

City of Waukesha, Wisconsin



Proposal to Provide
Parking Citation Processing Services

February 17, 2017



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This response is presented by
Professional Account Management, LLC
a wholly owned and controlled subsidiary of Duncan Solutions, Inc.
For simplicity, we routinely refer to our company as
“Duncan Solutions” or “Duncan.”



February 17, 2017

Captain Tom Wagner
Waukesha Police Department
1901 Delafield Street
Waukesha, WI 53188

Subject: Proposal to Provide Parking Citation Processing Services

Dear Captain Wagner:

Professional Account Management, LLC, a Duncan Solutions company (Duncan) respectfully submits this proposal for Parking Citation Processing to the City of Waukesha, Wisconsin (the City). Our submission includes the details for our proposed solution, including how it will benefit the City and its stakeholders by facilitating outcomes that match your objectives. This proposal is firm for ninety (90) days from the submission deadline and can be extended upon mutual agreement, if the City requests so in writing.

Duncan has over 30 years of experience providing systems and services to support municipal parking systems across the United States. Duncan processes nearly 6 million parking citations each year and serves close to 200 municipal clients. This includes several clients who issue over 250,000 citations each year, such as the Cities of Detroit, Milwaukee, Pittsburgh, and more.

Over the last 11 years, we've worked hand-in-hand with people throughout the City's organization to refine our processes and systems. Our approach is to deliver a proven, sophisticated, and customized solution culminating in the achievement of program compliance and collection rates far above industry standards. We look forward to continuing to support the City's growth and vision with several exciting enhancements outlined in this proposal. At Duncan, we embrace new technology as a means of increasing efficiencies and for the application of stringent control mechanisms. Using this methodology, Duncan's increased service levels will provide a high degree of accountability for the City's customer service operations; this approach enables the City to be more responsive to the needs of citizens.

An important aspect of the Duncan solution is our all-inclusive approach. While other vendors may offer portions of the City's want-list, Duncan is able to offer a complete citation processing lifecycle package, including enforcement, citation processing, citation collections, and all related services. Within each of these areas, Duncan boasts industry leading statistics which the City has benefited from for nearly a decade. Our relationships with all 51 state DMVs, including the District of Columbia, shows an impressive 90% plus hit rate on registered owner inquiries across the country and a remarkable 96% State of Wisconsin hit rate. Our industry-best secondary collections rates have resulted in over 70% of

the debt assigned to collections being collected within 12 months, compared to an industry average of only 22% collected during a multi-year period. Simply put, no other vendor even comes close to this level of performance.

Duncan is committed to continuing its partnership with the City of Waukesha to implement a low-risk, innovative, and industry-leading parking ticket issuance, processing, and collection solution that will deliver on the City's parking policy objectives.

We look forward to the opportunity to further discuss our solutions with the City. The primary contact person at Duncan is:

Mr. Jeremy Weisling
Regional Manager, Central Region
Phone: (414)847-3732
Email: jweisling@duncansolutions.com

As the Chief Executive Officer of Professional Account Management, LLC, I am authorized by the Board of Directors to make representations and legally bind the company to any subsequent agreement for this opportunity. Duncan looks forward to the opportunity to work with the City to implement innovative Professional Collection Services that will fully support your program objectives.

Sincerely,



Tim Wendler
Chief Executive Officer
Professional Account Management

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General Firm Qualifications



We will provide a parking citation processing solution anchored by our feature-rich AutoPROCESS system, a complete citation processing toolkit that provides our unmatched technical acumen and knowledge of industry-best.

The City of Waukesha Parking Division has identified the need for a Parking Management system that will provide administration and management capabilities for several functional areas. Key to the City’s on-street parking and municipal citation program are the following:

- Electronic and Manual Citation Issuance Handhelds
- Citation Processing and Management
 - Payment processing services (OTC, Web, IVR, Mail)
 - Onsite payment kiosks
 - Registered owner acquisition
 - Registration hold and release processing
 - Electronic Traffic Violation and Registration Program (ETVRP)
 - Tax Refund Interception Program
 - Late note generation and mailing
 - Customer service operations
 - Online appeal processing and support
 - Advanced reporting
 - ATS Fleet interface
 - Permit module
- Citation Collection Services

As the City’s parking citation processing provider for the last 11 years, we are particularly well-positioned to deliver a solution that meets and exceeds the City’s specifications. With procedures, protocols, system interfaces, and technical infrastructures already in place, Duncan can continue to provide citation processing systems while focusing on adding several exciting system enhancements and add-on features. This approach eliminates downtime associated with a system conversion, mitigates the risks associated with transition, and expedites the timeline in which the City will realize program enhancements.

Representative Duncan Citation Processing Clients	
Client Name	Annual Citation Issuance
Milwaukee, WI	750,000
San Diego, CA	475,000
Detroit, MI	300,000
Pittsburgh, PA	275,000
Atlanta, GA	225,000
Evanston, IL	100,000

The Challenge

As a premier parking management provider, Duncan is well aware of the necessity and the complexities of providing a well-run, citizen-oriented parking citation management program. There are few things like it in the world of public administration—where the crossover between customers, violators, residents, citizens, taxpayers, and constituents make it a daily challenge to provide effective policy control, fair enforcement, friendly service, and taxpayer value.

The Risks

As a further complication, the current economic environment dictates that municipal parking departments are being asked to “do more with less.” Budget deficits and resource reductions force government agencies to make difficult decisions that often result in downsized crews, overburdened personnel, bottlenecked business processes, reduced public services, and lower revenues. To manage this risk, it is critical that the City continues to work with a partner who not only offers solutions steeped in modern technology, but also understands the needs of your key stakeholders, and brings the organizational depth, capability, and maturity to deliver innovations that work—on time and without disruption to motorists and other key stakeholders. Duncan has been that partner and we would like to continue to service the City in the future.

The Solution

With this proposal, we are pleased to continue to provide AutoPROCESS for the City’s parking management program. As the City has experienced first-hand, technology is constantly changing and it affects the way we interface with customers. More and more services are available using secure web and IVR technology – from making payments to initiating a request for an Administrative Hearing or Review. This is only the beginning with more in store as the full impact of the smart phone revolution unfolds. As the world around us and our customer base advances, so have we, continually expanding our service offering:

- **Electronic Issuance Devices:** Offering the latest in Android-based issuance software, Duncan and its enforcement partner, CivicSmart, are positioned to offer the latest devices now and into the future if the City chooses to implement additional program features such as pay-by-cell or multi-space parking meters.
- **Cashiering System and Interface(s):** Duncan’s integrated cashiering solution provides real-time terminal functionality combined with cash register audit, balance, and reporting requirements. Duncan can also provide all equipment for a full cashiering system.
- **Onsite Payment Kiosk:** The self-service payment kiosk allows motorists to pay citations 24/7 at the Police Department.
- **Tax Refund Interception Program:** Duncan will administer a Tax Refund Interception Program (TRIP) through the Wisconsin Department of Revenue for scofflaws who avoid paying their citations. The use of this program allows state officials to withhold income tax and other refunds from qualified debtors and divert those funds to municipalities to pay the owed debt.
- **Multi-Media Image Web Integration:** Duncan will introduce capabilities to provide enhanced information support for the capture and access of multi-media files related to the City’s parking citation management services program

- **National Fleet Company Interface:** Through our partnership with American Traffic Safety Solutions, Duncan has an automated interface with most rental car companies and industry fleet organization databases allowing for immediate identification of responsible registered owner, higher percentage of citation payments, and decreased cost of mailing notices.
- **Permit Module:** The AutoPROCESS Permit Issuance, Tracking, and Management module is designed to manage all aspects of preferential parking permit issuance and tracking including online web-enabled purchase and renews requests, cash register sales, over-the-counter issuance, automated renewal notices, and controlled batch entry for mail-based processing. AutoPROCESS currently handles thousands of permits annually – including 160,000 for Milwaukee, WI.
- **Online Adjudication:** Our convenient customer-facing website solution provides the ability for a citizen to identify their citation(s), review photos, elect to pay online, and initiate the administrative review process. If the review is selected, AutoPROCESS automatically verifies the ticket eligibility for adjudication according to the City's business rules. If the citation is deemed eligible for the adjudication, the system will prompt the user to enter any required information for the adjudication request. The user may also attach any supporting documents that would be applicable for the adjudication process to the webpage.

Once the request for adjudication is submitted through the website, the system automatically generates an email to the requestor confirming receipt of the adjudication request and advising, according to City guidelines, the time anticipated until resolution. Our process then records the adjudication request and loads it into the appropriate workflow queue, based on the adjudication type requested, along with the supporting uploaded user documents.

The reviewers and adjudicators, using workflow functionality, are able to complete their reviews using our adjudication function which enhances the overall efficacy of initial reviews with the intent of reducing in-person hearings. This process significantly streamlines a municipality's adjudication process and can reduce or eliminate any case backlogs by enabling reviewers and adjudicators to quickly render and record decisions directly within AutoPROCESS.

AutoPROCESS is a system-driven solution, augmented by a suite of back-office services to provide comprehensive citation management. Benefits of our solution include:

- **Proven Scalability:** Regardless of the size, scope, or level of sophistication, AutoPROCESS is the chosen solution for programs with annual volumes ranging from 5,000 to 750,000 citations.
- **End-to-End Citation Management:** Our solution is the most comprehensive in our industry. It manages the full lifecycle of the citation, from issuance to resolution. While the competition may bring pieces to the table, we offer a turn-key program.
- **An Integrated Solution:** As the parking industry's only true end-to-end systems integrator, our solution is designed with seamless interfaces connecting all major solution modules.
- **Unmatched DMV Capabilities:** We have access with all 51 state DMV agencies and we obtain registered owner information via a multiple-step, multiple-source methodology that yields optimal hit rates.
- **A Flexible, Robust Reporting Mechanism:** In contrast to most of our competitors, AutoPROCESS offers a great deal of reporting agility, with a large repository of standard reports, true ad-hoc report generation functionality, and dashboard features. In addition, our team of analysts can provide report creation and analysis support.

AutoPROCESS is a Windows-based, menu-driven violation processing system that was designed specifically for processing parking, traffic, and municipal ordinance citations. A core benefit to this system stems from the integration of these component parts into a related whole. This configuration allows system components as well as system users to easily interact and access necessary data without the implementation of complex or unsecured third-party interface mechanisms.

AutoPROCESS is fully hosted by Duncan, so the City can benefit from 99% uptime and high system responsiveness, without needing to invest in the infrastructure that would be required for a self-hosted solution. Secure access through the internet will be granted to authorized City of Waukesha users.

We will maintain and support the system for the life of the contract (installing version upgrades as they become available), perform required data backups, provide for disaster recovery, offer trained/certified staff to monitor the daily activity of the system, and troubleshoot and correct any and all system-related problems.

AutoPROCESS is complemented by Duncan's fully integrated components: enforcement and delinquent collections solutions.

- **Handheld Enforcement to Fit Your Needs:** AutoPROCESS contains a seamless process that enables real-time and batch importation of electronic citations and related data from enforcement handhelds. Duncan has established interfaces with CivicSmart's AutoISSUE and Gtechna's Officer Enforcement system and can accommodate almost any third-party enforcement system of the City's choice.

- Optimal Revenue Recovery:** Duncan provides complete, FDCPA-compliant delinquent collections services to address new assignments, as well as aged and backlogged violations. We specialize in vehicle-related debts, and offer a proprietary, multi-source skip trace waterfall, outbound calling, specialized commercial collections, and more. Our solution is so successful that we frequently outperform our competitors' revenue recovery by up to 30 percent.

Revenue Increases Experienced by Duncan Clients After Converting to our Services

Client	Increase
Fairfax County, Virginia	40%
Annapolis, Maryland	35%
Evanston, Illinois	30%

Service Team

The proposed Service Team for the City of Waukesha has been assembled with deliberate consideration given to the needs of the City. This cross-functional team of specialists includes individuals with over 20 years of direct experience supporting collections initiatives as well as expert knowledge of the requirements of the state.

