- 1) *Staffing Levels / Quality* – Two employees, one being responsible for collection of money and the other for ensuring that all lot spaces are filled, were on duty. Employees were in uniform and seemed focused and friendly. However, the second employee was underutilized after the lot filled. Republic may want to consider moving the traffic-direction attendant to a more active entrance or exit lane in a nearby facility after the Reno Avenue lot entrance rush drops off.
- 2) *Operational Methodology* – Multiple sales procedures are in place at the Reno Avenue lot. Patrons pay Parkeon machine with credit card on event days and with cash or credit card on non-event days using pay-by plate. Patrons paying cash on event days are issued a sequentially number event ticket. The handwritten receipt alternative in use at the Santa Fe Depot Lot is not in place at this facility.
 - Similar operational decisions should be made for this lot as apply to the Santa Fe lot. For instance, if a second Parkeon meter were installed at each of the two lots, a single attendant can be assigned to each lot, and the employee's task becomes to instruct all patrons to pay the meter by cash or credit card. Robust enforcement would check the lot after the event entrance rush, and violators would be booted or towed. Once an enforcement system is visibly in place, compliance should be strong. Onsite security is improved as the attendant would no longer handle money. Cash can be removed by a cash pickup team during the event (when the lot is still full of cars) and brought back to the cash counting facility for processing.
- 3) *Utilization* – The Reno Avenue lot was well utilized for the event on Friday night, but was sparsely occupied on Saturday.

Event Ticket Inventory - The supply of SKIDATA event tickets and manual event tickets are locked in the Republic Parking office in the Cox Convention Center parking structure. Stacks of up to 250 sequentially-numbered event tickets are logged when issued to cashiers. Unused tickets are logged back in when returned post-event. The event cashier report that Leads complete for each cahier during the event reconciliation process addresses tickets issued and returned as well, providing controls. This matter is discussed in more detail in the next section.

AUGUST 13, 2019

EVENT PARKING CONTROL AND REPORTING

COX CONVENTION CENTER

Walker observed that current event cash pickup procedures are lacking in terms of security. Today, “pre-drops” are taken by Cashier Leads (supervisors of cashiers, on duty for all events), removing cash from the in-lane cashiers, but those funds are counted up to two times while the cashier and the Lead Cashier stand outside at the parking equipment, exposed to the risk of robbery, as it is visible to anyone watching that money is being counted in an unprotected zone. The cash is then carried by the Lead Cashier to Cox Convention Center parking office and dropped in the cash room safe. Cashiers bring their own remaining cash and paperwork to office after the event inbound is complete and Lead Cashiers complete a report that documents the cashier’s revenue and tickets issued and unused tickets returned for future use. Cashiers then wait in a group outside of the “Storage Room B” cash counting room. Once in the cash room, count and verification systems are good, but improvements are needed in all steps leading to that point, as described below:

The “Pre-Drop” procedure, as summarized above, is a risky procedure as is, both in terms of internal and external loss controls. The cashier and the Lead Cashier stand together as noted and count cash while standing by the parking equipment. The system should be converted to be a “blind drop pickup.” In a blind drop scenario, the Lead Cashier, always accompanied by a second person to “scope out the area” for potential robbers, takes all cash from the cashier except for the cashier’s operating bank. Then the lead Cashier seals the money in a sequentially-numbered drop bag in the presence of the cashier and gives the also sequentially-numbered tag from the drop envelope to the cashier to bring back to the office with his or her remaining cash and paperwork, after the event ingress is complete. The Lead Cashier has the cashier sign a log, also recording the drop bag number and immediately moves on to the next lane or returns to the office to deposit the periodic drop in a counting facility safe. When the bag is opened later for counting, it is opened with a witness and under the watchful eye of the video recording system, ensuring that no one has tampered with the bag in the meantime. The benefits of this procedural change are:

- The cashier does not know how much money he or she has handed off to the Lead Cashier. Thus, if the cashier desires to steal the parking funds paid for by even just one customer, they will be less likely to do so, as they don’t know how much money has already been turned in. Sometimes, if a cashier is “over” at the end of the day, they will be tempted to keep that overage. Under this recommended procedure, the cashier wouldn’t know that they are over until sitting with the money counting crew in a secure counting room.
- The time spent removing cash from the parking plazas will be reduced dramatically, reducing the risk of robbery.

Walker notes that although the money counting room is physically strong and counting procedures once inside the room are well-thought out, security surrounding its operation is inadequate, and the risk of robbery and the associated risk to employees is high. Today, employees wait outside of the counting room until they are called in to reconcile their funds. Any robber could easily see that a cash count is occurring. If a criminal somehow gets into the office, by slipping in while the door is open or by holding an employee outside of the door at gunpoint,

AUGUST 13, 2019

risk of loss of funds and injuries (or worse) to employees is amplified. Walker proposes making the following to the Cox Convention Center parking structure money counting facility:

The concept is that the current three-room operations office would become the cash counting facility.

- Convert the Event Manager's office to count room. Can also be the office for Event Manager when money counting is not happening.
- Hire an off-duty uniformed Oklahoma City police department officer (or an armed but qualified security guard if there is no off-duty PD program in place in Oklahoma City) to sit in the outer management office (where the employee time clock system is located).
- Officer would not allow any non-employees to enter the outer office. He or she would monitor employee activity in the outer office and would permit employees to enter the middle office only when specified by a Lead Cashier (generally when the Lead Cashier is ready to review that employee's paperwork).
- The current report completion would continue to be handled with Leads Cashiers in middle office. Once reports are complete, appropriate Lead Cashier and employee only would enter the inner office.
- Cash counting equipment and all safes would be installed in the inner office.
- Remove current office windows replace with cinderblock walls.
- Today, each Lead Cashier has his or he own safe for storage of operating banks, but all final counted and verified drops go into a depository safe that only managers have access to. We recommend taking that safety measure one step further by replacing the current depository safe with a key and combination safe. The armed courier responsible for bringing funds to the bank after events would carry the key and the operations staff would have the combination only, so the safe could only be opened in presence of management and courier only, not one or the other.
- All the Lead Cashier and Manager safes would also be relocated to the new count room.
- The video camera would be moved into the new count room and Management would ensure recording is taking place.
- All transport of funds by Republic Parking personnel should be done in the presence of a second person, no exceptions.

ALL LOCATIONS – CASH AND TICKET CONTROLS

Cash Count Procedures - The current money count procedure, which applies for all event parking location, even though the actual reconciliation process takes place in the Cox parking office, is otherwise appropriate, including double checks, sign-offs and proper logging of drops and revenue. After the Lead Cashier completes an individual cashier's report, accounting for tickets issued and returned, and revenue as documented by SKIDATA, Zip Park (for credit cards) or manual ticket sales on surface lots, the Lead Cashier and the cashier enter the counting room together. Each cashier's funds are counted twice by the Lead Cashier or Manager on duty, in the cash room, in the presence of the cashier and under the watchful eye of the video recording system. A receipt is printed by the cash counting machine, documenting the funds. Money is sealed in sequentially numbered cash drop bags and the cashier and Lead Cashier sign the money drop logs.

Cash and Ticket Controls – Pre-event, SKIDATA event tickets are issued to cashiers, with unsold tickets logged back in by the Lead Cashier when reconciling the cashier reports after ingress operations are complete. Lead Cashiers compile each cashier's event report back at the Cox office, producing supporting system reports from

AUGUST 13, 2019

the SKIDATA (all transactions) and Zip Park (credit card revenue) systems. The ensuing reports are manual, but the Lead Cashier completes the report, and both the Lead Cashier and cashier sign the report before entering the cash room for counting. Thus, there is general agreement as to the number of event tickets issued and the expected cash and credit revenue amount, before any of the cashier’s shift revenue is counted, providing controls.

The event ticket inventory is stored in a locked file cabinet in Republic’s management office at the Cox Convention Center parking structure. The Lead Cashier and Managers have keys for the ticket cabinet. The event reconciliation process completed by the Lead Cashier in the presence of each specific cashier, referencing the tickets issued and tickets returned logs (signed by the issuing Lead Cashier or Manager and by the cashier) removal from and replacement to inventory, providing controls. Republic reports that the operations morning Lead Cashier audits the ticket inventory and ticket logs weekly to ensure that tickets have not been inappropriately used out of order.

CENTURY CENTER MONTHLY PARKER EVENT IMPACT

The operating and control procedures from the Century Center parking structure are detailed extensively elsewhere in this report. As described, event vehicles park in the lower levels along with any contract parkers and valet parkers who are on site during the event. Event patrons then exit the facility by driving up the ramp, where the exit barrier gate automatically opens. Of note is the fact that the anti-passback system requires contract parkers to use their access cards in the right sequence, due to the automatic exit scenario, in effect until 6:00a the day after an event. Otherwise this process would normally disable contract parkers from entering the facility the following day, as they “exited” without using their access card. The Manager or Lead Cashier on duty resets the monthly parking system in SKIDATA the morning after the event, allowing contract parkers to enter the parking facility again.

All event reporting is completed at by the Lead Cashiers in the Cox parking office and is handled in the same manner as applies for the Cox parking facility cashiers.

MISSING TICKETS ISSUE – COTPA PARKING STRUCTURES

Per the June 2019 Monthly Operating Statement provided by Republic Parking regarding the COTPA parking facilities, non-evt tickets issued as compared to tickets returned or otherwise accounted for looks like this:

Exhibit 37: COTPA Ticket Summary – June 2019

June 2019 Ticket Summaries	Issued	Returned	Office Assist	Mute	Missing	% Missing	Comment
Cox Convention Center	1,222	954	1	17	250	20.46%	Missing tix report excludes 6,815 event cars
Century Center	6,763	6,254	5	37	467	6.91%	Missing tix report excludes 461 event cars
Arts District	2,735	2,635	5	23	72	2.63%	No event activity
Sheridan and Walker	972	910	2	2	58	5.97%	No event activity
Santa Fee Lot							No ticket summary report produced
Reno Avenue Lot							No ticket summary report produced
Total System	11,692	10,753	13	79	847	7.24%	

Source: Walker Consultants 2019

AUGUST 13, 2019

Under “normal” circumstances, with PARCS-controlled 24/7/365 self-park parking operations, industry standards would dictate that about 99% of parking tickets issued would be returned as vehicles exit the facility. If a customer reports that he or she has lost their ticket, the “lost ticket” transaction replaces the missing ticket, and thus the percentage of unaccounted for tickets should not vary too much from the norm, as above-average missing ticket percentages can be an indication that the facility is not under control, perhaps due to mismanagement or even employee theft. Walker comments concerning June 2019 missing tickets are as follows:

COX CONVENTION CENTER PARKING STRUCTURE

However, external factors sometimes come into play when calculating the percentage of missing tickets. For example, if gates are raised at the end of an event to facilitate free-flow egress, as occurs at the Cox Convention Center parking structure after an event at the Chesapeake Energy Arena, patrons who entered the parking facility by “pulling a ticket” and parking during normal daily operations may well exit the facility when the gates are up, neither paying the parking fee nor returning the pulled ticket. Walker has asked Republic to comment on what car volume triggers raising of the gates. For example, if gates were raised ten times and twenty-five “daily transient” cars exited while gates were up (possible if parkers work at the event venue or if one attends the event after work), that would translate to 250 missing tickets for the month.

Republic reports that gates are raised for approximately thirty minutes after events with attendance exceeding 1,000 (or, about 500 cars expected for the event, at about two persons per car.)

This matter should be further explored by studying missing ticket trends in days when the gates are kept in the “down” and active position vs. event days when gates are raised. 20.46% unaccounted for tickets in a single month is far above industry standard.

CENTURY CENTER PARKING STRUCTURE

The “daily parking” area of the Century Center parking structure is open and controlled always. However, this facility is attached to and provides parking for a busy Sheraton Hotel. Thus, if 200 cars arrive on a Friday and don’t leave until Sunday, Friday will show a much larger number of cars entering than exiting, and the reverse would apply on Sunday. If that weekend was at the end of the month, and Sunday was the first of the following month, this variance could affect the month’s total percentage of missing tickets, as the cars came in one month and left in the following month. So, over time the normal balance of tickets issued and returned should apply.

This negative variance trend should be explained and resolved, as 6.91% missing tickets is far above industry standard.

SHERIDAN AND WALKER PARKING STRUCTURE

The Sheridan and Walker parking structure did not report any event revenue in June, thus there would be no “gates up” factor to consider. Although the total count of missing tickets (58) may seem small, this is primarily a contract parking facility and there were only 972 daily transient tickets issued in the month of June.

This facility features automated pay stations with cashiers during day and evening weekday hours.

AUGUST 13, 2019

This negative variance trend should be explained and resolved, as 5.97% missing tickets is far above industry standard.

ARTS DISTRICT PARKING STRUCTURE

Like Sheridan and Walker, this facility did not have an event parking component in June, and yet 2.62% of tickets issued were not returned (or accounted for as a “lost ticket”, a number which is measurably above the industry standard. The parking structure is fully automated, and as such there should be no “human element” potentially impacting lost ticket results.

ALL PARKING STRUCTURES

COTPA reported to the Walker team during our site visit that the missing ticket problem is software related. This matter should be further examined and corrected, through a software upgrade if applicable.

AUDIT FIVE (5) EVENT TICKETS PER EVENT FACILITY

Republic Parking has an extensive event reporting system in place that is described in detail in various sections of this report. The reports document event control processes in place, including confirmations that certain sequentially-numbered parking tickets were issued, paid for, accounted for, and deposited in the bank on behalf of COTPA. Walker was tasked with following five (5) tickets from each event facility (Cox, Century Center, Santa Fe lot and Reno Avenue Lot) through the full process. We chose to look at the Khalid event scheduled for Friday, July 19th at the Chesapeake Energy Arena.

Republic Parking provided Walker with the following documentation for review:

- *Credit Card Batch* report, showing total credit card revenue activity for a specified cashier shift.
- *Deposit Breakdown* report, showing all cash-drop bag-specific deposits for the given facility and event.
- *Daily Revenue Summary* report, detailing volume and revenue by component for the date in question.
- *Composite* report, showing the detail of the revenue reported in the daily Revenue Summary.
- *Smart Folio* report, documenting revenue generated in the Parkeon multi-space meter for the event.
- *Event Consolidated* report, showing total volume and revenue for all cashier lanes for the event.
- *Event Ticket Log*, documenting ticket stacks issued to cashiers, covering the study period.
- *Event Cashier* report, completed by the Lead and signed by the Lead and Cashier, detailing event activity for a specified cashier.
- *Drop Slip, Cash Counting Machine Batch report and Non-Validated Bank Deposit Slip*, verifying total revenue banked for the shift in question.
- Five (5) sequentially numbered event tickets that were transacted during the Khalid concert, for each of the four event locations.
- COTPA also provided a print out of *Transient Parking Activity* covering the review period, for further verification that the tickets studied were in fact transacted.

AUGUST 13, 2019

- *The package prepared by Republic included tickets as chosen by Republic. Thus, Walker may choose to complete a second round of reviews in which we select the tickets to be tracked.*

Results of Walker’s review are as follows:

ALL PARKING STRUCTURES

- 1) Ticket sequences received and returned were in order.
- 2) Five tickets tracked were fully accounted for in all cases.
- 3) Reporting is (where applicable) signed and countersigned.
- 4) Credit card revenue was supported where applicable.

Please see Exhibits 38 through 41, documenting findings from each Five-Ticket Audit and Report review:

Exhibit 38: Five-Ticket Audit and Reporting Review - Cox Convention Center Parking Structure

Cox Convention Center Garage	
Date	7/19/2019
Event	Khalid concert
Cashier	Angela
Tickets Tracked:	010472, 010473, 010474, 010475, 010476
Ticket Sequences Issued to Cashier	010472 to 010817
Documentation	Event ticket log and Event Cashier report - Event cashier report is signed by cashier, Lead and Republic Parking auditor
Tickets Logged as Issued to Cashier?	Yes
Ticket Sequence Returned Unused from Cashier	010642 to 010817
Tracked tickets logged as Returned Unused from Cashier	No
Total revenue from shift	\$1,530 of which \$1,160 is cash and \$370 credit (documented by Credit Card Transaction Report - not the same as Zip Park backup)
Total cash revenue per drop slip, deposit slip and counting machine Batch report	\$1,160 verified
Located on Cash Vault Deposit report?	Yes, bag #2290940
Is Shift Report Over or Short?	No
Comments	Paperwork doesn't list the cash drop bag number. This should be done for drop verification.

Source: Walker Consultants 2019

AUGUST 13, 2019

Exhibit 39: Five-Ticket Audit and Reporting Review – Century Center Parking Structure

Century Center Parking Structure	
Date	7/19/2019
Event	Khalid concert
Cashier	Charlie
Tickets Tracked:	841443, 841444, 841445, 841446, 841447
Ticket Sequences Issued to Cashier	841443 to 841650
Documentation	Event ticket log and Event Cashier report - Event cashier report is signed by cashier, Lead and Republic Parking auditor
Tickets Logged as Issued to Cashier?	Yes
Ticket Sequence Returned Unused from Cashier	841522 to 851650
Tracked tickets logged as Returned Unused from Cashier?	No
Total revenue from shift	\$780, of which \$640 is cash and \$140 credit (documented by Zip Park Cashier Detail report)
Total cash revenue per drop slip, deposit slip and counting machine Batch report	\$640 in cash
	Yes, bag # 2290938
Is Shift Report Over or Short?	No
Comments Located on Cash Vault Deposit report?	Paperwork doesn't list the cash drop bag number. This should be done for drop verification.

Source: Walker Consultants 2019

AUGUST 13, 2019

Exhibit 40: Five-Ticket Audit and Reporting Review – Santa Fe Depot Lot

Santa Fe Lot	
Date	7/19/2019
Event	Khalid concert
Cashier	Charlie
Tickets Tracked:	020036, 020050, 020051, 020052, 020053
Ticket Sequences Issued to Cashier	020036 plus 020050 to 020207
Documentation	Event ticket log and Event Cashier report - Event cashier report is signed by cashier, Lead and Republic Parking auditor
Tickets Logged as Issued to Cashier?	Yes
Ticket Sequence Returned Unused from Cashier	020066 to 020207
Tracked tickets logged as Returned Unused from Cashier	No
Total cash revenue from shift	\$170
Total cash revenue per drop slip, deposit slip and counting machine Batch report	\$170
Located on Cash Vault Deposit report?	Yes, bag # 2291079
Is Shift Report Over or Short?	No
Comments	Paperwork doesn't list the cash drop bag number. This should be done for drop verification. Additionally, the "Returned" section of the Event Ticket Log shows the ticket sequence returned by the cashier show worked the shift after Charlie. Charlie transferred tickets to the night cashier and didn't actually "return" any.

Source: Walker Consultants 2019

AUGUST 13, 2019

Exhibit 41: Five-Ticket Audit and Reporting Review – Reno Avenue Lot

Reno Avenue Lot	
Date	7/19/2019
Event	Khalid concert
Cashier	Terry
Tickets Tracked:	594231, 594232, 594, 233, 594234, 594235
Ticket Sequences Issued to Cashier	594231 to 594500
Documentation	Event ticket log and Event Cashier report - Event cashier report is signed by cashier, Lead and Republic Parking auditor
Tickets Logged as Issued to Cashier?	Yes
Ticket Sequence Returned Unused from Cashier	594248 to 594500
Tracked tickets logged as Returned Unused from Cashier	No
Total cash revenue from shift	\$170
Total cash revenue per drop slip, deposit slip and counting machine Batch report	\$170
Located on Cash Vault Deposit report?	Yes, bag #2291078
Is Shift Report Over or Short?	No
Comments	Paperwork doesn't list the cash drop bag number. This should be done for drop verification. Additionally, the "Returned" section of the Event Ticket Log shows the ticket sequence returned by the cashier show worked the shift after Terry. Terry transferred tickets to the night cashier and didn't actually "return" any.

Source: Walker Consultants 2019

EVENT PARKING OPERATIONS – OPPORTUNITIES FOR IMPROVEMENT
COX CONVENTION CENTER

Walker makes the following recommendations, understanding that the facility may only operate as a public parking structure for a limited period. Each of these items is discussed in detail elsewhere in this report.

- *Curb Appeal Improvement* – Today, the parking structure entrance plazas are dark and uninviting. The east and west entrance plaza areas (from the outside threshold of the facility to the inside-most edge of the parking equipment islands) should be painted and re-lamped, such that the facility’s “curb appeal” is significantly improved.
- *Event Cashier Workspaces* – Event cashiers pile their tickets and supplies on the SKIDATA parking equipment in the parking entry/exit lanes, creating a disorganized, inefficient and risky work

AUGUST 13, 2019

environment. Professional portable podiums or workspaces should be provided for the event cashiers, such that their tickets, cash and supplies are organized.

- *Cash Pickup Procedures – Cashier Leads* count, and event cashiers recount, cash in the parking lanes when periodic drops are being picked up. This is a dangerous and time-consuming procedure. Lead Cashiers, always accompanied by another employee or authorized security guard, should take uncounted “blind drops” from each cashier, seal such cash in sequentially numbered cash envelopes, sign a pickup log which is countersigned by the cashier, tear off the cash bag tag and give it to the cashier, and promptly move on to the next cashier pickup spot or return all sealed periodic drop bags to the cash counting room. The bag would then be opened and counted in the presence of a witness in the locked count room, under the watchful eye of the video recording system. This completes the cash pickup process much more quickly and more safely. Additionally, it minimizes the risk of a cashier keeping (stealing) an overage, as they don’t know how much money they handed over to the lead.
- *Cash Count Procedures* – Today, all cash is counted in a room equipped with money counting machines and safes. Cashiers quite visibly wait outside of the door for their turn to have their cash counted, creating the risk of robbery. The current “event manager office” (the inner-most of three rooms in the Republic Parking Cox Convention Center parking management office) should be converted to be the cash count room, with all equipment as is used in the current space relocated from the current room to this one. The office windows should be removed and replaced with cinderblock. The “outer” room, where employees punch in and out, should be guarded by an armed Oklahoma City police department officer, who would allow only employees with paperwork and final cash drops to proceed through into the center room. Lead Cashiers and cashiers should continue to reconcile cashier reports in the center office room. Cashiers would then proceed upon authorization into the locked inner count room for cash processing. The “courier” safe (the one from which the armed courier will pick up completed cash bags, should be modified - or replaced - to be a “key and combination” safe. Republic Parking would have the combination, but the courier would hold the safe key. These improvements should combine to provide a safer money counting system.
- *Flagging Equipment* - Republic should ensure that all event traffic directors (“flaggers”) are issued bright orange flags for use during event ingress and egress as applicable.
- *Entrance Lane Delineation* - Entry lanes should be delineated with orange cones, to improve the efficiency of the vehicular entrance process.

