THE PORT

Making Real Estate Work

REQUEST FOR PROPOSALS
FOR
PARKING GARAGE OPERATOR SERVICES

Issued by:	The Port of Greater Cincinnati Development Authority
Contact Name:	Scott Betz, Director of Development
Email:	sbetz@cincinnatiport.org
RFP Issued:	November 6, 2026
Responses Due:	November 25, 2026 at 5:00 p.m. via email

MUST READ: THIS RFP DOES NOT COMMIT THE PORT TO AWARD A CONTRACT OR PAY ANY COSTS INCURRED IN THE PREPARATION OF A PROPOSAL. THE PORT RESERVES THE RIGHT TO REJECT ANY AND ALL CONTRACTORS OR PROPOSALS, TO WAIVE ANY INFORMALITIES, OR TO ACCEPT ANY PROPOSAL WHICH IS DEEMED MOST ADVANTAGEOUS TO THE PORT. THE PORT RESERVES THE RIGHT TO CONDUCT INTERVIEWS AT THE PORT'S DISCRETION.

I. PROJECT INFORMATION

The Port of Greater Cincinnati Development Authority ("**The Port**") issues this Request for Proposals ("**RFP**") seeking qualified, experienced commercial parking operators to manage, operate, and maintain select parking facilities owned by The Port. Specifically, The Port seeks proposals for operating one, or both, of the following facilities: (1) Fountain Square South Garage ("**FSSG**") (396 spaces located at 416 Vine Street); and (2) 605 Plum Street Garage ("**Plum Garage**") (890 spaces). The Plum Garage and FSSG are each referred to in this RFP as a "**Port Garage**," and collectively as the "**Port Garages**." The respondent selected to operate a Port Garage is referred to in this RFP as the "**Operator**."

a. **Project Identification:** RFP for Parking Garage Operator Services
b. **Project Location:** 605 Plum Street and 416 Vine Street in Cincinnati, Ohio, 45202.
c. **Owner:** The Port of Greater Cincinnati Development Authority
d. **Project Manager:** Scott Betz (sbetz@cincinnatiport.org)
e. **Project Description:** The objective of this RFP is to procure one or more operators capable of delivering safe, customer-focused, professionally managed parking services, with strong operational and revenue controls, transparent financial reporting, effective cost management, and alignment with public-sector policies and objectives. The Port seeks proposals that clearly identify the total cost of operating each Port Garage, including staffing, security, management, technology, payment processing, remote monitoring, connectivity, equipment, maintenance, and third-party costs. The Port is interested in operating models that improve customer service and financial performance without creating unnecessary proprietary dependence, undisclosed charges, or barriers to future competition.

II. TIMELINE

The timeline for this RFP is:

Activity	To Be Completed By
RFP Issued	November 6, 2026
Site Inspections	November 13, 2026 at 9:00 a.m.
Site Inspections	November 16, 2026 at 9:00 a.m.
Written Questions Due	November 18, 2026 at 5:00 p.m.
RFP Submissions Due	November 25, 2026 at 5:00 p.m.
Port initiates negotiations with preferred respondent	Beginning December 10, 2026
Proposed Award and Notice to Proceed (NTP)	December 18, 2026
Start Date	Approximately 60 days after NTP

III. **PARKING FACILITIES**

Off-Street Facilities

The 396-space FSSG is located at 416 Vine Street, on the east side of Vine Street, between 4th Street and 5th Street. It is a below-grade facility with two levels located underneath the Westin Hotel. It was built in 1978 using cast-in-place, conventionally reinforced construction. It is open 24 hours a day, 7 days a week, and offers both transient ($21 daily max) and monthly parking ($205 monthly). FSSG provides convenient parking serving the center of Downtown as well as sports venues, including the Great American Ball Park and Paycor Stadium. FSSG maintains at least 150 parking spaces for hourly or daily rental to the general public, including Westin guests, and maintains a practice of setting aside spaces for Westin valet services. The Westin has usage rights at FSSG for up to 60 valet spaces.

The Plum Garage (also known as the Convention Center Garage) is located at 605 Plum Street, on the north side of the newly renovated First Financial Convention Center. It is open 24 hours a day, 7 days a week, and offers both transient ($12 daily max) and monthly parking ($115 monthly). The Plum Garage provides convenient parking for convention center events and for the center of Downtown.

IV. SITE VISIT

For scheduling convenience, two identical site inspections will be held. While attendance at a site inspection is not mandatory, respondents are highly encouraged to attend one site inspection. It is not expected that respondents attend both.

The first site inspection will be held on November 13, 2026 starting at the Plum Garage (the corner of 6th and Plum Streets) at 9:00 a.m - 10a.m and then continuing to the Fountain Square South Garage (416 Vine Street) from 10:00 a.m. - 11:00 a.m.

The second site inspection will be held on November 16, 2026 starting at the Plum Garage (the corner of 6th and Plum Streets) at 9:00 a.m - 10a.m and then continuing to the Fountain Square South Garage (416 Vine Street) from 10:00 a.m. - 11:00a.m., prior to the submission and written questions deadlines.

Written questions will be answered in writing and sent by email to all firms that have received this RFP.

V. ANTICIPATED TERM

The Port anticipates awarding an initial term of three (3) years with renewal options. The Port may terminate the agreement with prior written notice. The Port anticipates a start date approximately 60 days from NTP.

VI. PRICE

Respondents shall provide complete, facility-specific pricing for each Port Garage proposed to be operated. Pricing shall disclose all compensation, fees, reimbursable costs, markups, commissions, revenue shares, allocations, and pass-through charges that may be paid directly or indirectly by The Port, including through reimbursement of expenses paid by the Operator. The Port expects all Gross Revenue to be deposited without deduction.

Pricing shall include, as applicable:

1. Fixed management fees;
2. Percentage management fees or revenue-sharing arrangements;
3. On-site staffing and allocated off-site staffing costs;
4. Security costs, priced in accordance with the Minimum Security Standards and Security Pricing Form in Exhibit F;
5. Remote management, monitoring, and customer-support fees;
6. Software, platform, subscription, license, hosting, and data-storage fees;
7. Connectivity and telecommunications fees;
8. Credit-card interchange, processor markup, gateway, PCI-compliance, chargeback, and related payment-processing costs;
9. Mobile application, reservation platform, validation, and online transaction fees or commissions;

10. Equipment purchase, lease, installation, maintenance, repair, replacement, and removal costs;
11. Implementation, conversion, customer-account migration, and training costs;
12. Contract-expiration or termination costs, including data export, system removal, and transition assistance;
13. Affiliate or related-party charges;
14. Surcharges, administrative charges, and markups on third-party services; and
15. Any other cost associated with the proposed operating model.
16. Anticipated repairs and maintenance costs

A fee or charge not disclosed in the respondent's proposal may not be charged to or reimbursed by The Port unless approved in advance by The Port in writing through an amendment to the resulting agreement.

Respondents shall state whether each proposed fee is fixed, variable, transaction-based, revenue-based, usage-based, or subject to annual escalation. Any proposed escalation must identify the applicable index, formula, timing, and maximum annual increase.