- Project Manager – Jeremy Weisling
- Functional Expert – Marc Lucey
- Technical Expert – Margaret Mercaldi
- Technical Team – City Analyst – Midwest Team

The Partner

Duncan is a stable, profitable, and growing company with more than 200 employees and annual revenues in excess of \$60 million. Our corporate headquarters are located in Milwaukee, Wisconsin and our Midwest Team will support the City. With more than 200 public and private sector clients and more than 30 years of industry experience, Duncan is in an ideal position to continually serve as a partner for the City of Waukesha. Our financial strength is further enhanced by long-term banking relationships with Fifth Third Bank and Bank of America. Additionally, Duncan is a portfolio company of a leading private equity group, Marlin Equity Partners (Marlin). Marlin is a global investment firm with over \$3 billion of capital under management. Accordingly, Marlin adds a depth of resources and capabilities, both financially and organizationally.

The City's vision is that it will continue to partner with a single company, whose sole focus is addressing the challenges faced by parking management agencies, including:

- Citation processing
- DMV data acquisition
- Adjudication support
- Debt collections
- Systems that integrate with and support every manner of innovative technology available—from parking meters to mobile enforcement systems

Our solution is the most comprehensive in our industry. It manages the full lifecycle of the citation from issuance to resolution. Duncan employs a comprehensive approach to the entire citation lifecycle, and this approach is designed specifically to deliver value for our clients. We employ technology at all key stages of the process to drive efficiency, with quality checkpoints defined throughout that process to ensure accuracy and process integrity. While this may seem obvious, it certainly is not industry standard. During the last 15 years, our AutoPROCESS citation processing system has proven to be a dependable workhorse, meeting the operational and financial management needs of clients with annual issuance volumes of over 750,000 to numerous other clients with issuance volumes comparable to that of the City of Waukesha. Supporting clients of such different statures is possible because the system runs on a modern database and is easily customized to meet client-specific requirements.

Certifications

Duncan is fully qualified and certified to provide the City's required scope of services. Key certifications include:



One of the most outwardly visible signs of an organization's commitment to data and system security is compliance with the rigorous worldwide security standards assembled by the Payment Card Industry Security Standards Council (PCI SSC). Following painstakingly thorough audits, Duncan became certified as a fully compliant with Level I service provider—status we have steadfastly maintained since our initial certification in 2006.



We believe that optimal collections performance and exceptional customer service go hand in hand. Duncan's delinquent collections solution is fully compliant with the Fair Debt Collection Practices Act (FDCPA). We have never been cited for a violation of FDCPA, FCRA (Fair Credit Reporting Act), or any other industry regulations or collection laws. Our collectors receive FDCPA training and are tested on an annual basis to ensure compliance.



Duncan understands the need for vendor accountability. In 2012, Duncan's PAM division completed a comprehensive SSAE 16 SOC 1 audit process in our Milwaukee service bureau. This audit was performed by Schenck SC, a Milwaukee-based full-service CPA and business consulting firm. Since 2012, an annual attestation engagement has been performed by a Schenck service auditor, resulting in the issuance of a SSAE 16 Type I report.



As ambassadors for the City, it is critical that the successful vendor maintains a positive customer relationship and projects a positive image of the parking program. Duncan's PAM division has earned an "A+" rating from the Better Business Bureau (BBB). The BBB, founded in 1912, is a nonprofit organization focused on advancing marketplace trust, consisting of 113 independently incorporated local BBB organizations in the United States and Canada.



Ethical practices and regulatory & legal compliances are core to Duncan's business practices. As such, we are a member in good standing of ACA International, The Association of Credit and Collection Professionals (ACA). ACA is the comprehensive, knowledge-based resource for success in the credit and collection industry. Founded in 1939, the ACA continually monitors, researches, and analyzes laws and decisions which affect the credit and collection sector and issues Compliance Alerts where relevant.

Industry Involvement

To keep pace with customer demands, industry trends and evolving technology capabilities, Duncan applies a structured approach that enables us to continuously deliver knowledge and best practices to our clients in support of their parking management programs. Our approach includes but is not limited to belonging to a number of professional industry-based organizations, proactively reviewing industry activity via the internet, collaborating with our business software partners, actively attending and participating in industry related shows as well as consulting with key clients and prospects regarding areas for overall program improvement.

To that end, we have included a non-exhaustive list of key professional organizations and conferences in which we actively participate.

- Association of Credit and Collections Professional (ACA International)
- International Parking Institute (IPI)
- Carolinas Parking Association (CPA)
- California Municipal Revenue & Tax Association (CMRTA)
- California Public Parking Association (CPPA)

- Florida City and County Management Association (FCCMA)
- Florida League of Cities
- Florida Parking Association (FPA)
- International Bridge, Tunnel and Turnpike Association (IBTTA)
- League of California Cities
- Michigan Parking Association (MPA)
- Mid-Atlantic Association for Court Management (MAACM)
- Mid-Atlantic Parking Association (MAPA)
- Mid-South Parking and Transportation Association (MSPTA)
- National League of Cities (NLC)
- New England Parking Council (NEPC)
- The International Justice & Public Safety Information Sharing Network/
National Law Enforcement Telecommunications System (Nlets)
- National Parking Association (NPA)
- Parking Association of Georgia (PAG)
- Parking Association of the Virginias (PAV)
- Parking Industry Exhibition (PIE)
- Pacific Intermountain Parking Transportation Association (PIPTA)
- Pennsylvania Parking Association (PPA)
- Texas Parking and Transportation Association (TPTA)
- US Conference of Mayors Annual Meeting
- Wisconsin Parking Association (WisPA)

Following the merger of firms with extensive parking industry solutions and expertise, including Professional Account Management (PAM) and Law Enforcement Systems (LES), Duncan offers more than 30 years of experience providing fully-integrated parking management solutions that reflect our solitary commitment to innovation in the parking industry.

Key Qualifications

The proposed Service Team for the City of Waukesha is well versed in the needs of the City and will continue to work with the City to imagine and put into place the enhancements that will best serve the City. Across our portfolio of clients, we support dozens of clients with requirements similar to those of Waukesha. Though these clients demonstrate similarities to the City, we recognize after serving the City for over a decade, that Waukesha has a unique parking program and our Service Team will continue to keep a close watch on the program's operations and statistics. Our Service Team includes the following experts:

Project Manager – Jeremy Weisling

Functional Expert – Marc Lucey

Technical Expert – Margaret Mercaldi

Technical Team – City Analyst – Midwest Team

Jeremy Weisling, Project Manager - Mr. Weisling is focused on the full account lifecycle including system implementations, customer service, and process improvements. With his expertise in parking services and a Master's degree in Municipal Management, Mr. Weisling offers proactive program analytics and issue resolution for clients. His broad knowledge of the public and private sectors allows him to draw on superior insight to develop accurate solutions.

Marc Lucey, Functional Expert - Mr. Lucey has combined his experience in team leadership with a Master's degree in Business Administration to lead program teams at several companies. He has trained personnel, conducted a significant amount of program analysis, and interacted extensively with product and service users, all under tight deadlines. His service to Duncan and its clients has consisted of extensive financial and program analysis while serving Duncan clients across the US. Conscious of the unique environments of each Duncan client, Mr. Lucey combines his parking industry experience with strategic research and analysis to present comprehensive solutions and coordinate resources to bring solutions into practice.

Margaret Mercaldi, Technical Expert – Ms. Mercaldi is responsible for overseeing all strategic and technical functions for Duncan's processing and collections product offerings. Prior to joining Duncan, Ms. Mercaldi spent 25 years at ACS overseeing the development, maintenance, customization and enhancement of citation processing systems handling all types of violations and serving multiple markets including the US, Canada and Australia. Over her career, Ms. Mercaldi has implemented and managed systems for dozens of clients processing hundreds of millions of citations spanning dozens of information technologies and platforms. She has also designed and implemented many of the system innovations that characterize leading citation processing systems today such as integrated imaging, integrated workflow, ad-hoc reporting, real time web/IVR, self-service processing services, web-base vendor self-service function, and integrated web services.

City Analyst-Midwest Team, Technical Team – Led by Matthew Kleczewski, Manager, Client Data Analyst, our City Analyst – Midwest team is responsible for the creation of the City’s technical solution. All along the way, the City analyst team is responsible for implementing, supporting, and monitoring our solution.

Project Understanding and Approach

Duncan has established a sound knowledge of the City's existing operations, but we are not content to rest on our laurels. During the course of the new contract, we propose a number of optional features to provide enhanced systems and services to the City.

The true value of any system is determined by the combination of its parts and the interplay between those parts, which allow the system to function smoothly, effectively, and efficiently. For this very reason, Duncan's AutoPROCESS was designed as a modular system which enables us to employ methodologies specific to each module as well as an all-encompassing process to combine the interactions between the modules. Together our service team and the City's staff will continue to work together as a fine tuned mechanism in the support of the citizens.

Below is a high level overview of the different methodologies we apply to the modules of our system. The City is already familiar with many of these modules; Duncan has additional options to offer the City as well.

Import: Duncan's manual citation handling process is designed to ensure accurate and efficient citation data capture. A mature, time-tested process is paramount to the success of the program and it begins with system input. If initial entry is incorrect, then every phase will be adversely affected. Duncan's strong, proven methodology is explained at length in *Section 1, Electronic and Manual Citation Issuance Handhelds*.

Payment Processing: Duncan uses proven and efficient payment processing methodologies which enable us to post payments from all sources within 24 hours of receipt. Our process tracks all payment processing functions (posting, penalty assessments, etc.). Detailed information about this module is provided in *Section 2, Payment Processing*.

Automated Kiosks: Duncan offers a self-service payment kiosk solution that allows motorists to pay parking citations. Duncan has processed over \$11 million in parking transactions through the kiosk solution. We currently provide kiosks for clients in Milwaukee, WI and Alexandria, VA. Please read *Section 3, Onsite Payment Kiosks* for details.

DMV Data Management: Duncan knows the value of DMV information and maintains a dedicated team for this purpose. This has been and continues to be a methodical process that enables Duncan to stand out in the industry. Further information is provided in *Section 4, State DMV Interfaces*.

Sanctions: Sanctions, such as Vehicle Registration Hold processing and the Tax Refund Interception Program (TRIP) help to bring violators into compliance. The processes of identifying scofflaw vehicles and applying the sanctions have been greatly enhanced through technological advances. Duncan's methodologies have been augmented and refined in step with industry advancements to provide the

most up-to-date processes which yield the best revenue recovery. Further information is provided in *Sections 4, State DMV Interfaces* and *5, Tax Refund Interception Program*.

Noticing: Using Duncan's current methodology and technology, we have a proven ability to identify citations that are notice-eligible, then print and mail any quantity of notices. AutoPROCESS has automated system routines which can be customized to the needs of the client. Please read *Section 6, Generation and Mailing of Notices*.

Collections: Our extensive background and expertise in obtaining registered owner information and accomplished and dedicated focus on collecting vehicle based debt makes us experts in the industry. We employ a proven collection methodology designed to deliver maximum collections while ensuring a positive public perception of the program. Using a straightforward model, we maximize efficiency by obtaining and utilizing data to generate smarter collections campaigns, all in strict conformance with regulations such as the Fair Debt Collection Practices Act (FDCPA), the Telephone Consumer Protection Act (TCPA), and the Fair Credit Reporting Act (FCRA).

Adjudication: Incomplete, inaccurate or inconclusive documentation of a parking citation can contribute to the likelihood of a motorist successfully disputing a citation. For this reason, a comprehensive adjudication process is critical. This scenario also highlights Duncan's strong belief in the use of both module-specific methodologies as well as an all-encompassing process to oversee the interaction between modules and create checks and balances to ensure accurate process flow. Please read *Section 9, Adjudication Services*.

First Class Team: We have provided the City with the Service Team that best fits their needs. That means providing the best customer service and client support. Please read *Key Qualifications* to learn more about our best Service Team.

Project Schedule



We offer a documented track record of soundly planned and well-executed program transitions supported by complete training, technology support, and user documentation.