CENTURY CENTER

- *Signage* - Today, signage throughout the parking structure is minimal and neither fully accurate nor user-friendly. A new sign package should be developed and installed in the facility that clearly communicates directional information to the parking public. To this end, the combined *permanently installed and portable* event-only signage in use at the entrance helix should be replaced.
- *Employee Work Station* - The event cashier currently stands on a steeply sloped ramp curb, storing his or her equipment and supplies on a ledge leading into the entrance helix. A portable work station or podium should be placed on the ramp curb to provide the employee with a safe and organized work space. Additionally, there is a tripping hazard in the curb adjacent to the event cashier’s work area – this should be removed to prevent future employee injuries.

AUGUST 13, 2019

- *Helix Curb Appeal* – Walker observed that the entrance helix to the parking structure is very dark and unappealing to unfamiliar parkers. Painting and re-lamping of the entrance helix is recommended.
- *Trifurcated Parking Structure Challenges* – Walker observed that the parking facility is in effect split into three facilities, one being the underground levels (-1) and (-2), the second being *separately controlled with PARCS equipment* above ground levels 3 and 4. Although not specifically an event-parking item, as event parkers use below grade levels -1 and -2 only, but there are utilization issues with above-ground levels 3 and 4. Parkers who enter level 3 and find no available space must exit the facility and circle the block before entering the helix again and driving up to level 4. Additionally, we saw a portable “Lot Full” sign posted at the entrance area of level 3 on Saturday July 20. We counted the open spots on that level and found 77 space available for use. We suggest that COTPA consider addressing the overall matter by installing a single set of entrance PARCS equipment towards the base of the helix up-ramp (and removing the upper level entry PARCS equipment and islands), allowing for freer flow from level 3 to level 4. A red light / green light system would be installed at the intersection of level 3 and the entrance helix, warning cars that intend to drive from level 3 to level 4 that a car is on its way up the ramp. Alternatively (but less effectively), the old level counting system could be reactivated, or a new system installed, to accurately advise drivers of the number of spaces available on each of the upper levels.

SANTA FEE LOT

- *Casher Booth* – the Santa Fe lot has no booth for the cashier. Thus, the cashier works out of his car, without a discernable work space. A cashier booth should be installed, one that is equipped with light, heat and air conditioning.
- *Parkeon Multi-Space Meter* – The Parkeon meter is located at the south end of the lot, an inconvenient location for patrons walking north from the lot. Additionally, signage indicating the location of the meter is lacking. Additional signage should be installed, directing patrons to the meter. The operation would likely benefit from installation of a second meter, this one to be located at the north end of the lot.
- *Revenue Control Procedures* – Walker observed that the cashier was issuing multiple event tickets to some multi-day Amtrak travelers, but was issuing handwritten parking receipts (*by appearance* outside of the sequentially-numbered event ticket control sequence) to others. This system should be corrected such that a single system is in place. For example, all Amtrak travelers can be instructed to pay the meter by cash or credit card, as the system does allow for multi-day parking purchases.
- *Robust Audit Program* – There are inherent control problems associated with this lot, including the above-noted ticket-issuance inconsistency, the location of the single multi-space meter and the fact that patrons are using sun screens on their windshields, obscuring dashboard-placed event parking tickets from view by management. The current Parkeon pay-by-plate audit procedure requires management to print a physical report at the Cox parking office and walk to the lot where a physical comparison of system-reported license plates to cars on the lot is completed. Cars may arrive on the lot and pay the meter between the time that the license report is produced, and the manager arrives to check the lot. Additionally, the sun screen matter prevents management from knowing 100% who is paid and who is not. First, patrons must display the event parking ticket somewhere visible or they must be assumed to be unpaid, and booted or towed. Signage would need to be installed to communicate that nuance. Based on discussions Walker with the event manager about what keys are stored in an unlocked key box in the parking office, within which boot keys among others are stored, cars are booted very rarely, perhaps due to these payment status confirmation challenges. COTPA should add a hand-held wireless

AUGUST 13, 2019

unit to the Parkeon enforcement process, such that management can compare up-to-date payment records to physical license plates while on the lot.

- *ADA Matter* – Walker noted that construction materials were stored in an ADA accessible parking space. This should be removed as soon as possible, if it hasn't been removed yet.

RENO AVENUE LOT

- *Casher Booth* – the Reno Avenue lot has a booth for the cashier, but the booth has no electricity or safe. The cashier booth should be upgraded, with light, heat and air conditioning.
- *Parkeon Multi-Space Meter* – The Parkeon meter is located at the north end of the lot, an inconvenient location for patrons walking south from the lot. Additionally, signage indicating the location of the meter is lacking. Additional signage should be installed, directing patrons to the meter. The operation would likely benefit from installation of a second meter, this one to be located at the south end of the lot.
- *Robust Audit Program* – There are inherent control problems associated with this lot, including the location of the single multi-space meter and the fact that patrons are using sun screens on their windshields, obscuring dashboard-placed event parking tickets from view by management. The current Parkeon pay-by-plate audit procedure requires management to print a physical report at the Cox parking office and walk to the lot where a physical comparison of system-reported license plates to cars on the lot is completed. Cars may arrive on the lot and pay the meter between the time that the license report is produced, and the manager arrives to check the lot. Additionally, the sun screen matter prevents management from knowing 100% who is paid and who is not. First, patrons must display the event parking ticket somewhere visible or they must be assumed to be unpaid, and booted or towed. Signage would need to be installed to communicate that nuance. Based on discussions Walker with the event manager about what keys are stored in an unlocked key box in the parking office, within which boot keys among others are stored, cars are booted very rarely, perhaps due to these payment status confirmation challenges. COTPA should add a hand-held wireless unit to the Parkeon enforcement process, such that management can compare up-to-date payment records to physical license plates while on the lot. The lot should be audited during every event, which becomes feasible if hand-held technology is employed.
- *Construction Refuse* – Not only is the south end of the lot uneven and unpaved, there are leftover construction materials on the paved portion of the lot, adjacent to event cars, creating the risk of fall-down injuries occurring. All such materials should be removed. The unpaved property south of the paved lot should be separated from the main lot by a fence or other means, to minimize the risk of fall-downs occurring.

ALL PARKING STRUCTURES

The matter of above-industry-norm unaccounted for ticket percentages should be addressed, through software upgrades and operational changes as applicable. This issue warrants further review.

MANAGEMENT EQUIPMENT TOOLS AND SUPPLIES

Walker was provided a detailed list of EMBARK's inventory and asset items assigned to each COTPA parking facility as of May 31, 2019. By definition, the inventory items found on this list are defined as small equipment and supplies not related to the Parking Access and Revenue Control System. The furniture, equipment, and tools shown on this list have been provided for use by the parking operator to operate and maintain the parking system at an efficient level.

All of the items on the list were noted as being stored or utilized at five (5) designated locations including the Arts District parking structure, the Cox Center parking structure, the Sheridan and Walker parking structure, Republic Parking management offices at the Union Station building and the recently sold Santa Fe parking structure. While we were not specifically required to verify each inventory list item, we have provided the following observations and comments related to the list:

- Since COTPA no longer owns and operates the Santa Fe parking structure, we see these items have been transferred to the Cox Center parking structure storage room. A fair amount of these items appear to be computer-based technology related and we assume Republic has chosen to pull the better quality items for immediate use while keeping older inventory items for reuse once the new parking office opens at the new convention center. If it is anticipated the remaining storage items will not be used in the new parking office environment, we suggest Republic and EMBARK dispose of these items accordingly through municipal sale or scrap procedures.
- The Arts District and Sheridan and Walker parking structures appear to have the least amount of inventory items on hand, most notably due to operational needs being supplied from the Cox Center and the Union Station locations. Basic maintenance items such as a leaf blower, salt spreader, ladder and shop vac appear reasonable items for immediate storage at the Arts District structure. The floor buffer is currently inventoried and stored at the Cox Center. Walker notes that two fiberglass ladders assigned to the Arts District facility are currently shown as unaccounted. Other items shown at the Arts District facility relate to paint, cove sealant, furniture, a spare gate arm and a 2' drop safe.
- The Sheridan and Walker shows a similar count of items, however most of the items are listed as unaccountable. These unaccounted items include, a leaf blower, an ice melt feeder, a 6' fiberglass ladder, a high velocity fan, and an 18 volt drill. Walker has expressed concern for this number of missing items.
- Of the 67 items listed at the Cox Center maintenance shop, office and storage room, Walker notes nearly half, or 33 of the items are listed as unaccounted. Items such as a zip saw, trailer hitch, salt spreader, ladders, sign holders, SkiData Coder, Bissell vacuum, a Billy Goat floor vac, a Briggs generator, a DeWalt and Ryobi-brand drill, a DeWalt grinder, gas-powered leaf blower, and other items. More importantly, the only two items showing a purchase date of September 2018 (DeWalt cordless hammer drill) and October 2018 (pallet jack) and valued at \$900, are listed as unaccounted.
- Newer additions to the list reflect accountable items in use and stored at Republic Parking staff offices, storage areas and Storage Room B at the Cox Center parking structure. In addition, all items listed as inventoried at the Union Station location employee offices and warehouse storage areas are shown as accounted.

MANAGEMENT OF PARCS TOOLS AND ACCESS LEVELS

- 1) General Pay Station Procedures –
 - Walker observed the servicing of a pay in lane machine at Century Center. We observed that the change canisters held nickels, dimes and quarters despite fact that all rates are in full-dollar increments. There does not appear to be a good reason to main coin change funds in the machines but to simply move all conies when machines are services.
 - The current canister is removed from the machine and opened onsite with a separate key. Cash is exposed during this process. Recommend hot swap of canisters and all cash canister removals (and subsequent transport) in presence of security.
 - Pay stations are serviced at the end of each month, sometimes at mid-month, such that cash totals match the specific month’s activity.

- 2) Payroll procedures -
 - All employees punch in at Cox Convention Center and then go to their assigned locations. The previous audit identified other systems to allow employees to punch in at their assigned facility. Additionally, Republic is creating a manual spread sheet and sending it to corporate. No integrated timekeeping system for payroll, such as Oracle, is in place.

EQUIPMENT OPPORTUNITIES FOR IMPROVEMENT

Walker observed an opportunity for COTPA and Republic Parking to pursue the following equipment/technology enhancements:

- 1) COTPA should assume an enforcement solution other than the need to immobilize vehicles for non-payment. Such a solution would enable the republic to issue a municipal-supported citation for failure to pay for parking charges while parked at either of the two pay-by-plate surface lots. As previously mentioned in this report, the use of an electronic citation writer would enable Republic to verify paid status in each of the lots without having to pull a status report from the Parkeon server. COTPA should work with an enforcement consultant to pursue an appropriate solution that works for the City of Oklahoma City and the Parkeon-brand equipment.
- 2) COTPA should assume a mobile payment solution to assist patrons with pre-paid validation options, Thunder season ticket options, and off-street alternative payment solutions. Such a mobile payment solution should be coordinated with payment options for parking at on-street pay stations and not compete with other City initiatives.



4904 Eisenhower Boulevard, Suite 150
Tampa, FL 33634

813.888.5800
walkerconsultants.com

September 1, 2019

(Sent via Email: cory.hubert@okc.gov)

Mr. Cory Hubert
Parking Services Manager
EMBARK
431 West Main Street, Suite B
Oklahoma City, Oklahoma 73102

Re: *COTPA Parking Audit Services (2019)*
Task 2: Financial/Revenue Reporting Audit
Walker Project Number 15-2333.00

Dear Cory:

Walker is pleased to present this draft financial/revenue reporting audit performed for the Off-Street Parking Operations of Central Oklahoma Transportation and Parking Authority (COTPA). This document represents our preliminary findings and conclusions for Task 2 of the Parking Consulting Services agreement between EMBARK and Walker Consultants and is intended to assist with best practice recommendations for COTPA's off-street parking system.

If you have any questions in this regard, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

A handwritten signature in blue ink, appearing to read "Jim Corbett".

Jim Corbett, CAPP
Director of Studies

A handwritten signature in blue ink, appearing to read "Will Rhodin".

Will Rhodin
Senior Consultant

TABLE OF CONTENTS

EXECUTIVE SUMMARY	iii
SECTION 1: INTRODUCTION	1
Task 2: Goals and Objectives	1
SECTION 2: OPERATIONAL AUDIT	3
Revenue Control and Collection Processes and Policies	3
<i>Parking Pricing Programs</i>	5
<i>Monthly Operation Reports (MOR)</i>	7
<i>Additional Process and Policies</i>	16
Review “Lost Ticket Program” to Ensure Goals are Met	19
Reconcile Accounts Receivable Balances	20
Revue Last Internal Audit	22
<i>City Audit 19-01a Parking Management Contract Follow-Up</i>	22
<i>Republic Contract Review Items Conducted By COTPA Personnel</i>	23
COTPA Parking System Contract Parking Agreements	23
Transient Ticket Analysis	25
<i>Cashier Station Tickets</i>	25
<i>Pay-In-Lane Tickets</i>	26
Review Operational Expenses	29
Employee Time Card Audit	30
Employee Fringe Benefit Audit	33

LIST OF EXHIBITS

Exhibit 1: EMBARK Monthly Contract Volume Discounts	6
Exhibit 2: EMBARK Transient/Hourly Parking Rates	6
Exhibit 3: COTPA Parking System Contract Parking Activity June 2019	14
Exhibit 4: COTPA Parking System Contract Parking Activity May 2019	14
Exhibit 5: COTPA Parking System Contract Parking Activity April 2019	14
Exhibit 6: COTPA Parking System Contract Parking Activity March 2019	14
Exhibit 7: COTPA Parking System Contract Parking Activity February 2019	15
Exhibit 8: COTPA Parking System Contract Parking Activity January 2019	15
Exhibit 9: COTPA Parking Facilities – 6 Month Net Gain/ Loss Contract Parking Totals	15
Exhibit 10: Republic Parking Document Storage Facility	18
Exhibit 11: COTPA Parking System Lost Ticket Percentages by Facility – June 2019	19
Exhibit 12: COTPA Parking System Lost Ticket Percentages by Facility – May 2019	19
Exhibit 13: COTPA Parking System Monthly Parking Accounts Receivable May and June 2019	21
Exhibit 14: COTPA Parking System Validation Accounts Receivable May and June 2019	21
Exhibit 15: Daily Transaction - Cashier Shift Audit	26
Exhibit 16: Randomly Generated Transient Ticket Numbers	27
Exhibit 17: Pay-In-Lane Transactions Processed Without a Fee Paid to Exit	29
Exhibit 18: COTPA Parking Payroll Audit - May and June 2019	32
Exhibit 19: COTPA Medical Benefits Accounting Review	34

EXECUTIVE SUMMARY

The following list of recommendations have been provided pursuant to Walker's financial/revenue reporting audit of COTPA's parking system. Walker's team of parking operation professionals has developed these findings with the intent to serve the purpose of training and development guidelines for industry best practice. Our format begins with a general policy and procedure observation recommendation before detailing several processes and recommendations for improving compliance measures with the current parking operator agreement.



POLICY AND PROCEDURE MANUALS

As detailed in Task 1, Walker recommends the need to establish a written policy manual and a separate written procedural manual specific to COTPA parking operations. The policies should be written as guiding principles used to set direction in the organization and the procedures should be written as a series of steps to be followed as a consistent and repetitive approach to accomplishing and end result. Each policy and procedure should be numbered, named, dated, and authorized with the general manager's signature. Specific examples where policies and procedures will be provided throughout the following findings and recommendations.



REVENUE CONTROL POSITIONS AND SEPARATION OF DUTIES

Walker recommends the development of written standard operating procedures be created for the Auditor and Accounting Manager positions as documents detailing roles and responsibilities do not currently exist. Our review of separation of duties does not reveal any problematic concerns.

Appropriate-level backup personnel should be trained using the newly created SOPs to ensure problems do not develop due to only one person having visibility to the daily activities of a specific role.



PARKING PRICING PROGRAMS

Walker recognizes and supports the current parking pricing structure as a suitable industry standard best practice. A minor concern falls under the additional \$35 rate increase for each reserved parking space. While establishing a reserved rate option is considered an industry standard best practice, we only caution EMBARK as to the value of this option relative to the demand for this option. Typically Walker finds reserved space rates equivalent to 75-100% of the base monthly contract rate. In this case, if the 30% rate increase encourages a reasonable 15-20% increased monthly contract utilization, we're comfortable with the prescribed pricing program strategy. Any reserved parking amounts exceeding a 25-30% increased utilization may begin to impact the parker mix and monthly contract oversell opportunities. We recommend parking rates and fees be revisited every two to three years to ensure the sum aggregate revenues exceed location operating costs and properly reflect market rate pricing for municipal government operations. A municipal rate comparison study should be added to future COTPA parking system audit scope.



PROCEDURES TO DETECT REVENUE LOSS FROM DAILY AND MONTHLY REVENUE SOURCES

Walker notes the Short Term Parking Ticket Summaries are also used to record monthly revenue payments, coupon payments, validation payments and event revenue collection by day, enabling the Short Term Parking Ticket Summary to serve as a daily and monthly total revenue summary. Walker supports the use of this tool and recognizes the manual data entry practice may only be as reliable as the individual transcribing the data from the electronic source which generates the data. When comparing the May 2019 summary with the May 2019 MOR, out-of-balance discrepancies were noted and further detailed on page 8 of this memorandum.



SEPTEMBER 1, 2019



CARD AUDITS

Card audits completed for each of the four COTPA parking facilities showed nominal discrepancies when comparing cards “not in billing” to “cards in billing”. None of the reports were found to provide a written explanation from the parking operator and it is unclear if card audit inconsistencies have been properly addressed from month to month without physically comparing consecutive reports. We recommend a card audit report be devised to compare historical activity for the fiscal year, whereby activity may be more closely monitored, and operator discrepancies explained. Potentially, card audit activity could be tracked and utilized as a key performance indicator for evaluating the operator’s quarterly incentive fee.



MANUAL BARRIER GATE EXITS

During the month of May 2019, COTPA parking facility gates were manually opened 232 times by Republic Parking staff using the SkiData Control Center server. While no policy or procedure was readily observed for this activity, Walker observed Republic Parking staff managing the activity in a manner that offered the least amount of conflict. In one instance during our July 2019 site visit, we observed a transient customer being let out of the parking structure as they claimed to only have an American Express card for payment option. Since the COTPA parking system does not accept American Express, the customer was let out of the facility without further payment required.



MONTHLY OPERATING REPORT – MOR NARRATIVE

While each of the above mentioned revenue-centric MOR items may reveal acceptable policy nuances, Walker recommends that a best practice procedure should require the operator to develop a MOR narrative detailing their understanding and recommending improvements in program management towards efficiency and revenue enhancement. Simply providing the MOR items without addressing opportunities for improvement does not support a goal towards establishing a self-sustaining program.



UTILITY EXPENSES AND BUDGET PLANNING IMPACTS

Walker questions why the June 2019 budget for the Century Center parking structure does not reflect a budget amount for electric power when the prior eleven (11) months reflects a monthly budget range of \$1,800 to \$2,200 per month. A similar concern relates to the Sheridan Walker parking structure whereby the typical monthly electrical power costs range from \$1,600 to \$1,800 per month and budgeted amounts range from \$3,200 to \$4,900 per month. The June 2019 actuals reflect a payment of \$4,340.95 with no explanation of costs explained in the MOR. When the June 2019 Republic Parking variance report was referenced, the explanation provided stated: *“FY18 Actuals were used for budget. Will adjust in future budgets.”* Year to date actuals compared to year to date budget reflects a positive variance in the amount of \$23,126.63. Walker recommends a written variance report narrative explaining electrical power changes that may have occurred at the Century Center facility between FY18 and FY19. Why the high positive budget variance?



SEPTEMBER 1, 2019



5% VARIANCE OF EXPENSE BUDGET

Walker recognizes a number of the budget overruns are a direct relation to Republic Parking using prior-year actuals to complete their 2019 budget. Industry best practice standards recommends a zero-based budget build for each operating calendar year. Walker suggests using prior-year costs to evaluate the upcoming budget year priorities, but a realistic plan for potential maintenance needs and costs should be discussed with EMBARK officials and well thought out before submitting.



SALE OF SANTA FE PARKING STRUCTURE AND SERVICE CONTRACT IMPACTS

With the sale of the Santa Fe parking structure, Walker acknowledges one of two budget amendment options should have occurred. Either eliminating direct and overhead costs associated with the Santa Fe parking structure or use this experience moving forward to develop a budget that ties specific service costs to specific locations. In the event another asset is added or removed from the COTPA parking system, all labor and specific service contracts should not be split among all assets. In hindsight, budget items assigned to the Santa Fe parking structure should have been permitted to remain allocated to this location, showing the effects of a budget loss after the sale for the remaining calendar year. Reallocating these costs to the remaining budgeted locations does not provide a true budget picture. Walker recommends restructuring service contracts associated with contract security, armored car service, office copier service, and SkiData PARCS equipment service to more closely demonstrate the relationship to the parking assets operating needs.



FACILITY UTILIZATION

Walker recommends EMBARK maintain a monthly utilization summary for both transient and contract parking activity. Activity thresholds should be studied and tracked with the ultimate goal toward 85% facility utilization or greater. The 85% utilization metric represents an industry standard best practice utilization goal. Any utilization levels in excess of 85% are deemed to be inefficient operating levels. Because of our work with municipalities throughout other US markets, Walker understands the need for municipal parking systems to consider reserving inventory for new development opportunities. In the event municipal parking systems are subject to these administrative policies, we recommend economic development funds be transferred annually to the parking system fund to offset the potential lost opportunity as development opportunities are pursued.



