

15-289

Deb Duane

From: Tony Dick
Sent: Tuesday, March 10, 2015 2:15 PM
To: Deb Duane
Subject: FW: Public Safety Meeting

I have the following items for consideration during the upcoming Public Safety Agenda items selection.

- 1) Request is to accept donation for partial payment for a lighted pedestrian crossing sign and then pull money from one of the police department donation lines for the rest of the expense.
- 2) Request to use money from the police department seizure lines as start-up money for the Police Explorer Program.
- 3) Review Crossing Guard wages and compare with other cities and the quote from a private company.
- 4) Discussion and possible action on the police department structure including job descriptions for Deputy Chief and Assistant Chief positions.

Tony

Deb Duane

From: Tony Dick
Sent: Friday, March 06, 2015 1:27 PM
To: Christopher Able - D3; Rochelle Blindauer
Cc: Deb Duane
Subject: crossing guard proposal
Attachments: Proposal.Manitowoc Public Schools.2015.docx

The detailed proposal for Crossing Guards from Park Inc is attached. I copied part of the fee structure below. The city of Manitowoc budget salary assigned to crossing guards for 2015 is \$43,168.05 but does not include management/coordination costs. I can say that we do not put 6 hours per day into managing them.

Tony

Park Inc. MANAGEMENT FEE

Crossing Guard Services:

Park Inc proposes a management fee of ***\$97,950 per year**

**(Based on 18.5 man hours per day, 180 days per year includes 6 hrs per day for management and coordination)*

The management fee includes crossing guards, part time crossing guards, and a dedicated coordinator to manage all Park Inc staff and fill in where needed.

These fees will cover all costs associated with operating the crossing guard operation including payroll, taxes, worker's compensation, insurance, operating expenses, uniforms, claims, signs, and management.

From: Brian Haupricht [<mailto:hauprichtb@parkinc.com>]
Sent: Friday, March 06, 2015 12:31 PM
To: Tony Dick
Subject: crossing guard proposal

Tony,

Here is our revised proposal for crossing guard services. Please let me know if you have any questions.

Thanks,

Brian Haupricht | President
www.parkinc.com | 704.377.1755



School Crossing Guard Services Proposal

Prepared for:

Manitowoc Public Schools

March 2, 2015

MPSD



PARK INC

PHONE 704.377.1755 FAX 704.377.3155 WEB parkinc.com
ADDRESS 1415 South Church Street | Suite T | Charlotte | North Carolina | 28203

March 2, 2015

Manitowoc Public Schools
Attn: Tony Dick
910 Jay Street
Manitowoc, Wisconsin 54220

Dear Mr. Dick,

It is our pleasure to submit the following proposal for crossing guard services for the Manitowoc Public Schools. In this proposal, you will find a detailed description on how our company operates its crossing guard operations. This proposal will cover our pre-hire process, training, and on-going employee evaluation. It also covers operations as it pertains to crossing guards in general and the Manitowoc Public Schools specifically. Lastly, included is background information on our company and a list of references of our current crossing guards operations, many of which have a crossing guard component similar in size and scope or larger than those of the Manitowoc Public Schools.

We greatly appreciate your consideration and welcome the opportunity to partner with your organization.

Please do not hesitate to contact me with any questions.

Sincerely,

Brian A. Haupricht
President

1415 South Church Street, Suite T
Charlotte, NC 28203
Phone 704.377.1755
FAX 704.377.3155
hauprichtb@parkinc.com



PARK INC

EXECUTIVE SUMMARY

Park Inc is pleased to submit this proposal to provide crossing guard services for the Manitowoc Public Schools. Park Inc specializes in providing highly customized crossing guard, traffic controlling, parking garage, surface lot, shuttle, and valet parking services to its customers. We currently maintain service contracts at more than 75 locations in 20 states, staffed by more than 400 dedicated employees.

We are qualified and ready to help the Manitowoc Public Schools address three essential needs:

- Provide exceptional customer service and sound crossing guard operations on a day-to-day basis.
- Assure smooth, successful execution of two important transitions: 1) the addition of a new crossing guard provider, and 2) maintenance of accessible, efficient crossing guard services for the public.
- Eliminate the workload with regard to crossing guard management for the staff of the Manitowoc Public Schools.