As the incumbent, both the City and Duncan have dedicated many hours of work and expertise in tailoring the highly-structured system that the City currently uses. Under a new contract with Duncan, a full system implementation is unnecessary. The City can continue to utilize AutoPROCESS while our team phases in several proposed upgrades to its current functionality.

Duncan's implementation plan combines industry best-practices with our own knowledge gained from being in the citation processing business for over 25 years. Duncan will use the following steps during the implementation of the City's system.

Step 1: Project Kick-Off

Once the contract is finalized and we receive the Notice to Proceed, Duncan will conduct a comprehensive project kick-off with the City's project team to confirm project scope and deliverables. The City will need to provide decisions on optional deliverables, proposed system enhancements, and value-added options.

Step 2: Project Preparation

Within 10 business days of the end of the kickoff, Duncan will prepare a final project plan for the City's review. The finalized plan will include approach, level of effort, task listing and breakdown structure, major milestones and time to completion. It will also include a risk assessment and mitigation plan.

This step will also include the assignment of Duncan resources outside of those named in the proposed section *Key Qualifications*.

Step 3: Finalize Business Requirements

Concurrent with Steps 1 and 2, we will work with the City project team to finalize business requirements. As the incumbent, our system already performs in line with City business rules and local and regional laws and regulations. As such, we will use this as an opportunity to refine our system to offer more efficiency to City users.

Step 4: Configuration, Application Development and Interfaces

Typically the most time-consuming and riskiest part of implementation, Duncan's position as the incumbent will allow us to approach this step as a system upgrade rather than a hefty programming project. During this phase, we will configure the current system so that it is ready with enhancements and optional add-ons should the City choose them.

Step 5: System Testing by Proposer

Thorough testing of all system elements will commence when the system work is complete including stress testing.

Step 6: Customer Acceptance

The City will have the opportunity to review our internal testing documentation and perform system tests to ensure functionality. During kickoff, we will work with the City to define the process and required results to meet this step.

Step 7: Testing/Training

City staff members are already well-versed in use of the system, which will considerably lessen (if not eliminate) the learning curve that is typically associated with new system implementations. Regardless, we will provide training to City staff, offering overview sessions as well as focusing on topics like new system features and data cleanup efforts.

Step 8: Cut-Over and Acceptance

When Duncan and the City are confident that the new system is ready, we will cut over to the new database and activate new features in associated online portals.

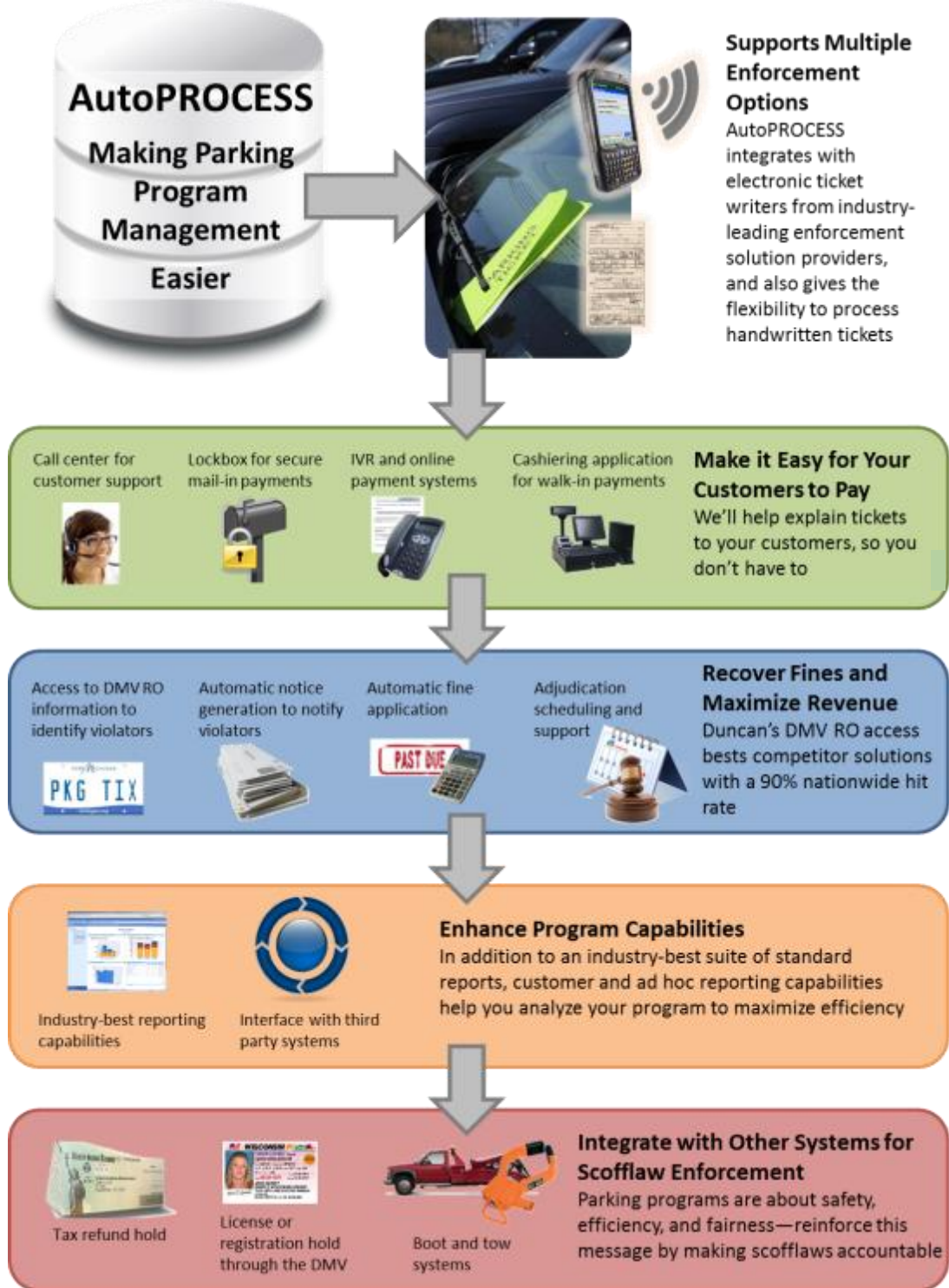
Step 9: Stabilization Period

In the 2 weeks following cut-over, Duncan will continue to dedicate resources to daily monitoring of the system to ensure everything is functioning as anticipated.

Step 10: Post-Production Maintenance and Support

For the duration of our contract, Duncan will provide help desk and account management support to the City. Should the City identify new needs in the future, Duncan will work with the City to evaluate change request needs and develop a new Statement of Work and project plan to complete the work in a timely manner.

Duncan's Integrated Solution Suite



Duncan combines its own component-rich platform with the best available technology partner to offer fully integrated solutions.

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Section I Electronic and Manual Citation Issuance Handhelds



Duncan's enforcement software and hardware options offer the City state-of-the-art enforcement technology in portable computers designed for the rugged environment witnessed within the State of Wisconsin.

Technical Requirements

It was only a few years ago that the availability of handheld devices and enforcement software that would truly address the needs of our clients was limited. Today, with advances in mobile computing technology there are multitudes of options available. Recognizing this, we've formed strategic partnerships with industry-leading providers so we can offer our clients solutions that will meet their specific needs. Duncan offers a fully integrated and reliable enforcement solution for day-to-day electronic parking citation issuance with real time seamless collaboration with our parking citation processing system, AutoPROCESS.

After a thorough review of the City's parking citation issuance program and its requirements, Duncan is proposing the following handheld ticket writer, a Two Technologies N5 Print device. The N5Print is a ruggedized single piece handheld device designed specifically for demanding environments and will meet all of the City's expectations.

Though not a requirement, the device is capable of real-time wireless field connectivity which enables a host of features including real-time ticket upload and real-time payment verification capabilities.

We propose the use of CivicSmart's AutoISSUE citation issuance solution, which Duncan has provided as a hosted solution since 2003. Designed for use in the parking industry and perfected over many cycles of development, our AutoISSUE software solution has evolved to meet the challenges of hundreds of citation issuance operations around the world as well as keeping pace with evolving technologies. The latest Android-based version of AutoISSUE citation issuance software incorporates the latest in issuance, integration, and enforcement tracking technology. In addition, this platform is extremely scalable; allowing the City to build upon its current enforcement methodology through the use of pay-by-cell, license plate recognition, credit-card enabled smart meters, and/or vehicle detection sensors if and when it should choose.

The comprehensive enforcement management system (AutoISSUE) will fully accommodate such capabilities as parking citation issuance, time limit marking, broken meter/damaged signage reporting,

officer activity reporting, scofflaw list lookup, permit barcode scanning and validation, digital photo capture, voice recording, abandoned vehicle management, and citation printing. Our solution also provides for real-time wireless communication for such activities as citation data uploads, real-time parking permit validation, and real-time scofflaw validation.

Two Technologies N5Print

Two Technologies N5Print



CivicSmart's enhanced AutoISSUE solution operates seamlessly on devices running Android 5.0 or higher.

We propose the Two Technologies N5Print device. The N5Print is a ruggedized single piece handheld device designed specifically for demanding environments and will meet all of the City's expectations. This solution includes wireless field connectivity for the devices. Rain, sleet, snow, mud, and sand can't touch the MIL-STD 810G and IP65 certified exterior of the N5Print hardware. The standard N5Print is equipped with the powerful, sleek, user-friendly Android operating system, digital camera with flash, hot swappable battery, integrated 3" thermal printer as well as a magnetic stripe reader and smart card reader.

Two Technologies N5Print Device Specifications	
Component	Description
Display	
Size	5.7 in. Diagonal, Super AMOLED, 1080 X 1920 pixels
Contrast Ratio	Nominal 3.997:1 (sunlight)
Touchscreen	Multi-touch capacitive, Rain resistant
IP Rating	Sealed to IP65
Body	
Shock & Vibration	MIL-STD 810G Method 516.6 & Method 514.6
Weight	26.7 oz. with new full paper roll, 24.3 oz. without paper roll
Sound	Vibration, MP3, WAV files, Loudspeaker voice
Operating temp	-20° to + 50° C (MIL-STD 810F Method 502.4, MIL-STD 810F Method 501.4)
Charging temp	0° to + 40° C
Humidity	5-95% (non-condensing) 810F Method 502.4, MIL-STD 810F Method 501.4
Platform	
CPU	Quad-core 2.3 GHz, Qualcomm Snapdragon 800 (System Chip)
OS	Android™ OS, 5.0
SIM Card	Micro-SIM
Network	
3G Network	HSDPA 850 900 1900 2100 - N9005, N9002, N9006
4G Network	LTE 800 850 900 1800 2100 2600 - N9005, 4G LTE
Data	GPRS, EDGE, 4G LTE
Communications	
WLAN	Wi-Fi 802.11 a/b/g/n/ac, dual-band, Wi-Fi Direct, DLNA, hotspot
Bluetooth	v4.0, A2DP, EDR, LE
USB	microUSB v2.0 (MHL 2 TV-out), USB Host
GPS	A-GPS support, GLONASS
Camera	
Rear Camera	13 MP, 4128 x 3096 pixels, autofocus, LED flash, Dual Shot, Simultaneous HD video and image recording, geo-tagging, touch focus, face/smile detection, panorama, HDR
Front Camera	2 MP, 1080p@30fps front facing camera
Video	2160p@30fps, 1080p@60fps / 1080p
Barcode Imaging	1D/2D Barcode Scanner via ZXING Barcode Software
Memory	
Primary	Internal: 16 GB, 3 GB RAM
Memory Card	microSD, up to 128 GB
Smart Card Reader	Supports Class A, Class B, Class C, or Class AB Smart Cards
Data	LTE Cat 4 (150/50 Mbit/s), HSDPA+ (4G) 42.2 Mbit/s, HSUPA 5.76 Mbit/s,