SURFACE LOT PARKING CONTROLS

The current enforcement system in place is not sufficient. A written enforcement procedure needs to be developed to ensure the parking operations team understands the process. The enforcement procedure should incorporate a “first offense” warning system, use of handheld or mobile LPR enforcement technology, parking informational communications on the EMBARK website, a “boot removal fee” of no less than \$50 and a towing policy to remove vehicles that have been immobilized and for which vehicle owners fail to return to retrieve their vehicle. Upgraded signs should be posted within the surface lot to educate and inform the public of the enforcement policies.



SEPTEMBER 1, 2019



TICKET AND DOCUMENT STORAGE

Walker recommends the ticket and document storage room should be a sole-use locked facility. No persons except for authorized personnel should have access to areas where auditable documents are stored. A formal policy and procedure should be developed to manage this activity. Logs should be developed to record anytime documents are added to or removed from the room. EMBARK officials may want to consider labeling all boxes with bar codes and scanning them in and out, creating a digital database. Such a database could also be used to remind EMBARK when documents have reached their required storage time and as a result can be properly disposed (making room for additional documents.) All documents in storage for more than seven years should be disposed accordingly.



LOST TICKET PROGRAM

Walker representatives met with EMBARK officials with a goal toward understanding the SkiData reporting features and how these features interpret transaction data for input into the COTPA parking system ticket summaries. In the process, we learned that coupon tickets are recorded as facility exits, yet they are not considered a revenue generating ticket since revenues are collected in advance of the coupon being used to complete an exit transaction. Subsequent discussion with EMBARK officials has revealed this conditional transaction has been identified by SkiData software experts and a solution to rectify the impact on lost tickets will be revealed in EMBARK's upgrade to the Version 12 software in the coming months. Significant lost ticket totals observed at the Century Center and Cox Center parking structures may be attributed to the number of capacity events requiring the temporary need to raise the exit gates to let significant post-event traffic volumes exit these facilities. As discussed in Task 1 of this report, a COTPA-specific policy and procedural manual should be developed and implemented for Republic Parking employees to follow. At present, lost ticket program goals are not being met.



ACCOUNTS RECEIVABLE BALANCES

Walker observes that the results of Republic Parking's accounts receivable management tasks have been excellent, with minimal amounts uncollected. However, Republic Parking does not have a formal written procedure for management of contract and validation parking accounts receivable. Thus, the institutional knowledge in place with the existing Auditor and Accounting Manager would be lost if either of the existing employees handling these tasks left the company.



COTPA PERSONNEL REVIEW OF REPUBLIC PARKING CONTRACT COMPLIANCE ITEMS

FY19/Quarter 4 COTPA personnel comments were provided requesting documentation backup and follow-up from the Parking Services Manager. Parking Services Manager comments provided sufficient explanation of COTPA personnel findings and subsequently satisfied the objective. Walker finds the criteria involved with the quarterly COTPA personnel audit to satisfy an industry standard best practice approach to reviewing the actions and approvals executed by the Parking Services Manager.



COTPA PARKING SYSTEM CONTRACT PARKING AGREEMENTS

Walker observed May 2019 billing amounts of separate Sheraton accounts totaling \$3,123 and \$3,750 (reserved valet). Neither of these dollar amounts equate to the fees and totals prescribed in the terms of the latest agreement amendment. No amounts were billed in May 2019 for validation billing. Upon review of June 2019 and July 2019 aged balance reports, Walker does not observe any outstanding receivable from the Sheraton Hotel.



SEPTEMBER 1, 2019



TRANSIENT TICKET AUDIT

Walker reports that we were able to see random transient tickets dispensed to patrons upon entering a facility. Subsequent rate calculation activity occurs, and the ticket is shown to be processed through an exit pay-in-lane, allowing a patron to leave the facility. Due to Republic Parking's batch cash pull reporting and batch credit card reporting we were unable to track the random pay-in-lane transaction through Republic Parking's DRR and the corresponding bank deposit verification. To ensure transaction audit compliance with industry standard best practices, we recommend a corresponding cash transaction report be included with each batch cash pull and a corresponding credit card transaction report be included with each batch credit card report.



REVIEW OF OPERATIONAL EXPENSES

Upon review of the June 2018 operating expenses submitted for payment and reimbursement from EMBARK (second separate budget, known as the "Operating Budget"), Walker recognizes that all Republic Parking accounts payable vouchers are requested by Dwayne Beavers and approved by an undecipherable authorized signature. In the absence of a local policy and procedure for COTPA parking system accounts payables, we suggest printing the name of the authorized signer to accompany the signature. In addition, Walker recommends where applicable, a signed receipt accompany any local third party purchases within the community. Particularly if another Republic Parking employee is purchasing merchandise or accepting service on behalf of Republic Parking. Above all else, a supervisor or manager approval signature should accompany all invoices prior to a request for payment is made by the Operations Manager. Under the current practice, the Operations Manager must assume all goods received and services rendered have occurred to satisfactory levels. Some invoices have pen script at the bottom, however it is uncertain if this is a Republic Parking signature for acknowledgement of receipt of goods or services rendered. As an example, a Cummins planned maintenance checklist dated 6/21/19 for work performed at the Arts District parking structure was included to support a generator service invoice in the amount of \$331.84, however no Republic Parking employee signature was found at the bottom of the checklist where the customer name and signature were required.



EMPLOYEE TIME CARD AUDIT

In Walker's opinion the payroll process in place has many manual steps and is thus exposed to the possibility of errors. The numeric keypad-entry payroll process isn't the best available control. Any employee who knows another employee's social security number can punch that other employee in, without the employee being present. Many companies today use biometric (thumbprint-entry) time clocks to ensure that employees are in fact on site when clocking in. The system (today) does not allocate man-hours to the proper locations, a key step that must be handled after-the-fact as noted. We understand that this is to be addressed in an upcoming update to the payroll system. The payroll system and all accompanying data are stored locally only. Thus, Republic Parking does not have visibility to the operation of the COTPA-specific payroll system other than when conducting an annual audit. Payroll data from the Time IPS system is not backed up on the cloud or in home office servers. Therefore, there is risk of loss of critical information if the on-site computer systems fail. Walker identified in our audit that the cumulative payroll dollar totals in the individual MOR reports matched total payroll costs reported on the Republic Parking-produced Payroll Allocation reports, although the location allocations shown in those reports do not match allocations on the MOR's, as the Operations Manager further adjusts "who is charged to where" in the monthly operating reporting process. We recommend that the backup to the MOR should include all additional payroll reports necessary for a reviewer to see where allocations come from.

SECTION 1: INTRODUCTION

Under this task, Walker has focused on the revenue stream generated by the parking system. Written policies and procedures have been reviewed and evaluated. Specific testing for selected elements of the revenue stream have been conducted as well as a review and validation of the expenses reimbursed to the parking operator. We spent three days in Oklahoma City during this task to meet with the operator and review the reporting accuracy and completeness as well as evaluate the financial oversight of the parking operator contract.

During this task, Walker requested EMBARK to coordinate a date and time for Walker to meet with Republic Parking representatives to discuss and review written revenue collection policies, internal audit procedures and code of conduct policies. Such policies and procedures included a review and reconciliation of the following:

- Lost-ticket program audit
- Accounts receivable balance audit
- Monthly parking contract audit
- Transient ticket activity audit
- Employee timecard audit
- Payroll report and fringe benefit audit

In order to complete the random transient ticket audits, Walker requested the corresponding individual tickets, cashier reports, revenue control equipment reports, and bank deposit slips for the revenue period days. We requested the audit data roll up to the representative monthly management report we reviewed. To provide a thorough and comprehensive review, we requested data that corresponded to an active time of year. The same would be said of the review of accounts receivable activity and Republic's expense reimbursement from EMBARK. Walker recognizes EMBARK's recommendation of at least two months' worth of data from the most recent six months as an appropriate selection for compliance with the current contract. As previously agreed during our initial site visit, Walker prefers the period beginning with January 2019 and continuing through June 2019.

As described in Task 1, Walker agreed to provide you with a memorandum and discuss it with you via teleconference call. This will serve as the second project milestone.

TASK 2: GOALS AND OBJECTIVES

Walker will verify the accuracy and completeness of revenues collected and remitted by the parking operator and the validity and appropriateness, under the contract, of expenses reimbursed to the parking operator for the most recent 6-month period.

Additionally, Walker will analyze the management of the current system and provide a written report of our findings by analyzing at least two months' worth of data from the most recent six months to be selected for each item for compliance with the current contract:

- Revenue control and collection processes and policies
 - Review parking pricing/programs.
 - Review cash handling processes.

SEPTEMBER 1, 2019

- Review monthly operation statements of total expenses, revenues and summary of public usage
- Revue revenue processes and policies.
- Parking revenue and expense analysis
 - Evaluate to see if procedures are being followed that detect revenue loss from daily and monthly contract parkers.
 - Recommend new procedures to reduce loss.
- Review “lost ticket” to ensure goals are being met.
- Reconcile the accounts receivable balances for pre-paid parking, validations and monthly contract parkers.
- Review the last internal audit performed on the operator’s books and review internal audit plan.
- Monthly contract parkers
 - Review contracts with individual monthly parkers and with nearby hotels, to include the collected revenues.
 - Review process and procedures for handling monthly contract parkers.
- Transient ticket analysis – Randomly audit 25 parking tickets from each parking garage from the point of issue to collection, tracing the revenue collected and deposited to the bank.
- Review operational expenses
 - Review utilities cost for all facilities.
 - Review operating expenses to determine if they exceed budget by more than 5% cumulative in any expense category within a given quarter and determine if it was approved by management.
 - Review operator’s submitted repairs (operating, budget, and emergency repairs)
 - Were quotes received for all repairs over \$2,500 and did the operator use a vendor under the City contract?
 - Review the annual budget submitted to COTPA.
- Perform an employee time card audit.
- Perform a payroll report audit.
- Perform a fringe benefit audit.
- Identify improvements in program management, efficiency, revenue enhancement, and ultimately a financially self-sustaining program capable of funding future system expansion.

SECTION 2: FINANCIAL/REVENUE REPORTING AUDIT

Walker proposed to evaluate the parking system from a financial and revenue reporting prospective. Project goals and objectives in this evaluation include analyzing management of the current system, processes, and regulations for compliance with the current parking operator agreement. Recommendations for improvement based on industry best practices have been provided where appropriate following our individual observations and findings.

REVENUE CONTROL AND COLLECTION PROCESSES AND POLICIES

Republic Parking employs an Accounting Manager and an Auditor in their Cox Convention Center main parking office to oversee the daily reporting tasks, beyond those previously documented in Task 1 of this report. It has been previously addressed that the Cashier Leads and Managers complete daily paperwork with the event and non-event cashiers, culminating in reconciliation and banking of cash and credit card revenue. Although pay-on-foot and pay-in-lane machines are typically serviced monthly, the reporting and banking tasks are essentially the same as applies for cashiered lanes. The manager handling the pay station deposit becomes the “cashier” for that deposit and completes the required paperwork for such.

During Site Visit #2, Walker learned the Accounting Manager and Auditor are responsible for reviewing the daily revenue paperwork and ensure that revenue data is entered into Republic Parking’s revenue reporting systems. A request for policies and procedures pertaining to the detailed responsibilities of the Accounting Manager and Auditor positions was initiated, however Walker was unable to receive a written detailed account specific to the COTPA parking system. The following information was attained via meeting with the persons assigned to these roles and having the individuals describe how they go about their daily tasks.

The **Auditor** is the “first reviewer” of paperwork. Additionally, this position is responsible for certain control tasks beyond revenue reporting. The auditor’s revenue review tasks include:

1. Counting of all tickets collected by event or non-event cashiers. This position does not count tickets retrieved from pay-on-foot or pay-in-lane stations. The Auditor compares those ticket counts to car volume reported daily by the SKIDATA revenue control system, to ensure that physical tickets processed match the reports.
2. The Auditor then adds data from all verified reports and enters the information into a consolidated Daily Revenue Report (DRR) spreadsheet. The result of that data entry is compared to SKIDATA’s consolidated daily reports, to ensure accuracy. The Auditor then accounts for any “mute” (void) tickets in this process.
3. The Auditor also compares the data from the SKIDATA consolidated report to the “3C” SKIDATA report of daily credit card activity, again to confirm conformity between the different reporting systems.
4. The Auditor also documents any checks received at the parking office or via Republic’s local post office box. The checks retrieved from the post office box are recorded on the Daily Safe Log (also used to document all cashier deposits and described in Task 1 of this report). The Auditor then completes a bank deposit slip for all checks received.

SEPTEMBER 1, 2019

5. The Auditor also receives checks, cash and credit card payments from patrons who wish to pay in person for monthly parking or prepaid validations, such as the Sheraton Hotel \$4.25 per day vouchers or the \$2.00 per hour coupons available to be purchased by the parking public. Plus, the Auditor takes payments by credit card over the phone, typing credit card numbers into the free-standing credit card machine, never creating a written trail of the number, which would be a Payment Card Industry (“PCI”) data security violation, if not properly handled.
6. The Auditor produces reports from the Parkeon multi-meter system and records such transactions on daily revenue reports. Like the pay-in-lane and pay-on-foot systems in use in the parking structures, cash is removed from the Parkeon meters once monthly and is accounted for accordingly.
7. Upon request, the Auditor produces all monthly parking access cards from blank stock for new contract parkers or patrons requiring a card replacement. All new monthly contract cards produced are permanently recorded in a log book for future review.
 - a. The Auditor can activate a card in the SKIDATA access system but cannot activate such cards in the parking accounts receivable information system (PARIS). This is done for purposes of separation of duties. The Accounting Manager (tasks described below) activates accounts in PARIS, and card audit reports are produced monthly to identify any discrepancies between the two systems. Walker notes that the card audits reviewed in multiple monthly operating reports revealed only minor discrepancies between the SKIDATA and PARIS systems.
8. The Auditor produces and confirms multiple reports as described here. However, the Auditor does not have access permission to enter data into the Republic Parking revenue accounting system. The Accounting Manager handles all system access, again for purposes of separation of duties.
9. The Auditor processes accounts payable transactions, which must be in the form of an invoice (not an estimate or a proposal). All such invoices are sent to the Operations Manager or General Manger for written pre-payment authorization.

The **Accounting Manager** typically works on reports one day after the Auditor has completed their work, as credit card transactions typically take two days to appear on all reports. The Accounting Manager’s tasks include:

1. Review of Smartfolio reports, documenting credit card transactions from the Parkeon meters.
2. Review the Daily Safe Log to ensure compliance.
3. The Accounting Manager confirms that total deposits match from various reports and completes the COTPA Daily Revenue reports.
4. The Accounting Manager compares the previously noted 3C credit card report to the Trans Fund – First Data report. These two reports should equal each other. Trans Fund – First Data is the credit card processor responsible for ensuring that COTPA parking credit card revenue is deposited in the bank.

SEPTEMBER 1, 2019

5. The Accounting Manager is responsible for entering all new monthly contract or validation accounts in the PARIS system.
6. The Accounting Manager handles the previously detailed process of collection of past due monthly contracts and addresses bad debt or unpaid monthly accounts.
7. The Accounting Manager receives all account payable invoices and forwards them to the Auditor for processing and allocation to locations. It is noted that certain Republic Parking managers are issued American Express "P Cards" for expedited purchase of janitorial and office supplies. Republic Parking has access to an online Staples account, and the Accounting Manager is responsible for placing orders in such systems.
8. As detailed earlier in Task 1, the Accounting Manager is responsible for processing of bi-monthly employee payrolls.

Walker observes that the Auditor and Accounting Manager appear to be diligent and accurate in their work, frequently double and triple checking accuracy by producing various reports that contain the same or similar data but in different formats. We understand, however, that neither the Auditor nor the Accounting Manager has persons assigned as true backup, in the event that one or both are out of the office due to vacation, sickness or other causes. They both report that their work waits for their return, which could be problematic in that there are revenue entry deadlines. The Operations Manager can fill in for either position, and periodically does so. We recommend the following:

1. Written Standard Operating Procedures ("SOP") should be developed for both positions.
2. Appropriate-level backup personnel should be trained, using the SOP's to be effective backup auditors and accounting managers.
3. Republic Parking should periodically ensure that backup personnel do fulfill the Auditor and Accounting Manager tasks to ensure that control problems do not develop due to only one person having visibility to the daily activities of that role.

PARKING PRICING PROGRAMS

For this particular scope item, EMBARK officials provided Walker with a breakdown of its Administrative fees, Parking fees and Transit fares, effective May 2019. An explanation of the Administrative fees include such items covering fees for business services, request for inspection and copy records, EMBARK merchandise, and fees for photography and videography. A description of Parking fees include monthly contract rates for parking structures, transient or hourly parking rates, and event parking rates. Lastly, a description of Transit fares include single fare rates, universal pass rates, Oklahoma City streetcar and CIRC passes, and a bulk discount rate. Additional fares show an EMBARK Plus fare, as well as a Share-A-Fare rate, River Ferry Scheduled Service fares and Spokies Bike Share fares.

Specific to Parking fees, Walker recognizes EMBARK offers a reduced monthly contract parking fee subject to volume purchase. For an explanation of the volume fee breakdown, please refer to the following exhibit.

SEPTEMBER 1, 2019

Exhibit 1: EMBARK Monthly Contract Volume Discounts

EFFECTIVE	DESCRIPTION	FEES			
		1-99	100-299	300-599	600+
	Monthly Contracts				
09/01/16	Century Center/Cox Convention Center	\$ 115.00	\$ 111.50	\$ 109.25	\$ 101.25
07/01/14	Arts District Garage	\$ 110.00	\$ 106.75	\$ 104.50	\$ 96.75
07/01/14	Sheridan Walker	\$ 91.00	\$ 88.00	\$ 86.50	\$ 80.00
07/01/14	Reserved Space (each space)	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00

Source: EMBARK May 2019

A reported 3% discount occurs after 100 monthly contracts, a 5% discount occurs after 300 monthly contracts and lastly, a 12% discount occurs after 600 monthly contracts. Additionally, EMBARK also offers a reduced transient/hourly rate for prepaid government/non-profit accounts (50%) and a reduced transient/hourly rate for prepaid recurring weekly non-profit for a two-hour maximum time (60%).

Exhibit 2: EMBARK Transient/Hourly Parking Rates

EFFECTIVE	DESCRIPTION	FEES			
		A		B	
	Transient (Hourly Parking)				
07/01/14	First Hour	\$ 2.00	\$ 1.00	\$ 0.80	
09/01/16	Additional Hour	\$ 2.00	\$ 1.00		
07/01/14	Day	\$ 10.00	\$ 5.00		
	A = prepaid gov't/non-profit rate - 50% disc B = prepaid recurring weekly non-profit - 2hr max-60% disc				

Source: EMBARK May 2019

Effective September 2016, the event parking rates were increased from \$8 per vehicle per event parking session to \$10 per vehicle per event parking session.

Walker recognizes and supports the current parking pricing structure as a suitable industry standard best practice. A minor concern falls under the additional \$35 rate increase for each reserved parking space. While establishing a reserved rate option is considered an industry standard best practice, we only caution EMBARK as to the value of this option relative to the demand for this option. Typically Walker finds reserved space rates equivalent to 75-100% of the base monthly contract rate. In this case, if the 30% rate increase encourages a reasonable 15-20% increased monthly contract utilization, we're comfortable with the prescribed pricing program strategy. Any reserved parking amounts exceeding a 25-30% increased utilization may begin to impact the parker mix and monthly contract oversell opportunities.

SEPTEMBER 1, 2019

We recommend parking rates and fees be revisited every two to three years to ensure the sum aggregate revenues exceed location operating costs and properly reflect market rate pricing for municipal government operations. A municipal rate comparison study should be added to future COTPA parking system audit scope.

MONTHLY OPERATION REPORTS (MOR)

Walker agreed to review and evaluate the Monthly Operating Reports (MOR) to determine if procedures are being followed that detect revenue loss from daily and monthly revenue sources. Our initial general comment regarding the procedures for assembling the MOR follows a similar observation of COTPA parking system administrative and operational policies and procedures, whereby Walker was unable to receive any policy and procedure documentation related to the content and understanding of the importance of each report element. A MOR coversheet was provided with each of the six (6) MOR's Walker received for review and evaluation. In total, twenty-two (22) report items were specified in the cover sheet. The report items are as follows:

- Monthly Operating Expense Invoice, Non-Budget Expense Invoice
- Monthly Operating Reports (Actual to Budget Comparison)
- Variance Explanations/Recommendations
- Revenue Summaries
- Short Term Parking Ticket Summaries
- SkiData Monthly Revenue/System Totals Reports
- Contract/Validation Billing Reconciliations
- Monthly Activity Summary Reports
- Monthly Adjustment Reports
- Monthly Payroll Reports
- Monthly Event Recap
- Monthly Card Audits
- Billings Rate Breakdown Reports
- Total Monthly Parker Report
- Uncollectable Revenue Report
- Claim Reports
- Monthly Walkthrough Report
- Credit Card Refund Reports
- Security Report
- Monthly Elevator Operating Reports
- COTPA/RPS Asset Inventory Reports

Depending on the current-month activity related to each MOR item, it is possible that some report items may not be included due to current month inactivity having nothing to report. Examples of these types of report elements may include Claims Reports, Uncollectable Revenue Reports, and the Monthly Walkthrough Report.

REVENUES AND BUDGET PLANNING IMPACTS

Walker observes at least twelve (12) of the twenty-two MOR items detail revenue activity from daily and monthly revenue sources. Each of the revenue report items provide information specific to the topic identified by the name of the report item, however no explanation has been provided on the individual report item's relationship to the MOR. As an example, the Billing Rate Breakdown report item provides the number of contract parkers billed at specific rates for the upcoming month. It is understood this data is produced from the PARIS contract billing software and therefore provides a summary of the individual account activity by billed rate. This information is very helpful; however no totals are provided for the sum of all contract parkers and the sum total dollar amount billed.