Park Inc is distinguished by exceptional attention to customer service and operational detail. We maintain this distinction by rigorous standards of recruiting, hiring, training, evaluation, and employee motivation.

Park Inc also has an advantage in its relative small size in the crossing guard services industry. We have the flexibility, responsiveness, and energy that are characteristic of a successful young company. This translates into more intensive and hands-on customer service.

Our Mission

Be the most sought after operation in the cities we service, both by client establishments and by people who want to work in the services industry. Secondly, become a national model of exceptional crossing guard services. Finally, establish a strong, successful presence in cities where we choose to do business.

Our Strategy

Engrain the service ethic in our people. Stress professionalism at all levels. Give our employees the means to work smarter and more effectively. Reward their good work with bonuses and career growth opportunities. Use our experience to continually adapt and improve our performance. Formalize and strengthen our internal communication so that every employee understands and contributes to our mission.

Our Commitments

- *Total customer focus.* Customize our services to the precise needs of our client establishments
- *Unparalleled service.* Make every guest feel great about facilities where we provide services
- *Excellent employees.* Recruit, train, and support the best people. Reward hard work, smart work, and loyalty. Stress professionalism.
- *Operational excellence.* Provide good value to our customers and their publics; strive to be accident free
- *Smart growth.* Grow aggressively but always maintain quality service.



Moreover, because we currently operate over 75 locations in the region, we are committed to the industry and highly motivated to take the Manitowoc Public Schools crossing guard operations to new levels of customer service and success. We welcome the opportunity to do so.

Following is a summary of our team members and their responsibilities as it pertains to this project:

Team Member	Responsibilities
Gary Lewis, CPP	Vice President of Operations – Coordination of all activities with Manitowoc Public Schools / Staff Recruitment / Uniforms and supplies / Setup account per guidelines
Kim Dziuk	Human Resources Manager – Coordination of interviewing, hiring, and training / Ensure compliance with all pre-hire requirements, checks, and tests
Lindsey Boyer, CPA, CFE	Controller – Oversee financial aspects of the project including payroll and billings
Brian Haupricht, CPP	President – Oversight of the entire project team
TBD	Contract Manager – Hands on involvement of the day to day operations. First point of contact for Manitowoc Public Schools and the Park Inc staff.



PARK INC

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BACKGROUND & EXPERIENCE

Company History and Growth

Park Inc is well qualified to deliver on the scope of services and to manage the crossing guard operations for the Manitowoc Public Schools. Founded in 1994 in Charlotte, North Carolina, with just a few employees and one customer, Park Inc has expanded to over 75 operations in 20 states, with more than 400 employees. During that period, annual revenues have grown to over \$8.0 million. Founder Brian Haupricht remains the company's chief executive officer and its principal shareholder.

From its initial concentration on valet parking, the company has developed a full range of services, including crossing guards, traffic controlling, large-scale garage management, surface lot operation, shuttle bus services, and consultation.

Headquartered in Charlotte, North Carolina, Park Inc currently manages parking and crossing guard services Nationwide. Corporate administrative functions are housed at the headquarters office while regional and local offices provide hands-on management of local service operations.

The company owes its success to a strong customer service program developed through extensive employee training that is reinforced daily in local operations. The company differentiates itself from its industry peers by its high level of service and professionalism. We strive to create an outstanding guest experience for our clients and their customers- each and every time.



Quality Values

Park Inc takes a very proactive, hands-on approach in day to day management with an understanding that our employees are the most important factor in providing an outstanding customer experience. It begins in our recruiting process as we work diligently to procure candidates with a background in customer service. We then provide a detailed orientation where clear expectations are set related to:

- Policies and operational procedures
- Uniform and dress code
- Best practices for providing outstanding customer service

We have created a culture at Park Inc where our core values guide the services we provide every day. Those core values include:

- Deliver Service Excellence
- Exercise Honesty and Integrity
- Educate and Be Educated
- Demonstrate Respect for Employees, Customers, and Community
- Support a Spirit of Continuous Improvement

We strive to ensure these core values are embraced by each of our employees and exemplified in the service we provide.