Two Technologies N5Print Device Specifications	
Component	Description
	UMTS, EDGE, GPRS
Features	
Messaging	SMS, MMS, Threaded View, Predictive Text Input
Email	IMAP, POP3, SMTP, Microsoft Exchange
Browser	HTML, HTML5
Java	Java MIDP emulator
Mag Stripe Reader	3 Channel, Bi directional card reader; Security: DES, Triple DES, AES encryption; Management: DUKPT key manager
Basic Warranty	1 year
Printer	
Printing Method	Direct Thermal
Print Resolution	203 dots/inch
Print Speed	50mm/Sec (max.) (2 ips)
Print Width	2.8 inches (72mm)
Control	via SDK
Barcode Symbologies	Code 39, Code 128, 2of5, UPC-A, CODABAR (w and w/o HR text)
Graphics	8 Bit
Character Fonts	Courier, Sans Serif
Character Sizes (CPI)**	5.5, 10.2, 10.7, 12.7, 13.5, 14.5, 15.6, 16.9, 18.5, 20.3, 22.6, 25.4
Upgradeable Firmware	Yes
Sensors	Paper Out/Black Mark, Door Open
Paper Type	Direct Thermal Roll / Variable length printing on Polyvinyl
Maximum Roll Diameter	1.6 in. (40 mm)
Roll Width	3.125 in. (80 mm)
Core Size	.7 in. (18 mm) (min.) 2T supplied rolls
Battery	
Internal Battery	Internal, Li-Ion 3200 mAh battery
Supplemental Battery	Hot swappable, 2500 mAh Li-ion

Summary of Proposed Equipment and Supplies

A summary of our proposed hardware solution is included below:

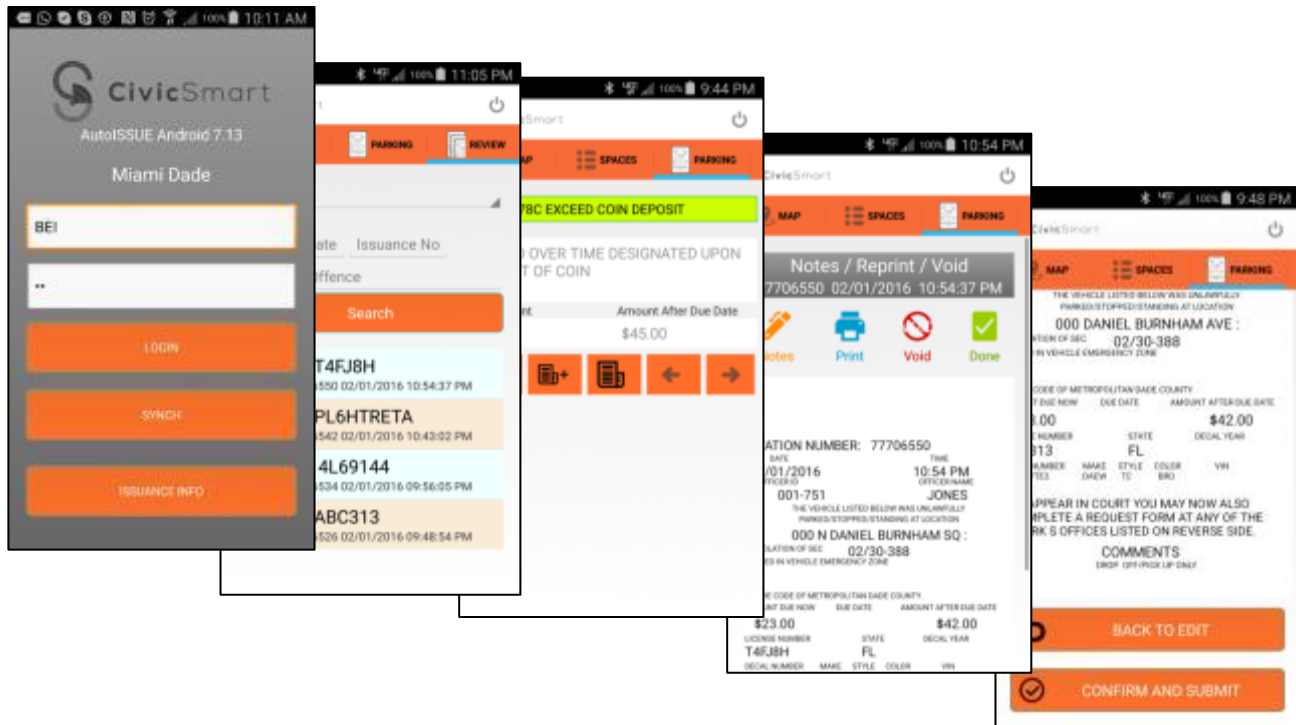
- 5 Two Technologies N5Print Handheld Devices
- Accessories:
 - 1 N-Class 4 Position Docking Station
 - 2 N-Class Single Position Docking Stations
 - 5 N5Print Carrying Cases and Rain Guards
 - (Optional) 12 N5Print Spare Batteries
- N5Print 5 Year Extended Warranty
- N-Class 4 Position Docking Station 5 Year Extended Warranty
- N-Class Single Position Docking Station 5 Year Extended Warranty
- N5Print Paper Citation

CivicSmart's AutoISSUE

Duncan will provide the City access to our hosted version of CivicSmart's AutoISSUE configured specifically for the City. As part of our turnkey solution, Duncan will also provide an AutoISSUE Host PC workstation and related equipment for a single location where the handheld equipment will be cradled, all required chargers, cables and connectors.

- **Enforcement Efficiency:** AutoISSUE supports issuance efficiency by utilizing drop-down selection lists, minimal steps, intuitive navigation, and progressions to augment data entry.
- **Hosted Architecture:** Data is hosted on CivicSmart's servers, meaning no server or software maintenance for the City. Data is stored in a secure Oracle database at CivicSmart's highly secure data center.
- **Full Support for Mobile Technology:** In part, AutoISSUE runs in a hosted Windows operating environment supporting back office system operations. AutoISSUE is capable of running on mobile handheld devices and smart phones using an Android operating system.
- **Improved Data Management:** AutoISSUE provides support for parking citations through one database system, ensuring effectiveness and efficiency for the City's program.
- **Proven Integration:** AutoISSUE is in use by hundreds of parking operations, integrating with Duncan's AutoPROCESS, a variety of home-grown and vendor processing systems, pay-by-phone systems, sensor solutions, and more.
- **Managed Upgrades/Updates:** Updates to the host software and database are all made by our trained technical staff. City staff will not have to spend valuable time managing software upgrades.
- **Automation of Tasks:** Our IT infrastructure includes monitoring of the database server, application server, and can include monitoring of the City computers used to access AutoISSUE. Scheduled tasks can be run for exporting citation data to the City's citation processing system, and can also be run on the City's client computers for downloading handhelds or generating reports.

Sample Android AutoISSUE Process Flow



CivicSmart’s enhanced Android solution provides for all of the City’s required functional specifications, including signature capture and check digit numbering.

We provide a time-tested and proven interface with CivicSmart’s AutoISSUE enforcement system that is used by the City PEOs to import citation date (real-time and batch) into AutoPROCESS. Our AutoISSUE software manages and updates all aspects of the enforcement devices and their issued citation data. The AutoISSUE Host PC is an intermediate environment that collects and formats electronically-entered citations for transfer to our backend parking citation processing system. The key capabilities of our proposed AutoISSUE enforcement management system for the City are highlighted in the table below:

AutoISSUE - Features, Functionality, and Capabilities

- | | |
|--|--|
| <ul style="list-style-type: none"> • Configurable, menu driven application for control and navigation • Standard, configurable lists for data selection and validation • Electronic parking citation issuance with unique citation numbers and check digits • Warning citation issuance (if/when required) • Ability to record “drove- away” status • Time-limit enforcement | <ul style="list-style-type: none"> • Meter and signage issue reporting • Standard and free-form remarks (printed) • Standard and free-form private notes (not printed) • Ability to correct citation data prior to printing • Print, reprint, issue multiple, and void citations • OCR printing (A size I) • Image and voice data capture and attachment to citation record for subsequent review • Printing a facsimile of an issued citation |
|--|--|

AutoISSUE - Features, Functionality, and Capabilities

- | | |
|---|---|
| <ul style="list-style-type: none"> • Search only mode (permits and plates) • Downloading specialized enforcement lists and alerts when vehicles are identified (valid permits, etc.) • Capture of geo-code information for map-based reporting • Wireless, real-time upload of citation • Wireless, real-time validation of scofflaws on handhelds • Permit-plate cross reference | <ul style="list-style-type: none"> • Import/export programming capability • Enforcement system administration (import/export file management, security management, list updates, etc.) • Wireless, real time meter occupancy and expiry status on handhelds • Established real-time interfaces with Parkeon (Atlanta), Digital (Milwaukee), and Cale (Minneapolis) multi-space meters |
|---|---|

AutoISSUE has continued to evolve over its 24 year lifespan and incorporates superior security and audit capabilities. In addition, our modular design inherently provides for ease of upgrades as the City’s program evolves.

Electronic Issuance and Upload Functionality

In addition to making it easier for PEOs to issue accurate parking citations, handhelds provide powerful tools to support the overall parking enforcement program. Electronic handheld devices will automate tasks such as inserting the correct date, time and citation number and provide PEOs with multiple options for navigating and entering data. Key attributes include:

- Touch screen capability (finger or stylus)
- Pre-loaded button drop down lists (streets, vehicle make, violations, etc.)
- Button selections
- Key pad data entry

Enforcement officers have the ability to select from common notes and remarks, override some or all of the select text, or manually enter notes or remarks using the keyboard. Screen layouts, mandatory and optional fields are easily configurable. Errors in citation data are reduced, if not eliminated, through the use of standardized data in stored lists, which frequently require just one key stroke for entry, and through configurable edit routines (mutually agreed upon during system configuration, i.e. not enough digits in VIN), as data is entered and prior to finalizing and printing the citation. Data entry configuration and validation can easily be modified as its enforcement program evolves. This can typically be done without additional cost to the City unless it requests additional handheld components, new features, or functionality not included in the proposed solution.

In addition to making it easier for an enforcement officer to issue accurate citations, handheld devices provide powerful tools to support the overall parking enforcement program. For example, each day the citation processing system configures “hot sheets” of scofflaw vehicles that are eligible to be towed, the system also creates valid permit lists. In addition, we have established procedures to automatically load lists of stolen plates, valid permit and other special enforcement conditions. These lists are generally loaded to the handhelds on a daily basis. When an enforcement officer enters the license plate of a

vehicle on a “hot sheet” the handheld device produces an audible alarm along with a visual alert indicating a “hit” and allowing the officer to take appropriate action. Additional “hot sheets” of Stolen, Habitual Offenders, Tow Eligible, Undercover, VIP, or Exempt vehicles maintained can also be loaded to the handhelds for enhanced enforcement services. If a vehicle does not have a valid permit or has not been found to have special permission to park in a permit managed area, a similar alarm and alert is provided. In addition, selected special enforcement lists can be validated in real time with our GRPS wireless communication option.

Prior to printing a citation, the PEO has the ability to review the citation to ensure the data is correct as well as to make corrections, where they may be required. In general, handheld enforcement devices provide for simple citation review with a screen showing a large amount of data and easy navigation through every citation field. In the event any required data is incorrect and the citation has not been printed, the officer has the option to correct the data per City defined rules.

Based on rules defined by the City, certain data fields can be retained from citation to citation to help further streamline and expedite the citation entry process. This may include such key fields as issuing officer; patrol beat or permit district/zone and others. In addition, when using the Issue More function, all vehicle and location related fields are typically carried over from one citation to the next. As such, all the officer needs to enter is another violation code and any associated remarks/notations if required. Again, this carry over capability is subject to rules defined by the City.

