


“FIRST IMPRESSIONS LAST.”

Anonymous

GLOBAL PARKING SYSTEM OF INDIANA, INC.





For affluent corporate and business travelers, parking at the airport is the beginning and end of their travel experience. It's the first and last impressions they have of their trip and the airport. At the start of a trip, the traveler is anxious to get underway, to begin his or her journey and travel adventure. Parking should be simple and convenient—a “no-brainer” that allows them to focus on the process and purpose of their travel. In the same way, parking should be a streamlined process for the “weary” traveler returning home. Translation? Parking is crucial to an airport's image with today's affluent corporate and leisure travelers. Additionally, these same travelers are willing to pay for the convenience of premium parking solutions, opening up the potential for a new and strong revenue stream for the airport. That's where Global Parking System of Indiana, Inc. (GPS) comes in.



PARKING MADE SIMPLE—AND PROFITABLE!

GPS is a global parking and transportation company that specializes in parking, transportation, and asset management. We lease, manage and own commercial parking facilities. Our focus is on delivering premier parking solutions that maximize ease and convenience for the traveler and enhance the image and profitability of the airport. We do this by providing exemplary service, innovative solutions, and carefully considering the bottom-line concerns of our clients, both governmental and private. GPS is certified as a Minority-Owned Business Enterprise with the City of Indianapolis and the State of Indiana. We partner with many certified MBE and WBE firms to ensure our continued success and involvement with qualified M/W/VBE firms.

AN EXPERIENCED, COMMITTED MANAGEMENT TEAM

Officers of GPS, based in Indianapolis, Ind., are involved in the daily management and overall operations of the business. Our on-site management team effectively becomes a member of your organization. They attend regular airport authority meetings to understand the significance of the week's events as well as confer with management on the proper staffing levels of all facets of the operation. Such involvement allows us to efficiently manage the facility with the resources provided.

HAL W. DARRING

Hal W. Darring is President and Chief Executive Officer of GPS. He brings 20 years of industry experience to these roles, including 17 years in airport parking operations. Mr. Darring is the sole owner and founder of Global Parking System of Indiana, Inc. He founded and grew the company, establishing in the process a solid reputation throughout Indiana for his high level of expertise and commitment to delivering real value for his clients. Mr. Darring is uniquely experienced and qualified to run the airport shuttle service. He has been instrumental to the success of the Premier Business Class Shuttle Lot at the former Indianapolis airport site and was contracted to handle all transitional shuttle services to the new Indianapolis International Airport. At IND, Mr. Darring manages the Curbside Valet service as well as the Employee Shuttle Lot. During his tenure, monthly parking revenues have increased considerably at all locations.

Mr. Darring is also Chairman of the Board for Denison Global Parking, LLC., and is 51 percent owner. In addition, he is involved with IDI and other organizations where he can offer expert professional consulting in parking management.

EXECUTIVE LEADERSHIP



PAUL COLLIER

is the **Vice President for Global Parking System**, with over 30 years of leadership experience, including 10 years of experience in 24-hour parking operations. His expertise includes directing valet services, shuttle bus operations, cashier services, maintenance, on-site management, budget analysis, expense control, data collection, precise contract negotiations including RFP proposals and capabilities reports, consulting services, financial benchmarking, industry trending, technology recommendations, website evaluation, negotiating vendor and green space contracts, oversight of revenue control systems, and the development of customer service programs for airport parking and transportation industries. Paul is an experienced and proven leader in developing operational and business management models specific to an organization fostering growth and development. Through his varied experiences, Mr. Collier has the ability to conceptualize the appropriate model for business growth, revenue growth, educational development, staff development and superior customer service in today's competitive parking and transportation industry.



WE BECOME PART OF YOUR TEAM

GPS is a locally owned company focused on providing direct “hands-on” management participation. Our top management devotes significant time and energy to regular on-site management, inspections and reviews to ensure that our mutual performance goals and objectives are achieved. We have one full-time Project Manager and two Assistant Managers devoted to the parking operation, along with valets providing service around the clock. Our managers remain accessible 24/7 via cellphone to ensure to ensure continuous and instant accessibility. Even our most senior operating officers are available 24/7 in the event of an emergency.