Park Inc Mission Statement

We are committed to a partnership with our clients by providing efficient and convenient parking services, focused on adaptability and responsiveness to our customers' needs. Through the application of innovative solutions, we offer a diverse range of parking and service amenities with dedication and integrity. We are committed to supporting activities that enhance and service the communities in which we operate.



PARK INC

EXPERIENCE

Park Inc understands that working in a school environment is different than working for a social establishment or operating a commercial parking facility. We have taken that understanding and created a division within our organization that focuses only on crossing guard services.

What makes the Park Inc's Crossing Guard System Different?

1. Specialized

We currently provide crossing guard, traffic controlling, valet parking, parking management, and shuttle services for 75 locations in the region and handle more than 100,000 customers per week at those facilities.

2. Crossing Guard Training

Park Inc has continued to improve upon our Crossing Guard system. We have developed a crossing guard specific training program that teaches each of our attendants:

- To be unfailingly polite
- To safely assist with pedestrian flow around the staging area
- To be proactive in recognizing customers needs
- To recognize and react to emergency situations
- Facility acclimation

3. Our system is easily modified to fit the individual needs of the facility.

Our system is highly flexible allowing us to provide superior service during times of construction or unforeseen circumstances.

4. Annual Park Inc University training seminar for all supervisory personnel.

All supervisory personnel attend a 2 day educational conference in Charlotte each summer to improve company and industry best practices in the areas of Human Resources, Parking Management, Safety, Compliance, Problem Solving, Accounting, and to enhance lines of communication with their peers in the company.



CLIENT REFERENCES

Charlotte-Mecklenburg Schools Police Department

600 E. Fourth Street
Fifth Floor
Charlotte, NC 28202
Lynne Clifford
980.343.2758

Fort Mill School District

2233 Deerfield Drive
Fort Mill, SC 29715
Tommy Schmolze
803.548.2527

Charlotte Country Day School

1440 Carmel Road
Charlotte, NC 28226
B.E. James
704.301.9570



PROPOSED SOLUTION

As a successful, growing company in the crossing guard and parking services industry, Park Inc has substantial experience and skill in starting or assuming crossing guard, traffic controlling, parking, valet, and shuttle service operations. We would like to begin by forming a start-up team composed of Park Inc and the Manitowoc Public Schools management. The purpose of the start-up team will be a smooth, successful introduction of Park Inc to the Manitowoc Public Schools. The strategy is to share pertinent information, develop procedures agreeable to both parties, identify particular needs and problems, and plan solutions before the operation even begins. The following activities are proposed from the onset of the contract award:

Week 1 - Kick-Off Activities

Develop a clear understanding of the start-up issues and concerns on both sides and develop a schedule of start-up activities including who will do what and when.

1. Identify general scope of services required.

- Listing of work-sites, estimated coverage needed, staff required and daily coverage schedules

2. Identify operational expectations.

- the Manitowoc Public Schools specific employee training requirements
- the Manitowoc Public Schools specific employee scripts, knowledge, and general responsibilities
- the Manitowoc Public Schools specific employee dress code, including bad weather, seasons, etc.

3. Identify management issues.

- Chain of command; day to day management; the Manitowoc Public Schools contact; Park Inc contact
- Emergency calls: contacts, procedures, telephone numbers, possible problems
- Staffing changes: current numbers, contact names, telephone numbers

4. Identify finance issues.

- How costs are computed, billing format, timing, payment

5. Identify liability and legal issues.

- Insurance, emergency procedures, handling of claims.

6. Walk through and discuss specific site concerns and requirements

- At each specific work site station, identify any specific instructions for staffing, where employee should stand, support call source, and other issues.



Week 2 - Second Meeting

- Present more detailed schedule based on kick-off meeting notes and walk-through
- Review and confirm with the Manitowoc Public Schools.
- Confirm training, orientation, and other pre-start-up issues to be resolved.
- Use the kick-off meeting list of items
- Review, discuss, confirm and make adjustments to the plan
- Prepare operational memo of agreement and scope of services
- Prepare actual start-up schedule, training and other activities

Week 3 - Implementation of Start-up

- Monitor initial Park Inc onsite activities to ensure plans are implemented as discussed
- During initial days, both Park Inc management staff and the Manitowoc Public Schools management staff should be available for resolving initial problems and situations not identified at training sessions.
- Place initial Park Inc staff on site and begin Park Inc employee operation.
- Monitor and repeat walk-through process and answer employee's questions and concerns.
- Repeat for first few full schedules of different shifts.