Reporting

AutoISSUE provides a comprehensive suite of standard reports for electronic enforcement management review, analysis and decision support. These reports cover control and transmission reports. By covering a wide range of citation issuance categories, Duncan has found these market-driven, user-controlled reports are second to none in the industry. Standard reports include:

- Violation Summary Report
- Violation Summary Report by Officer
- Violation Summary Report by Area
- Single Violation Detail Print-Out (with photo images)
- Voided Reason Report
- Officer Activity Log
- Officer Productivity
- Disposition Code Report
- Citation Audit Trail
- Damaged Sign Report
- Device Sync Status Report
- Device Usage Report
- Handheld Usage Report
- Mark Mode Report
- Meter Status Report

Firmware and Software Updates

Duncan's systems and network are designed with a high level of fault-tolerance and redundancy built-in. Single point failure has been carefully considered and designed out of the system whenever possible. This is done with multiple network connections, redundant network cards, redundant power supplies, backup generators, primary and secondary data centers, etc. Duncan maintains system availability greater than 98%.

Duncan accommodates growing industry demand for high system availability and consistency in business program outcomes, Duncan is a firm proponent of utilizing multiple layers of system component redundancy. Key examples of the types of considerations taken to protect the ongoing operation of our system are included below:

- Web Servers are Load Balanced
- Databases are Clustered
- Redundant Site Communications
- Continuous Network Monitoring
- Dual Internet Providers
- Data Center Availability
- Data Center Security

Duncan will fully support the AutoISSUE software for the duration of the contract.

Added Value to the City

While our solution effectively meets the key elements as requested by the City, we believe CivicSmart goes above and beyond to offer a solution that is:

- Designed specifically for citation issuance and enforcement, meaning it is more efficient and easier to use than other systems.
- Configurable to meet the City's needs; if the City later determines there is additional functionality that will make their citation issuance system easier to use, CivicSmart can do it.
- Deployed by industry experts that can offer consultation on current and future functionality that the City desires, or can lend assistance if the City should need to integrate future technologies.

Warranty

Duncan will provide a response to all hardware issues within 24 hours for both the handheld and printers that we provide to the City of Waukesha. Our warranty provides for the diagnosis, repair or replacement of these devices for the first five years of the handheld life cycle. In the event a unit is repaired more than three times in a given year, due to material deficiencies such as the mother board, the unit will be replaced at Duncan's option. As a further service to the City, repaired or replaced handhelds will be shipped to the City within seven days from the time a device is received by Duncan.

Manufacturer Warranties

As described above all manufacturer warranties are 5 years. We will provide appropriate contact information upon contract award.

Repair or Replace

Duncan will repair or replace all hardware devices that fail to perform as required. We will respond within 1 business day of the reported equipment or software failure.

Manual Citations

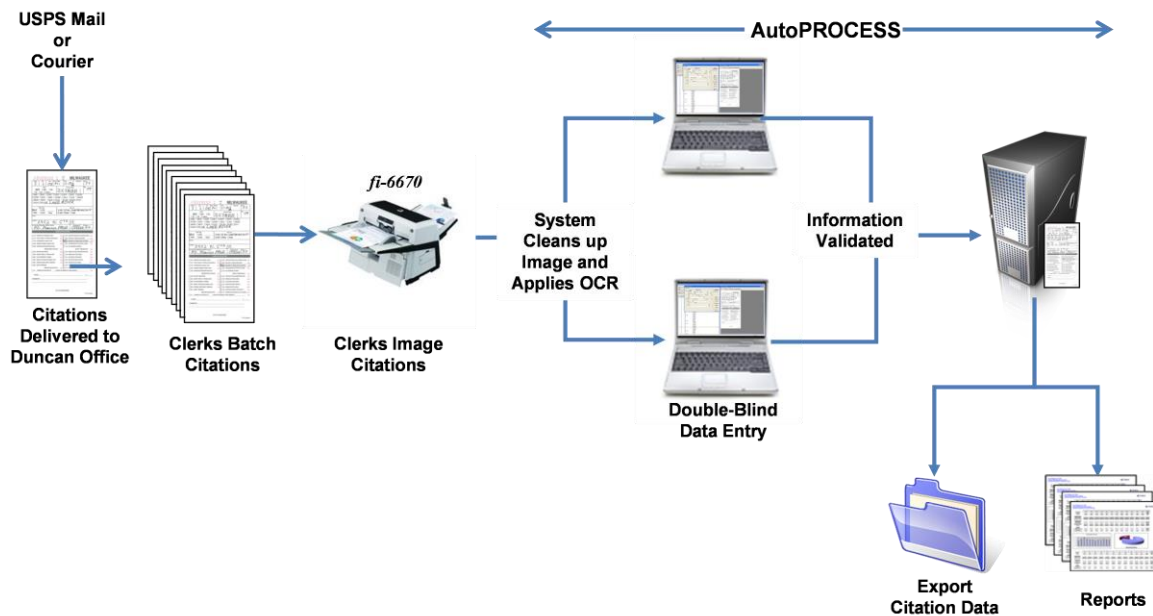
Our manual citation handling process is designed to ensure efficient and accurate citation data capture. It also increases our ability to conduct daily reconciliation of citations received, scanned and entered against the manual citations issued.

Core features of the AutoPROCESS manual citation issuance and data capture solution include:

- Image-based manual citation data capture that increases data entry accuracy and speed, process control and document security.
- System-driven manual citation issuance and processing controls within AutoPROCESS which allow Duncan to provide comprehensive reconciliation within the system. This delivers a higher level of transparency into the overall manual citation process.
- Optional citation book inventory management including recording citation books in the inventory, assigned and tracking of citations unprocessed.

Our integrated document imaging solution for manual citations is illustrated in the graphic below and will be tailored to the specific needs of the City.

Manual Citation Data Entry Flow



Duncan’s image-based workflow for manual citation receipt and data entry delivers faster, more accurate data entry while increasing overall process control.

Section 2 Payment Processing



Duncan will provide a payment processing approach that includes a variety of payment options convenient to the motorist and utilizes high volume, accurate processing technology.



We realize providing a comprehensive and convenient payment service creates a well-run, parking citation management program. We have worked with our existing clients to customize the payment services provided in each of their operations to meet their specialized requirements and the needs of their citizens. Experience shows that a key factor in reaching and maintaining an acceptable citation payment rate is to provide violators with as many convenient and simple payment options as possible. We are committed to our continued work with the City of Waukesha to economically provide its citizens with the payment options that best suit their needs.

As the incumbent, Duncan has used its developed proven payment processing methodologies to provide the City with efficient payment processing from our service centers, web, mail and IVR. We take very seriously our commitment to the City to post payments from all sources within 24 hours of receipt and no later than the next business day.

As part of our service offering, we will accurately track all payment processing functions including payment posting, adjusted and/or re-entered payments, penalty assessments, and refunds under the business rules provided by the City. These services will be available for both in-state and out-of-state vehicle violations. Our solution enables the payment of a single citation or multiple citations issued to a single vehicle.

Payments Processed since 2011	
Year	Revenue Collected
2011	\$388,275
2012	\$415,395
2013	\$448,523
2014	\$432,645
2015	\$411,540
2016	\$466,238

Duncan’s robust payment management solution provides the ability to track all payment processing functions including integration/interfaces with the City payment acceptance capabilities, posting, adjustments, re-entered payments, penalty assessments, credit card user fees, Non-Sufficient Funds (NSF) fees, chargebacks, refunds, deposits and reconciliation processing support under the business rules provided by the City.

Cashiering System



(Option) Duncan can provide a cashiering system or payment batch interface via the City's existing cashiering system.

Over-the-counter payments are a convenient and simple payment option for some violators. Under a new contract, this optimal solution can be integrated with the City's citation processing system, providing cashiers with everything they need to deliver exceptional customer service.

Duncan currently provides a number of clients with cashiering equipment and systems for local over-the-counter payment operations staffed by client personnel.

Duncan's cashiering module provides comprehensive local, online, real-time terminal functionality combined with cash register audit, balancing, and reporting. AutoPROCESS allows a cashier to inquire on items for payment such as citations, permit status, and tow fees. In addition, the system allows cashiers to balance the cash drawer and re-print receipts.

Lockbox Processing



Duncan will provide mail-in (Lockbox) payment processing services

While online and IVR payments are quickly becoming the preferred method of transaction payments, mail-in payments remain an essential source of parking citation payments. Therefore, a secure and meticulous mail-in (lockbox) processing operation is still an essential requirement for municipal parking enforcement programs.

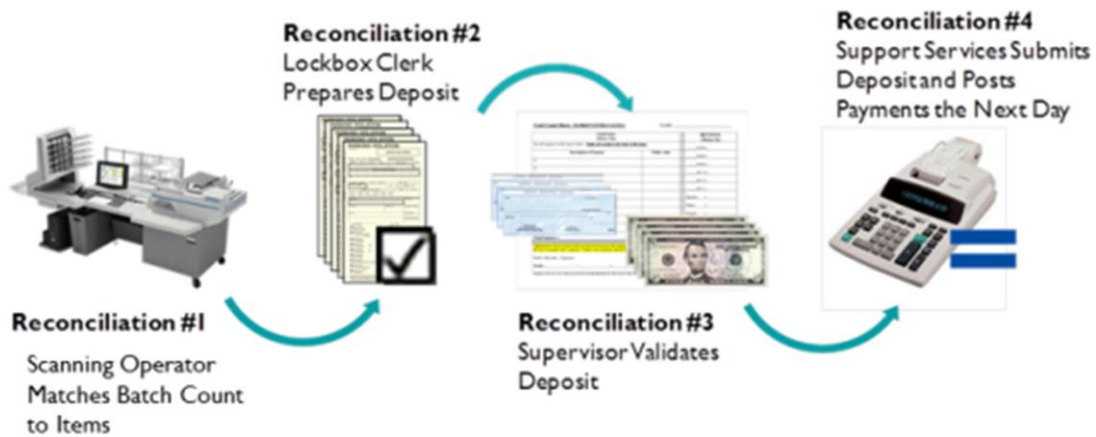
Duncan processes approximately 400,000 lockbox payments annually on behalf of our municipal clients.

We will continue to provide the City with a Post Office Box where payments, correspondence, and other documents can be mailed. Upon receiving the mail, our lockbox staff uses a high-powered, state-of-the-art remittance processor for payment processing. It combines mail opening and extraction with image capture and classification, allowing for manual citation and correspondence to be processed efficiently. Payment document images are captured and indexed to the appropriate record(s) in AutoPROCESS for future research and retrieval.

Lockbox clerks process mail payments by matching the payment amount to the citation amount. Payments and citations are accumulated into batches of fifty each and a tape total is run of total citations and total payments per batch. When the tape totals properly match, the lockbox clerk stamps each check with an endorsement and bands each batch together. A copy of the mail payment batch form is completed, initialed, and attached with the corresponding batch of payments.

Each citation batch is forwarded to data entry in order to record each batch into AutoPROCESS. Once complete, the supervisor organizes checks and cash. Cash is counted and bundled, and a bank deposit slip is prepared. Checks, the bundled cash, and the deposit slip are secured in a bank deposit bag and locked in the safe or scheduled for armored car pick up.

Reconciliation and Controls Procedures



Duncan’s four-step reconciliation and controls procedure ensures accuracy in an efficient environment.

Client Benefits:

- Payments are processed securely and quickly without backlog
- Correspondence is imaged and can be viewed later through AutoPROCESS
- Multi-stage controls and procedures accurately reconcile payments

Types of Payment

As part of our solution, Duncan will provide all required hardware, software, and support services to accommodate all payments, whether by credit card, bankcard, money order, check, or cash. AutoPROCESS can provide payment acceptance and processing capabilities for citations and towed vehicles through the following methods:

- **Internet payment (web) solution:** Duncan’s fully integrated AutoPROCESS web module has been in use since 2003 for real-time citation inquiry, credit and debit card payment processing, and is fully compliant with Payment Card Industry (PCI) data security card standards. Our solution can be accessed through a link on the City’s website.
- **Mobile Payment Site:** Duncan recently introduced a mobile friendly-device version of our PCI-compliant internet payment site, so users can make citation payments directly from a smartphone and other mobile devices.
- **Pay-by-phone payment solution:** Customer convenience has been shown to increase payment rates for parking violators. An Interactive Voice Response (IVR) system must be able to handle high

call volumes and provide a direct and brief path to resolving their citations. Duncan's multi-lingual, PCI-compliant IVR system currently processes over 400,000 payments and manages over 800,000 inbound calls annually, with low wait times and high payment rates.