A POWERFUL REVENUE STREAM FOR THE AIRPORT

GPS's premium parking service has been a strong performer for Indianapolis International Airport, which has realized a growing revenue stream from its operations. Our annual revenue from valet services and additional services should continue to increase over the next several years.



AN EMPHASIS ON VALET PARKING

Valet parking will continue to be the focus of much of our efforts. This is where we see the greatest opportunity to provide a valuable, convenient service to travelers while allowing the airport to leverage a strong revenue stream. We estimate that 85-90 percent of premium parking customers will choose valet parking over self-park and attendant-assisted options. Therefore, as the operator, we would likely propose to your airport authority that a majority of the space allotted for premium parking be dedicated to valet parking.

LEVERAGING COMMUNITY PARTNERSHIPS

GPS has formed strategic partnerships with local businesses and other community partners to actively promote Indianapolis International Airport's premium parking and make it their first choice for parking at the airport. Through these partnerships, we offer incentives and loyalty opportunities to grow executive and staff preference for and use of premier parking, including coupons, long-term parker discounts and frequent parker programs. We also plan to offer employee and business discount plans to corporations and businesses such as WellPoint, Eli Lilly and Company, Exact Target, The Travel Authority, IU Health, Indianapolis Downtown Incorporated, the Greater Indianapolis Chamber of Commerce, and many other local firms eager to use a certified MBE for their parking needs. We also work with Greg Rankin of Deering Cleaners to offer discount coupons to premium parking customers who use the Deering laundry drop-off box at the airport. This type of partnering is something that GPS will continue to pursue.

GROWING OUR PROGRAM THROUGH PROACTIVE MARKETING

Through proactive marketing, including targeted online advertising, GPS has attracted approximately 30 percent of nearby, off-airport businesses to become valet parking customers. We plan to continue this trend and increase our customer base through additional, innovative marketing strategies. Our goal is to be the only successfully operating airport valet service in Indianapolis.

GPS is working to team up with the Indianapolis hospitality industry to promote premium airport parking services to hotel guests at hotel check-in desks and through the hotels' Wi-Fi networks. Furthermore, we will work with the Indianapolis Airport Authority to promote services to Wi-Fi users at the airport.

GPS will also employ more traditional advertising in local publications such as *Indianapolis Monthly*, *Sophisticated Living Indianapolis*, and other premium publications. Other marketing initiatives under consideration for the coming year include, but are not limited to the following:

- **Social media**
- **Living Social and possibly other such coupon and premium outlets**
- **Coupons for services**
- **A loyalty program for frequent travelers**
- **A FREQUENT PARKER PROGRAM that rewards customers with points each time they park and when they purchase one of our additional services**
- **A VIP CUSTOMER PROGRAM to ensure the fastest way to the terminal**
- **Corporate account program for those companies with frequent travelers**
- **E-ticket advertisements**
- **Potential partnerships with the following entities:**
 - **Worldwide Motors**
 - **Tom Wood Automotive Corporation**
 - **Collection Auto Group**
 - **Delta Sky Club**



THE TRAVEL AUTHORITY

STAFFING PLAN: THE RIGHT PEOPLE IN THE RIGHT PLACE

GPS has developed a staff plan to maximize the efficiency our human resources to meet our specific traffic and parking needs. In Indianapolis, based on a likely revenue projection, GPS employed a total of 28 employees to staff the premium parking operations as follows: one full-time manager, two assistant managers/cashier and 25 valets. Our manager and assistant manager will be on-site to address customer needs. This staffing plan reflects our projection that 85-90 percent of premium parking customers will use full-service valet parking. We have the ability and the local employee base to adjust according to the percentage of full-service valet users.

GPS also has significant and flexible labor resources to draw from during busy seasons. We have over 55 employees in Indianapolis at our other operations who can be enlisted on short notice to work at the airport's premium parking operation. Furthermore, our managers and assistant managers are cross-trained to handle cashier and valet duties when needed.

TRAINING OUR EMPLOYEES FOR SUCCESS

At each of our locations, the on-site manager and special projects manager conduct employee training to ensure that each employee has a clear understanding of his or her job, responsibilities, procedures and work process.