Weeks 4 – 10 - Ongoing Activities

- Wrap-up review to discuss all implementation activities. For first couple of weeks, and as necessary, have prescheduled weekly Park Inc/Manitowoc Public Schools management meetings to review satisfaction, problems, and how to make further improvements.



PARK INC

Motor Vehicle, Criminal Background Screening, etc. To ensure that we are getting safe and trustworthy employees we hire only those who have a minimal amount of points on their driving record and have not been convicted of any serious crimes, crimes involving theft, or anything that is a specific requirement in the contract:

We use the following tools in training our managers in the interviewing process:

- Interviewing checklist (please see appendix to this section)
- Interviewing script (please see appendix to this section)
- Sessions with an experienced interviewer to see how it is done
- Works with an experienced interviewer to identify interview questions that fit the new interviewer's style
- Experienced interviewer sits in with new interviewer and offers positive suggestions
- Check references – we require two employment and/or school references along with a personal reference
- Conduct background criminal and motor vehicle report checks as well as drug screening (if required) and other tests as required by the contract
- Make written Offer of Employment
- Schedule orientation and training



Orientation Program (~ 1-2 hours)

- Welcome
- Introduction to the history of Park Inc/Future of Park Inc
- New hire paperwork
- Performance expectations
- Review of policy manual
- Closing remarks

Classroom Training (~ 1-2 hours)

- Review of employee guide
- Additional topics as required by contract
- Question and answer period
- Take employee examination
- Review work schedules and instructions for the next two weeks

On Site Training (~ 3 hours)

- New employee introduced to account manager
- New employee familiarized with specific site and it's procedures
- Designated trainer models all information received during classroom training
- Trainer handles 2 customers with new employee watching
- Trainee handles next 5 with trainer watching
- Trainee handles additional customers with trainer available for help
- Trainer explains closing procedures
- New employee assigned to work alongside experienced employee for a period of time.



We use five main methods of evaluation:

- In-house --- as previously described, our managers perform regular spot-checks.
- In house --- we send out 'mystery parkers' to experience our services first hand (please see Mystery Shopper Employee Assessment in appendix)
- From the customer's perspective --- "How Are We Doing Cards" will be available at all job sites, exits and on shuttle buses.
- On a regular basis, the president of the company will telephone our contact at the Manitowoc Public Schools to see how things are going.
- Annually, we send out an account survey form to our contact at each account



MYSTERY SHOPPER EMPLOYEE ASSESSMENT

Date: _____
Location Name: _____
Name of Employee: _____
Time: _____

Personal Appearance: (Visually inspect the condition of the employee's uniform.)

Was the employee's uniform clean?	Yes	No
Was the employee wearing his/her nametag?	Yes	No
Was the employee professional in appearance?	Yes	No
Overall was Park Inc well represented by the employee(s) appearance?	Yes	No

Customer Service: (Pay particular attention to the enthusiasm level of the employee as well as his/her diction when speaking.)

Did the employee establish eye contact with you?	Yes	No
Did the employee smile upon greeting you?	Yes	No
Did the employee use a courteous greeting?	Yes	No
Did the employee display a high level of energy?	Yes	No
Were you able to observe inappropriate workplace behavior?	Yes	No



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Employee Corrective Action

Violation	1 st	2 nd	3 rd	4 th
Reporting late for a shift without a call to management	O	O	W	S
Failure to wear proper uniform	O	O	W	S
Failure to shave before shift	O	O	W	S
Leaving a scheduled shift before the designated time	O	O	W	D
Smoking or eating in view of guests during scheduled work hours	O	W	D	
Behavior or action that causes any valid guest complaints	W	S	D	
Damaging a vehicle	S/D	D		
Failure to report to work for a scheduled shift	S/D	D		
Acts of disloyalty to Park Inc and/or acts that convey a negative image of Park Inc	S/D	D		
Engaging in any act of violence, disorderly conduct or unsafe acts	S/D	D		
Abusing, defacing or destroying company property	S/D	D		
Refusal/failure to perform assigned work or to follow instructions of management	S/D	D		
Falsifying or refusing to provide information or otherwise refusing to cooperate in the investigation of incidents of associate misconduct, accidents, theft or other incidents	S/D	D		
Behavior or action that causes the loss of an account	D			
Supplying false or misleading information when applying for employment	D			
Possession, purchase, use or being under the influence of alcohol during scheduled work hours	D			
Possession, purchase, use or being under the influence of illegal drugs during scheduled work hours	D			
Abusing, defacing or destroying the property of clients or their guests	D			
Threatening or using abusive language to any manager, guest, or employee	D			
Gross negligence or carelessness	D			
Theft or unlawful possession of Park Inc or Authority funds, stolen, lost or mislaid property, or property of a guest	D			
Inappropriate use of company funds	D			
Revealing confidential information about the business to outsiders or to other associates who are not entitled to receive such information	D			
Working for another company in a competitive business to Park Inc	D			