- **Onsite Payment Kiosk:** Duncan will provide a small footprint self-service kiosk that is fully-integrated with AutoPROCESS, providing 24/7 in-person payment capability.

Client Benefits:

- A variety of convenient, user-friendly payment options increase payment rates
- Secure, PCI-certified systems and processes
- Robust payment management functionality for reconciliation, adjustments, refunds, and fee assessment

Section 3 Onsite Payment Kiosks



Duncan will provide a kiosk that accepts citation payments 24/7.

Based on our experience, self-service payment kiosks are an effective way to improve customer service. They allow the customer to serve themselves, rather than wait in line to be served. Self-service payment kiosks are becoming a more accepted solution for payment of parking tickets and payment of other municipal agency receivables. Payment kiosks can provide a convenient payment option to customers and reduce the number of mail and over-the-counter payment transactions as well as their related costs.

Duncan will provide small footprint self-service kiosks that are fully-integrated with AutoPROCESS providing real-time access and maintenance of ticket data. Duncan has a great deal of experience in providing kiosk payment solutions to cities, beginning in 2004 in the City of Milwaukee. With this convenient service, Milwaukee has experienced increased acceptance and use as well as improved revenues with a reduction in the dependency and cost for over-the-counter transactions. A key component to the success of this project is the fact that the kiosks are installed in police district stations throughout the City, making it easy, safe, and convenient for citizens to access them. Automated payment centers now account for nearly four percent of ticket payments and 70% of permit purchases. Over the years, Duncan has processed over \$11 million in parking kiosk-based transactions.

Section 4 State DMV Interfaces

Registered Owner Information Acquisition



We are a recognized leader in the acquisition of DMV registered owner information on behalf of municipal clients, offering unmatched access to DMV agencies.

Registered owner (RO) data is essential to generating peak revenue from citation processing and collections activities. Any effort to pursue unpaid parking citation debt is contingent upon identifying the owner of the cited vehicle. For over 25 years, Duncan has worked with DMVs across the nation to quickly obtain registered owner name and address information for the operation of parking citation processing programs.

Duncan has perfected and utilizes a number of techniques and services to obtain this critical information including direct relationships with state DMVs, relationships with third-party information providers, and a strategic agreement with the National Law Enforcement Telecommunications System (Nlets), which has a direct connection to state DMVs. We have found that our relationship with Nlets has enhanced our ability to acquire DMV RO data on behalf of our customers.

As a strategic partner, Duncan uses Nlets, in combination with direct DMV access and other DMV data sources to enhance acquisition of registered owner information. To that end, through our comprehensive program we provide DMV registered owner name and address acquisition services for all 51 state DMVs, the District of Columbia as well as Canadian provinces and apportioned vehicles in Mexico, where legal. Duncan will assist the City to obtain the required authorizations from the registered owner sources. Our active relationships with all other DMVs have led to our personnel developing an in-depth knowledge of DMV rules and the methods to achieve efficient DMV interfaces. **Nationally, our DMV hit rate reaches 90% and in several states we exceed 96% for in-state inquiries.**

Wisconsin Registered Owner Hit Rate	
Year	Hit Rate
2011	95.6%
2012	92.6%
2013	94.4%
2014	97.1%
2015	96.2%
2016	95.7%

Our industry leading process consistently exceeds 96% in Wisconsin.

Duncan’s DMV registration request process is an automated task within our solution. The system is configured to generate registry requests for all parking citations as prescribed by client late fee assessment and noticing timeframes. In the event that a data request is not responded to by a DMV or a no-hit transaction is returned, our processing regimen automatically generates follow-up DMV registration data requests seven days after the first

request.

Furthermore, AutoPROCESS system rules can be customized to control the number of follow up registration requests allowed, as well as the number of days between each request. Our system resubmits and obtains DMV vehicle owner data for all unpaid citations as required. All DMV registration request activity, including no-hits and re-requests, is recorded in the database for the relevant citation. In addition, our system automatically flags records for which we do not receive return data, so that clerks can perform research to determine why DMV information cannot be located (bad plate data, etc.) and to collect information to improve future success rates.

Duncan takes more steps, utilizes more sources and makes more attempts to obtain registered owner information than anyone in the industry, generating some of the highest hit rates and greatest revenue for parking programs.

In addition to using the DMV data request process, Duncan also utilizes the National Change of Address (NCOA) Database to help locate addresses for violators with unpaid citations. First and second notices are run through the NCOA system prior to mailing. Notices are mailed to the most current address and an updated address file is imported to AutoPROCESS so that the system maintains the most recent address for the violator account.

Out-of-state RO information request files are produced on a routine basis (normally weekly) and returned information is automatically entered as it is received from the various sources.

Given the volume of RO requests that we process, we understand that state DMV regulations and policies change over time and can impact availability of DMV information. To that end, we constantly monitor and advise our clients on those changes including recommended actions for optimum results. For example, in some cases, sources may require the City to obtain approval directly from the DMV. Duncan is well experienced in this area and willing to assist the City as part of our ongoing program management services.

Upon return of DMV RO information, edit checks are run to compare Make and Model on the DMV record against the Make and Model recorded on the citation. Make match failures are handled very

carefully as vehicle ownership may be in dispute. Exception reports are run for mismatched citations against DMV records for additional research and either correction or rejection of the issues citation.

Our system validates many other critical data fields present on the return records from the DMV. Beyond ensuring the presence of RO and address data, the DMV may return any or all of the following fields such as:

- Vehicle Make
- Vehicle Identification Number (VIN)
- Driver's License
- Date of Birth
- Effective date, title date or plate issue date
- Expiration date of the registration
- Registration plate type
- Special indicator (indicating the owner is a corporation or lessee)

Client Benefits:

- Increased effectiveness of enforcement program
- Industry leader obtaining registered owner information more effectively
- Professionals monitoring changes in regulations and adjusting the program accordingly

DMV Registration Hold and Release



We will facilitate license/registration holds and releases with the State DMV.

DMV holds are an effective collection tool and are handled by Duncan for our clients in states where such a program is in place. One of the cornerstones in working with Duncan is our focus on revenue enhancement for all of our clients. Having a working relationship with the City is key to this concept. As part of our ongoing process, Duncan currently files thousands of DMV registration hold transactions through its daily Traffic Violation and Registration Program (TVRP) and is well versed in DMV rules and requirements for this program. Our system logs all hold and release activity into citation processing activity history and it remains a permanent part of the citation record. This data is also the source for system-generated hold/release processing exception report(s) and monthly activities report with non-compliance figures.

Based on business rules defined by the City, Duncan will submit registration hold and release requests to the state DMV for in-state registered vehicles. In general, identification of citations eligible for registration hold takes place after all batch payments and suspend actions are completed at the end of the processing day. This schedule ensures that holds are not placed erroneously in the middle of the day when batch payments received have not yet been uploaded to the citation database. Once citations are identified as being hold-eligible, the hold requests are sent to the DMV via our interface.

In addition, our solution also provides the ability to utilize Electronic-TVRP DMV hold placements or releases outside of the normal processing stream by using an online real-time process. This proposed enhancement takes the paper and manual process out of program administration, resulting in reduced costs for the City, faster placement and release actions, and less errors due to manual intervention.

As holds are initiated and released, all transactions are compiled for online visibility through transaction history as well as standard reports. Reject records (hold and release) are stored in the system with both the error code information from the DMV and the text description of the reject reason. Duncan will work with the City to establish a process by which registration hold and release rejects can be resolved and/or corrected at the DMV.

AutoPROCESS will also generate a release hold request within 24 hours of when a citation debt is resolved or a citation is suspended. If permitted by the state DMV rules, we could easily configure our system, to reactivate a registration hold when appropriate, as determined by the City.

Duncan will keep the citation database updated with all payment transaction details including payment information received at the DMV. All DMV sourced payments are imported into our system with a transaction source of DMV and are supported by summary and detailed audit trail postings in the citation record to support reconciliation and research.

Section 5 Tax Refund Interception Program



(Option) We can leverage our relationships with state agencies to establish an effective Tax Refund Interception Program.

As a specialist in collecting parking debt, Duncan has developed a proprietary and comprehensive system to administer the Tax Refund Interception program (TRIP). This program affords a valuable collection process not offered by most vendors. Duncan's implementation of a state authorized Interception program for the City of Milwaukee in 2003 has generated over \$24 million in additional revenue.

The use of such a program generally allows municipalities to request state officials to withhold income tax and other refunds from qualified debtors and then divert those funds to municipalities to pay the owed debt.

Duncan's solution includes:

- Selecting qualifying accounts per Client/Agency guidelines
- Skip tracing includes obtaining Social Security Numbers (SSNs) from multiple sources
- Obtaining updated addresses
- Consolidating multiple plates owned by a single violator
- Mailing Impending Tax Offset Notice
- Receiving calls from violators resulting from impending offset notice
- Filing with appropriate agencies the balance of accounts remaining unpaid from Impending tax Interception notice process
- Handling calls from violators whose tax refund has been intercepted
- Updating agencies with modify records; payments received at other sources, additional amount due
- Reconciling agency payment files and timely distribution of funds to the City
- Annual warning notices generate revenue prior to tax Interception
- Filings submitted on first day of eligibility

Client Benefits:

- Improved revenue recovery
- Additional deterrent when motorists know they may not receive all of their government refund
- Prompt distribution of money to the City once received from the recovering agency

Section 6 Generation and Mailing of Notices



We will generate and mail custom notices using our automated and sophisticated noticing services to ensure timely and effective communication with violators to help improve revenue recovery and offer compliance with the requirements of the City.

Notice generation and mailing is a core function of every parking citation processing program. What separates us is that our cost-effective, highly scalable, and flexible to meet a variety of notice campaign requirements.

Duncan sends in excess of 7 million notice letters in a variety of formats in support of our clients. To help streamline the generation of outbound notices and correspondence, AutoPROCESS utilizes automated system routines that run daily to determine if citations are eligible for the generation and mailing of notices. Our standard notice processing routines run automatically and are based on rules, formats, and content defined and approved by the municipality. In addition to standard delinquent notice generation, our solution also identifies and processes special bulk correspondence runs such as partially paid citations, NSF transactions, drive-away letters, administrative review/hearing letters, permit renewal notifications, and other conditions as agreed upon by the City.

Duncan strives to achieve the most efficient, accurate, and cost-effective notice printing and mailing approach. Once we transmit our notice generation file to the printing vendor via secure FTP, the file is imported into print and mail management software. The print and mail management software performs a number of tasks to the file to ensure optimal mailing outcomes.

The mailing file perfection routine that our print vendor runs against the notice generation file is shown in the table below.

Notice Generation		
Notice	Features	Benefit
CASS Standardization	<ul style="list-style-type: none"> Improves the accuracy of carrier route, five-digit ZIP, ZIP + 4, and delivery point data in address files Removes unnecessary barcodes Determines carrier routes and ZIP+4 if the information is missing 	<ul style="list-style-type: none"> Standardizes the mailing address to allow for more accurate presorting and thus lower postal rates Reduces likelihood of return items due to incorrect address format
Delivery Point Validation	<ul style="list-style-type: none"> Ensures that the delivery address (street number, etc.) is valid Applies delivery point barcodes 	<ul style="list-style-type: none"> Reduces returns due to no invalid address
PAVE-Certified	<ul style="list-style-type: none"> Presorts address files by class, type of 	<ul style="list-style-type: none"> Delivers lowest possible postal

Notice Generation		
Notice	Features	Benefit
Presorting	<ul style="list-style-type: none"> letter, and address location • Produces USPS-required reports 	<ul style="list-style-type: none"> rates • Automates postal reporting process
National Change of Address Database Processing (NCOA)	<ul style="list-style-type: none"> • Automatically validates notice file against 18 months of USPS change of address data • Automatically updates notice file with updated address • Provides an updated file to AutoPROCESS 	<ul style="list-style-type: none"> • Reduces undeliverable notices • Reduces 50% of the postage costs for bad addresses because addresses are updated before mailing • Updates Notice file automatically, without the need to produce it a second time • Reduces the need to have data entry operators key updated addresses into AutoPROCESS

At conclusion of the mailing process, the print vendor transmits two files back to AutoPROCESS. The first file includes all addresses updated using the NCOA process. AutoPROCESS imports this file and updates any new addresses, noticing the action and the original address in the system audit trail for that citation/account. The second file is a record of all printing and mailing activity conducted, including notices printed, mailed, updated, and addresses changed. AutoPROCESS imports this file and uses it to perform notice reconciliation. The system reconciles the mail activity file against the outbound notice generation file to ensure that all notice items transmitted were appropriately printed.