A second report item titled *Actual Total MO Parkers* provides a numerical reference to the number of contract parkers that are added or removed at each location during the course of the month. A series of exhibits reflecting this activity are shown below under the Facility Utilization section of this report. It is understood this spreadsheet is manually generated by Republic parking staff and assumes a connection with the PARIS billing system.

The Short Term Parking Ticket Summaries for each parking location provide a summary of daily transient ticket activity from point of ticket issuance through rate calculation and transaction processing, ultimately tying to daily transient revenue and car count totals. Walker notes the Short Term Parking Ticket Summaries are also used to record monthly revenue payments, coupon payments, validation payments and event revenue collection by day, enabling the Short Term Parking Ticket Summary to serve as a daily and monthly total revenue summary. Walker supports the use of this tool and recognizes the manual data entry practice may only be as reliable as the individual transcribing the data from the electronic source which generates the data. As an example, we were able to verify the manual revenue totals shown on the Short Term Parking Ticket Summary for the Cox Center facility in May 2019 and compared this information with the manually entered amounts shown on the Cox Center MOR for May 2019.

- Totals for the coupon revenue and the card deposits were found to be in balance, however, totals for daily revenue were out of balance by \$68 for the month.
- Event revenue totals were out of balance by \$125 for the month.
- Event billing revenues collected reflected \$15, 857.87 on the Short Term Parking Ticket Summary and were found to be in balance with the combined MOR totals for Event Billing and Tax Event Billing.
- Event revenues shown on the *Event Recap-May 2019* spreadsheet reflected a monthly total of \$139,357.87 while the combined MOR totals for Event Revenue, Event Billing and Tax Event Billing reflected a monthly total of \$139,357.87, a difference of \$175.

Card audits completed for each of the four COTPA parking facilities showed nominal discrepancies when comparing cards "not in billing" to "cards in billing". None of the reports were found to provide a written explanation from the parking operator and it is unclear if card audit inconsistencies have been properly addressed from month to month without physically comparing consecutive reports. We recommend a card audit report be devised to compare historical activity for the fiscal year, whereby activity may be more closely

SEPTEMBER 1, 2019

monitored, and operator discrepancies explained. Potentially, card audit activity could be tracked and utilized as a key performance indicator for evaluating the operator's quarterly incentive fee.

The SkiData System Event report provides a snapshot of the individual dates and times whereby Republic Parking staff (assigned to overseeing activity in the Cox Center main parking office) have used the SkiData Control Center server to manually raise gates using a program server prompt. As observed by Walker associates, patrons may press the help button at the facility PILs or entrance columns and speak directly with a Cox Center parking staff member to request assistance with entering or exiting through a facility barrier gate. Typically, manual gate prompts are granted upon exit if 1) a patron is experiencing difficulties with the parking transaction, 2) a patron's access card is not working, or 3) a patron has completed a parking transaction in the Cox Center main parking office. A common event occurred at the Century Center when transient patrons would drive into the contract parking entrance lane thinking it was the appropriate access to the transient area in the parking structure. Instead of backing out of the lane, Republic Parking staff would use a program prompt to raise the entrance gate and allow the patron to drive through the contract parking area to the contract parking exit gate. A similar interaction would occur at the exit gate and the Republic Parking staff member would use another program prompt to raise the exit gate.

During the month of May 2019, COTPA parking facility gates were manually opened 232 times by Republic Parking staff using the SkiData Control Center server. While no policy or procedure was readily observed for this activity, Walker observed Republic Parking staff managing the activity in a manner that offered the least amount of conflict. In one instance during our July 2019 site visit, we observed a transient customer being let out of the parking structure as they claimed to only have an American Express card for payment option. Since the COTPA parking system does not accept American Express, the customer was let out of the facility without further payment required.

In the June 2019 MOR, Walker observed an Event Shortage Log summary with an accompanying spreadsheet detailing cashier shift shortages by name, date, location and shortage amount. The spreadsheet has been coded to detail the shortage payback status. To date, seventy-one (71) shortages were paid back from Republic Parking cashiers representing \$890 in transient and event revenues since July of 2018. By contrast, \$236 in cashier shortages were not collected by Republic Parking management resulting in termination of sixteen (16) employees over the same period. We consider this method an industry best practice initiative and caution EMBARK officials as to the ethical values in this process. Oklahoma employment laws may permit such activity; however we do not see this practice effectively managed and enforced throughout other US markets. An alternate industry best practice solution recommends using documented shortages for employee evaluation criteria.

While each of the above mentioned revenue-centric MOR items may reveal acceptable policy nuances, Walker recommends that a best practice procedure should require the operator to develop a MOR narrative detailing their understanding and recommending improvements in program management towards efficiency and revenue enhancement. Simply providing the MOR items without addressing opportunities for improvement does not support a goal towards establishing a self-sustaining program.

SEPTEMBER 1, 2019

EXPENSES AND BUDGET PLANNING IMPACTS

Walker agreed to provide a similar review and evaluation of the MOR specific to the operational expenses. A number of items were specifically asked of Walker to review and evaluate to include utility costs for all parking facilities, operating expenses to determine if they exceed budget by more than 5% cumulative in a given quarter, as well as the operator's submitted repairs for verification if quotes were received for repairs in excess of \$2,500. A review of the operator's expenses and submitted repairs for verification, including quotes for repairs in excess of \$2,500 will be addressed in a latter section of this task memorandum.

UTILITY INVOICES

Walker received utility invoices from each of the six (6) MOR packages dated January 2019 through June 2019. Each MOR provided a budgeted line item cost for line items referred as Utilities, Electric Power and Water. The following information has been provided for a review of the actual monthly costs compared to budgeted amounts for the Months of May 2019 and June 2019:

MAY 2019

Century Center	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$0	\$0
Electric Power	OG & E	\$1,772.88	\$2,237.32	\$464.44
Water	City of OKC	\$0	\$0	\$0

Cox Center	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$0	\$0
Electric Power	OG & E	\$0	\$0	\$0
Water	City of OKC	\$0	\$0	\$0

Sheridan Walker	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$80	\$80
Electric Power	OG & E	\$2,863.06	\$4,125.51	\$1,262.45
Water	City of OKC	\$78.35	\$0	(\$78.35)

Arts District	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$0	\$0
Electric Power	OG & E	\$2,645.59	\$3,521.46	\$875.87
Water	City of OKC	\$805.18	\$800	(\$5.18)

Reno Avenue Lot	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$0	\$0
Electric Power	OG & E	\$58.29	\$0	(\$58.29)
Water	City of OKC	\$0	\$0	\$0

SEPTEMBER 1, 2019

JUNE 2019

Century Center	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$0	\$0
Electric Power	OG & E	\$1,928.32	\$0	(\$1,928.32)
Water	City of OKC	\$0	\$0	\$0

Cox Center	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$0	\$0
Electric Power	OG & E	\$0	\$0	\$0
Water	City of OKC	\$0	\$0	\$0

Sheridan Walker	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$80	\$80
Electric Power	OG & E	\$4,340.95	\$3,688.22	(\$652.73)
Water	City of OKC	\$86.62	\$0	(\$86.62)

Arts District	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$0	\$0
Electric Power	OG & E	\$3,024.99	\$4,656.58	\$1,631.59
Water	City of OKC	\$0	\$0	\$0

Reno Avenue Lot	Provider	Actual	Budget	Variance +/-(-)
Utilities	Veola Energy	\$0	\$89.73	\$89.73
Electric Power	OG & E	\$79.52	\$0	(\$79.52)
Water	City of OKC	\$0	\$0	\$0

Walker questions why the June 2019 budget for the Century Center parking structure does not reflect a budget amount for electric power when the prior eleven (11) months reflects a monthly budget range of \$1,800 to \$2,200 per month. A similar concern relates to the Sheridan Walker parking structure whereby the typical monthly electrical power costs range from \$1,600 to \$1,800 per month and budgeted amounts range from \$3,200 to \$4,900 per month. The June 2019 actuals reflect a payment of \$4,340.95 with no explanation of costs explained in the MOR. When the June 2019 Republic Parking variance report was referenced, the explanation provided stated: "FY18 Actuals were used for budget. Will adjust in future budgets." Year to date actuals compared to year to date budget reflects a positive variance in the amount of \$23,126.63. Walker recommends a written variance report narrative explaining electrical power changes that may have occurred at the Century Center facility between FY18 and FY19. Why the high positive budget variance?

5% VARIANCE OF EXPENSE BUDGET

A review of operating expenses to determine if they exceed budget by more than 5% cumulative in any expense category within a given quarter reveals the following information when the three most recent months are factored:

SEPTEMBER 1, 2019

APRIL 2019 THROUGH JUNE 2019

Expense Category	Actual	Budget	Variance +/-(-)	% Over Budget
Payroll	\$265,694.25	\$208,859.66	(\$56,834.59)	27.21%
Employee Health	\$34,496.97	\$16,206.46	(\$18,290.51)	112.86%
Water – OKC	\$2,726.40	\$800	(\$1,926.40)	240.80%
Internet	\$635.84	\$308.01	(\$327.83)	106.44%
Urban Travel	\$1,049	\$0	(\$1,049)	100%
Gasoline/Lubricants	\$397.20	\$272.73	(\$124.47)	45.64%
Uniform Purchase	\$4,023.48	\$2,069.24	(\$1,954.24)	94.44%
Uniform Laundry	\$347	\$221.85	(\$125.15)	56.41%
Fire Monitoring	\$90	\$71.01	(\$18.99)	26.75%
Security	\$62,443.20	\$50,530.86	(\$11,912.34)	23.57%
Armored Car Service	\$3,217.50	\$896.33	(\$2,321.17)	258.96%
Employee Training	\$50	\$0	(\$50)	100%
Office Copier Lease	\$2,620.82	\$2,260.17	(\$360.65)	15.96%
Equipment Rental	\$1,494.19	\$458.55	(\$1,035.64)	225.85%
Equipment Purchase	\$324.79	\$0	(\$324.79)	100%
Routine Maint. (SkiData)	\$11,297.53	\$71.67	(\$11,225.86)	1,5663.26%
Equipment Repair	\$5,979.78	\$723.82	(\$5,255.96)	726.14%
Trash Removal	\$4,532.31	\$3,670.20	(\$862.11)	23.49%

Walker was able to reference Republic Parking’s budget variance explanations for these expense categories. In the process of our review, we were able to record the following collective responses per expense category:

Payroll – An overnight cashier was added after the FY19 budget was done. Training new event staff for future events. Used FY18 Actuals for budget amounts. Staff added to assist customers with Parkeon machines.

Employee Health Insurance – Applied employee insurance to other locations due to the sale of the Santa Fe parking structure.

Water/OKC – FY18 Actuals used for budget.

Internet - FY18 Actuals used for budget.

Urban Travel – IPMI conference fees for Brad Kearns. Will include in future budgets.

Gasoline/Lubricants – Fuel for power washer. FY18 actuals used for budget.

Uniform Purchase – Applied what would have been charged to Santa Fe parking structure and split between all four other locations.

Uniform Laundry – FY18 actuals used for budget.

Fire Monitoring – Quarterly charge for fire monitoring service.

Security – Increase due to playoff games. Santa Fe traffic offices were budgeted for Santa Fe but moved to Cox after the sale of Santa Fe.

SEPTEMBER 1, 2019

Armored Car Service - Split the amount that was applied to Santa Fe between the other four locations. Will adjust in future budgets.

Employee Training – No explanation provided. Expense occurred in the month of May 2019.

Office Copier Lease – Split amount that was charged to Santa Fe between other four locations.

Equipment Rental – Lift rented to repair flaking paint throughout the Arts District parking structure.

Equipment Purchase – Purchased new push mower.

Routine Maintenance (SkiData) – Purchased SkiData Protect care for equipment. Purchase was not expected and not budgeted.

Equipment Repair – reprogramming of Knox Box alarm, service of the Cummins generator, and repairs made to the power washer and sweeper.

Trash Removal – Split the amount that was applied to Santa Fe parking structure between the other four locations.

Walker recognizes a number of the budget overruns are a direct relation to Republic Parking using prior-year actuals to complete their 2019 budget. Industry best practice standards recommends a zero-based budget build for each operating calendar year. Walker suggests using prior-year costs to evaluate the upcoming budget year priorities, but a realistic plan for potential maintenance needs and costs should be discussed with EMBARK officials and well thought out before submitting.

With the sale of the Santa Fe parking structure, Walker acknowledges one of two budget amendment options should have occurred. Either eliminating direct and overhead costs associated with the Santa Fe parking structure or use this experience moving forward to develop a budget that ties specific service costs to specific locations. In the event another asset is added or removed from the COTPA parking system, all labor and specific service contracts should not be split among all assets. In hindsight, budget items assigned to the Santa Fe parking structure should have been permitted to remain allocated to this location, showing the effects of a budget loss after the sale for the remaining calendar year. Reallocating these costs to the remaining budgeted locations does not provide a true budget picture. Walker recommends restructuring service contracts associated with contract security, armored car service, office copier service, and SkiData PARCS equipment service to more closely demonstrate the relationship to the parking assets operating needs.

FACILITY UTILIZATION

Upon review of the June 2019 contract parking reports, Walker reports a net loss of two (2) contract parkers, system wide, however a loss of twenty-two (22) contract parkers were reported at the Arts District parking structure. For a review of the contract parking activity related to the COTPA parking system facilities please reference the following exhibits.

SEPTEMBER 1, 2019

Exhibit 3: COTPA Parking System Contract Parking Activity June 2019

Location	5/31/2019	6/30/2019	
SANTA FE	0	0	0
CENTURY CENTER	488	497	9
COX CENTER	295	299	4
SHERIDAN WALKER	1002	1009	7
ARTS DISTRICT	434	412	-22
TOTALS:	2219	2217	-2

Source: Republic Parking June 2019

Exhibit 4: COTPA Parking System Contract Parking Activity May 2019

Location	4/30/2019	5/31/2019	
SANTA FE	0	0	0
CENTURY CENTER	483	488	5
COX CENTER	309	295	-14
SHERIDAN WALKER	1014	1002	-12
ARTS DISTRICT	431	434	3
TOTALS:	2237	2219	-18

Source: Republic Parking May 2019

Exhibit 5: COTPA Parking System Contract Parking Activity April 2019

Location	3/31/2019	4/30/2019	
SANTA FE	0	0	0
CENTURY CENTER	509	483	-26
COX CENTER	309	309	0
SHERIDAN WALKER	1017	1014	-3
ARTS DISTRICT	435	431	-4
TOTALS:	2270	2237	-33

Source: Republic Parking April 2019

Exhibit 6: COTPA Parking System Contract Parking Activity March 2019

Location	2/28/2019	3/31/2019	
SANTA FE	0	0	0
CENTURY CENTER	509	509	0
COX CENTER	304	309	5
SHERIDAN WALKER	1015	1017	2
ARTS DISTRICT	432	435	3
TOTALS:	2260	2270	10

Source: Republic Parking March 2019

SEPTEMBER 1, 2019

Exhibit 7: COTPA Parking System Contract Parking Activity February 2019

Location	1/31/2019	2/28/2019	
SANTA FE	0	0	0
CENTURY CENTER	542	509	-33
COX CENTER	299	304	5
SHERIDAN WALKER	1046	1015	-31
ARTS DISTRICT	430	432	2
TOTALS:	2317	2260	-57

Source: Republic Parking February 2019

Exhibit 8: COTPA Parking System Contract Parking Activity January 2019

Location	12/15/2018	12/16-31/2018	1/31/2019	
SANTA FE	1242	0	0	-1242
CENTURY CENTER	538	538	542	4
COX CENTER	277	277	299	22
SHERIDAN WALKER	1035	1035	1046	11
ARTS DISTRICT	431	431	430	-1
TOTALS:	3523	2281	2317	36

Source: Republic Parking January 2019

For summary purpose, a gain/loss review of each COTPA parking facility reveals the following results:

Exhibit 9: COTPA Parking Facilities – 6 Month Net Gain/Loss Contract Parking Totals

Facility	Net Gain/(Loss)
Century Center	(45)
Cox Center	(10)
Sheridan Walker	(37)
Arts District	(1)

Source: Republic Parking 2019

The net loss amounts shown above reflect the highest contract parking totals during the six-month period, minus the current-month totals shown at the end of June 2019. Walker is aware that much of the monthly gains and losses may be directly related to businesses and groups of employees moving in and out of the downtown core. Walker encourages EMBARK to remain mindful of the potential gradual decreases over time. While they may not appear to result in substantial month to month impacts, we caution the net effect over time.

Walker recommends EMBARK maintain a monthly utilization summary for both transient and contract parking activity. Activity thresholds should be studied and tracked with the ultimate goal toward 85% facility utilization or greater. The 85% utilization metric represents an industry standard best practice utilization goal. Any utilization levels in excess of 85% are deemed to be inefficient operating levels. Because of our work with municipalities throughout other US markets, Walker understands the need for municipal parking systems to

SEPTEMBER 1, 2019

consider reserving inventory for new development opportunities. In the event municipal parking systems are subject to these administrative policies, we recommend economic development funds be transferred annually to the parking system fund to offset the potential lost opportunity as development opportunities are pursued.

ADDITIONAL PROCESS AND POLICIES

The following additional process and policies observations have been included from observations conducted during Walker's site visit #1 and site visit #2.

SURFACE LOT PARKING CONTROLS

During non-event and daily operations, the Santa Fe and Reno Avenue surface parking lots are intended to be operated as largely unstaffed, self-park pay-by-plate locations (meaning that parking patrons enter their license plate number in the multi-space meters for parking payment verification). Although there are advantages to pay-by-plate, such as elimination of piggy-backing (patrons parking free in spaces paid for by a vehicle that vacated a space with time remaining on the meter) that can occur in a pay-by-space scenario, there are challenges with this payment structure as well. For example, when pay-by-plate is the system in place, a supervisor can't do a quick walk-through to look for "pay-and-display" receipts placed on a vehicle dashboard, nor can he or she run a "spaces paid" report from the meters, allowing that supervisor to promptly evaluate unpaid spaces. Pay-by-plate lends itself to the use of a mobile or hand-held license plate recognition enforcement ("LPR"), which when used, is often viewed as the most advantageous system from a parking control perspective.

Today, Republic Parking staff must run a report from the Parkeon Smartfolio software platform to identify which plates on the lot are paid. Reports can be run at the Cox Convention Center office or can be produced on a cell phone by an employee with proper system access. Staff must then walk from car to car to compare the vehicle plates with the list of "paid" cars. Without use of LPR, this can be a time-consuming process. COTPA does not have an LPR system in place for its off-street operations.

Walker was informed that Republic Parking Cashier Leads and Managers are assigned to check the lots for parking violators every two hours during operating shifts. Vehicles found to be unpaid when the lot is checked are required to be immobilized or "booted". Given that the Santa Fe lot is adjacent to the Oklahoma City Amtrak station, train patrons will occasionally park on the lot before a multi-day train trip but may not pay enough to cover the parking fees due. Although vehicles are not frequently booted, almost all of the immobilized vehicles are multi-day parkers.

There are signs on each lot specifying that no free parking is allowed, but the signs do not indicate what the result are (warning, booting, towing) if patrons fail to pay. There is also no written enforcement procedure in place to guide Republic Parking employees as to how to handle violators. Today, if a vehicle is booted, there are no instructions posted for patrons to arrange to have the boot removed. Republic Parking indicates that there are ten (10) boots available for use, but the indication is that vehicles are rarely booted. Republic Parking officials did report immobilizing three cars in recent weeks. There is no "boot removal Fee" charged – the patron must simply pay the parking fee due and the Republic Parking manager will remove the boot.

SEPTEMBER 1, 2019

In Walker's opinion, the enforcement system in place is not sufficient. Walker recommends implementing a system that adheres to the following general guidelines:

1. Prepare a written enforcement procedure and ensure that the parking operations team understands the procedure and has been trained in the execution thereof. The enforcement procedure should incorporate signs detailing a "first offense" warning system, use of hand-held or mobile LPR parking enforcement technology, parking informational communications on the COTPA parking system web site, a "boot removal fee" of no less than \$50 (to provide greater disincentive to try to beat the system) and a towing policy to remove vehicles that have been immobilized and for which vehicle owners fail to return to retrieve their vehicle.
2. Procure a web-based, hand-held LPR enforcement unit to facilitate accurate, fast and comprehensive control of parking on the lot, significantly upgrading the ability of the parking operator to effectively enforce the stated parking policies.
3. Post signage on the lots that clearly communicate to the parking public what the results will be if drivers fail to (or choose not to) pay the applicable parking fees.

A fully formulated, communicated and executed parking enforcement policy may not result in more immobilization devices being applied, but it is expected to encourage better parking compliance and thus higher parking revenues.

TICKET AND DOCUMENT STORAGE

Oklahoma City requires that its parking-related documents, such as issued and collected parking facility tickets and daily cashier reports, be stored and made available for the City auditor review on demand for seven years from the date of issuance. Credit card receipts, displaying the last four digits of the credit card numbers only, are also stored in a secure storage room. Walker inspected the document storage room on site at the Cox Convention Center parking structure to advise as to whether the facility meets parking industry standards.

Walker observed that tickets and documents are stored in hand-labeled boxes on shelves in two separate locked storage rooms (one main room and one auxiliary room, the auxiliary room holding the oldest items). The main storage room is however not fully dedicated to document storage, but rather is shared with the Republic Parking maintenance crew. Although the boxes are properly labeled, they are not stored in a consistent order on the shelves, and several boxes are piled on the floor of the room. There is no log in place to document boxes delivered to or removed from the storage room, nor is there a discernable order (other than that more recent items are located near the front of the storage area) to the process. The following exhibit has been provided for visual reference purpose.

Exhibit 10: Republic Parking Document Storage Facility



Source: Walker Consultants 2019

These documents are necessary to be able to support audit efforts, including sales tax audits. Thus, it is critical that there is a defined and consistently performed procedure, to ensure the integrity of auditable documents. Walker recommends that formal procedures be developed to manage this important task. Those procedures should include but are not limited to:

1. The storage room should be a sole-use locked facility. No one except for authorized personnel should have access to areas where auditable documents are stored.
2. Logs should be developed to record anytime documents are added to or removed from the room. EMBARK officials may want to consider labeling all boxes with bar codes and scanning them in and out, creating a digital database. Such a database could also be used to remind EMBARK when documents have reached their required storage time and as a result can be properly disposed (making room for additional documents.)
3. All documents in storage for more than seven years should be disposed accordingly.