O – Oral W – Written S – Suspension D – Dismissal

Based on a 12 month rolling calendar, consisting of 365 days:

>6 Orals – Dismissal >3 Written – Dismissal >2 Suspensions – Dismissal



Employee Standards Checklist

- **The employee shows a professional attitude in his/her uniform:**
 - Shirt should be tucked in and a belt worn.
 - Designated uniform must be worn.
 - Socks should be worn with comfortable shoes that are in good condition.
 - Only plain white undershirts are worn.

- **The employee shows a professional attitude in personal appearance:**
 - Hair is neat and conforms to Park Inc's guidelines.
 - Make-up and jewelry is within appropriate guidelines.
 - If clean shaven, employee shaved before coming to work.
 - Employee has a friendly expression and great posture.

- **Employee follows customer service procedures**
 - Employees are clearly visible to all.
 - Employee offers immediate assistance to guests.
 - Employee offers a friendly and appropriate greeting.
 - Employee thanks each guest.
 - Employees does not smoke or eat in view of the customer

- **Employee shows a professional attitude in his/her attendance.**
 - Employee follows established 'request off' procedures.
 - Employee makes the effort to know his/her own schedule.
 - Employee is never tardy or absent without cause.
 - If employee is unable to work scheduled shift, calls in to manager as soon as possible. Also attempts to find his/her own replacement.

- **Employee reports time worked appropriately:**
 - Employee fills out timesheets/timecards each time he/she works.
 - Employee reports his/her time accurately.
 - Employee uses time clock, where available.
 - Employee turns in timesheets/timecards according to instructions for that site.

- **Employee's 'employee conduct' is always appropriate.**
 - Employee adheres to employee conduct standards as specified in the policy manual.
 - Employee's performance, work habits, overall attitude and demeanor is satisfactory in the judgment of Park Inc management.



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MANAGEMENT PROPOSAL

In connection with the management of the Manitowoc Public Schools crossing guard operation, Park Inc will assume all operational responsibilities associated with the managing the crossing guard operation:

GENERAL OPERATIONAL FUNCTIONS

1. Staffing

Park Inc will arrange for properly balanced staffing to operate, maintain, and manage the crossing guard operation. Park Inc will provide part time guards and a coordinator to account for scheduled and unscheduled time off. All scheduling will be approved by Manitowoc Public Schools.

8 crossing guards	0.75 hours per morning	180 days per year
10 crossing guards	0.75 hours per afternoon	180 days per year
1 coordinator	6 hours per day	180 days per year

2. Payroll and Payroll Taxes

Park Inc will oversee all payroll payment and administration of its staff assigned to the Manitowoc Public Schools. Park Inc will arrange for the payment of and file all payroll taxes in accordance with federal and state laws.

3. Insurance & Worker's Compensation

Park Inc will carry a three million-dollar general liability insurance policy and name the Manitowoc Public Schools as an additional insured on this policy. Park Inc will carry a standard Worker's Compensation policy on their employees.

The following is a summary of existing insurance coverage:

- **General Liability**
Providing for any mishap causing personal injury; either by premises or attendant. Policy limit: \$2,000,000, **Per occurrence limit \$1,000,000**
- **Employee Dishonesty**
Provides for loss of and loss from damage to, covered property such as money, equipment, or security. Policy limit: \$500,000.
- **Umbrella Liability**
Provides excess coverage for General Liability in the amount of \$10,000,000.