Assistant managers at GPS receive on-site management training from top management. They also receive cross training, which includes conducting money transactions, handling cash, and revenue control systems. After completing this training, employees are required to sign a document recognizing their responsibilities and the importance of maintaining proper revenue controls and accounting.

GPS hires valets with previous valet parking experience. We train our valet staff alongside current management in a “hands on” manner in order to meet our customer service standards, which are higher than industry standards. Because GPS traditionally pays its valets higher wages than its industry competitors, we retain our employees and therefore minimize the need for new training.

BACKGROUND CHECKS AND DRUG SCREENING

ABS Screening, a certified WBE, conducts background checks and drug screening for all GPS new hires and existing employees.





PROCEDURES PERFORMED ON EVERY SHIFT

GPS will perform the following procedures for every shift:

- **The contents of the safe will be checked to verify proper accounting.**
- **A report will be made on the contents of the cash register.**
- **A report will be made on all departing vehicles for that shift.**
- **Cars will be moved from the staging area to the additional storage area for customers who have recently dropped off their vehicles and plan to leave them for more than four hours.**
- **Cars will be moved from the additional storage area to the staging area for customers who are scheduled to retrieve their vehicles.**
- **A parked car count (“key count”) will be performed at the end of every shift.**

In addition, a license plate inventory will be performed every night by our overnight valet attendant.

ENSURING TIGHT REVENUE CONTROLS

GPS has a contract with local WBE-certified Evens Time to provide all necessary revenue control equipment. In addition, we will use the Amano McGann Valet system, which provides automated cashier fee calculation, ticket tracking, conditional parking, revenue reporting, and vehicle imagery. Our revenue control systems enable sequential accountability for all transactions and separate reporting of tips and other non-concessionable receipts. These systems ensure accuracy and accountability to prevent unbilled or lost revenue.

Although we expect a small percentage of additional services revenue to be paid for in cash, GPS has set standards for cash transactions and the handling of money. All GPS employees will receive training to handle cash, conduct credit card processing, and handle tips. All cash received will be placed in the cash register and the contents of the cash register will be dropped into the safe when they exceed \$400. In addition, the contents of the safe and cash register are checked and verified at every shift change.

ADDRESSING CUSTOMER COMPLAINTS AND ENSURING SATISFACTION

GPS is committed to handling all customer complaints in an appropriate and timely manner. Customers will have the option to file a complaint online on the airport's website. The airport parking department should notify GPS of the complaint and the manager or supervisor on site will immediately notify the corporate office. GPS will work directly with the customer to resolve it. GPS will keep a record of all complaints and their resolution and make these records available to the airport upon request. Additionally, GPS will conduct customer surveys once a quarter, both on-site and online, to ensure that we're meeting customer expectations and delivering a high level of service.

ENSURING THAT OUR PEOPLE ARE THE BEST

At GPS, we make sure our employees are the best in the parking industry. All are carefully screened during the hiring process. This includes personal interviews, executing the Reid Report evaluation (for integrity), BMV check, and reference checks. Employee orientation and training are essential in maintaining our culture of integrity and excellent customer service. Loyalty, commitment, and good job performance are rewarded and reinforced through several types of perks along with a substantial benefit program. Each employee has an opportunity to grow, learn, advance, be recognized, and be adequately compensated.

Top GPS personnel are already experienced and in place. With this proposal, all personnel would receive their current compensation package including pay rates, insurance, personal vacation, and sick pay benefits. GPS, realizing the importance of retaining excellent employees, would continue to find ways of making our employee benefits package one of the best in the industry.

Personnel incentive and appreciation programs include the following:

- **Employee of the Month**
- **Birthday cards for employees**
- **Mystery parker/secret shopper program that gives the customer the opportunity to evaluate the staff's on-the-job performance**
- **Reduced claims incentives**
- **Winter Bonus Program**

MAKING SURE OUR PEOPLE AND FACILITIES LOOK THEIR BEST

GPS is dedicated to creating an environment that reflects well on the airport and where travelers feel welcome, comfortable and safe. We work to make sure our facility is clean and well-maintained. We also have strict dress codes to ensure that our employees look their best.