VII. SCOPE OF SERVICES

Proposals shall respond to the Scope of Services attached as Exhibit A to this RFP. Respondents may propose to operate one or both Port Garages. The Port may award the operation of each Port Garage to a different operator if The Port determines that separate awards are most advantageous.

Each respondent shall describe and price the operating model proposed for each Port Garage. The Port does not require the same technology, staffing, or revenue-control model at both facilities. The Port may select different operating models based on facility conditions, customer needs, ground-lease requirements, financial performance, total cost of ownership, interoperability, and transition risk.

The Port reserves the right to require a respondent to clarify or separately price any element of its proposed operating model, including staffing, security, technology, transaction processing, remote monitoring, equipment, third-party services, and transition costs.

VIII. FORM OF PROPOSAL

Proposals should include the following information:

A. Prior Experience

Provide a list of at least three off-street parking facilities comparable to the subject parking facilities, including current competing assignments of management arrangements (if any) in Cincinnati. The listed facilities should demonstrate that the firm has developed expertise in providing parking management services of the sort required under the Scope of Services.

B. Company History and Organizational Experience

Respondent shall identify its legal company name, parent company (if applicable), year the company and/or parent company was founded, and the number of years the company has continuously conducted operations in the parking industry. Respondent shall also identify any material mergers, acquisitions, changes in ownership, or changes in corporate structure occurring during the past ten (10) years that are relevant to the experience represented in its proposal.
The Port may consider the respondent's length and continuity of parking-industry experience as part of its evaluation of company background, qualifications, and demonstrated ability to successfully perform the required services.

C. Litigation and Claims History

Respondent shall disclose all material litigation, arbitration, or other legal proceedings during the past five (5) years involving the respondent or its parent company that relate to parking management services, proposed technology, client contracts, revenue collection, consumer practices, or the services contemplated by this RFP. Disclosure shall specifically include any litigation with current or former clients and any class action litigation related to the respondent's parking operations, technology, payment practices, fees, or proposed services.
For each matter, identify the parties, jurisdiction, general nature of the dispute, current status, and final disposition, if applicable.

D. References

Provide a reference from the owner of each of the facilities described under “Prior Experience.”

E. Project Team and Staffing Plan

Provide a facility-specific staffing plan for each Port Garage, including:

- Positions and responsibilities;
- Number of full-time and part-time personnel;
- Anticipated weekly hours by position;
- Hours during which personnel will be physically present at each facility;
- Overnight, weekend, holiday, and special-event coverage;
- Customer-service and emergency-response coverage;
- Security staffing assumptions (see Exhibit F);
- Remote personnel, regional personnel, and corporate personnel whose costs will be allocated to a Port Garage;
- Proposed wage rates, benefits, payroll burden, and annual escalation assumptions; and
- The name, location, qualifications, and biography of the proposed primary manager, if known.

Clearly identify which services will be performed by on-site personnel, remote personnel, subcontractors, affiliates, technology platforms, or automated systems. Explain how the proposed staffing model relates to the respondent’s proposed technology and revenue-control model.

Respondents shall identify any staffing reductions or operational efficiencies attributed to proposed technology and shall state the corresponding technology, monitoring, support, or transaction costs associated with those efficiencies.

F. Capabilities

Summarize how the project team will undertake the management of the parking facilities by:

1) identifying lines of authority, coordination, and capacities of team members;
2) describing your firm's current workload and availability of the designated staff to handle the duties required by the parking facilities;
3) explaining cost-control strategies, particularly with respect to minimizing utility and other operating costs at the parking facilities;
4) describing the marketing techniques that will be implemented to maximize the parking facility's occupancy and rates;
5) describing the project team's experience managing complex parking controls, multiple vehicles per customer, and other related matters (explain how this experience will be utilized to promote efficient off- and on-street parking operations);
6) describing any additional green/sustainable energy attributes and automation opportunities which may be implemented; and
7) describing your firm's approach towards transient (daily and hourly) parking, including accessibility, management and customer service procedures.
8) Describing your firm's approach towards facility cleaning, repairs, maintenance, and capital improvements planning including procedures and in-house experience.

G. Technology and Revenue-Control Plan

Describe the technology and revenue-control approach proposed for each Port Garage, including all parking access and revenue-control systems, payment systems, mobile applications, license-plate-recognition systems, image-based vehicle-identification systems, reservation platforms, validation systems, remote monitoring systems, customer-support systems, enforcement systems, and third-party integrations.

For each proposed system, identify:

1. The provider and all material subcontractors or affiliates;
2. Whether the system is proprietary to, or tied to, the Operator, or whether it can be used by any successor operator if The Port changes operators at the end of the term;
3. Required hardware, software, connectivity, cameras, gates, pay stations, sensors, servers, and other equipment;
4. Ownership of existing and newly installed equipment;
5. Implementation and installation requirements;
6. Customer registration, payment, dispute-resolution, refund, and support procedures;
7. Options available to customers who do not have or do not wish to use a mobile application;
8. Procedures for handling special events, validations, monthly parkers, contract parkers, lost credentials, payment failures, and connectivity outages;
9. Port owns all data and customer's private information may not be sold by the Operator or Equipment Provider for financial purposes.
10. Data-security and payment-card-compliance measures;

11. System availability, backup operations, disaster recovery, and business-continuity procedures;
12. All costs, fees, commissions, revenue deductions, and payment arrangements associated with the system;
13. Any minimum transaction volume, revenue guarantee, exclusivity provision, or long-term commitment;
14. Ownership, use, storage, portability, and retention of operational and customer data;
15. The Port's ability to access and export data throughout the contract term;
16. The process and cost for transitioning the system to The Port or a successor operator; and
17. Any restriction that could impair The Port's ability to change operators, payment processors, technology providers, or revenue-control systems.

Any and all fees charged by the Operator or Equipment Provider belong to The Port unless prior approval is obtained by The Port.

Respondents shall explain how the proposed technology affects staffing, security, customer service, revenue collection, revenue leakage, operating costs, and the customer experience. General statements concerning efficiency or revenue enhancement must be accompanied by the assumptions and methodology supporting the statement.

H. Client Facing Reporting

Describe all client-facing reporting, dashboards, business-intelligence tools, and automated reporting capabilities that will provide The Port with transparency into the financial and operational performance of each facility and the overall portfolio.

Identify the real-time and historical information available, including revenue, transactions, occupancy, monthly parkers, validations, reservations, refunds, exceptions, equipment status, enforcement, and customer-service activity. Describe The Port's ability to independently access, filter, analyze, and export this information.

Finalists may be expected to provide a live demonstration of the reporting functionality currently being used at other active operations, preferably at comparable local or regional facilities.

I. Required Operating Scenarios

For each Port Garage included in its proposal, the respondent shall provide and price the following:

<u>Scenario 1: Respondent-Recommended Operating Model.</u>
The respondent's recommended staffing, security, technology, revenue-control, payment, insurance, and customer-service model for the facility.