REVIEW “LOST TICKET PROGRAM” TO ENSURE GOALS ARE MET

Walker received copies of the daily ticket summaries for each of the COTPA parking system locations. The summaries were included with each of the six (6) Monthly Operating Report (MOR) packages from January 2019 through June 2019. In accordance with our requirement to analyze at least two months’ worth of data from the most recent six months, we’ve observed and reported the following lost ticket percentages by location:

Exhibit 11: COTPA Parking System Lost Ticket Percentages by Facility – June 2019

Facility/Location	Lost Ticket Count	Lost Ticket Percentage
Arts District Parking Structure	72	2.6%
Century Center Parking Structure	467	6.9%
Cox Center Parking Structure	250	20.5%
Sheridan Walker	58	6%
Santa Fe Depot Lot	0	0%
Reno Avenue Lot	0	0%

Source: Republic Parking and Walker Consultants 2019

Exhibit 12: COTPA Parking System Lost Ticket Percentages by Facility – May 2019

Facility/Location	Lost Ticket Count	Lost Ticket Percentage
Arts District Parking Structure	122	3.6%
Century Center Parking Structure	281	4.7%
Cox Center Parking Structure	328	24.6%
Sheridan Walker	88	6.3%
Santa Fe Depot Lot	0	0%
Reno Avenue Lot	0	0%

Source: Republic Parking and Walker Consultants 2019

Walker representatives met with EMBARK officials with a goal toward understanding the SkiData reporting features and how these features interpret transaction data for input into the COTPA parking system ticket summaries. In the process, we learned that coupon tickets are recorded as facility exits, yet they are not considered a revenue generating ticket since revenues are collected in advance of the coupon being used to complete an exit transaction. Subsequent discussion with EMBARK officials has revealed this conditional transaction has been identified by SkiData software experts and a solution to rectify the impact on lost tickets will be revealed in EMBARK’s upgrade to the Version 12 software in the coming months. It is believed this upgrade should address the lost ticket percentages associated with the Sheridan Walker and Arts District parking structures as these structures continually operate in a “gates-down” mode, as there are very few special event parking needs occurring at these locations requiring the need to raise the gates to let significant post-event traffic volumes exit the facility.

Significant lost ticket totals observed at the Century Center and Cox Center parking structures may be attributed to the number of capacity events requiring the temporary need to raise the exit gates to let significant post-event traffic volumes exit these facilities. As discussed in Task 1 of this report, a COTPA-specific policy and

SEPTEMBER 1, 2019

procedural manual should be developed and implemented for Republic Parking employees to follow. At present, lost ticket program goals are not being met.

RECONCILE ACCOUNTS RECEIVABLE BALANCES

Republic Parking utilizes IntegraPark's PARIS parking accounts receivable system to manage contract parking and validation billing accounts for the COTPA parking system. PARIS is an industry standard product used nationally by many of the major parking companies. PARIS handles the billing and accounts receivable components of contract and validation parking management. Parking and access revenue control system access is controlled by the SKIDATA equipment deployed at the four (4) COTPA parking structures.

The process of initiating a contract parking account for a COPTA location is as follows:

1. The prospective contract parker comes to Republic Parking's management office located at the Cox Convention Center parking structure where a hard-copy parking application is completed and signed.
2. Patrons then pay for their first month's parking, by cash, check or credit card.
3. Republic Parking's Auditor produces the new parking access card or cards from a blank access card stock and records such activity in a logbook which is kept permanently at the Cox Convention Center main parking office. The Auditor activates the new card in the SKIDATA access system once full payment is made.
4. Republic Parking's Accounting Manager then activates the new account in the PARIS system to initiate the recurring monthly invoice.
5. The contract parking patron receives an invoice each month for his or her parking account(s), most often by email.
6. There is no self-service online parking portal in use for a customer to manage his or her account and to make payments. Any account changes must be handled in person at the Cox Center main parking office.
7. Contract parkers can pay by check via mail or in person at the main parking office, or by credit card over the phone or in person at the main parking office.

Republic Parking produces an accounts receivable report each month for the purpose of ensuring that accounts in good standing are granted access to park in the COTPA parking structures. With the exception of a small number of group contract parking accounts, including the \$60,000+ per month City of Oklahoma City employee account at the Sheridan Walker parking structure, the \$9,000+ account for Service Management Group (SMG) management of Cox Convention Center, the \$24,000 per month Oklahoman account at Century Center and the \$14,000+ Professional Basketball account, also at the Cox parking structure, unpaid contract parking access cards are deactivated by the 6th of the month. Republic Parking has been diligent in executing this procedure. As a result, patrons have been trained to abide by the rules, resulting in negligible outstanding receivable accounts more than thirty days system-wide.

Walker reviewed the status of the COTPA parking system contract and validation parking accounts receivable for the months of May and June 2019 as part of this report. We found that receivables more than thirty days in arrears total well under 1% of total billings over that period. The following exhibit has been provided to assist with a review of the materials Walker observed.

SEPTEMBER 1, 2019

Exhibit 13: COTPA Parking System Monthly Parking Accounts Receivable May and June 2019

Monthly Parking Accounts Receivable - May 2019								
Facility	Accounts	Total Billing	Current	30 Days	60 Days	90 and Over	Total A/R	Comment
Century Center	41	\$58,158.53	-\$14,094.85	\$246.71	\$0.00	\$0.00	-\$13,848.14	
Cox Convention Ctr	39	\$30,485.00	\$5,775.82	\$0.00	\$0.00	\$0.00	\$5,775.82	SMG Employee account owes \$9,238 current month
Sheridan Walker	81	\$81,372.13	\$52,086.56	\$258.16	\$36.94	\$0.00	\$52,381.66	OKC Employee account owes \$58,200 current month
<u>Arts District</u>	<u>71</u>	<u>\$48,510.36</u>	<u>-\$34,244.48</u>	<u>\$119.48</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>-\$34,125.00</u>	
Total System	232	\$218,526.02	\$9,523.05	\$624.35	\$36.94	\$0.00	\$10,184.34	
Percentage of Total			4.4%	0.3%	0.0%	0.0%	4.7%	

Monthly Parking Accounts Receivable - June 2019								
Facility	Accounts	Total Billing	Current	30 Days	60 Days	90 and Over	Total A/R	Comment
Century Center	42	\$59,938.58	\$66.18	\$0.00	\$0.00	\$0.00	\$66.18	
Cox Convention Ctr	39	\$31,099.42	\$7,623.27	\$0.00	\$0.00	\$0.00	\$7,623.27	SMG Employee account owes \$8,981 current month
Sheridan Walker	82	\$81,663.05	\$55,630.93	\$0.00	\$0.00	\$0.00	\$55,630.93	OKC Employee account owes \$59,660 current month
<u>Arts District</u>	<u>75</u>	<u>\$47,673.93</u>	<u>-\$8,600.75</u>	<u>\$119.49</u>	<u>\$59.74</u>	<u>\$0.00</u>	<u>-\$8,421.52</u>	
Total System	238	\$220,374.98	\$54,719.63	\$119.49	\$59.74	\$0.00	\$54,898.86	
Percentage of Total			24.8%	0.1%	0.0%	0.0%	24.9%	

Source: Walker Consultants 2019

Republic Parking tracks validation account activity through PARIS as well. Most major validation or coupon accounts, such as the Sheraton Hotel at the Century Center parking structure, pay for parking vouchers in advance. Thus, the receivables reported in PARIS, except for the Professional Basketball account at the Cox Convention Center parking structure are not material.

Exhibit 14: COTPA Parking System Validation Accounts Receivable May and June 2019

Validation Accounts Receivable - May 2019						
Facility	Current	30 Days	60 Days	90 and Over	Total A/R	Comment
Century Center	\$0.00	\$1,138.00	\$0.00	\$0.00	\$1,138.00	
Cox Convention Ctr	\$2,389.78	\$8,021.41	\$0.00	\$110.00	\$10,521.19	Professional Basketball account owes \$6,856 for 30 days
Sheridan Walker	\$10.00	\$5.00	\$12.00	\$0.00	\$27.00	
<u>Arts District</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	
Total System		\$9,164.41	\$12.00	\$0.00	\$11,686.19	

Validation Accounts Receivable - June 2019						
Facility	Current	30 Days	60 Days	90 and Over	Total A/R	Comment
Century Center	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Cox Convention Ctr	\$738.65	\$0.00	\$6,856.41	\$0.00	\$7,595.06	Professional Basketball account owes \$6,856 for 60 days
Sheridan Walker	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
<u>Arts District</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	
Total System	\$738.65	\$0.00	\$6,856.41	\$0.00	\$7,595.06	

Source: Walker Consultants 2019

SEPTEMBER 1, 2019

The Republic Parking Accounting Manager not only tracks accounts receivables through the above-detailed process, but also contacts past-due accounts to remind them that they must pay to avoid loss of parking access. Occasionally, a patron will terminate his or her parking account with a balance still due. If Republic Parking is unable to collect an outstanding balance, that account is included in an annual bad-debt write-off request, submitted for approval annually to the COTPA Parking Services Manager. Recent annual write-off requests (all bad debt accounts combined) have not exceeded \$1,000 system-wide.

Walker observes that the results of Republic Parking's accounts receivable management tasks have been excellent, with minimal amounts uncollected. However, Republic Parking does not have a formal written procedure for management of contract and validation parking accounts receivable. Thus, the institutional knowledge in place with the existing Auditor and Accounting Manager would be lost if either of the existing employees handling these tasks left the company.

REVUE LAST INTERNAL AUDIT

CITY AUDIT 19-01A PARKING MANAGEMENT CONTRACT FOLLOW-UP

Walker was provided an internal audit response for City Audit 19-01A Parking Management Contract Follow-Up Audit dated June 12, 2018. Within the audit response, written responses were provided for twenty (20) audit findings, of which the majority of the responses agreed with the status report with no additional comment. Walker observes the City internal auditor has reported that seventeen (17) out of the twenty items have been address and or implemented. At least two (2) of the items were classified as "substantially implemented".

The objective of the internal audit was to evaluate , as of October 31, 2017, the status of recommendations and related management responses included in the City's previous Parking Management Contract audit report dated May 15, 2015. The 2017 report included the following results:

- Practices used to administer the third party contract for off-street parking management were not adequate or effective.
- Unallowable expense reimbursements and missing revenue in the amount of \$430,241 should be recovered from Republic Parking System (RPS), the parking management contractor. All claims associated with these losses were released upon payment of \$424,184 received in June 2015.

Specific ongoing (non-implemented) findings in the latest 2019 audit covered the following areas of concern:

1. **Status Item #1** - Addressing uncollected ticket percentages associated with the parking management contract.
2. **Status Item #2** - Continuing difficulties with reading and interpreting SkiData system total entry and exit reports limits the ability to verify the uncollected ticket percentages reported by RPS.
3. **Status Item #7** - Management's ability to strengthen the operational oversight through reviews of RPS' monthly report and supporting documentation. (detailed purchasing invoices, revenues, accounts receivable, security and repairs and maintenance actions)

While not specifically addressed in the audit findings, Walker takes notice with **Status Item #4** "RPS includes more detailed explanations for budget variances over 5% in their monthly operating report". While RPS explanations exist and were observed, we suggest a more detailed response in several cases where FY18 actuals were used to prepare FY19 budget line items.

REPUBLIC CONTRACT REVIEW ITEMS CONDUCTED BY COTPA PERSONNEL

In addition to the most recent internal audit report conducted by the City Auditor, Walker also received an internal audit spreadsheet titled “Republic Contract Review Items Conducted by COTPA Personnel”. The spreadsheet offers quarterly tabs beginning with FY16 Quarter 1, running through FY19 Quarter 4, and satisfies an objective review of the Parking Services Manager responsibilities and management oversight. Each quarterly review tab has identified twelve (12) standard review items to include the following topics:

1. Reconciliation of monthly operating report revenue to revenue deposited in bank
2. Verify deposits are being made and are error free
3. Verify billings are being conducted timely and are error free
4. Verify expenditures in excess of 5% of expenditure category are being documented with corrective plan identified
5. Non budgeted repairs in excess of \$1,000 have COTPA approval, repairs in excess of \$2,500 have three quotes
6. Operating expenses submitted to COTPA for reimbursement have adequate documentation
7. Verify no late fees or extended warranties are included in expense reimbursement from COTPA to operator
8. Verify bi-annual preventative maintenance plan is in place and being followed for major facility systems
9. Verify incidental expense policy is followed
10. Verify expense documentation policy is followed
11. Verify AR and bad debt policy is followed
12. Conduct inventory or COTPA owned equipment

Upon review of the FY19 Quarter 4 information, Walker recognizes COTPA personnel found issues with the following item categories:

1. Non budgeted repairs in excess of \$1,000 have COTPA approval, repairs in excess of \$2,500 have three quotes
2. Operating expenses submitted to COTPA for reimbursement have adequate documentation

COTPA personnel comments were provided requesting documentation backup and follow-up from the Parking Services Manager. Parking Services Manager comments provided sufficient explanation of COTPA personnel findings and subsequently satisfied the objective. Walker finds the criteria involved with the quarterly COTPA personnel audit to satisfy an industry standard best practice approach to reviewing the actions and approvals executed by the Parking Services Manager.

COTPA PARKING SYSTEM CONTRACT PARKING AGREEMENTS

Walker received copies of four (4) contract parking agreements and subsequently reviewed for content understanding and contract compliance. The four agreements have been labeled the following with designated parking facility shown in parenthesis:

1. The Professional Basketball Club, LLC; dba The Oklahoma City Thunder (COTPA Facilities)
2. General Service Administration; U. S Government (Century Center)
3. Sheraton Hotel (Century Center)
4. Colcord Hotel (Century Center)

SEPTEMBER 1, 2019

THE PROFESSIONAL BASKETBALL CLUB, LLC

Effective September 2016, Amendment No. 1 to the Professional Basketball Club, LLC agreement increases the quantity of team employee and authorized media parking spaces to 175 spaces in the COTPA parking facilities during Chesapeake Energy Arena events, reflecting an increase of 50 parking spaces from the original agreement. Walker received a copy of this one page amendment and verified dates and amounts. Our review of the information provided from EMBARK officials and Republic Parking suggests the Professional Basketball Club leases contract parking in the Cox Center parking structure and pays for parking validations in the Cox Center as well. As of the June 2019 aged balance report for the Cox Center parking structure, the Professional Basketball Club had \$6,856 in outstanding validation charges that were appearing 90-days past due. (See prior Exhibit #14)

GENERAL SERVICES ADMINISTRATION

Effective May 2017, License Agreement Amendment No. 2 to License Agreement No: GS-07P-17170 specified a reduction of parking spaces in the Century Center parking structure from 50 spaces to 48 spaces at a rate of \$92.00 per month per space, or \$52,992 per year. Walker was able to realize a monthly billing amount equal to \$4,416 with no aged balances shown in the PARIS system.

SHERATON HOTEL DOWNTOWN OKLAHOMA CITY

As of March 1, 2015, the Sheraton Hotel is provided with 25 reserved spaces for valet parking on level sub one; 100 spaces for guest parking on level three and four; and 50 spaces for employee parking on level four of the Century center parking structure. Associated fees for use of these spaces shall be the following: \$145 per month for each of the 25 reserved valet parking spaces; \$4.25 per day per space for hotel guest in and out privileges; and \$110 per month per each of the 50 hotel employee parking spaces. Additional use of guest parking spaces beyond the 100 allotted spaces shall also be provided at the rate of \$4.25 per day. The aforementioned rates and fees are subject to increases as a result of EMBARK's desire to increase parking system rates and fees.

Walker observes May 2019 billing amounts of separate Sheraton accounts totaling \$3,123 and \$3,750 (reserved valet). Neither of these dollar amounts equate to the fees and totals prescribed above. No amounts were billed in May 2019 for validation billing. Upon review of June 2019 and July 2019 aged balance reports, Walker does not observe any outstanding receivable from the Sheraton Hotel.

COLCORD HOTEL

Effective December 2016, the Colcord Hotel (located at 15 North Robinson) has leasing rights to fifty-two (52) spaces in the Century Center parking structure for the annual rate of \$71,760 or \$5,980 per month. The spaces shall be used for valet parking vehicle storage. The term of this agreement has been set for ten (10) years from the effective date. Walker observes a May 2019 billing amount of \$5,980. Aged receivable balances are non-existent for this account.

TRANSIENT TICKET ANALYSIS

As specified in the Task 2 scope of services, Walker was able to complete a transient ticket analysis with the help of Republic Parking's operations team. To initiate the process, Walker performed two separate random ticket pulls from Republic Parking's ticket storage location. The ticket pulls are described as follows:

1. Processed cashier station tickets from each of the four COTPA parking system locations with the following dates:
 - a. April 24, 2019
 - b. April 25, 2019
 - c. April 28, 2019
 - d. May 4, 2019
2. Processed pay-in-lane tickets from each of the four COTPA parking system locations. Republic Parking stores the processed pay-in-lane tickets in record storage boxes by selection of consecutive months until the box is full. Typically, we found boxes of tickets stored for six-month time periods.

CASHIER STATION TICKETS

Reviewing the ticket data from the cashier stations, Walker found very minimal processed transactions associated with each of the cashier shifts recorded on each of the above listed dates. We understand this observed activity results from cashiers working with patrons to process their tickets through the pay-in-lane stations located at each facility exit lane, a best practice supported by Walker.

Typical cashier transactions observed by Walker dealt with patrons having issue with completing a transaction through the use of a pay-in-lane device. As an example, Walker observed seven (7) replacement tickets being manually generated by the second shift cashier working the Century Center parking structure on May 4th.¹ We believe the replacement tickets were required to process a Sheraton Hotel validation and enable the patron to exit the parking structure without additional changes applied to their stay.

Of the four dates and four parking facility locations, Walker was able to observe a cashier shift report prepared for a daily cashier named David. Within this report, 18 tickets were tracked and compared to the information documented on the completed cashier report, with an accompanying deposit slip, money counting receipt and bank confirmed cash count. A correction to the cashier report showed \$117 in cash revenue, however the processed tickets only added to \$114. Bank deposit bag #2454 was verified as dropped, picked up by the courier service and deposited in the bank by the courier. The cashier shift report and deposit reflects a \$3 cash overage. The following exhibit has been provided to demonstrate Walker's audit review of David's cashier activity at the Cox Convention Center parking structure on April 25, 2019.

¹ One replacement ticket was manually generated by each of the other shift cashiers working the first and overnight shifts.

Exhibit 15: Daily Transaction - Cashier Shift Audit

Cox Convention Center Garage	
Date	4/25/2019
Event	Daily Parking Cashier
Cashier	David
Tickets Tracked:	034936,034868, 034923, 034642, 034643, 035687, 035296, 035701, 035628, 035075, 035672, 035707, 035734, 036593, 035627, 036264, 035673, 035552
Ticket Sequences Issued to Cashier	N/A
Documentation	Cash tickets by rate compared to Lead-signed cashier report, deposit slip, money counting machine receipt, and bank confirmed cash count.
Tickets Logged as Issued to Cashier?	N/A
Ticket Sequence Returned Unused from Cashier	N/A
Tracked tickets logged as Returned Unused from Cashier	N/A
Total revenue from shift	Corrected report shows \$117 cash, but tickets only add to \$114.
Total cash revenue per drop slip, deposit slip and counting machine Batch report	\$117
Located on Cash Vault Deposit report?	Yes, bag 2454, verified as dropped, picked up by courier and deposited in bank by courier.
Is Shift Report Over or Short?	Yes, over by \$3
Comments	

Source: Walker Consultants and Republic Parking System; 2019

PAY-IN-LANE TICKETS

Walker requested a list of twenty-five (25) randomly generated, processed pay-in-lane tickets for our audit review purpose. Similar to the aforementioned daily cashier transient ticket audit, we requested a SkiData record of transaction from entry station, to processed-transaction status, to close-out through the exit pay-in-lane station. To further verify an audit of these transactions, we then attempted to compare this activity to the revenue control system reports, Republic Parking's daily revenue report (DRR) and the corresponding bank deposit verification.

The following exhibit has been provided to show the listing of twenty-five (25) randomly generated, processed pay-in-lane tickets from each of the four (4) locations for our audit review purpose. For SkiData report tracking purpose, a red ID # has been assigned to each ticket number. A total of one hundred (100) tickets were pulled and reviewed.



Exhibit 16: Randomly Generated Transient Ticket Numbers

Sheridan		Century		Cox		Arts	
Ticket #	ID #	Ticket #	ID #	Ticket #	ID #	Ticket #	ID #
035537	10	49264	35	040769	60	033040	85
035657	11	49178	36	040899	61	033640	86
035604	12	49165	37	040829	62	033218	87
034649	13	49262	38	040779	63	034338	88
034717	14	49190	39	040828	64	033044	89
034703	15	49118	40	040909	65	034353	90
034630	16	98368	41	040844	66	034318	91
034728	17	49393	42	018147	67	034354	92
035617	18	49518	43	040893	68	034335	93
035557	19	49469	44	040881	69	034333	94
035305	20	49238	45	040860	70	033040	95
034872	21	49188	46	040880	71	033105	96
034966	22	49309	47	040907	72	034342	97
034942	23	49528	48	041559	73	032790	98
034722	24	49283	49	034668	74	034420	99
034972	25	49394	50	038944	75	034300	100
034879	26	49416	51	038916	76	033057	101
034941	27	49216	52	038935	77	032495	102
034647	28	49566	53	038914	78	032927	103
034756	29	49376	54	040899	79	024442	104
034804	30	49227	55	040882	80	033427	105
034755	31	49576	56	040883	81	033747	106
034737	32	49738	57	040921	82	033408	107
034734	33	49549	58	040913	83	034347	108
035556	34	49349	59	040897	84	032837	109

Source: Walker Consultants and Embark; 2019

Using the assigned ID #'s, EMBARK officials provided Walker with a transaction activity report generated from the SkiData report data base showing the ticket entry date and time, the processed transaction date and time, dollar amount collected by transaction, and pay-in-lane exit data and time.