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4. Uniform and Appearance

All Park Inc employees will be attired in standardized uniforms for easy identification. All employees will maintain a clean and presentable appearance.

5. Management

Park Inc will provide on-call management to oversee the entire crossing guard operation at the Manitowoc Public Schools. This person will enforce all policies and procedures, changes to and improvements of specific operations, and continuous personnel management.

6. Operating Supplies

Park Inc will provide all necessary supplies to ensure a smooth and efficient crossing guard operation. This will include, but is not limited to: uniforms, safety vests, and stop paddles/flashing batons.

7. Vision

The objective of crossing guards is to ensure the students safely crossing intersections where vehicular traffic passes. Park Inc will achieve this at the Manitowoc Public Schools by offering professional crossing guard service, emphasizing service, convenience, and safety. This service will add to the Manitowoc Public Schools total customer experience, providing a key element to its range of service offerings.

8. Contingency Plan

During our initial hiring we look for employees who have flexible schedules. We typically look for employees who desire part-time work. Should there be a need to increase man-power unexpectedly; our supervisor will begin calling those employees who are not scheduled to come into work. If there is going to be an increase in usage that is planned, we will schedule the appropriate staff to handle the increase. Park Inc will provide 2 paid "on-call" crossing guards in the event of unexpected absences. Our ultimate goal is to provide **reliable service with zero gaps in service.**

Through working at the Manitowoc Public Schools and our experience, we will be able to provide a staff that is able to handle all kinds of fluctuation in the crossing guard system.



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9. Reporting

Park Inc uses a customized employee tracking system that allows the employees to clock in and out using their cell phones. Each employee is required to “opt in” to allow us to track their clock in location using GPS. We are able to review the location that they clocked in and out to ensure they were at their job site during the scheduled times. This system also sends a text and email alert to the supervisor to alert them when an employee has not clocked in for a shift.

In addition, a report is available from the time and attendant system for to use as backup for all billable hours. See sample invoice after this proposal.

Sample employee time report

Park Inc						Job Activity Detail Report		
1415 South Church Street Suite T Charlotte, NC 28203						Period: 05/12/14 - 05/18/14		
Zone(s): 1700								
(3187) CLT Country Day School (3187)						Job Total	8.33	(8h 20m)
Date In	Employee Code	Last Name	First Name	Clock In	Clock Out	Total Hours	Total (h m)	
Monday, 05/12	113774	Mullins	Cecily	07:15 AM	08:00 AM	.75	(45m)	
Monday, 05/12	113774	Mullins	Cecily	03:00 PM	04:00 PM	1.00	(1h)	
Tuesday, 05/13	113774	Mullins	Cecily	07:15 AM	08:00 AM	.75	(45m)	
Tuesday, 05/13	113774	Mullins	Cecily	03:00 PM	04:00 PM	1.00	(1h)	
Wednesday, 05/14	113774	Mullins	Cecily	07:15 AM	08:00 AM	.75	(45m)	
Wednesday, 05/14	113774	Mullins	Cecily	03:00 PM	04:00 PM	1.00	(1h)	
Thursday, 05/15	113774	Mullins	Cecily	07:40 AM	08:00 AM	.33	(20m)	
Thursday, 05/15	113774	Mullins	Cecily	03:00 PM	04:00 PM	1.00	(1h)	
Friday, 05/16	113774	Mullins	Cecily	07:15 AM	08:00 AM	.75	(45m)	
Friday, 05/16	113774	Mullins	Cecily	03:00 PM	04:00 PM	1.00	(1h)	
(3187) CLT Country Day School (3187)						Subtotals	8.33	(8h 20m)



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MANAGEMENT FEE

Crossing Guard Services:

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**(Based on 18.5 man hours per day, 180 days per year)*

The management fee includes crossing guards, part time crossing guards, and a dedicated coordinator to manage all Park Inc staff and fill in where needed.

These fees will cover all costs associated with operating the crossing guard operation including payroll, taxes, worker's compensation, insurance, operating expenses, uniforms, claims, signs, and management.

This proposal represents an expression of interest on our part to provide services for the Manitowoc Public Schools. This document does not, however, have independent legal significance. Only a binding management agreement; agreed to and signed by both parties, will give rise to legal obligations on either party's behalf.