<u>Scenario 2: Alternative Operating Model.</u>
An alternative model that allows The Port to evaluate the financial and operational effects of a

different balance between on-site staffing and technology-enabled or remotely delivered services. If Scenario 1 relies principally on a proprietary, frictionless, mobile, image-based, or remote operating platform, Scenario 2 shall use a conventional, equipment-agnostic, interoperable, or Port-selected revenue-control approach. If Scenario 1 uses a conventional staffed or gated approach, Scenario 2 shall describe a technology-enabled alternative.

Each scenario shall include:

- A complete annual operating budget;
- A staffing plan;
- A security plan, including for compliance with the provisions of Chapter 413 of the Cincinnati Municipal Code, as amended by City Council in Ordinance No. 341-2026 to ensure orderly and safe operations;
- A technology and equipment plan;
- An insurance proposal;
- A pricing and fee schedule;
- Projected revenues by revenue channel;
- Identification of all transaction and payment-processing costs;
- Identification of all implementation and transition costs;
- A description of material operational risks; and
- A three-year total-cost-of-ownership schedule.

The Port may accept, reject, modify, or negotiate either scenario and is not required to select the same scenario for both Port Garages.

J. Collections and Payment Processing

Describe the respondent's policies, systems, and procedures for billing, collecting, processing, reconciling, depositing, refunding, disputing, and reporting all parking revenue, including monthly, transient, special-event, validation, violation, reservation, and online revenue.
Identify all financial institutions, processors, payment gateways, mobile applications, reservation platforms, affiliates, and other parties that may receive, process, hold, deduct, or transmit parking revenue.
State:

- The timing of deposits into Port-designated accounts;
- Confirmation that all Gross Revenue will be deposited, and identification of any proposed exception;
- Any proposed fee or deduction before deposit (The Port expects none);
- Credit-card processing rates and markups;
- Chargeback and refund procedures;
- Procedures for reconciling system activity, payment activity, vehicle activity, and bank deposits;
- The treatment of customer-paid convenience or service fees;
- The treatment of uncollected amounts and unsuccessful payment attempts; and
- The reports and documentation available to The Port for audit and reconciliation.

Unless expressly authorized by the resulting agreement, the operator shall not commingle parking revenue with other funds or deduct fees, commissions, expenses, or other amounts from parking revenue before deposit into a Port-designated account.

K. Forecasted First-Year Operating Budget and Three-Year Total Cost of Ownership

Complete a proposed operating budget for the first twelve (12) months of operations (beginning on the start date) for each Port Garage (separately) and each required operating scenario. Each budget must separately disclose projected revenues and expenses.

Revenue shall be presented, at a minimum, by the following channels:

- Monthly parking;
- Drive-up transient parking;
- Online and mobile reservations;
- Special-event parking;
- Validations;
- Violation or enforcement revenue, if applicable; and
- Other revenue.

Expenses shall be presented, at a minimum, by the following categories:

- Salaries and wages;
- Payroll taxes and benefits;
- Security;
- Management fees;
- Remote management and monitoring;
- Software and platform fees;
- Data-processing fees;
- Connectivity and telecommunications;
- Credit-card and payment-processing fees;
- Mobile application and reservation commissions;
- Equipment purchase or lease;
- Equipment maintenance and repair;
- Repairs and maintenance;
- Utilities;
- Insurance;
- Marketing;
- Third-party services;
- Implementation and transition;
- Allocated or shared services; and
- Other expenses.

Respondents shall also provide a three-year total-cost-of-ownership schedule showing all recurring costs, one-time costs, escalation, expected equipment replacement, and contract-expiration or transition costs. The total-cost schedule shall not assume renewal beyond the initial three-year contract term unless the assumption is separately identified.

Respondent shall quantify any budget savings that would accrue to The Port if the Operator manages both of the Port Garages.

IX. QUESTIONS

The Port will not respond to oral inquiries regarding the clarification of this RFP. Questions concerning this RFP must be submitted in writing and will be accepted via e-mail correspondence with Scott Betz at sbetz@cincinnatiport.org. The Port must receive all questions by 5:00 p.m. on November 18, 2026. On November 20, 2026, questions and responses will be sent by email to all firms that have received this RFP.

X. SUBMISSIONS

Please submit your proposal electronically by email only (hard copies and USB/flash drives will not be accepted) by November 25, 2026 at 5:00 p.m. to:

Scott Betz
The Port
513-632-3720
sbetz@cincinnatiport.org

Proposals must be signed by an authorized officer of the company submitting the proposal. Any submissions received after the date/time listed above may be ineligible for consideration. The Port reserves the right to conduct discussions with those firms submitting proposals and to accept revisions to proposals. **The award will be made to the firm whose services are determined to be the most advantageous in the sole discretion of The Port.**

XI. SELECTION PROCESS AND CRITERIA

The Port may elect to award each garage to a different operator. The Port will award the contract(s) based on the proposal(s) that it determines is the most advantageous to The Port.

A. SELECTION CRITERIA

Proposals will be evaluated based on the factors listed below. The Port may consider the factors collectively and is not required to award the contract to the respondent proposing the lowest management fee or lowest stated annual cost.

1. Responsiveness and completeness of the proposal;
2. Relevant company background, organizational history, continuity of parking-industry experience, and demonstrated experience managing comparable parking operations;
3. Qualifications and availability of the proposed project team;
4. References for comparable garage-management contracts;
5. Quality and feasibility of the proposed operating approach;
6. Ability to coordinate operations with the First Financial Convention Center, the Westin Hotel, and other significant facility users;
7. Staffing, security plan, customer-service, and emergency-response plan;
8. Technology and revenue-control approach, including reliability, interoperability, customer accessibility, data portability, and avoidance of proprietary lock-in;
9. Revenue-collection, financial-control, reconciliation, reporting, and audit capabilities;
10. Demonstrated approach to maximizing sustainable net revenue, rather than gross revenue alone;
11. Cost-control strategies and ability to operate within approved budgets;
12. Transparency and completeness of pricing;
13. Total cost of ownership, including management, staffing, security, technology, processing, equipment, implementation, and transition costs;
14. Experience and approach to facilities management including cleaning, repairs, maintenance, and capital improvement planning.
15. Proposed allocation of financial and operational risk;
16. Transition and implementation plan;
17. Extent of SBE participation demonstrated;
18. Litigation and claims history, including the nature, frequency, relevance, and disposition of material litigation involving clients, parking operations, technology, payment practices, consumer claims, or the services proposed under this RFP; and
19. Overall value and advantage to The Port;

The Port may normalize proposal assumptions, request revised pricing, conduct interviews, require demonstrations of proposed technology, contact references, and request additional information necessary to compare proposals on an equivalent basis.

B. INTERVIEWS

At its option, The Port will issue invitations for personal interviews after reviewing submissions.