SHERIDAN WALKER

Processed pay station transaction tickets with ID #10 through ID #34 were found to be processed on or before April 25, 2019 at the Sheridan Walker facility. All tickets were found to be processed with an associated dollar amount through the onsite pay-in-lane with the exception of transaction ID #33. The patron entered the parking facility at 8:12a on 4/25/19 and departed at 9:22a with a \$0 transaction processed through the pay-in-lane equipment identified as "4PIL".

SEPTEMBER 1, 2019

Republic Parking’s Daily Revenue Report (DRR) reflects a total transient deposit in the amount of \$1,318 on April 30, 2019, reflecting all transient monies collected and deposited on the final day of the month, including the pay-in-lane equipment at Sheridan Walker. Walker reports that we were able to see random transient tickets dispensed to patrons upon entering a facility. Subsequent rate calculation activity occurs, and the ticket is shown to be processed through an exit pay-in-lane, allowing a patron to leave the facility. Due to Republic Parking’s batch cash pull reporting and batch credit card reporting we were unable to track the random pay-in-lane transaction through Republic Parking’s DRR and the corresponding bank deposit verification. To ensure transaction audit compliance with industry standard best practices, we recommend a corresponding cash transaction report be included with each batch cash pull and a corresponding credit card transaction report be included with each batch credit card report.

CENTURY CENTER

Processed pay station transaction tickets with ID #35 through ID #59 were found to be processed on or before May 4, 2019 at the Century Center facility. All tickets were found to be processed with an associated dollar amount through the onsite pay-in-lane with the exception of transaction IDs #36, #40, #41, #43, #44, #47, #48, #50, #51, #55, and #58. These patrons are believed to have entered the parking facility at the following times and exited and departed with a \$0 transaction processed through the pay-in-lane equipment identified as “1PIL”.

ID #	Entry Time	Exit Time	Article Designation
36	5/4/2019 8:57	5/4/2019 16:47	Short-term parking tkt
40	5/3/2019 23:43	5/4/2019 16:55	Short-term parking tkt
41	5/3/2019 16:02	5/3/2019 18:06	Sheraton Hotel 1 Day
41	5/3/2019 18:06	5/3/2019 20:53	Sheraton Hotel 1 Day
43	5/4/2019 16:11	5/5/2019 10:40	Short-term parking tkt
44	5/4/2019 17:46	5/4/2019 19:50	Short-term parking tkt
47	5/4/2019 14:43	5/4/2019 18:55	Short-term parking tkt
48	5/4/2019 18:04	5/4/2019 20:13	Short-term parking tkt
50	5/4/2019 16:13	5/4/2019 21:02	Short-term parking tkt
51	5/4/2019 16:29	5/4/2019 20:44	Short-term parking tkt
55	5/4/2019 12:04	5/4/2019 20:03	Short-term parking tkt
58	5/4/2019 18:12	5/4/2019 20:43	Short-term parking tkt

COX CENTER

Processed pay station transaction tickets with ID #60 through ID #84 were found to be processed on or before April 28, 2019 at the Cox Center facility. All tickets were found to be processed with an associated dollar amount through the onsite pay-in-lane with the exception of transaction ID #65. This patron entered the parking facility at 14:25 on April 28, 2019 and departed the facility at 15:32 with a \$0 transaction processed through the pay-in-lane equipment identified as “8PIL”.

ARTS DISTRICT

Processed pay station transaction tickets with ID #85 through ID #109 were found to be processed on or before April 24, 2019 at the Arts District facility. All tickets were found to be processed with an associated dollar amount through the onsite pay-in-lane.

Consistent with Walker’s above-detailed review, the following thirteen (13) ticket numbers were detailed as a processed transaction without a fee collected. Walker understands these transactions are associated with a validation transaction or a coupon transaction, whereby monies are billed and collected after a validation transaction has been audited or monies are billed and collected in advance of a coupon transaction be processed.

Exhibit 17: Pay-In-Lane Transactions Processed Without a Fee Paid to Exit

Transient Ticket #	ID #	Transient Ticket #	ID #
034734	33	49528	48
49178	36	49394	50
49118	40	49416	51
98368	41	49227	55
49393	42	49549	58
49469	44	040909	65
49309	47		

Source: Walker Consultants, EMBARK and SkiData Reports; 2019

Upon the request for supporting documentation from EMBARK officials and Republic Parking it was learned that the data does not exist as the Republic Parking logs for validations and coupons do not tie to existing ticket transactions.

REVIEW OPERATIONAL EXPENSES

As previously alluded to in this task memorandum, Walker agreed to review the parking operator’s operating expenses detailed in the expense sections of the individual Monthly Operating Reports (MOR). One goal of this particular review relates to the validity of expenses being incurred and charged back to EMBARK as well as whether quotes were received for repairs over \$2,500.

Beginning with the most recent MOR prepared for June 2019, Walker recognizes two (2) separate budgets whereby Republic Parking may charge expenses back to EMBARK. The first of the two budgets is termed “Contingency Budget Expenses” and appears to enable the COTPA parking system to run non-operating budget items through Republic Parking’s accounts payable system. According to the items and costs listed for reimbursement, it would appear that many of these items, while associated directly with the parking system, appear to be more in line with COTPA parking system ownership costs. As an example, monthly elevator costs and associated capital repair requests to parking and building structures. In the month of June 2019, expenses were submitted for reimbursement detailing A/C repairs, pest control services, and air filter replacements at the Santa Fe Train Station. None of these expenses are deemed to be greater than the \$2,500 expense authorization threshold.

SEPTEMBER 1, 2019

Upon review of the June 2018 operating expenses submitted for payment and reimbursement from EMBARK (second separate budget, known as the “Operating Budget”), Walker recognizes that all Republic Parking accounts payable vouchers are requested by Dwayne Beavers and approved by an undecipherable authorized signature. In the absence of a local policy and procedure for COTPA parking system accounts payables, we suggest printing the name of the authorized signer to accompany the signature. In addition, Walker recommends where applicable, a signed receipt accompany any local third party purchases within the community. Particularly if another Republic Parking employee is purchasing merchandise or accepting service on behalf of Republic Parking. Above all else, a supervisor or manager approval signature should accompany all invoices prior to a request for payment is made by the Operations Manager. Under the current practice, the Operations Manager must assume all goods received and services rendered have occurred to satisfactory levels. Some invoices have pen script at the bottom, however it is uncertain if this is a Republic Parking signature for acknowledgement of receipt of goods or services rendered. As an example, a Cummins planned maintenance checklist dated 6/21/19 for work performed at the Arts District parking structure was included to support a generator service invoice in the amount of \$331.84, however no Republic Parking employee signature was found at the bottom of the checklist where the customer name and signature were required.

A review of the Verizon cell phone bills reflects multiple numbers assigned to Brad Kearns and numbers assigned to individuals without last names listed (Odies, Dwayne, and Hildas). We recommend revising changes to reflect accuracy for third party review.

The May 2019 armored car service invoice was paid in June and incurred twenty-one (21) days of service, twenty-five (25) minutes of exceeded service minutes @ \$8.00 per minute, five (5) special pickups, a holiday service fee @ \$78.75 and an “other” fee of \$25 for a total of \$1,145. While the fee for services may certainly be under reasonable guideline for amounts, we question the reconciliation practice for number of services rendered. We could not find any supporting documentation to verify accurate invoicing totals from Elite Armored, LLC.

Walker did not find any repair expenses in excess of the \$2,500 expense threshold requirement.

EMPLOYEE TIME CARD AUDIT

Republic Parking uses Time IPS, a stand-alone payroll system for tracking hourly employee time at the COTPA parking facilities. Today, all hourly employees clock in at the Cox Convention Center parking structure, entering the last four digits of their social security number into a numeric keypad located in the main parking office. The system does not assign time to specific cost centers; it simply tracks time. The Accounting Manager and Operations Manager assign the hours to the proper locations after the fact.

Republic Parking issues payroll twice a month. The Time IPS system produces a manual pending payroll report, documenting all hours recorded in the payroll system, including not just regular time but overtime, vacation, holiday, sick and bereavement time. The system tracks benefit hour accruals. The Accounting Manager checks for available benefit hours when employees request payments (via written and manager-approved sick pay or vacation request forms), to ensure that such hours are available. If benefit hours are available, they are added upon employee request to the Time IPS payroll totals, prior to producing further reports. The Accounting Manager compares records in the Time IPS report to the pending payroll report, completes a second detailed excel spreadsheet report, and sends that report to the Republic Parking home office for processing of payroll.

SEPTEMBER 1, 2019

The report that the Accounting Manager produces for payroll includes an allocation of hours to individual locations where each employee has been assigned when hired. The Operations Manager then further allocates staffing hours when compiling the Monthly Operating Report (MOR).

The Accounting Manager's review and report-production process typically identifies any errors or necessary adjustments prior to being sent to the Republic Parking's home office for processing. Plus, the Operations Manager further reviews payroll results, and EMBARK's in-house accountant also confirms expense totals each month when approving Republic Parking's invoice for reimbursement of operating costs. In Walker's opinion the payroll process in place has many manual steps and is thus exposed to the possibility of errors. Additionally, we observed the following about the payroll process:

1. The numeric keypad-entry payroll process isn't the best available control. Any employee who knows another employee's social security number can punch that other employee in, without the employee being present. Many companies today use biometric (thumbprint-entry) time clocks to ensure that employees are in fact on site when clocking in.
2. The system (today) does not allocate man-hours to the proper locations, a key step that must be handled after-the-fact as noted. We understand that this is to be addressed in an upcoming update to the payroll system.
3. The payroll system and all accompanying data are stored locally only. Thus, Republic Parking does not have visibility to the operation of the COTPA-specific payroll system other than when conducting an annual audit. Payroll data from the Time IPS system is not backed up on the cloud or in home office servers. Therefore, there is risk of loss of critical information if the on-site computer systems fail.

Walker was assigned to complete an audit of the payroll time-keeping system. Republic Parking provided us with the following reports for review in this process:

- 1) Monthly Operating reports ("MOR")
- 2) Time IPS-produced payroll reports for the months of May and June 2019
- 3) Republic Parking locally produced payroll reports for May and June 2019

Walker identified in our audit that the cumulative payroll dollar totals in the individual MOR reports matched total payroll costs reported on the Republic Parking-produced Payroll Allocation reports, although the location allocations shown in those reports do not match allocations on the MOR's, as the Operations Manager further adjusts "who is charged to where" in the monthly operating reporting process. We recommend that the backup to the MOR should include all additional payroll reports necessary for a reviewer to see where allocations come from.

Additionally, we found that total location-specific payroll hours were accurately documented in the May and June 2019 reporting package, including the various backup reports. The following exhibit has been provided for reference purpose.

SEPTEMBER 1, 2019

Exhibit 18: COTPA Parking Payroll Audit - May and June 2019

Month of May, 2019		Month of June, 2019	
<u>Payroll on MOR</u>		<u>Payroll on MOR</u>	
Santa Fe Garage (closed after May 6)	10,736.65	Santa Fe Garage (closed)	0.00
Century Center	21,663.25	Century Center	25,201.26
Cox Convention Ctr	27,871.33	Cox Convention Ctr	29,934.97
Sheridan Walker	14,273.87	Sheridan Walker	16,705.70
Arts District	12,531.49	Arts District	15,144.07
Reno Ave Lot (61)	4,277.39	Reno Ave Lot (61)	1,467.33
<u>Santa Fe Lot</u>	<u>3,100.75</u>	<u>Santa Fe Lot</u>	<u>2,701.20</u>
Total	94,454.73	Reno Ave Lot (61)	91,154.53
Cumulative \$ on MOR ¹	94,454.72	Cumulative \$ on MOR	91,154.33
\$ Variance on MOR	0.01	\$ Variance on MOR	0.20
Total Payroll \$ on Payroll Allocation Report	94,454.72	Total Payroll \$ on Payroll Allocation Report	91,154.53
\$ Variance MOR to Payroll Allocation	0.00	\$ Variance MOR to Payroll Allocation	0.20
Payroll Hours Review		Payroll Hours Review	
<u>1 - Total Hours "Time IPS Manual" Report</u>	<u>Hours</u>	<u>1 - Total Hours "Time IPS Manual" Report</u>	<u>Hours</u>
Pay period of 5/1/19	2,933.00	Pay period of 6/01/19	3,039.75
Pay period of 5/16/19	<u>3,555.50</u>	Pay period of 6/16/19	<u>3,084.00</u>
Total Hours June 2019	6,488.50	Total Hours June 2019	6,123.75
<u>2 - Total Hours "Annual" Payroll Report</u>	<u>Hours</u>	<u>2 - Total Hours "Annual" Payroll Report</u>	<u>Hours</u>
Pay period of 5/1/19	2,933.00	Pay period of 6/01/19	3,039.75
Pay period of 5/16/19	<u>3,543.50</u>	Pay period of 6/16/19	<u>3,000.00</u>
Total Hours June 2019	6,476.50	Total Hours June 2019	6,039.75
<u>3 - Total Hours Republic Payroll Export</u>	<u>Hours</u>	<u>3 - Total Hours Republic Payroll Export</u>	<u>Hours</u>
Pay period of 5/1/19	2,933.00	Pay period of 6/01/19	3,039.75
Pay period of 5/16/19	<u>3,543.50</u>	Pay period of 6/16/19	<u>3,000.00</u>
Total Hours June 2019	6,476.50	Total Hours June 2019	6,039.75
<u>4 - Total Hours Payroll Allocation Report</u>	<u>Hours</u>	<u>4 - Total Hours Payroll Allocation Report</u>	<u>Hours</u>
Total Hours May 2019	7,516.54	Total Hours June 2019	7,163.79
Less Six Salaried Manager Hours	-1,040.04	Less Six Salaried Manager Hours	-1,040.04
Adjusted Total Payroll Allocation Report	6,476.50	<u>Less Corbin Richardson Correction</u>	<u>-84.00</u>
		Adjusted Total Payroll Allocation Report	6,039.75
² Variance - Time IPS to Annual	12.00	³ Variance - Time IPS to Annual	84.00
Variance - Time IPS to Payroll Export	12.00	Variance - Time IPS to Payroll Export	84.00
Variance - Annual to Payroll Export	0.00	Variance - Annual to Payroll Export	0.00
Variance - Payroll Allocation to Payroll Export	0.00	⁴ Variance - Payroll Allocation to Payroll Export	0.00

Source: Walker Consultants 2019

¹ Includes 6 days of operation for the Santa Fe parking structure.

² Wallace Edwards put in for 8 hours holiday pay and Patrick Williams filed for 4 hours, both in the pay period of 5/16/19. Neither item was paid, as the employees did not have the appropriate accruals available.

³ The difference is Corbin Richardson, for whom 86.5 hours of OT were erroneously included on 6/30 time clock data. Matter corrected before employee was paid. Applies for both "Time IPS to Annual" and "Time IPS to Payroll Export".

⁴ Payroll Allocation report is provided with MOR as backup. Dollar and Adjusted Hour Totals Match

EMPLOYEE FRINGE BENEFIT AUDIT

Republic Parking provides its employees with the opportunity to participate in group medical coverage plans. Employees contribute a portion of the monthly benefits premiums and the balance is charged to a COTPA parking facility or facilities. Republic Parking provided Walker with the following documents to review for this task:

1. Scan of Full Monthly Operating reports (“MOR”) for May and June 2019
2. General Ledger Reports for May and June 2019
3. Republic Parking “Cigna” report
4. Excel copies of May and June profit and loss (“P&L”) statements

Walker reviewed each of these documents and makes the following observations:

1. The Republic Parking general ledger section documenting medical benefit costs includes the items recorded in the “Cigna” report, plus additional entries for Delta Dental premiums, vision plan premiums, life insurance premiums, and credits for employee payroll-deduction reimbursements. Republic Parking has provided support for the May 2019 employee reimbursement entries. Although not an exact match, the support total \$6.00 less than the amount shown in the general ledger.
2. The general ledger and P&L entries regarding medical benefits matched for the month of June. However, the May 2019 reports were regenerated during May report production. The general ledger entries in the scan match the “revised” P&L report for May, but the P&L submitted with the scanned report package is the “old” version, resulting in an outage of \$532.58 between the two reports. Walker attributes this to the mid-reporting process revision of reports. The general ledger entry does match the total shown in the “revised” P&L, so this is just a case of attaching the wrong report to the package.

Walker observes that the Republic Parking team responsible for production of monthly reporting goes to great lengths to minimize errors. Their results are generally very good, with a high degree of accuracy throughout a very complicated reporting process. Our firm recommends that the overall reporting process (not just for medical benefits but for overall revenue and expense line items) evolve from the current heavily manual data entry-based reporting to a more fully integrated and automated reporting system to the greatest extent possible. The following exhibit has been provided for an understanding of the medical benefit accounting review.

SEPTEMBER 1, 2019

Exhibit 19: COTPA Medical Benefits Accounting Review

Facility	May "Scanned" MOR ¹	Republic Cigna Report	Dental/Vision/Life	Less Emp. Reimburs.	Variance	May GL	GL Variance to MOR
Santa Fe	\$0.00	\$8,191.67	\$502.94	\$1,242.20	-\$7,452.41	\$7,452.41	\$7,452.41
Century Center	\$1,729.95	\$0.00	\$0.00	\$0.00	\$1,729.95	\$0.00	-\$1,729.95
Cox Convention Ctr	\$5,794.56	\$4,967.22	\$257.98	\$1,160.60	\$1,729.96	\$4,064.60	-\$1,729.96
Sheridan Walker	\$2,687.92	\$1,065.83	\$79.40	\$187.26	\$1,729.95	\$957.97	-\$1,729.95
Arts District	\$1,729.97	\$0.00	\$0.00	\$0.00	\$1,729.97	\$0.00	-\$1,729.97
Total	\$11,942.40	\$14,224.72	\$840.32	\$2,590.06	-\$532.58	\$12,474.98	\$532.58

¹ May MOR Scan has GL from "old" version of MOR (Excel copy of both versions had been forwarded to us previously) but statement is from "revised" version of MOR.

Facility	June "Scanned" MOR	Republic Cigna Report	Dental/Vision/Life	Less Emp. Reimburs.	Variance	June GL	GL Variance to MOR
Santa Fe	\$0.00	\$8,191.67	\$468.18	\$1,242.20	-\$8,659.85	\$7,474.21	\$7,474.21
Century Center	\$1,868.55	\$0.00	\$0.00	\$0.00	\$1,868.55	\$0.00	-\$1,868.55
Cox Convention Ctr	\$7,603.34	\$6,489.83	\$315.15	\$1,070.20	\$1,113.51	\$5,734.78	-\$1,868.56
Sheridan Walker	\$2,826.52	\$1,065.83	\$79.40	\$187.26	\$1,760.69	\$957.97	-\$1,868.55
Arts District	\$1,868.55	\$0.00	\$0.00	\$0.00	\$1,868.55	\$0.00	-\$1,868.55
Total	\$14,166.96	\$15,747.33	\$862.73	\$2,499.66	-\$2,048.55	\$14,166.96	\$0.00

Source: Walker Consultants 2019

EXECUTIVE SUMMARY

Walker’s research and data collection effort revealed a number of parking systems that are potentially comparable to the Central Oklahoma Transportation and Parking Authority parking system (COTPA Parking System).¹ Common amongst many of the systems researched by Walker, most of the operator agreements discussed herein are focused on providing basic parking services with incentive based fee structures predicated upon key performance indicators such as financial performance and operational excellence. Walker recognizes that the COTPA Parking System does not solely provide incentive based fee structures predicated upon increase in financial performance and operational excellence, but rather incentives based upon the following specific criteria:

1. Management Reporting – 12.5%
2. Customer Service Relations – 12.5%
3. Facility Maintenance – 12.5 %
4. Personnel and Training – 12.5%
5. Budget Compliance – 12.5%
6. Auditing – 12.5%
7. Security – 12.5%
8. Lost Ticket Percentages – 12.5%

Using this criterion, the following bonus percentage schedule is used to calculate an incentive fee payout on a quarterly basis:

Overall Score	Eligible Bonus %
75% to 100%	100%
60% to 74%	85%
50% to 59%	70%
0% to 49%	0%

While the strategy of providing financial incentives based on financial performance and operational excellence rings true for many sustainable systems, we find the need for an acceptable level of customer service and cleanliness equally important when it comes to evaluating operator agreements.

Similar to COTPA, a handful of the systems researched exist to support economic vitality with a larger goal toward supporting alternative modes of transportation. We believe these transit-oriented cities often support a “park-once” concept when attracting businesses and visitors to the downtown area. While we found a wide range of fees and services amongst comparable operating agreements, the fees and incentives associated with the COTPA Parking System appear to be within the top-tier compared to what other cities are paying for similar type services. Republic Parking System’s overall management fee is \$185,000 per year, of which \$50,000 of this amount is the performance incentive fee to be measured and paid out on a quarterly basis. Unique to this operator agreement is the fact that the COPTA Parking System does not reimburse Republic Parking for worker’s

¹ Operator agreement information provided in this deliverable is subject to contract term limits and contract renewal changes outside of Walker’s immediate knowledge base. As new agreement information becomes available, we seek to capture the available agreement changes as they become available. We acknowledge that some of the following operator agreement information may have changed since the date of this deliverable.

compensation fees associated with their employee payroll costs. Instead, Republic Parking is responsible for managing their associated costs in lieu of simply passing the expense on to the COTPA Parking System. Walker supports this practice as a suitable Industry Best Practice initiative. None of the other researched operator agreements provided in this analysis have designed a contract stipulation whereby the operator is responsible for managing the overhead cost associated with their worker's compensation amounts.

The following provides a high-level summary of the comparable base management fees and applicable incentive fees for the agreed-upon comparable parking systems. For comparison purpose, we've performed a separate calculation of the per space cost relative to the combined base management fee and incentive fee totals.