Any changes in the type, format, content or scheduling of the current notice/correspondence generation will be reviewed and approved by the City prior to use. Additionally, Duncan will work closely with the City to help identify and manage any special noticing or correspondence runs during the course of our agreement.

Consistent with our quality assurance process, all notice and correspondence templates are developed and refined in close collaboration with the City. As such, no notice or correspondence template is implemented without specific approval of the City.

The relational database structure of the AutoPROCESS system provides a great deal of flexibility in assigning selection criteria to our notice export definitions. During implementation, Duncan and the municipality will work to review existing template formats as well as prepare additional notice and correspondence templates where required. Sample runs will be made and approved by the City prior to implementation to ensure form, format and content meet the requirements. As notices and automated correspondence are generated using these templates and a data merge function, the City can be assured that the resulting content and quality will meet expectations and the requirements of the City’s Municipal Code.

Client Benefits:

- Automated system generates notices as citations become eligible
- Consistent updating of motorist data to ensure accurate delivery
- Efficient mailing procedures, including volume mailing

Section 7 Telephone and Correspondence

Customer Service



Duncan's Call Center provides citizens with a customer-friendly, professional representative to handle citation payments and inquiries.

Duncan's call center customer service organization is imminently qualified, staffed and organized to perform all required call center customer service functions required by the City including providing instructions and information on general parking policies and procedures as well as administrative adjudication procedures for the City. Duncan has sufficient staff to handle all anticipated call volumes. We have extensive experience establishing and operating high volume call centers through the use of advanced telephony systems. For example, Duncan manages over 10,000 customer service calls per year for the City of Waukesha.

Duncan will provide call center representatives to handle violator inquiries, with the ability to draw from a pool of trained staff members throughout the company to handle overall calls during excessive volume spikes. These representatives have intimate knowledge of our clients specific business rules so they can be conversant with the City's callers. All calls are recorded and accessible for quality assurance and training purposes.

Our advanced technology will equip our Customer Service Representatives (CSRs) with all of the tools and capabilities provided by our state-of-the-art Interactive Intelligence telephony system. Only Duncan has the resources and industry experience to handle an unlikely drop in staffing levels or unprecedented rise in call volumes due to special campaigns. Our detailed, in-place procedures, cross-trained staff, and team of industry-expert supervisory and management professionals ensure that we will be able to meet demands in such a situation.

Section 8 IVR and Internet Services



Duncan's telephony service is capable of handling the anticipated volume of inquiries and payments that the City needs.

Duncan's Integrated Voice Response (IVR) system currently handles over one million calls annually. More than 50% of these calls are resolved automatically before requiring Customer Service Representative (CSR) intervention, and 95% are answered within 20 seconds. In addition, our IVR system currently processes over 400,000 payments annually. This IVR functionality, combined with our advanced call center staffing methodology, allows Duncan to successfully handle calls with 98% completion rate. *For further details please see Section 5 Telephone and Correspondence Customer Service.*

Our telephony system will automatically record and store all inbound calls for 120 days. These call records are stored on local servers and can be located and replayed easily using the call management system. Recorded calls can be retrieved by citation number, date/time of call, source telephone number or CSR. Additionally, our Call Center management staff monitors CSR's performance and telephone etiquette to ensure professionalism and adherence to procedures. Call monitoring is followed up by debriefing meetings. In these meetings, Call Center managers discuss the CSR's performance on the call, make recommendations for improvement, and develop a retraining plan if necessary. We are committed to delivering the highest level of service and, as such, take the call monitoring/quality assurance process very seriously.

Duncan offers two options to complete a payment: a Customer Account website as well as mobile devices.

- **Internet payment (web) solution:** Duncan's fully integrated AutoPROCESS web module has been in use since 2003 for real-time citation inquiry, credit and debit card payment processing, and is fully compliant with Payment Card Industry (PCI) data security card standards. Our solution can be accessed through a link on the City's website.
- **Mobile Payment Site:** Duncan recently introduced a mobile friendly-device version of our PCI-compliant internet payment site, so users can make citation payments directly from a smartphone and other mobile devices.

Mobile Friendly Payment Website

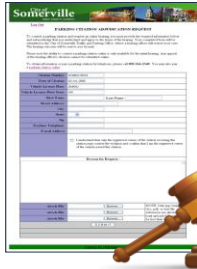


Optimized for a variety of devices, Duncan's payment site allows citizens' maximum convenience.

Client Benefits:

- Reduces burden of customer service support from City staff
- Extended hours of operation
- Multi-lingual customer support

Section 9 Adjudication Services



(Option) Duncan will provide our hearing and adjudication solution to streamline the hearing and review request process.

The public's perception of a City's overall parking operation is, in part, attributable to the fairness and efficiency of the adjudication process, and providing this service via the web is an exceptional customer service offering. Duncan provides online citation administrative review and administrative hearing request solutions that will meet the City's requirements and we have done so in places like San Diego, CA, Pittsburgh, PA, Raleigh, NC, Detroit, MI and Evanston, IL with great success. On an annual basis, our solution manages over 100,000 hearings for client agencies.

The AutoPROCESS Reviews, Hearing Scheduling and Reporting module provides the ability to capture data from administrative reviews, create a court calendar, schedule hearings for individuals, produce a court docket, record hearing outcomes, and provide a variety of reporting. During the review or hearing process, citations are automatically suspended from further action by the system.

Our convenient customer-facing website solution provides the ability for a citizen to identify their citation(s), review photos, elect to pay online, select the administrative review, or the administrative hearing request process. If the review or hearing options are selected, AutoPROCESS automatically verifies the citation eligibility for adjudication according to the City's business rules. If the citation is deemed eligible for the adjudication type requested, the system will prompt the user to enter any required information for the adjudication request. The user may also attach any supporting documents that would be applicable for the adjudication process to the web page.

The reviewers and the adjudicators are able to complete their reviews using our workflow and adjudication functions, which enhances the overall efficacy of initial reviews with the intent of reducing in-person hearings. This process significantly streamlines the adjudication process and can reduce or eliminate any case backlogs by enabling reviewers and adjudicators to quickly render and record decisions directly within AutoPROCESS.

Client Benefits:

- Increased customer convenience
- Reduced correspondence times
- Web-based solutions for request management and document uploads
- Workflow management tools to expedite administration
- Complete process automation and transparency

Section 10 Reporting Module



The AutoPROCESS management reporting suite is flexible and supported by Duncan analysts while offering access to all standard management reports, as well as an integrated on-line Ad-Hoc report writing tool – all residing in our real-time database environment.

The City operates a complex parking management program and we recognize that immediate access to program and financial data is required to ensure that all the moving parts are working in unison and that program performance is closely monitored. Reporting tools should provide the rapid identification of trends so that the performance of all aspects of an on-street parking management program can be analyzed and adjusted as required.

Using AutoPROCESS' robust reporting capabilities, we are able to access real-time data and quickly prepare reports that meet the City's standards and parameters.

System Capabilities

We believe that our reporting services are a true discriminator for us, because AutoPROCESS has a true, easy-to-use management reporting module that offers access to a robust repository of standard management reports, as well as an integrated on-line ad-hoc report writing tool in our real-time database environment.

At the City's request, we can train appropriate City staff in the use of any reports. Our analysts can work with City staff to build new reports tailored to specific City needs, prepare special ad hoc reports as well as, help the City analyze trends, provide recommendations for process improvement, etc.

Other service providers' reporting solutions rely on static data extracts to generate reports, which present information in rigid, pre-determined formats; require additional programming for report customization; and cannot produce real-time ad hoc reporting. By contrast, AutoPROCESS allows City-authorized users to perform real-time queries of all the information in the production database, providing accurate, up-to-the-minute program information.

Report Preparation and Analysis Support

In addition, our team of analysts and programmers can work with City stakeholders to develop additional custom reports that meet the City’s needs. Just as important as having reports, is the ability to analyze and interpret the provided data and export the data in the format the City wishes, such as Excel. Duncan recognizes the importance of this critical function and offers analytical support to optimize its effectiveness. The City will be supported by a pool of analysts with extensive parking program experience who will work with City staff to analyze trends, provide recommendations for improvement, and more.

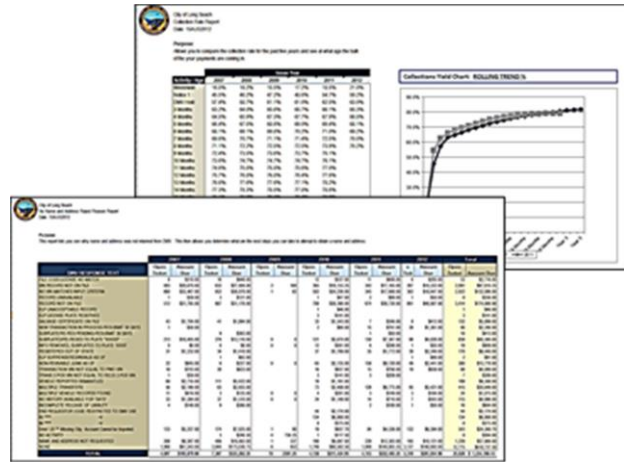
Management Dashboard

While AutoPROCESS has long been admired by our clients and our internal users for the ease with which it can produce customized reports showing any manner of program trend or performance statistic, we routinely seek ways that this data could be made more useful for our own internal managers and client executives. Accordingly, we have spent considerable time developing a web-based dashboard that provides an up-to-date, graphical representation of Key Performance Indicators (KPIs).

Duncan is able to generate customized graphs, bar charts, pie charts, scatter-plot diagrams, conical diagrams, and many other presentations of data that allow for the rapid identification of performance trends. The dashboard “portlet” is highly configurable, and can be customized to accommodate City-specific KPI’s, including, but not limited to:

- Citation Issuance
- Citation Payments by Payment Method
- Collection Rates
- Hearing Results

Reporting and Analysis Support



Duncan’s AutoPROCESS solution delivers standard, ad hoc, and dashboard reporting features supported by expert analysts focused on the same mission as the City – optimizing the City’s parking program.

Sample Management Dashboard: Parking Revenue by Source



Among many other KPIs, our management dashboard tracks City revenue broken out by citation payment source.

At a glance, the dashboard provides up-to-date information on performance, including activities by day, month-to-date, year-to-date, and a color-coded arrow with the year-to-date trend as compared to the prior year.

Sample Reports

Working in conjunction with the City, Duncan’s Analysis Team crafted a customized management report to assist the City in obtaining a better understanding of the overall performance of the City’s parking program. This report shown below, *Disparity From Previous*, is sent to City management on a monthly basis. Duncan can supply samples of additional reports upon request.