XII. GENERAL TERMS

a. Process for Entering into Agreement

Nothing in this RFP shall be construed to create any legal obligation on the part of The Port or any respondents. The Port reserves the right, in its sole discretion, to amend, suspend, terminate, or reissue the RFP in whole or in part, at any stage. In no event shall The Port be liable to respondents for any cost or damage incurred in connection with the RFP process, including, but not limited to, any costs, expenses, or fees related to this RFP. All supporting documentation submitted in response to this RFP will become the sole property of The Port. Respondents may also withdraw their interest in the RFP, in writing, at any point in time as more information becomes known.

b. Public Records Notice

i. By submitting this response, the respondent acknowledges that The Port is governed by the Ohio Public Records Laws. Notwithstanding any statement to the contrary, The Port's handling of any confidentiality obligations is subject to the limitations of this paragraph. Respondent's submission may be subject to disclosure under the Ohio Public Records Laws. The Port shall have no duty to defend the rights of any respondent or any of its agents or affiliates in any records requested to be disclosed. The respondent recognizes and agrees that The Port is not responsible or liable in any way for any losses that the respondent may suffer from the disclosure of information or materials to third parties.

INSTRUCTIONS FOR EXHIBITS
Exhibit A – Scope of Services
Exhibit B – Ground Leases
Exhibit C – Financial Reports FY 2025 and FY 2026 Q3
Exhibit D – Plum Garage & FSSG 2026 Capital Improvement Project
Exhibit E – Omitted
Exhibit F – Minimum Security Standards

EXHIBIT A

SCOPE OF SERVICES

The selected respondent ("**Operator**") shall provide professional parking management and operations services as a **professional services contractor**, exercising due diligence, sound professional judgment, and industry best practices consistent with the standards of experienced urban parking operators working for public entities.

All services shall be performed in a manner that:

- Supports The Port's statutory purposes and strategic objectives,
- Reflects responsible stewardship as a fiduciary of public assets and funds, and
- Provides a first-class customer experience for users of the Port Garages.

The Operator shall perform the services as an **independent contractor**. Notwithstanding that status, the Operator shall act as a **fiduciary** of The Port with respect to all parking revenue, funds, records, and other assets of The Port, and the Operator's fiduciary duties shall take priority over any contrary provision of this RFP or a resulting agreement. Except for those fiduciary duties, nothing in this RFP or a resulting agreement shall be construed to create a partnership, joint venture, or agency relationship.

Operator shall perform the following:

1. **Operations, Staffing, and Customer Service**

a) Operator shall manage and operate the Port Garages in a first-class manner, equal to other comparable public parking garages in Cincinnati, and shall render the usual and customary services incidental thereto in a professional, business-like and efficient manner. Operator shall observe all rules and regulations and perform all duties as The Port may impose with respect to the operation of a Port Garage. Operator shall comply with all applicable federal, state and local laws, ordinances, regulations and other governmental requirements (collectively, "Laws") pertaining to the Port Garages.

b) Daily management and operation of the Port Garages as an independent contractor.

c) Operator must have a working knowledge of City ground lease requirements applicable to the Port Garages and manage the premises in compliance with lease requirements. Copies of controlling leases are available upon request (each, a "City Ground Lease").

d) Operator shall coordinate use and access to Port Garages by the First Financial Convention Center (for 605 Plum garage) and with the Westin hotel operator (for FSSG), or their respective successors in interest, in accordance with City Ground Lease requirements. Operator shall be responsive to the operating needs of these significant garage users.

e) Provide all staffing necessary for customer service, fee collection, monitoring, facility presence, and administrative functions.

f) Staff must be properly trained, uniformed, and qualified to serve the public.

2. Revenue Collection and Controls

a) Act in a fiduciary capacity with respect to the proper accounting for and protection of The Port's assets, including all parking revenue.

b) Collect all fees, charges, and assessments from users through "commercially reasonable" actions typical of major urban operators.

c) Deposit all Gross Revenue into Port-specified accounts, without commingling funds, and waive any lien or setoff rights. "Gross Revenue" means all revenue and receipts of any kind collected or received from the operation of a Port Garage, before any deduction for fees, commissions, expenses, or other amounts.

d) Implement robust revenue controls, equipment monitoring, reconciliation, exception reporting, and audit-ready procedures sufficient to account accurately for all vehicle activity, transactions, receipts, deposits, refunds, validations, adjustments, and uncollected amounts.

e) Operator shall pay, when due, the operating expenses of the Port Garages that are included in the Port-approved annual operating budget, excluding the cost of capital repairs to the Port Garages and real estate taxes and assessments levied against the properties, which The Port shall pay. The Port shall reimburse the Operator monthly for those expenses at actual cost, without markup, upon submission of supporting documentation. Expenses that are not included in the approved budget, or that exceed it, require The Port's prior written approval. The Operator's management fee shall be stated separately and paid by The Port. No fee, commission, expense, or other amount shall be deducted from Gross Revenue before deposit. If a payment processor deducts fees before settlement, the Operator shall nevertheless report and account for Gross Revenue, and the deducted fees shall be treated as reimbursable expenses subject to this paragraph.

3. Maintenance and Repairs

a) Complete all day-to-day maintenance and routine non-structural repairs.

b) Maintain Port Garage premises in clean and orderly condition, including prompt attention to litter, unsightly conditions, unsanitary conditions or odors, graffiti, or other aesthetic conditions that inhibit customers' experience of a professional and first-class parking facility, including on the sidewalks outside the garages.

c) Identify and recommend capital repairs and improvements beyond routine maintenance, including annual budget proposals for annual capital maintenance needs.

4. Marketing and Occupancy Management

a. Market monthly and transient parking spaces in coordination with The Port to maximize utilization.
b. Develop, update, and execute an annual marketing and revenue-management plan designed to improve utilization, customer retention, rate realization, special-event performance, and sustainable net operating income.

5. Safety and Security

a) Implement public safety and security best practices, including emergency response readiness, routine security patrols, and timely removal of snow and ice from the premises (including adjacent sidewalk and pedestrian areas), and compliance with Exhibit F, Minimum Security Standards.

b) Notify The Port promptly of all incidents, including hazardous conditions, accidents, or losses.

6. Third-Party Vendor Management

a) Procure janitorial, snow-removal, equipment-servicing, security, technology, payment-processing, and other third-party services through commercially reasonable processes consistent with public-sector expectations.

b) The Operator shall disclose:

- The identity of each material subcontractor, affiliate, technology provider, and payment processor;
- The services provided;
- The basis of compensation;
- All markups, commissions, rebates, incentives, and revenue-sharing arrangements; and
- Any relationship between the Operator and the provider.

c) Unless otherwise approved by The Port, contracts with third-party providers shall:

- Be entered into on commercially reasonable terms;
- Permit termination without unreasonable cost upon termination of the operating agreement;
- Be assignable to The Port or a successor operator at The Port’s option;
- Provide The Port access to records supporting charges;
- Require compliance with applicable insurance, cybersecurity, confidentiality, data, and public-sector requirements; and

- Prohibit charges not disclosed in the Operator's proposal or approved operating budget.

d. The Operator shall not charge a markup or administrative fee on a third-party or affiliate cost unless the markup or fee is expressly disclosed in the proposal and authorized in the resulting agreement.