Organization	Base Fee	Incentive Fee	Total Fee	Per Space
Central Oklahoma Transportation and Parking Authority (COTPA)	\$135,000	\$50,000	\$185,000	\$34.93
Portland Bureau of Transportation	\$85,728	\$124,217	\$209,945	\$54.88
City of Cedar Rapids, IA (Park Cedar Rapids)	\$70,000	\$35,000	\$105,000	\$13.13
City of Ann Arbor, MI (AADDA)	\$120,000	\$50,000	\$170,000	\$21.31
City of Boulder, CO	N/A	N/A	N/A	\$0
Chattanooga Area Regional Transit Authority (ARTA)	\$66,000	\$0	\$66,000	\$14.67
Louisville Jefferson County Metro Government	\$85,000	\$25,000	\$110,000	\$7.34
Lexington & Fayette County Parking Authority (Lexpark)	\$50,000	% new growth	\$50,000+	\$9.26+
City of Annapolis, MD	\$67,725	\$36,550	\$104,275	\$55.55
City of Lincoln, NE	\$132,000	\$0	\$132,000	\$10.73
City of Rochester, MN	\$197,000	% of NOS	\$197,000+	\$51.84
City of Beverly Hills, CA	\$45,735	\$0	\$45,735	\$19.45
City of West Hollywood, CA	\$26,400	\$0	\$26,400	\$29.43

INTRODUCTION

Based upon our research of comparable parking systems, no two municipal parking operator agreements are exactly the same. Many factors often impact the levels of service required by each agreement, including local policies that dictate whether or not various components of a municipal parking system may be eligible for outsourcing or privatization. More often than not, the operator agreements initially entail the oversight of one component of a municipal parking system, only to increase by additional scope and oversight in subsequent contract amendment years. Most common examples include the initial outsource of the off-street parking assets, including event parking and monthly permit sales. As the basic operator agreement begins to demonstrate increased efficiencies and greater cost savings to the local government agency, community leaders often consider the need to include other services over and above the off-street operation. One such example is the outsourcing of on-street parking. Typical on-street operations often include maintenance, revenue collection, and in more recent cases, enforcement and citation issuance.

SEPTEMBER 30, 2019

As municipal budgets often face financial constraints, many local government agencies are looking toward partnerships with parking operators to help finance parking system upgrades and improvements. An example of this type of contractual relationship may include the need to purchase and install new parking access and revenue control equipment or parking meters. Often times today, we see a number of parking operators that are willing to offer equipment financing in exchange for longer-term operating agreements. Some agreements allow for increases in the management fee structure to cover the cost of financing, while others simply extend the term of the agreement to cover the operator's financial risk. Should these types of agreements terminate before the negotiated terms are settled, operators require reimbursement of any outstanding financial amounts as defined in the terms of the agreement.

In the following section we provide a list of the municipal parking system agreements researched by Walker for this analysis. The information offered provides comparable contract data for comparison to the COTPA Parking System, as well as for review and comments for the EMBARK management team. Walker found several examples of the municipal parking system to be the main provider of public parking within less-populated downtown markets. Several of these same markets often supported a local university parking component, creating a need for shared parking during peak hours and days. In the larger, more densely populated markets, Walker recognized a number of competing private parking operations, including family-owned operations and for-profit businesses. We begin with a summary of the COTPA Parking System before detailing information on other municipal parking systems.

COMPARABLE PARKING SYSTEMS

COTPA PARKING SYSTEM – OKLAHOMA CITY, OK

Summary of Contract Information: COTPA contracts for professional parking management services with Republic Parking System of Oklahoma City for all aspects of parking management related to all off-street parking garages and surface lots. All maintenance of the lots and garages is included in the management of the facilities. Under the direction of the Central Oklahoma Parking and Transportation Authority, Republic Parking runs the day to day oversight of the off-street parking system in support of the EMBARK public agency system. As previously mentioned, the operator agreement between Republic Parking and the COTPA Parking System functions as a management agreement whereby authorized expenses are reimbursed on a monthly basis, exclusive of worker's compensation costs related to payroll levels.

Client: Central Oklahoma Parking and Transportation Authority (COTPA)

Off-Street Spaces: Four (4) parking garages with 5,147± spaces and two (2) surface lots offering 150± spaces for a combined total of 5,297± spaces.

Base Fee: \$135,000 annually

Incentive Fee: \$50,000

On-Street Spaces: N/A

Base Fee: N/A

Incentive Fee: N/A

Enforcement: City of Oklahoma City, OK

Other: Paid parking is limited to COTPA and a number of privately operated parking locations

SEPTEMBER 30, 2019

CITY OF PORTLAND, OREGON

Summary of Contract Information: The primary mission of the City system is to support the economic vitality of the City by providing affordable parking (\$1.60/hour; greater than 4 hours - \$12 to \$15) that primarily meets the short-term needs of shoppers, visitors and business customers. The secondary mission is to support investment in other transportation improvements (i.e. traffic lights, signals and debt associated with servicing the streetcar system, etc.) The Portland Bureau of Transportation (PBOT) contracts parking management services with SP Plus Corporation to assure affordable parking, maintain the City's garages and equipment in good working condition, while identifying additional ways to market and manage parking within the City's Park Smart portfolio.

Client: Portland Bureau of Transportation

Off-Street Spaces: Six (6) parking garages (3,825 spaces)

Base Fee: \$85,728 annually

Incentive Fee: \$124,217

On-Street Spaces: N/A

Base Fee: \$0

Incentive Fee: \$0

Enforcement: City of Portland/Portland Bureau of Transportation

Other: Parking operations include the BPOT locations, University of Oregon, Portland State, and a number of additional privately owned and operated off-street parking locations.

CITY OF CEDAR RAPIDS, IOWA

Summary of Contract Information: In 2011, the City of Cedar Rapids turned over management of the downtown parking system to the Cedar Rapids Downtown District. While the City of Cedar Rapids retained ownership of the parking facilities, including ramps, surface lots and the on-street metered parking spaces, the Downtown District is now responsible for setting public policy related to the system's operation. The Downtown District also oversees and provides support to the Park Cedar Rapids management team and staff who oversee the daily operations. Park Cedar Rapids oversees seven (7) parking ramps and seven (7) surface lots for a total of 4,000± off-street parking spaces plus 4,000± on-street metered spaces.

Client: Cedar Rapids Downtown District (Park Cedar Rapids)

Off-Street Spaces: 4,000±

Base Fee: \$70,000

Incentive Fee: \$35,000

On-Street Spaces: 4,000±

Base Fee: See above

Incentive Fee: See above

Enforcement: Park Cedar Rapids management team

Other: Paid parking operations are primarily limited to local colleges, hospital operations, and small private firms

SEPTEMBER 30, 2019

CITY OF ANN ARBOR, MICHIGAN

Summary of Contract Information: The mission of the Ann Arbor Downtown Development Authority (AADDA) is to undertake public improvements that have the greatest impact in strengthening the downtown area and attracting new private investments. In support of this mission, the City of Ann Arbor contracts with the AADDA for the management of its parking system. The AADDA in turn, contracts the professional parking management services of Republic Parking System of Ann Arbor to manage and maintain the DDA Parking System, which is comprised of parking garages, lots and on-street spaces. While the AADDA is well-known for its large infrastructure projects, which include constructing parking structures and installing transformative streetscapes, the AADDA also works on a variety of smaller projects in support of its mission. These type projects include providing free bus passes for downtown employees and installing bike parking locations.

Client: Ann Arbor Downtown Development Authority

Off-Street Spaces: Eight (8) garages and fourteen (14) surface lots (6,237 spaces)

Base Fee: \$125,000 annually

Incentive Fee: \$50,000 based on customer satisfaction; operating surplus increase; cleanliness

On-Street Spaces: 1,740 metered spaces

Base Fee: See base fee above

Incentive Fee: See incentive fee above

Enforcement: City of Ann Arbor manages the neighborhood parking program and on-street enforcement

Other: Paid parking operations are primarily limited to the AADDA and the University of Michigan

CITY OF BOULDER, COLORADO

Summary of Contract Information: The City of Boulder Parking Services manage the parking garages, on-street parking system and enforcement for Boulder's three major commercial districts: Downtown Boulder, University Hill and Boulder Junction. They also manage ten (10) Neighborhood Parking Permit programs throughout Boulder. Parking Services is currently managed by City staff members and is not contracted with a third-party operator. Walker has elected to keep this comparable on the list due to the overarching transit and bike program amenities.

Client: City of Boulder, Colorado

Off-Street Spaces: Five (5) garage (1,950 spaces) and five (5) surface lots

Base Fee: \$0

Incentive Fee: \$0

On-Street Spaces: N/A

Base Fee: \$0

Incentive Fee: \$0

Enforcement: City of Boulder

Other Services: Go Boulder Bus Transit and Bike Program

Other: Paid parking operations are primarily limited to the City of Boulder and the University of Colorado Parking and Transportation

CITY OF CHATTANOOGA, TENNESSEE

Summary of Contract Information: The City of Chattanooga contracts the parking system with the Chattanooga Parking Authority (CPA). The CPA in turn, contracts with Republic Parking of Chattanooga to manage and maintain their parking garages, surface lots and on street metered spaces, equipment and more recently, enforcement. Revenue generated from public parking helps Chattanooga Area Regional Transit Authority (CARTA) operate and maintain the free downtown electric shuttle system and manage, maintain and these parking resources.

Client: Chattanooga Area Regional Transit Authority

Off-Street Spaces: Three (3) parking decks (1,300 spaces); six (6) surface lots (900 spaces)

Base Fee: \$66,000 annually

Incentive Fee: \$0

On-Street Spaces: 2,300 metered spaces

Base Fee: \$0

Incentive Fee: \$0

Enforcement: Contracted with Republic Parking System of Chattanooga

Other Services: Custodial restroom services for the bus transit center.

Other: Paid parking operations are primarily limited to the CPA, the University of Tennessee at Chattanooga and a number of private parking operators

CITY OF LOUISVILLE, KENTUCKY

Summary of Contract Information: The Parking Authority of River City, Inc. (PARC) contracts parking management services with SP Plus Corporation to manage and maintain the off-street parking garages and surface lots within the PARC system. Under a separate agreement, SP Plus manages day to day activity for the on-street meters enforcement and collection. SP Plus provides citation issuance, citation collection and appeals services or all on-street parking.

Client: Louisville Jefferson County Metro Government (“Metro Government”)

Off-Street Spaces: Fourteen (14) garages and five (5) surface lots (Total 10,190 spaces)

Base Fee: \$85,000 annually

Incentive Fee: \$25,000

On-Street Spaces: 4,800 metered spaces

Base Fee: \$0

Incentive Fee: \$0

Enforcement: Contracted with SP Plus

Other: Paid parking operations are primarily limited to the PARC and a number of private parking operators

SEPTEMBER 30, 2019

CITY OF LEXINGTON, KENTUCKY

Summary of Contract Information: The Lexington & Fayette County Parking Authority (LFCPA) contracts with Republic Parking of Lexington to manage and maintain their parking garages, manage, maintain and enforce the on-street residential and metered spaces. The Mission of the LFCPA is to provide, maintain and operate adequate, high-quality, customer-focused public parking and encourage economic growth for the benefit of the residents, businesses and visitors of Lexington-Fayette County.

Client: Lexington & Fayette County Parking Authority (LEXPARK)
Off-Street Spaces: Four (4) garages (2,200 spaces)
Base Fee: \$32,412 annually
Incentive Fee: 10% of new revenue growth
On-Street Spaces: 1,200 metered spaces and 2,000 residential permit spaces
Base Fee: \$17,585 annually
Incentive Fee: 10% new revenue growth; 5% of citation revenue collected between 30 and 90 days; 10% of citation revenue collected over 90 days
Enforcement: Contracted with Lanier Parking (REEF)
Other: Paid parking operations are primarily limited to the LFCPA, the University of Kentucky and several private parking operations

CITY OF ANNAPOLIS, MARYLAND

Summary of Contract Information: The City of Annapolis contracts for professional parking services with Central Parking System of Maryland, Inc. (SP Plus Corporation parent company) to oversee the management of off-street parking facilities, on-street meters, enforcement of on-street spaces, residential parking permit program, mobile payment platform, and valet services.

Client: City of Annapolis, Maryland
Off-Street Spaces: Three (3) garages and Two (2) surface lots (Total 1,343 spaces)
Base Fee: \$63,000 annually combined services plus 2.5% increase each contract year
Incentive Fee: Maximum eligible amount - \$34,000 plus 2.5% increase each contract year
On-Street Spaces: 384 individual metered spaces; five (5) multi-spaced meters covering 150 additional spaces (Total 534 spaces)
Base Fee: See combined service fee
Incentive Fee: See combined incentive fee
Enforcement: Contracted with SP Plus
Other: In addition to the City of Annapolis, paid parking is provided by several private operators and the US Naval Academy for events

SEPTEMBER 30, 2019

CITY OF LINCOLN, NEBRASKA

Summary of Contract Information: The City of Lincoln contracts for professional parking management services with Republic Parking System of Lincoln for all aspects of parking management related to all off-street parking garages and surface lots. All maintenance of the lots and garages is included in the management of the facilities. Republic Parking also oversees meter collections, meter maintenance, and meter hooding services for on-street meters as well as providing on-street parking enforcement services for parking spaces in the defined Parking Meter District (PMD) as well as for other related parking offenses.

Client: City of Lincoln, Nebraska

Off-Street Spaces: Thirteen (13) parking garages and four (4) surface lots (Total 8,477 spaces)

Base Fee: \$126,000 annually plus \$132,000 annually in subsequent years

Incentive Fee: \$0

On-Street Spaces: 2,400 metered spaces within 3,820 on-street spaces defined by the PMD

Base Fee: See base fee above

Incentive Fee: \$0

Enforcement: Contracted with Republic Parking Systems of Lincoln

Other: Paid parking operations are primarily limited to the City of Lincoln and the University of Nebraska Parking and Transportation

CITY OF ROCHESTER, MINNESOTA

Summary of Contract Information: The Municipal Parking Services for the City of Rochester contracts for professional parking management services with Lanier Parking Systems to manage and maintain its off-street parking locations.

Client: City of Rochester, Minnesota Municipal Parking

Off-Street Spaces: Five (5) garages (ramps) and five (5) surface lots totaling approximately 3,800 spaces.

Base Fee: \$197,210

Incentive Fee: 2.5% of the improved net operating surplus; 2.5% of improved net operating surplus if customer service rating meets 95% rating; 2.5% of improved net operating surplus if alternative transportation goals are met for the contract year.

On-Street Spaces: N/A

Base Fee: N/A

Incentive Fee: N/A

Enforcement: City of Rochester

Other: Paid parking is limited to the City of Rochester, the University of Minnesota, the Mayo Clinic and a number of privately operated parking locations

SEPTEMBER 30, 2019

CITY OF BEVERLY HILLS, CALIFORNIA

Summary of Contract Information: The City of Beverly Hills contracts for professional parking services with ABM Parking. ABM operates four (4) of the nineteen total City locations. Additionally, ABM also collects and reconciles all monthly contract parking revenue for the entire City system (19 locations). The base management fee paid to ABM for their parking services also includes the cost of all liability and associated insurance coverages, with the exception of worker's compensation insurance, which is reimbursed by the City.

Client: City of Beverly Hills, California**Off-Street Spaces:** 2,351 spaces**Base Fee:** \$45,735 annually**Incentive Fee:** \$0**On-Street Spaces:** N/A**Base Fee:** N/A**Incentive Fee:** N/A**Enforcement:** City of Beverly Hills Parking Enforcement Division**Other:** Paid parking is offered by the City and a number of private and family-owned parking locations*CITY OF WEST HOLLYWOOD, CALIFORNIA*

Summary of Contract Information: The City of West Hollywood contracts for professional parking management services with ABM Parking for all aspects of parking management related to all off-street parking garages and surface lots. Routine maintenance of the lots and garages is included in the base management fee paid to manage the City facilities.

Client: City of West Hollywood, California**Off-Street Spaces:** 897 spaces**Base Fee:** \$26,400 annually**Incentive Fee:** \$0**On-Street Spaces:** N/A**Base Fee:** N/A**Incentive Fee:** N/A**Enforcement:** City of West Hollywood Parking Enforcement**Other:** Paid parking is offered by the City and a number of private and family-owned parking locations

DATE: October 4, 2019
TO: Cory D. Hubert
COMPANY: EMBARK
ADDRESS: 431 W. Main, Ste. B
CITY/STATE: Oklahoma City, OK 73102
COPY TO: Jim Corbett, Will Rhodin
FROM: Erik Nelson
PROJECT NAME: COTPA Parking Consulting Services
PROJECT NUMBER: 15-2333.00

The purpose of this memo is to outline Walker’s findings related to Parking Access and Revenue Control (PARCS) Technology as a part of “Task 4” of the contracted audit services. The memo will contain an evaluation of the current PARCS technology, review features being purchased by COTPA and identify areas of improvement. The memo will also provide a pro/con analysis of a potential integration with PikePass/Transcore. Lastly, the memo will cover the reporting capabilities and data management related to the system, Payment Card Industry Data Security Standards (PCI-DSS), Local and remote security settings, and integration protocols.

CURRENT PARCS TECHNOLOGY

The Owner currently utilizes a SKIDATA brand PARCS system that was purchased approximately eight years ago. The system was sold by and is currently serviced by Wetherbee Electrical, a local contractor who distributes and services SKIDATA equipment. SKIDATA itself is headquartered in Salzburg, Austria and controls its United States distribution through a wholly owned US-based subsidiary, SKIDATA, Inc.

The system makes use of the technology that was available at the time of purchase. There are a mixture of entry stations, exit stations, pay-in-lane stations, and pay-on-foot stations, and a minimal number of cashier stations. Additionally, there is an integrated ZipPark valet system used primarily for event parking management. The system controls access and revenue at four garages in downtown Oklahoma City.

A typical SKIDATA architecture for a system of the vintage described above would consist of 1-2 servers on site and network infrastructure connecting the lane devices to the server. The Owner’s system is slightly modified in that each garage has a “Process PC” or lane device controller, but the server is centralized in the Arts Garage. Each site is connected via high speed data network, and the local process PC provides some level of offline processing capability.

Walker observed the current equipment to be generally in good working order. There were minor scrapes and scuffs and other wear points like sagging gates, which are to be expected from equipment of this age:



Figure 1: Typical Exit Lane

The patron groups who utilize the garages include downtown visitors, hotel guests, event patrons, and contract parkers, who may be City employees, private businesses, or individuals who purchase the privilege to park in a given location on a regular basis. The transient parkers currently utilize tickets as their access credential. The ticket is pulled from the entry station at time of entry, used for payment at a pay station or pay-in-lane, and used to exit the facility at the exit station. Contract Parker's utilize proximity cards to access the garage. A very limited number of the Owner's staff utilize AVI technology to access the garage.

PROPOSED PARCS UPGRADE

Walker understands the Owner has contracted with Wetherbee to replace a significant portion of both the lane equipment and back-end server infrastructure, provide updated SKIDATA software, and replace the payment card technology. Walker notes the following highlights from the proposal:

- There are two Lite.Gate devices; these are most suitable at nesting points, or where tickets do not need to be issued, such as a contract parker only lane.
- Walker counts 19 lanes in service, however, the proposal from Wetherbee shows 20 lanes to be upgraded, including the aforementioned Lite.Gate units. It is possible that one of the devices is intended as a spare.
- With regards to the Payment Express EMV Readers, it is not clear if these are PCI-P2PE certified. Walker believes it is likely that they are, however, this should be confirmed. If the Owner utilizes 100% PCI-P2PE certified payment card readers, the PCI Compliance burden is greatly reduced. Additionally, a number of issues identified later in this document will no longer be issues after the upgrade.

- Walker notes that the DAU/SQL Server replacement is included. Walker suggests the Owner consider adding a redundant server to maintain normal operations in the event of a server failure. Although they are rare events, sever failures can be catastrophic to parking operations. A typical redundant server setup utilizes virtualization and shared storage or storage replication to ensure that the parking server is always available. Walker understands the Owner has had a negative experience with virtualization, but would suggest that a critical review is undertaken to understand the benefits of such a configuration, which can be significant.
- Walker notes that a number of software items included in the software upgrade contain annual licensing costs and/or transaction fees, and calls this out to ensure the Owner has a complete understanding of the financial obligations related to the new software. The new subscription-based software covers such functions as reservations, reporting, validations, event management, hotel integration, system management and contract Parker management. Walker stands ready to assist the Owner in creating cost projections, if required.
- Walker notes that the proposal does not include replacement of the Process PC servers located at each garage. Walker suggests that computer server equipment be replaced every three to five years.

Based on the information provided, the proposed upgrade appears to be a prudent approach to upgrading the utility’s operating technology. Walker suggests that the Owner will see better performance, fewer service calls, and increased integration capabilities for events, hotel, reservations, and contract parker management.

PIKEPASS/TRANSCORE ANALYSIS

Walker has been tasked with providing a pro/con analysis of integrating the parking utility with PikePass, which is the local tolling authority in the Oklahoma City metropolitan area. The intent of the integration would be to allow PikePass transponder holders to utilize their PikePass transponder as a credential to gain access to the Owner’s parking assets, and as a method of payment to satisfy parking fees. The PikePass uses Automatic Vehicle Identification technology. To complete the integration, the Owner would need to form an agreement with PikePass, as well as acquire additional lane technology to read the PikePass transponders. The Pro/Con analysis appears in the table below:

PRO CON ANALYSIS	
PRO	CON
Quick access to parking facility; Faster than pulling a ticket or paying at pay station or in-lane.	Addition of TransCore readers can be very costly; \$15k+ per lane.
No payment action required; Payment handled by PikePass.	Readers have potential cross-talk issues at areas with multiple entry lanes, creating operational problems when the “wrong” gate opens.
No additional credential required for PikePass transponder owners.	PikePass may charge the Owner high fees and a large percentage of revenue to process the parking charges. In Walker’s experience, toll authorities ask from between 20% and 30% of revenue from parking owners.
	Convenience of the PikePass transaction will occasionally be negated by other users of the garage, as there are not enough lanes to create dedicated PikePass access points.