Customized Report Sample

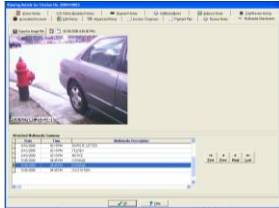
Municipal	Disparity From Previous Report				Total	Total Amt Due
	W/RO	Amt Due	No R.O.	Amt Due		
Previous Municipal Total	1,356	226,510	1	200	1,357	226,710
Municipal Citations Added	12	5,980	1	100	13	6,080
Municipal Citations Cleared*	28	1,990	0	0	28	1,990
Current Municipal Total	1,340	230,500	2	300	1,342	230,800
Parking						
Previous Parking Total	823	70,971	384	26,135	1,207	97,106
Parking Citations Added	333	24,685	488	28,900	821	53,585
Parking Citations Cleared*	425	25,307	539	30,350	964	55,657
Parking Sent to Collections	28	3,919	0	0	28	3,919
Current Parking Total	703	66,430	333	24,685	1,036	\$ 91,115
Total Citations on Hotsheet	941					
Total Persons on Hotsheet	112					
ELIGIBLE FOR COLLECTIONS	0					
*Paid, Dismissed, Voided, Suspended, or Obtained RO						
Total Municipal Outstanding	1,340	230,500	2	\$ 300	1,342	\$ 230,800
Total Parking Outstanding	5,254	676,432	333	\$ 24,685	5,587	\$ 701,117
Total Outstanding	6,594	\$ 906,932	335	\$ 24,985	6,929	\$ 931,917

Duncan’s Analysis Team will work with the City to customized reports, such as the Disparity from Previous report, to provide useful performance data for the City.

Client Benefits:

- Mirrored Oracle database provides virtual real-time data access without impacting production environment
- Wide selection of standard reports
- Advanced ad hoc reporting capabilities
- Comprehensive report archive
- Customizable management dashboards for real-time analysis and status monitoring

Section II Multi-Media Image Web Integration



(Option) Duncan will introduce capabilities to provide enhanced information support for the capture and access of multi-media files related to the City of Waukesha parking citations management program.

Incomplete, inaccurate or inconclusive documentation of a parking violation can contribute to the likelihood of a motorist successfully disputing a citation. For this reason, a complete and easily referenced set of citation documentation is critical. Relevant documents, files and images, including citations, notices, audio files and correspondence, help to build a case against the violator in the event of an adjudication request.

The most powerful evidence has proven to be photo evidence of a violation in progress, taken from the enforcement handheld's embedded digital camera and subsequently appended to the citation record.

Duncan first developed an online hosted photo review site for the City of Chicago in 2008. Since that time, we have implemented and host photo review systems for Atlanta, Detroit, Milwaukee, Raleigh, and San Diego to increase their windshield payment rates.

Client Benefits:

- Reduces adjudication requests and payment times
- Increases windshield payment rates
- Easily referenced trail of documents, images, and evidence
- Improves availability, transparency of information for customers
- Reduces time taken to research, review, and respond to citizen queries
- Improves decision-making ability

Section 12 Fleet Management



(Option) We will establish a fleet, lease, and rental management solution in tandem with national and regional partners while our proven application expertise will ensure an effective program start-up.

One potential challenge in enforcing parking citations is resolving citations written on rental and fleet vehicles. Often, this extra layer of vehicle custody adds complexity in tracking down the operator or assigning accountability. It is essential for the City's vendor to have strong relationships and a proven procedure for processing citations in this category.

Our Fleet/Rental Management solution is fully integrated within our citation processing solution. When a fleet account is created and/or terminated, its fleet program status is clearly visible from the Account Summary and Account Detail Pages. From the Account Event History Page, all events pertaining to fleet account activation, fleet account termination, plate additions and terminations and invoice generations are accurately displayed in a well-organized filterable grid that is column sort-able. Current fleet status information for a plate is also displayed on the Plate Ownership Summary, Plate Ownership History, Plate Ownership Detail and Plate Event History Pages.

The AutoPROCESS Fleet Management module provides the capability to create fleet accounts and associate vehicles to those accounts for special notice, invoicing, and fine bundling. Our proven application expertise in the handling of fleet, lease, and rental programs will ensure an effective program start-up and that program participants understand the importance of paying invoices timely and the sanctions that will be imposed for program non-compliance, thereby, increasing program revenues. Upon termination from the fleet program, all normal sanctions and enforcement actions can be automatically reinstated by our system according to the City's business rules. Obviously, the intent of this approach is increasing program revenues for the City of Waukesha.

Client Benefits:

- Increased program revenue
- Greater program efficiency while dealing with single invoices rather than collecting many citations
- Improved relations with fleet operators within the City

Section 13 Permit Module



(Option) Duncan will roll out our permit management and fulfillment solution that includes all of the required functionality for users to manage all aspects of parking permit issuance and tracking.

Parking permits provide another dimension to an on-street parking enforcement operation. Efficient access to valid permit data is essential to maintain the credibility of your program. Available to the City is a parking permit management solution that can accommodate a variety of permit types and issuance formats.

The AutoPROCESS Permit Issuance, Tracking and Management module is designed to manage all aspects of preferential parking permit issuance and tracking including online web-enabled purchase and renewal requests, cash register sales, over-the-counter issuance, automated renewal notices, and controlled batch entry for mail-based processing. AutoPROCESS currently handles thousands of permits annually—including 160,000 for Milwaukee, WI.

Our permit solution provides the ability to issue/renew parking permits, manage their validity and facilitate management reporting based on permit program rules that may apply to a given municipality. The system provides for event-driven capture of information directly into the AutoPROCESS database including integration with payment functionality that creates and relieves fees associated with the permit issuance and management operation.

Based upon the specific requirements of the City, Duncan will provide a permit management solution that adheres to your business rules and which fulfills your technical requirements.

Customer Permit Portal



Parking Permits - Purchase and Renew

Sign In

Important: The first time you use the online permit system you must register your account.
[Click here for first time registration](#)

It's easy to purchase and renew your parking permits online.
After you have registered your account for the first time you can use your account number emailed to you to login.
You can use your account number to login.

Account Number	
Account Number:	<input type="text"/>
Last Name:	<input type="text"/>

Login

[Forgot Account Number](#)

[FAQ](#) [Contact Us](#)



Duncan's permit portal allows citizens to apply and pay for permits online, reducing traffic at City Hall.

Client Benefits:

- Increased customer convenience
- Customized parking permits
- Online ordering
- Real-time integration with enforcement through "white list" processes

Section 14 Total Project Cost

Duncan is pleased to present our total project cost proposal to the City of Waukesha, which offers both better service delivery and no upfront expense to the City – true best-value proposal.

The City of Waukesha is a growing and ever-changing environment that demands a dynamic parking management system that is customized yet adaptable to fit developing needs. As described in detail throughout the proposal, our proposed solution integrates and optimizes parking citation, processing, and collections into a single source back end solution that the City is looking for.

Duncan is proposing what we believe to be competitive and responsible pricing for handhelds, processing, and collection services. Duncan has endeavored to present fees for the required products and services in a clear and concise manner. While other vendors may propose a lower or more complex fee structure, Duncan developed this fee proposal based on what we believe are in the best interests of the City and its long-term investment. We are proposing a robust, “best fit” solution that will optimize the parking ticket collection and closure rates, meaning more revenue for the City. We welcome the opportunity to meet with the City to discuss the proposed products, services, and price structure.

Highlights

- As the incumbent, our system is fully operational and configured to the City’s requirements – **meaning no conversion or initial system configuration cost.**
- We offer the City a dedicated AutoPROCESS instance for **more configuration flexibility and better service delivery.**
- Robust “Best Fit” solution to optimize the City’s current requirements and long-term vision.

Proposer’s Item Pricing

Features include but are not limited to:

- Duncan’s proprietary AutoPROCESS parking management software configured to meet the requirements of the City, including all system maintenance, data back-up, and disaster recovery. Duncan assumes the City will provide broadband Internet access at the City’s desktop(s) where the AutoPROCESS application will be accessed. Duncan will provide user Citrix licenses for City users.
- Implementation of new handheld devices and enforcement software.
- Notice and letter services with standard correspondence in reply to customer inquiries.
- DMV data acquisition – In-state and Out-of-state

- Electronic vehicle registration hold and release services through the Wisconsin DMV
- AutoPROCESS Multi-media solution including electronic citation images, photos captured by handhelds, payment documents, and correspondence
- Collection of Parking Tickets including special collection letters, outbound/inbound phone calling, and other collection techniques authorized by the City
- Initial and ongoing training for new system features and equipment
- A secure mobile-device friendly website for ticket payment
- Convenient 24/7 IVR payments
- A provided “small foot-print” as described in Section 3, Onsite Payment Kiosks

Proposal item pricing listed below will be the only fees charged and will be inclusive for all services, equipment, consumables, mailing, and any other items as defined in this document. Duncan is proposing options for either a Five (5) year contract term or a Three (3) year contract term, both of which offer zero upfront cost to the City. At the City’s request, Duncan would be happy to discuss alternative pricing structures.

Option I

Parking Citation Processing & Collection Services – 5 year contract Term			
Description	Cost	Unit	Notes
Electronically and/or Handwritten Citations (Parking or Municipal)	Year 1: \$2.42 Year 2: \$2.49 Year 3: \$2.57 Year 4: \$2.64 Year 5: \$2.72 Year 6: \$2.72* Year 7:\$2.72* *If Applicable	Per citation issued	
Percentage of Delinquent Collection	28%	Total revenue collected in secondary collections	
Web & IVR Payment Convenience Fee	\$2.95	Per Citation Paid by web or phone	To be paid by the violator
Small Footprint Kiosk Convenience Fee	\$1.50	Per citation paid	To be paid by the violator at the kiosk
Postage	USPS bulk rates (\$0.419 on 2/1/17)	Per notice mailed	

Parking Citation Processing & Collection Services – 5 year contract Term			
Description	Cost	Unit	Notes
Correspondence Processing	\$0.70	Per reply mailed	
Shipping of handwritten tickets and payments to PAM facility for processing	Fedex Shipping Rates	Monthly Fedex Bill	
NSF Check Processing	\$25.00	Per NSF check	
AutoPROCESS Parking Permit Module (OPTIONAL)	TBD	TBD	TBD

Option 2

Parking Citation Processing & Collection Services – 3 year contract term			
Description	Cost	Unit	Notes
Electronically and/or Handwritten Citations (Parking or Municipal)	Year 1: \$2.58 Year 2: \$2.66 Year 3: \$2.74 Year 4: \$2.74* Year 5: \$2.74* *If Applicable	Per citation issued	
Percentage of Delinquent Collection	28%	Total revenue collected in secondary collections	
Web & IVR Payment Convenience Fee	2.95	Per Citation Paid by web or phone	
Small Footprint Kiosk Convenience Fee	\$1.50	Per citation paid	To be paid by the violator at the kiosk
Postage	USPS bulk rates (\$0.419 on 2/1/17)	Per notice mailed	
Correspondence Processing	\$0.70	Per reply mailed	
Shipping of handwritten tickets and payments to PAM facility for processing	Fedex Shipping Rates	Monthly Fedex Bill	
NSF Check Processing	\$25.00	Per NSF check	

Parking Citation Processing & Collection Services – 3 year contract term					
Description			Cost	Unit	Notes
AutoPROCESS	Parking	Permit	TBD	TBD	TBD
Module (OPTIONAL)					

Terms and Conditions

1. Postage will be billed to the City as a reimbursable expense. Increases in United States Postal Service First Class postage rates during the life of the contract will be billed to the City as reimbursable expenses.
2. If the wireless connectivity option is elected for handheld issuance devices, monthly wireless charges will be passed-through to the City, or may be obtained directly by the City through its preferred carrier.
3. During the life of the contract, should the State of Wisconsin impose increased fees on Wisconsin municipalities for acquisition of registered owner, the Contractor will pay the increased fees and then bill the sum of increase to the City as reimbursable expenses.
4. All post-implementation changes or enhancements requested by the City will be performed by Duncan on a time and materials basis. The billing rates to be used will be the rates in place when the work is completed. All requests for systems changes and/or enhancements will be submitted in writing by the City, from which Duncan will furnish an estimate.
5. In the event we mutually agree to changes in scope, approach, deliverables, assumptions and the like, we may also need to evaluate impact on the prices contained herein.
6. The above pricing is based on options of a five (5) year or three (3) year contract term. In the event the City requests a different term or an alternate structure, we will also need to evaluate impact on the prices contained herein.