7. Compliance and Policy Integration

a) Comply with The Port's rules and regulations and all Laws, and perform all duties The Port may impose with respect to the operation of the Port Garages, as provided in Section 1(a) of this Exhibit A.

8. Data Ownership, Access, and Portability

a) All operational, financial, transactional, occupancy, utilization, equipment, maintenance, incident, customer-service, and parking-demand data generated in connection with operation of a Port Garage shall be owned by The Port, subject to applicable law and appropriate protection of payment-card and personally identifiable information.

b) The Operator shall:

- Provide The Port with direct, timely access to current data and reports;
- Maintain data in accurate, complete, and commercially usable forms;
- Permit The Port to download and export data without additional charge;
- Provide data dictionaries, file layouts, field definitions, and other materials reasonably necessary to understand and use exported data;
- Prohibit the use, sale, disclosure, or monetization of Port data except as expressly authorized by The Port in writing;
- Require subcontractors, affiliates, processors, and technology providers to comply with these requirements; and
- Deliver all Port data to The Port or its designee upon request and upon expiration or termination of the agreement.

c) The Operator shall not assert ownership of or restrict The Port's access to Port data on the basis that the data is stored in a proprietary system.

9. Financial Transparency and Audit Rights

a) The Operator shall maintain complete records supporting all revenue, fees, expenses, allocations, deductions, reimbursements, commissions, markups, and pass-through charges

associated with each Port Garage.

b) Upon request, the Operator shall provide:
   - Vendor and affiliate invoices;
   - Payment-processor statements;
   - Merchant-account statements;
   - Platform and software invoices;
   - Remote-management and connectivity invoices;
   - Equipment purchase, lease, and maintenance records;
   - Subcontractor agreements and invoices;
   - Calculations supporting allocated or shared costs;
   - Revenue-share and commission statements; and
   - Other records reasonably required to verify an amount charged to or reimbursed by The Port.

c) The Port and its representatives may audit these records during the agreement and for a period stated in the resulting agreement after expiration or termination. Amounts not adequately supported, not disclosed in the Operator's proposal, or not authorized by the agreement may be disallowed or recovered by The Port.

EXHIBIT B

GROUND LEASES

(Available Upon Request)

EXHIBIT C

FINANCIAL REPORTS FY 2025 AND FY 2026 Q3

(TO BE ATTACHED)

FSSG

FOUNTAIN SQUARE SOUTH GARAGE
December 2025

CURRENT MONTH Actual	CURRENT MONTH Budget	CURRENT MONTH Variance		YEAR-TO-DATE Actual	YEAR-TO-DATE Budget	YEAR-TO-DATE Variance	ANNUAL BUDGET Total
			REVENUE				
41,562.00	61,194.00	(19,632.00)	**Monthly Parking**	683,512.00	723,490.00	(39,978.00)	723,490.00
56,998.00	77,146.00	(20,148.00)	**Transient Parking**	818,063.00	1,044,779.00	(226,716.00)	1,044,779.00
2.00	.00	2.00	**Key Deposits**	24.00	.00	24.00	.00
1,100.00	.00	1,100.00	**Special Event**	6,400.00	.00	6,400.00	.00
.00	125.00	(125.00)	**NSF Checks**	.00	1,500.00	(1,500.00)	1,500.00
3,432.00	4,214.00	(782.00)	**Miscellaneous Revenue**	64,740.00	60,303.00	4,437.00	60,303.00
299.30	.00	299.30	**Online Revenue**	2,325.10	.00	2,325.10	.00
103,393.30	142,679.00	(39,285.70)	**Total Gross Revenue**	1,575,064.10	1,830,072.00	(255,007.90)	1,830,072.00
			OPERATING EXPENSES				
16,508.69	15,385.00	(1,123.69)	**Salaries & Wages**	196,281.57	197,616.00	1,334.43	197,616.00
1,909.41	1,683.00	(226.41)	**Payroll Taxes & Burden**	21,890.16	21,626.00	(264.16)	21,626.00
2,380.05	3,545.00	1,164.95	**Health, Welfare & Pension**	36,619.15	42,540.00	5,920.85	42,540.00
906.34	846.00	(60.34)	**Worker's Compensation**	9,686.15	10,814.00	1,127.85	10,814.00
.00	.00	.00	**Uniforms & Laundry**	1,569.97	550.00	(1,019.97)	550.00
30.81	95.00	64.19	**Garage Supplies**	4,708.53	1,140.00	(3,568.53)	1,140.00
.00	.00	.00	**Printing & Ticket**	.00	1,550.00	1,550.00	1,550.00
33.66	145.00	111.34	**Office Supplies**	928.92	1,740.00	811.08	1,740.00
.00	2,525.00	2,525.00	**Repairs & Maintenance**	28,230.34	40,300.00	12,069.66	40,300.00
.00	334.00	334.00	**Waste Removal**	1,074.57	4,008.00	2,933.43	4,008.00
.00	50.00	50.00	**Signs**	2,698.78	600.00	(2,098.78)	600.00
.00	.00	.00	**Parking Equipment**	1,218.43	.00	(1,218.43)	.00
.00	1,574.00	1,574.00	**Security**	.00	18,744.00	18,744.00	18,744.00
3,232.63	2,929.00	(303.63)	**Remote Management Fee**	36,355.14	35,148.00	(1,207.14)	35,148.00
1,136.52	1,085.00	(51.52)	**Liability Insurance**	13,329.36	13,020.00	(309.36)	13,020.00
44.00	45.00	1.00	**Other Insurance**	586.00	540.00	(46.00)	540.00
338.63	340.00	1.37	**Telephone & Computer**	3,047.64	4,080.00	1,032.36	4,080.00
2,060.87	3,177.00	1,116.13	**Percent Management Fee**	31,397.35	35,267.00	3,869.65	35,267.00
.00	.00	.00	**License & Fees**	1,605.36	688.00	(917.36)	688.00
72.06	44.00	(28.06)	**Advertising & Publicity**	659.70	528.00	(131.70)	528.00
18.67	.00	(18.67)	**Postage & Freight**	289.99	.00	(289.99)	.00
1,047.34	715.00	(332.34)	**Data Processing Fees**	10,816.03	8,580.00	(2,236.03)	8,580.00
.00	.00	.00	**Recruiting Expense**	158.10	175.00	16.90	175.00
349.38	505.00	155.62	**Credit Card**	5,193.74	6,060.00	866.26	6,060.00
68.64	.00	(68.64)	**Miscellaneous Expense**	595.96	.00	(595.96)	.00
30,137.70	35,022.00	4,884.30	**TOTAL OPERATING EXPENSES**	408,940.94	445,314.00	36,373.06	445,314.00
73,255.60	107,657.00	(34,401.40)	**Net Operating Income(Loss)**	1,166,123.16	1,384,758.00	(218,634.84)	1,384,758.00