PREVENTING REVENUE LOSS

GPS has invested over \$400,000 in capital expenditures over the past few years. The majority of this has been spent on new revenue control equipment and shuttle buses. We would utilize most of the equipment in place and work in concert with the airport authority to assure that proper cash handling and revenue controls are in place.

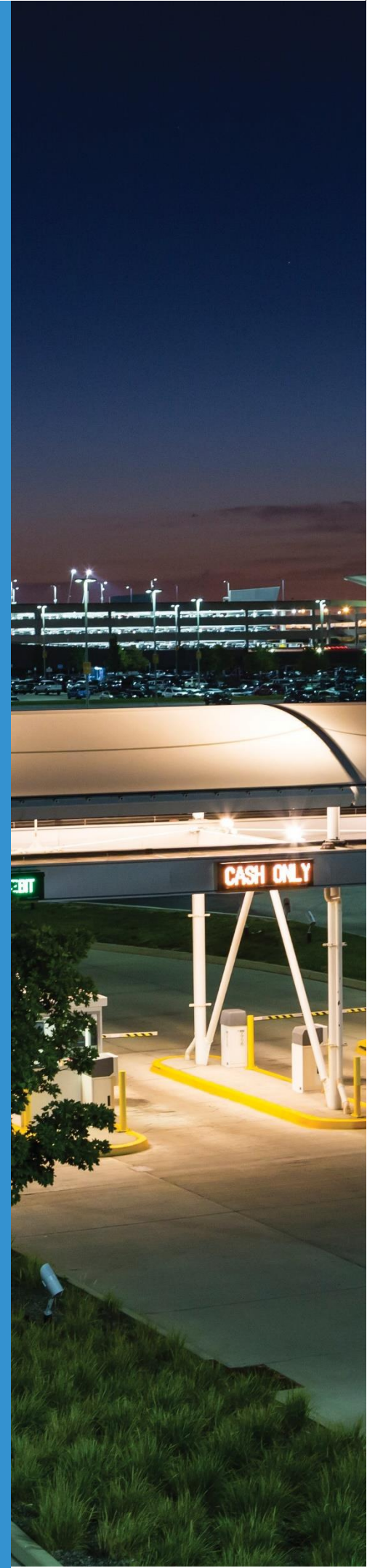
GPS uses the Scan Ticket Tracking software module, which automatically maintains accurate audits of the facility ticket stock. When a ticket is issued, it provides the information to the Scan System database. The central computer uses this data to maintain a file of all issued or outstanding tickets in the system. Our management team will continue counting vehicles and/or recording License Plate Inventory on a nightly basis to document and ensure that all vehicles are accounted for within our database system. By reducing fraudulent claims, we will maximize revenues while limiting cashier and customer controversies.





COMMITTED TO WORKPLACE SAFETY

GPS, as part of the risk management review required by all airport authorities, will develop an Emergency Procedures Manual specific to your facility. All employees are instructed on how to act in the event of a personal, criminal or natural emergency to ensure their safety, minimize risk, and coordinate help from the proper authorities.



ENHANCING THE PREMIUM PARKING EXPERIENCE

GPS can offer a wide array of additional services and amenities for premium parking customers, many of which we currently offer at Indianapolis International Airport. They include, but are not limited to, the following:

- **Drive-thru car wash**
- **Drive-thru car wash with vacuum and window clean**
- **Detail** - inside only
- **Detail** - full vehicle
- **Oil change**
- **Hand wash**
- **Rain Hand wash – SU**
- **Rain X Treatment**
- **Jump-start service** - An on-site service to provide parkers a jump-start when their batteries don't respond. *(complimentary)*
- **Flat tire assistance** - GPS will assist the premium parking customer in fixing a flat tire. *(complimentary)*
- **Giveaway Day** - GPS provides customers with complimentary logoed pens, key chains, etc.
- **USA Today newspaper** *(complimentary)*
- **Hubbard and Cravens coffee - served in the colder months** *(complimentary)*
- **Bottled water** - served to customers in the warmer months *(complimentary)*
- **Use of Zingle or Netpark apps for easy texting to retrieve vehicles**
- **Annual Customer Appreciation Day** - Includes a free continental breakfast

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