Based on the above pro/con listing, Walker suggests avoiding the PikePass integration. If there is strong desire to have the integration, Walker suggests developing a cost estimate including both the readers and the transactional fees to be levied by the toll authority. Then the Owner can understand both the expense and revenue impact to the parking assets.

REPORTING CAPABILITIES & DATA MANAGEMENT

The current iteration of SKIDATA software provides the Owner with a series of basic “canned” reports that show various financial and operational metrics over defined or custom periods of time. These reports include daily and monthly financial reports, system event reports, system journal (roughly equivalent to a cash register receipt tape) contract parker utilization reports, and occupancy reports. SKIDATA often offers the ability to export these reports into PDF format for distribution. The new version of SKIDATA software offers roughly the same functionality, however, an additional software called SWEB.Report has been purchased as an additional subscription item. SWEB.Report is offered as a cloud-based solution, whereby transactional data from the local parking system is accessed by SKIDATA’s cloud provider in order to synthesize the reports. In Walker’s experience, the firm has noted only one other client uses this service, and it generally finds SWEB.Report to be underdeveloped and less preferred to the canned reports. Walker suggests the Owner avoid long-term contracts for the on-going fees related to SWEB.Report until satisfaction can be verified.

Walker notes that the Owner has a script set up to copy certain data from the SKIDATA database on a daily basis. This data is then used for generating custom ad-hoc queries to support the management and operation of the facilities. Walker suggests a change in this methodology; instead of copying tables directly, Walker suggests copying SQL Server full backup files generated by SKIDATA, mounting to a local SQL Server, stripping out sensitive information (if existing), and utilizing the data in that manner. These steps can be scripted and completely automated by the Owner’s database administrator. The benefits of making this change are primarily to avoid executing potentially intensive SQL statements on a live transactional database.

Taken further, the database copies could be used to create a data warehouse enabling long term retention of the PARCS data beyond what is stored in SKIDATA, which is typically one year. This would require a moderate programming effort to accomplish but would allow for business intelligence tools such as PowerBI, SSRS/SSAS, Crystal Reports, or Tableau.

PAYMENT CARD INDUSTRY DATA SECURITY STANDARDS

Walker performed an evaluation of the Owner’s Payment Card Industry Data Security Standards (PCI-DSS) compliance posture during a site visit. Walker personnel requested PCI-related documentation and toured all four garages and Owner’s offices to gain an understanding the the current compliance status and likely compliance challenges. As a background, the PCI-DSS was developed by the Payment Card Industry Security Standards Committee (PCI-SSC) to control and mitigate risk related to handling of payment cards, such as credit cards. The PCI-SSC was formed by the major card brands, including Visa, MasterCard, American Express and Discover to consolidate standards and practices related to secure payment card handling. These standards and practices comprise the PCI-DSS, which merchants who accept credit card payments must prove compliance with on an annual basis through either an Attestation of Compliance (AOC) or Report on Compliance (ROC). The former is typically performed by smaller organizations who self-report compliance, and the latter by larger organizations who hire a 3rd party auditor to evaluate compliance. This report is not intended as either an attestation of compliance or report compliance, but will give the Owner an idea of current PCI-DSS posture. PCI-

DSS compliance is enforced by merchant banks; Merchant banks who do not submit an annual AOC or ROC may potentially be fined or terminated by their merchant bank.

As a part of data gathering, Walker requested several data points related to PCI-DSS compliance, including the most recent annual AOC/ROC, information security policy, and breach response protocol. Walker received none of these documents from the Owner. This indicates that at best, an uninformed 3rd party is completing the AOC or ROC without input from the parking utility, and at worst, the Owner has not been completing the annual AOC or ROC. Whomever is completing the ROC or AOC should at least be interviewing or corresponding with personnel from the parking utility, operator, and vendor(s) serving the utility.

Walker received comments from Owner's IT resources that the Information Security Policy and Breach Response Protocol should not be shared as they contain sensitive information. Per PCI-DSS guidelines, the information security policy should be distributed to all relevant personnel, including business partners. Walker suggests that the Owner's IT group remove sensitive information from the policy so that it can be freely distributed to internal staff and external business partners without exposing sensitive information. For instance, Wetherbee Electric should understand the Owner's information security policy, as their equipment and service touches Owner's IT assets. Additionally, the security policy should be available to review by auditors verifying compliance with relevant standards. If this PCI evaluation were a PCI audit, it would be considered a failure to not be provided an information security policy.

Walker views the above items as significant red flags as it relates to the PCI Compliance of the Owner, and in need to immediate remediation. Failure to comply with PCI-DSS standards and practices can result in significant monetary fines or the loss of ability to process payment cards.

The PCI-DSS contains six primary tenets, which can be broken down into twelve requirements, each with many sub-requirements. This section of the memo will cover the requirements that Walker included for review, or requested for review, however, all requirements are called out for reference.

PCI-DSS REQUIREMENTS

BUILD AND MAINTAIN A SECURE NETWORK & SYSTEMS

1. Install and maintain a firewall configuration to protect cardholder data

Walker requested documentation showing a "scrubbed" firewall ruleset, which would indicate that there is a configuration present to protect cardholder data. Walker notes that in the hardware documentation provided by Wetherbee, a Fortinet firewall is shown as in place with a comment of "For 3C Server." The entire PARCS network should be protected by a firewall, as the SKIDATA PARCS in its current iteration, is processing and transmitting payment cards. This communication must be protected, per PCI-DSS requirement 1. Walker suggests that the Owner confirm the scope of the vendor-supplied firewall, and also confirm with Owner's IT group that a firewall is protecting the SKIDATA network. If there is no firewall in place, Walker recommends that a firewall be added immediately.

2. Do not use vendor-supplied defaults for system passwords and other security parameters

Walker did not verify password contents or entropy as a part of the audit. Walker notes that the SKIDATA software installation instructions prompt the installing technician to change default passwords, and it is standard practice among the SKIDATA installer community to do so. Walker has confirmed with Wetherbee that they indeed change windows account passwords per SKIDATA-issued PA-DSS guidelines, however, it may be wise to review change logs to confirm for all devices, including:

- Windows OS accounts for servers, process PC's, workstations and cashier PC's
- SQL Server accounts
- SKIDATA System Administrator account
- Fortinet Firewall Administrator account and SNMP community string(s)
- Cisco switch Administrator account and SNMP community string(s)
- HP Server iLO Administrator account, if enabled
- D-Link Wireless Access Point encryption keys, management account, and SNMP community string(s).

Related to this requirement, Walker notes that there are D-Link Wireless Access Points in several locations within the parking garages in support of the ZipPark valet and event management system. Due to the administrative burden of properly managing wireless infrastructure per PCI Guidelines, Walker would suggest the Owner consider a cellular-based system for event management. Walker understands that this system will be retired after the upgrade, and as such, recommends that the access points simply be disconnected and removed when no longer used.

Walker notes that should the Owner change credit card processing to exclusively use PCI-P2PE terminals, likely as proposed by Wetherbee, the above two items will no longer be requirements of the PARCS network, however, they remain good policy.

PROTECT CARDHOLDER DATA

3. Protect stored cardholder data

Walker did not review the status of cardholder data protection, but notes that with typical SKIDATA systems of the installed vintage, payment card numbers are likely to be stored in an encrypted format within the SKIDATA system. The encryption keys should be managed per PCI Guidelines. Based on conversations with Wetherbee, Walker believes this is happening, although it would be beneficial for the Owner to review a log of the changes as they are made. Additionally, it seems likely that the network is indeed isolated, however, this should be further confirmed with Owner's IT.

4. Encrypt transmission of cardholder data across open, public networks

Walker did not validate that cardholder data is encrypted across open, public networks, but does note that the current credit card processing system, 3C, is an established vendor and the distributor, Wetherbee, claims that the version installed is a Payment Application – Data Security Standards (PA-DSS) validated application.

As with the requirements one and two, requirements three and four become irrelevant as they relate to PCI-DSS should the new system exclusively use a PCI-P2PE processing solution.

MAINTAIN A VULNERABILITY MANAGEMENT PROGRAM

5. Protect all systems against malware and regularly update anti-virus software or programs

Walker notes that the Wetherbee correspondence suggests that the system protection is “SKIDATA Protect.Care.” Although the SKIDATA software is proprietary, it does run on an underlying Windows operating system, which is susceptible to viruses and other malware. SKIDATA has partnered with McAfee to produce a customized anti-virus software to run on all computers that are a part of the SKIDATA system, including servers, workstations, cashier PC’s and pay stations. This system is monitored by Wetherbee. Walker suggests the Owner routinely review incident logs with Wetherbee to understand the current state of the system.

6. Develop and maintain secure systems and applications

Based on Walker’s understanding, the Owner does not develop software in-house, but relies exclusively on commercial off-the-shelf software. Based on Walker’s evaluation, the software utilized to process, transmit and store payment card data is all PA-DSS listed. Walker did not evaluate the secure implementation of any of the above pieces of software.

IMPLEMENT STRONG ACCIDENTS CONTROL METHODS

7. Restrict access to cardholder data by business need to know

Walker found that staff on-site did not believe they had access to cardholder data. Within the current system, a limited amount of cardholder data is likely stored in an encrypted fashion, managed by the vendor. The operator only has access to cardholder data during the processing of transactions, and does not maintain any separate database of cardholder data. Walker notes that the operator does receive a “single-use” credit card number, transmitted through email on a monthly basis, related to hotel usage of the parking garage. Walker suggests reviewing this transaction type with the operator and hotel to ensure that it is secure, and potentially performing the transaction over the phone or via secure fax. Generally, transmitting credit card numbers through email is not recommended, as it brings the email system in scope of PCI compliance. Walker understands this recurring transaction is likely to cease with the new software.

8. Identify and authenticate access to system components

Walker notes that all SKIDATA devices not in use appeared to be locked or logged out. Additionally, Parking Utility staff had dedicated workstations on the PARCS network for interfacing with the system. It did not appear to be accessible from outside of the PARCS network, although network validation and testing was not a part of the evaluation scope. The above-mentioned computers required multi-factor authentication to log in. The SKIDATA software itself does not require multi-factor authentication, however, cardholder data is not generally accessible from within the SKIDATA software interface.

9. Restrict physical access to cardholder data

As previously mentioned, the likely only storage of cardholder data is within the SKIDATA database, in an encrypted fashion. That being said, the SKIDATA database could potentially be accessed by an attacker through physical access to system components. Walker noted several SKIDATA entry and exit stations were able to be opened without a key. Immediately upon finding this, the operator initiated a service call to repair the units. This finding is a likely indicator that anti-tampering checks are not occurring on a regular basis. Walker suggests that the Owner require the operator to submit a report indicating anti-tampering checks are being performed per this PCI-DSS requirement.



Figure 2 - SKIDATA Unit opened without tools

Additionally, Walker observed that some of the server rooms where SKIDATA process PC's were located were also used for storage. In one case, the door was unlocked, and Walker was able to gain physical access to the room. In all cases, the server cabinets were locked, however, the server rooms should be single-purpose and not used for storage. This limits the keys required for the rooms, as it was determined that facility maintenance has a key to one of the server rooms, and had left it unlocked.

Unrelated to PCI, Walker observed that the operator had keys for both the pay station exterior lock as well as the cash vaults on the same key ring. Walker suggests separating these keys on different rings so that in the case one of the rings is lost or stolen, cash would not be at risk.

REGULARLY MONITOR AND TEST NETWORKS

10. Track and monitor all access to network resources and cardholder data

As Walker was unable to determine if a firewall exists and what configuration exists for such a firewall, Walker does not believe tracking and monitoring is occurring per PCI guidelines. Walker understands that there are a limited number of tracking features available in SKIDATA, such as the event log. These informational logs show access to the SKIDATA interface, and, according to the operator, are reviewed regularly. As with previous requirements, the Owner should be apprised of the reviews by the operator to ensure they are occurring with the PCI-DSS-prescribed regularity.

11. Regularly test security systems and processes

As no security process or system, or AOC/ROC documentation were presented, Walker does not believe that any security system or process undergo testing per PCI guidelines.

The above two requirements should be addressed by the Owner after development of a distributable information security policy and confirmation of a firewall.

MAINTAIN AN INFORMATION SECURITY POLICY

12. Maintain a policy that addresses information security for all personnel

As previously discussed, no information security policy was provided, which Walker views as a red flag related to PCI compliance. A distributable information security policy should be developed immediately.

LOCAL AND REMOTE SECURITY SETTINGS

As previously described, physical security is generally very good, with controlled access to most computer equipment. Logical security is handled by the SKIDATA system, with each user being provided a logon credential to access the system. According to the Owner's representative as well as Wetherbee, only Wetherbee has administrative access to the system. Walker suggests that Ownership require Wetherbee to maintain a second administrative account, with credentials securely stored for the Owner, in case there is an issue with the Wetherbee relationship in the future. This way, the Owner will be able to take administrative control of the system should the need arise, but does not have administrative control on a daily basis.

Based on discussion with Utility Management, remote access to the PARCS is not allowed by policy. Walker believes this is sound policy, however, it may be required to change given the migration to SKIDATA's SWEB software package, which runs in the cloud and requires access to the parking system. By nature, this is remote. Walker suggests that Owner's IT and SKIDATA begin a planning session to understand the access requirements so that the system can be secured.

INTEGRATION PROTOCOLS

The Owner has a number of business arrangements related to the parking garage operations, including event parking, hotel parking, and contract parking. Currently, these relationships are handled by manual processes, performed by the operator. As previously discussed, the proposed software upgrade includes a number of cloud-based components to replace these manual processes with automated software functions. Specifically, hotel and contract parking billing are likely to be automated with the new software.

Additional integrations to consider include using the City's on-street payment app to pay for off-street parking, integrating with other 3rd party systems for event processing or pre-reserved parking, and integrations with data analytics providers to assist with strategic planning between on and off-street parking, and transit.

Using the on-street app for off-street payments could work one of two ways. The first, and most common way would require the patron to "reserve" a space in advance, and pay for that space at time of reservation. The app would generate a QR code, which would be sent to the PARCS as well as saved on the mobile device. The patron would present the QR code to the entry station to gain access to the garage, and perform the same procedure at exit. As long as the reservation is valid, the system would allow ingress and egress. Exception handling would need to be developed for early entries or overstays. Other 3rd party pre-sale apps would function the same way.

The second way of integrating the on-street payment app would involve generating a QR code without a reservation, which would be sent to the PARCS. At entry, the PARCS would begin calculating the time parked,

just as with a ticket. At exit, the same QR code would be used. The PARCS would calculate the fee due based on the entry and payment time, and the mobile app would deduct that value to satisfy the fee. This approach may work better for variable parking times, but can be more complicated to develop an integration for, as there will be more data and messaging between the PARCS and the mobile app.

Another integration consideration is for data analytics. For each transaction, the SKIDATA PARCS generates dozens of data points. Entry date, time, device, credential, time parked, exit date, time, device, payment method, etc. This is valuable data in developing patron behavioral metrics, and could be extracted by a data warehouse tool. The Owner may have a goal of balancing on and off-street occupancy, or promoting transit. Data points from all of these systems could be combined to compare and contrast on/off street parking usage with each other as well as transit ridership.

Walker knows of one active company and two other startup companies that focus on data analytics related to parking, although none are known to integrate transit data.

CONCLUSION

Walker believes that the Owner's system is generally well run and managed, although the lack of information security policy and breach response plan, which are requirements of PCI-DSS, is troubling. Furthermore, lack of AOC or ROC documentation could mean that PCI-DSS reviews are not taking place for the parking utility. Walker suggests that the Owner work with their IT department and Accounting/Finance department to ensure that the PCI-DSS is taken seriously and the system is in compliance. Even with the likely move to PCI-P2PE, PCI-DSS still requires an AOC as well as an information security policy that can be published, as well as a breach response plan. These items are "low-hanging fruit" and should be addressable over the next 6-12 months.

Beyond that, Walker urges care in proceeding with the system upgrade, as a misstep could have negative consequences for the operation. A detailed test plan and implementation plan could help to mitigate the risk of operational disruption.

Walker was pleased to be given the opportunity to perform this audit and is available to discuss as needed.



CENTRAL OKLAHOMA
TRANSPORTATION & PARKING
AUTHORITY

COTPA Parking Committee
Agenda
Item No. 3.
9/29/2020

TO: Parking Committee

FROM: Administrator

Discussion and consider recommendation for naming new parking facilities.

Background:

Historically, the Parking Committee has reviewed and made recommendation to the Board for naming parking facilities.

Currently, COTPA is constructing a new parking garage to service the Park Union District that encompasses the New Convention Center, Omni Hotel, Scissortail Park and in the future Boulevard Place. MAPS is constructing a new surface parking lot south of the convention center to assist in servicing the district which COTPA will manage.

During the preparation of this agenda, staff was preparing a list of potential facility names that will be distributed to the committee members at the meeting for the committee's consideration.

Staff is seeking a recommendation from the committee to present to the Board at the October 2, 2020 meeting.

Recommendation: Approve and recommend new parking facility names to the COTPA Board at the October 2, 2020 meeting.

Respectfully,

A handwritten signature in black ink, appearing to read 'Jason Ferbrache'.

Jason Ferbrache
Administrator



TO: Parking Committee

FROM: Administrator

Discussion and consider recommendation of the new parking rate schedule, estimated revenue \$3,100,000, effective November 1, 2020.

Background:

Historically, the Parking Committee has reviewed and made recommendation to the Board for parking rates. The proposed parking rate adjustments largely only impact the new parking garage and surface lot under construction.

The parking garage and surface lot were designed to service the Park Union District that encompasses the New Convention Center, Omni Hotel, Scissortail Park and in the future Boulevard Place.

Staff has prepared a resolution for the Board's consideration at the regularly scheduled meeting on October 2, 2020. Staff is seeking a recommendation from the Parking Committee to support the new Parking Rate Schedule.

Previous Action:

Parking Committee recommended rate increase on September 1, 2016

Estimated Revenue: \$3,100,000 annually, after all supporting businesses are open and operating as designed.

LFR:

Safety, Service and Growth

Recommendation: Approve and recommend new Parking Rate Schedule to the COTPA Board at the October 2, 2020 meeting.

Respectfully,

A handwritten signature in black ink, appearing to read "Jason Ferbrache".

Jason Ferbrache
Administrator

RESOLUTION

RESOLUTION OF THE CENTRAL OKLAHOMA TRANSPORTATION AND PARKING AUTHORITY APPROVING THE NEW PARKING RATE SCHEDULE, ESTIMATED ANNUAL REVENUE INCREASE OF \$3,100,000, EFFECTIVE NOVEMBER 1, 2020.

WHEREAS, the Central Oklahoma Transportation and Parking Authority (COTPA) is a public trust of The City of Oklahoma City, formed to provide public transportation and parking services; and

WHEREAS, the Parking Committee advises COTPA on matters concerning parking garages and surface lots in downtown Oklahoma City; and

WHEREAS, COTPA is building a new 1,100 +/- space parking garage in the Park Union District, staff is proposing a new parking rate schedule; and

WHEREAS, MAPS is building a new 500 +/- space parking surface lot in the Park Union District that will be fully managed by COTPA, staff is proposing a new parking rate schedule; and

WHEREAS, the Parking Committee met on September 29, 2020, to review and discuss the proposed parking rates; and

WHEREAS, the Parking Committee recommends the COTPA adopt the proposed parking rate schedule (Attachment "A").

NOW, THEREFORE, BE IT RESOLVED by the Trustees of the Central Oklahoma Transportation and Parking Authority that they do hereby approve the new Parking Rate Schedule as presented in Attachment "A", to be placed into effect on November 1, 2020:

ADOPTED by the Central Oklahoma Transportation and Parking Authority this 2nd day of **October 2020**.

ATTEST:

CENTRAL OKLAHOMA TRANSPORTATION AND PARKING AUTHORITY

Jason Ferbrache, Secretary

Chris Kauffman, Chairman

REVIEWED for form and legality.

Hailey Rawson, Assistant Municipal Counselor

Attachment "A"

Current Parking Fee Schedule

EFFECTIVE	DESCRIPTION	FEES			
		Monthly Contracts	1-99	100-299	300-599
09/01/16	Century Center/Cox Convention Center	\$ 115.00	\$ 111.50	\$ 109.25	\$ 101.25
07/01/14	Arts District Garage	\$ 110.00	\$ 106.75	\$ 104.50	\$ 96.75
07/01/14	Sheridan Walker	\$ 91.00	\$ 88.00	\$ 86.50	\$ 80.00
07/01/14	Reserved Space (each space)	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
Transient (Hourly Parking)		A	B		
07/01/14	First Hour	\$ 2.00	\$ 1.00	\$ 0.80	
09/01/16	Additional Hour	\$ 2.00	\$ 1.00		
07/01/14	Day	\$ 10.00	\$ 5.00		
A = prepaid gov't/non-profit rate - 50% disc B = prepaid recurring weekly non-profit - 2hr max-60% disc					
Event Parking Rate					
09/01/16	All Locations	\$ 10.00			

Proposed Parking Fee Schedule

EFFECTIVE	DESCRIPTION	FEES			
		Monthly Contracts	1-99	100-299	300-599
09/01/16	Century Center/Cox Convention Center	\$ 115.00	\$ 111.50	\$ 109.25	\$ 101.25
11/01/20	New Garage	\$ 115.00	\$ 111.50	\$ 109.25	\$ 101.25
07/01/14	Arts District Garage	\$ 110.00	\$ 106.75	\$ 104.50	\$ 96.75
07/01/14	Sheridan Walker	\$ 91.00	\$ 88.00	\$ 86.50	\$ 80.00
11/01/20	New Surface Lot	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00
07/01/14	Reserved Space (each space)	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00
Transient (Hourly Parking)		A	B		
07/01/14	First Hour	\$ 2.00	\$ 1.00	\$ 0.80	
09/01/16	Additional Hour	\$ 2.00	\$ 1.00		
07/01/14	Day	\$ 10.00	\$ 5.00		
A = prepaid gov't/non-profit rate - 50% disc B = prepaid recurring weekly non-profit - 2hr max-60% disc					
11/01/20	max-60% disc				
Event Parking Rate					
09/01/16	All Locations	\$ 10.00			