FOUNTAIN SQUARE SOUTH GARAGE
September 2026

CURRENT MONTH Actual	CURRENT MONTH Budget	CURRENT MONTH Variance		YEAR-TO-DATE Actual	YEAR-TO-DATE Budget	YEAR-TO-DATE Variance	ANNUAL BUDGET Total
			REVENUE				
58,184.50	44,254.00	13,930.50	**Monthly Parking**	388,744.50	356,305.00	32,439.50	497,192.00
67,650.00	81,654.00	(14,004.00)	**Transient Parking**	625,380.00	709,108.00	(83,728.00)	935,258.00
.00	.00	.00	**Key Deposits**	12.00	.00	12.00	.00
5,240.00	.00	5,240.00	**Special Event**	28,644.00	.00	28,644.00	.00
.00	299.00	(299.00)	**NSF Checks**	2,052.00	2,595.00	(543.00)	3,423.00
5,886.00	5,588.00	298.00	**Miscellaneous Revenue**	50,037.87	50,074.00	(36.13)	61,898.00
99.06	.00	99.06	**Online Revenue**	2,327.72	.00	2,327.72	.00
137,059.56	131,795.00	5,264.56	**Total Gross Revenue**	1,097,198.09	1,118,082.00	(20,883.91)	1,497,771.00
			OPERATING EXPENSES				
14,712.20	17,018.00	2,305.80	**Salaries & Wages**	160,854.72	160,249.00	(605.72)	215,666.00
1,542.39	3,383.00	1,840.61	**Payroll Taxes & Burden**	17,673.97	31,537.00	13,863.03	41,541.00
2,377.44	4,261.00	1,883.56	**Health, Welfare & Pension**	20,056.14	37,550.00	17,493.86	50,251.00
847.43	846.00	(1.43)	**Worker's Compensation**	9,265.23	8,276.00	(989.23)	11,145.00
.00	.00	.00	**Uniforms & Laundry**	66.62	.00	(66.62)	.00
183.16	497.00	313.84	**Garage Supplies**	939.88	4,473.00	3,533.12	5,964.00
171.78	.00	(171.78)	**Office Supplies**	575.30	.00	(575.30)	.00
749.53	1,602.00	852.47	**Repairs & Maintenance**	32,254.15	24,418.00	(7,836.15)	29,224.00
192.98	350.00	157.02	**Waste Removal**	34,058.89	3,150.00	(30,908.89)	4,200.00
586.98	.00	(586.98)	**Parking Equipment**	4,258.46	.00	(4,258.46)	.00
.00	.00	.00	**Office Equipment**	16.48	.00	(16.48)	.00
3,027.15	520.00	(2,507.15)	**Remote Management Fee**	27,244.35	4,680.00	(22,564.35)	6,240.00
1,160.28	1,167.00	6.72	**Liability Insurance**	10,442.52	10,503.00	60.48	14,004.00
40.00	.00	(40.00)	**Other Insurance**	392.00	.00	(392.00)	.00
365.00	310.00	(55.00)	**Telephone & Computer**	3,618.30	2,790.00	(828.30)	3,720.00
2,605.84	3,750.00	1,144.16	**Percent Management Fee**	21,218.02	33,750.00	12,531.98	45,000.00
1,579.20	.00	(1,579.20)	**License & Fees**	1,579.20	.00	(1,579.20)	.00
55.44	.00	(55.44)	**Advertising & Publicity**	498.96	.00	(498.96)	.00
24.46	.00	(24.46)	**Postage & Freight**	206.84	.00	(206.84)	.00
876.80	.00	(876.80)	**Data Processing Fees**	7,570.82	.00	(7,570.82)	.00
.82	.00	(.82)	**Recruiting Expense**	4.90	.00	(4.90)	.00
.00	.00	.00	**Key Deposit Refunds**	799.48	.00	(799.48)	.00
881.38	3,894.00	3,012.62	**Credit Card**	6,312.64	33,290.00	26,977.36	44,419.00
43.80	.00	(43.80)	**Miscellaneous Expense**	662.62	.00	(662.62)	.00
32,024.06	37,598.00	5,573.94	**TOTAL OPERATING EXPENSES**	360,570.49	354,666.00	(5,904.49)	471,374.00
105,035.50	94,197.00	10,838.50	**Net Operating Income(Loss)**	736,627.60	763,416.00	(26,788.40)	1,026,397.00

605 Plum – Convention Center Garage

605 PLUM GARAGE
December 2025

CURRENT MONTH Actual	CURRENT MONTH Budget	CURRENT MONTH Variance		YEAR-TO-DATE Actual	YEAR-TO-DATE Budget	YEAR-TO-DATE Variance	ANNUAL BUDGET Total
			REVENUE				
42,359.97	22,022.00	20,337.97	**Monthly Parking**	376,873.39	243,806.00	133,067.39	243,806.00
31,142.00	6,733.00	24,409.00	**Transient Parking**	294,849.00	91,625.00	203,224.00	91,625.00
7.01	.00	7.01	**Validations**	10,567.01	5,000.00	5,567.01	5,000.00
9,600.00	12,000.00	(2,400.00)	**Special Event**	64,335.00	54,000.00	10,335.00	54,000.00
213.00	.00	213.00	**Violation Revenue**	628.00	.00	628.00	.00
.00	75.00	(75.00)	**Miscellaneous Revenue**	21.00	900.00	(879.00)	900.00
7,487.95	.00	7,487.95	**Online Revenue**	21,123.87	.00	21,123.87	.00
90,809.93	40,830.00	49,979.93	**Total Gross Revenue**	768,397.27	395,331.00	373,066.27	395,331.00
			OPERATING EXPENSES				
10,414.10	6,807.00	(3,607.10)	**Salaries & Wages**	124,893.20	85,760.00	(39,133.20)	85,760.00
1,102.29	817.00	(285.29)	**Payroll Taxes & Burden**	13,358.74	10,292.00	(3,066.74)	10,292.00
1,473.91	1,215.00	(258.91)	**Health, Welfare & Pension**	17,194.96	14,580.00	(2,614.96)	14,580.00
630.99	402.00	(228.99)	**Worker's Compensation**	6,687.65	5,064.00	(1,623.65)	5,064.00
.00	.00	.00	**Uniforms & Laundry**	.00	400.00	400.00	400.00
30.81	55.00	24.19	**Garage Supplies**	479.54	660.00	180.46	660.00
.00	.00	.00	**Printing & Ticket**	639.18	1,300.00	660.82	1,300.00
33.66	.00	(33.66)	**Office Supplies**	662.69	.00	(662.69)	.00
5,606.25	1,215.00	(4,391.25)	**Repairs & Maintenance**	24,882.46	22,080.00	(2,802.46)	22,080.00
273.39	180.00	(93.39)	**Waste Removal**	2,546.55	2,160.00	(386.55)	2,160.00
.00	1,250.00	1,250.00	**Snow Removal**	1,410.00	4,000.00	2,590.00	4,000.00
.00	50.00	50.00	**Signs**	9.18	600.00	590.82	600.00
.00	.00	.00	**Parking Equipment**	850.00	.00	(850.00)	.00
11,214.70	.00	(11,214.70)	**Security**	40,355.82	.00	(40,355.82)	.00
.00	100.00	100.00	**Cleaning**	120.02	1,200.00	1,079.98	1,200.00
1,147.30	2,015.00	867.70	**Remote Management Fee**	21,348.45	24,180.00	2,831.55	24,180.00
2,438.60	2,338.00	(100.60)	**Liability Insurance**	29,263.20	28,056.00	(1,207.20)	28,056.00
469.64	443.00	(26.64)	**Other Insurance**	5,618.18	5,316.00	(302.18)	5,316.00
.00	116.00	116.00	**Utilities**	220.12	1,392.00	1,171.88	1,392.00
1,091.92	344.00	(747.92)	**Telephone & Computer**	4,340.10	4,128.00	(212.10)	4,128.00
3,750.00	.00	(3,750.00)	**MT Platform Fee**	11,250.00	.00	(11,250.00)	.00
250.00	.00	(250.00)	**Connectivity Fee**	750.00	.00	(750.00)	.00
.00	.00	.00	**Deployment Expenses**	745.51	.00	(745.51)	.00
.00	817.00	817.00	**Percent Management Fee**	9,076.02	7,907.00	(1,169.02)	7,907.00
.00	.00	.00	**License & Fees**	1,638.70	938.00	(700.70)	938.00
205.56	44.00	(161.56)	**Advertising & Publicity**	1,193.70	528.00	(665.70)	528.00
.00	812.00	812.00	**Data Processing Fees**	5,679.64	9,029.00	3,349.36	9,029.00
7.85	.00	(7.85)	**Recruiting Expense**	13.57	.00	(13.57)	.00
2,889.38	357.00	(2,532.38)	**Credit Card**	22,601.39	4,284.00	(18,317.39)	4,284.00
56.45	.00	(56.45)	**Miscellaneous Expense**	473.31	.00	(473.31)	.00
43,086.80	19,377.00	(23,709.80)	**TOTAL OPERATING EXPENSES**	348,301.88	233,854.00	(114,447.88)	233,854.00
47,723.13	21,453.00	26,270.13	**Net Operating Income(Loss)**	420,095.39	161,477.00	258,618.39	161,477.00

605 PLUM GARAGE
September 2026

CURRENT MONTH Actual	CURRENT MONTH Budget	CURRENT MONTH Variance		YEAR-TO-DATE Actual	YEAR-TO-DATE Budget	YEAR-TO-DATE Variance	ANNUAL BUDGET Total
			REVENUE				
28,623.53	45,064.00	(16,440.47)	**Monthly Parking**	294,973.86	379,076.00	(84,102.14)	524,900.00
12,788.50	27,132.00	(14,343.50)	**Transient Parking**	144,199.64	233,993.00	(89,793.36)	313,962.00
287.00	115.00	172.00	**Validations**	3,195.50	988.00	2,207.50	1,321.00
36,122.00	6,296.00	29,826.00	**Special Event**	301,743.43	31,762.00	269,981.43	57,794.00
219.00	.00	219.00	**Violation Revenue**	6,107.50	.00	6,107.50	.00
6,373.66	998.00	5,375.66	**Online Revenue**	41,595.24	6,826.00	34,769.24	9,719.00
84,413.69	79,605.00	4,808.69	**Total Gross Revenue**	791,815.17	652,645.00	139,170.17	907,696.00
			OPERATING EXPENSES				
11,827.64	11,007.00	(820.64)	**Salaries & Wages**	108,037.76	99,063.00	(8,974.76)	132,084.00
1,242.00	1,258.00	16.00	**Payroll Taxes & Burden**	11,769.57	11,322.00	(447.57)	15,096.00
1,547.74	1,260.00	(287.74)	**Health, Welfare & Pension**	12,419.56	11,340.00	(1,079.56)	15,120.00
729.76	683.00	(46.76)	**Worker's Compensation**	6,665.93	6,314.00	(351.93)	8,480.00
.00	50.00	50.00	**Uniforms & Laundry**	66.63	450.00	383.37	600.00
150.77	200.00	49.23	**Garage Supplies**	376.12	1,800.00	1,423.88	2,400.00
171.77	.00	(171.77)	**Office Supplies**	484.75	.00	(484.75)	.00
1,938.00	1,506.00	(432.00)	**Repairs & Maintenance**	29,277.99	21,554.00	(7,723.99)	26,072.00
385.97	185.00	(200.97)	**Waste Removal**	3,584.36	1,665.00	(1,919.36)	2,220.00
.00	.00	.00	**Snow Removal**	2,300.00	1,700.00	(600.00)	1,700.00
.00	.00	.00	**Signs**	1,405.96	.00	(1,405.96)	.00
.00	.00	.00	**Office Equipment**	16.49	.00	(16.49)	.00
4,979.46	2,500.00	(2,479.46)	**Security**	41,645.61	22,500.00	(19,145.61)	30,000.00
1,147.30	1,043.00	(104.30)	**Remote Management Fee**	10,325.70	9,387.00	(938.70)	12,516.00
2,607.70	2,609.00	1.30	**Liability Insurance**	23,469.30	23,481.00	11.70	31,308.00
499.71	.00	(499.71)	**Other Insurance**	4,497.39	.00	(4,497.39)	.00
.00	125.00	125.00	**Utilities**	1,548.18	1,125.00	(423.18)	1,500.00
520.31	250.00	(270.31)	**Telephone & Computer**	4,467.45	2,250.00	(2,217.45)	3,000.00
3,750.00	3,750.00	.00	**MT Platform Fee**	33,750.00	33,750.00	.00	45,000.00
250.00	.00	(250.00)	**Connectivity Fee**	2,250.00	.00	(2,250.00)	.00
1,873.20	.00	(1,873.20)	**License & Fees**	1,873.20	2,000.00	126.80	2,000.00
188.94	.00	(188.94)	**Advertising & Publicity**	1,700.46	.00	(1,700.46)	.00
.82	.00	(.82)	**Recruiting Expense**	7.38	.00	(7.38)	.00
.00	.00	.00	**Auto Damage & Oth.Claims**	6,948.00	.00	(6,948.00)	.00
2,819.06	2,388.00	(431.06)	**Credit Card**	27,344.61	19,579.00	(7,765.61)	27,231.00
40.80	.00	(40.80)	**Miscellaneous Expense**	581.68	.00	(581.68)	.00
36,670.95	28,814.00	(7,856.95)	**TOTAL OPERATING EXPENSES**	336,814.08	269,280.00	(67,534.08)	356,327.00
47,742.74	50,791.00	(3,048.26)	**Net Operating Income(Loss)**	455,001.09	383,365.00	71,636.09	551,369.00

EXHIBIT D

PLUM GARAGE & FSSG 2026 CAPITAL IMPROVEMENT PROJECT

Project Name: Fountain Square South Garage & 605 Plum Garage Renovations
Project Number: 2601.1
Contractor Business Name: Kaiker Development + Construction

	Unit Costs	Fixed Costs	Total GMP
Contractor Overhead			
OH + P – 416 VINE Street Garage	n/a	n/a	$ 70,000.00
OH + P – 605 Plum Street Garage	n/a	n/a	$ 80,000.00
Total Overhead Cost			$ 150,000.00

	GMP
Fountain Square South Garage Hard Costs	
General Conditions & Requirements	$ 35,000.00
Fire Protection	$ 570,000.00
Electrical /Fire Alarm	$ 10,000.00
Proposal Documents & Permits	$ 15,000.00
Drainage Plumbing-Allowance	$ 35,000.00
Garage Interior Power Wash	$ -
Interior Paint & Striping	$ -
Mechanical	$ 140,000.00
Structural Repairs(Concrete) - Allowance	$ 125,000.00
Hard Cost GMP	$ 930,000.00

	GMP	
605 Plum Garage Hard Costs		
General Conditions & Requirements	$ 35,000.00	
Structural Repairs	$ 170,000.00	
Proposal Documents & Permits	$ 15,000.00	
Cameras/ CCTV System	$ 80,000.00	
Electrical	$ 18,000.00	
Elevators	$ 165,000.00	
Signage	$ -	
Painting & Aesthetic Repairs	$ 256,500.00	
Complete Power Wash	$ -	
Roofing Repairs	$ 6,500.00	
Openings-Allowance	$ 30,000.00	
Demolition	$ 15,000.00	
Metal-Allowance	$ 6,500.00	
Elevators Alternate for 605 Plum Garage -		
Reclad entrance frames and door panels	$ 17,500.00	
Hard Cost GMP	$ 815,000.00	*INC. ALT.Above

TOTAL GMP	$ 1,895,000.00

Kai Lewars
Company Representative

Signature

EXHIBIT E

OMITTED

EXHIBIT F

MINIMUM SECURITY STANDARDS

1. Purpose and Application. This Exhibit F establishes the minimum security standards that every respondent must meet, and must price, for each Port Garage proposed to be operated. Its purpose is to allow The Port to compare proposals on an equivalent basis. Each respondent shall price the Baseline Standards in Sections 2 through 8 in the same format, regardless of the operating model proposed in Scenario 1 or Scenario 2 under Section VIII.I of the RFP. Capitalized terms not defined in this Exhibit have the meanings given in the RFP. The standards are stated as required outcomes, such as coverage, monitoring, and response times, rather than as required headcount. Minimum Security Standards must include provisions for complying with applicable laws, including Chapter 413 of the Cincinnati Municipal Code as amended by Ordinance No. 341-2026.

2. Coverage and Presence

a. The Operator shall provide a responsible on-site presence at each Port Garage 24 hours a day, 7 days a week, unless the respondent proposes an Alternate Security Model under Section 9(b) that is approved by The Port.
b. The Operator shall provide roving or stationary security patrols at each Port Garage. The respondent shall state the patrol hours for each garage, including overnight, weekend, and holiday coverage.
c. The Operator shall provide additional staffing or patrol coverage for convention center events and other special events at the Plum Garage, and for Westin and ballpark events at FSSG. The respondent shall state its event-day staffing assumptions.

3. Video Surveillance

a. The Operator shall maintain operating video camera coverage of all vehicle entrances and exits, pay stations, elevator lobbies, stairwells, and each parking level.
b. The Operator shall retain recorded video for at least thirty (30) days. The respondent shall state if it proposes a longer retention period.
c. The respondent shall state the hours of live or remote monitoring and identify the monitoring center and its location.
d. The Operator shall provide recorded video to The Port and to law enforcement upon request. The respondent shall state its turnaround time for such requests.

4. Lighting and Physical Safety

a. The Operator shall maintain lighting throughout each Port Garage in accordance with a recognized parking facility lighting standard identified by the respondent, and shall repair lighting outages within a period stated by the respondent.
b. The Operator shall maintain working emergency call stations or help intercoms on each level and shall test them on a regular schedule stated by the respondent.
c. The Operator shall keep stairwells, elevators, and elevator lobbies clean, well lit, and free of obstructions, and shall promptly remove graffiti.

5. Response and Incident Management

a. The Operator shall maintain a written emergency response plan for each Port Garage covering fire, medical emergencies, criminal activity, severe weather, and power or system failures.
b. The respondent shall state its response times for on-site and remote responders.
c. The Operator shall notify The Port immediately of any serious incident, including any injury, assault, or major property loss, and shall deliver a written incident report to The Port within twenty-four (24) hours.
d. The Operator shall maintain an incident log for each Port Garage, including thefts, break-ins, assaults, vehicle damage claims, and safety hazards, and shall deliver the log to The Port monthly.

6. Security Personnel Standards

a. All security and attendant personnel shall have passed a criminal background check before assignment to a Port Garage.
b. Personnel shall be trained in de-escalation and emergency response, and designated personnel on each shift shall hold current first aid or CPR certification.
c. Personnel shall be uniformed and identifiable. Any contract security provider shall hold all licenses required by Ohio law.
d. The respondent shall provide its use-of-force and detention policy. No security personnel shall be armed at a Port Garage unless The Port approves in writing.

7. Coordination

a. The Operator shall designate a security contact for each Port Garage and shall coordinate security matters with The Port, the Cincinnati Police Department, the First Financial Convention Center (Plum Garage), and the Westin hotel operator (FSSG).
b. The Operator shall comply with all safety and security requirements of the applicable City Ground Lease.

8. Contracting Protections

a. The Operator shall carry the insurance and provide the indemnification required by the resulting agreement for security-related claims, including claims arising from the acts of any security subcontractor.
b. The respondent shall disclose each security subcontractor and affiliate. Security subcontracts shall be assignable to The Port or a successor operator at The Port's option.
c. The Operator shall not reduce security coverage, hours, or monitoring below the levels in its proposal without The Port's prior written approval.

9. Security Pricing and Comparison

a. Baseline Security Price. For each Port Garage and each required operating scenario, the respondent shall price all of the standards in Sections 2 through 8 and report the price using the Security Pricing Form below.
b. Alternate Security Model. A respondent may propose a different security model, such as remote monitoring in place of overnight on-site staffing. The respondent shall demonstrate

how the alternate model meets the same coverage, monitoring, and response-time outcomes as the Baseline Standards, and shall price it as an add or deduct from the Baseline Security Price.

c. Enhancements. Any security measure beyond the Baseline Standards shall be described and priced as a separate line item so that The Port may evaluate and accept it independently.
d. Confidential Security Information. Respondents should identify any portion of a security plan that they believe is exempt from public disclosure and cite the legal basis. The Port's handling of such material remains subject to the Public Records Notice in the RFP and applicable Ohio law.

Security Pricing Form (complete separately for each Port Garage and each operating scenario)

Cost Category	**Baseline (Annual)**	**Alternate Add / (Deduct)**	**Enhancements**
On-site security and attendant labor			
Contract security services			
Video surveillance and remote monitoring			
Security equipment (cameras, call stations, lighting) purchase, lease, and maintenance			
Event-day security staffing			
Training, background checks, and licensing			
Other security costs (describe)			
Total Annual Security Cost			