

CITY OF LOS ANGELES
INTER-DEPARTMENTAL MEMORANDUM

Date: August 2, 2023

To: Honorable City Council
c/o City Clerk, Room 395, City Hall
Attention: Honorable Heather Hutt, Chair, Transportation Committee

From: Connie Llanos, Interim General Manager 
Department of Transportation

Subject: **RECOMMENDATION TO AWARD CONTRACT FOR PARKING CITATION AND PERMIT PROCESSING**

SUMMARY

The Los Angeles Department of Transportation (LADOT) requests authority to negotiate a five-year contract with two optional one-year extensions with Conduent State and Local Solutions, Inc. for the operation of parking citation and permit processing services for the City of Los Angeles.

RECOMMENDATIONS

That the Council, subject to concurrence by the Mayor:

1. AUTHORIZE the LADOT General Manager to negotiate a five-year contract with optional two one-year extensions with Conduent State and Local Solutions, Inc. for parking citation and permit processing services for the City of Los Angeles;
2. DIRECT the LADOT General Manager to utilize the best and final offer pricing for the contract as a basis for negotiations; and
3. AUTHORIZE the LADOT General Manager to modify services as needed in order to achieve the best and final offer cost structure.

BACKGROUND

In February 2012, LADOT released a Request for Proposals (RFP) for parking citation and permit processing, collection services, technical support for LADOT parking enforcement and other parking divisions, and several other state and/or City mandated services. Required services included operations support for the Parking Violations Bureau, which is responsible for customer service support to motorists who request parking permits, and all payment and processing tools to settle nearly two million citations per year. In September 2014, LADOT entered into contract C-124676 with Xerox State and Local Solutions (now Conduent State and Local Solutions, Inc.) to provide the aforementioned services. The contract included a five-year base term with an optional one-year extension.

In December 2019, LADOT exercised the one-year contract option extending the contract until September 25, 2020. In response to the COVID-19 pandemic and staffing shortages, City Council authorized LADOT to extend the contract twice until June 25, 2023 (Council File 13-0856).

In April 2022, LADOT released the Parking Citation and Permit Processing Services RFP (Council File 22-0375).

DISCUSSION

Parking enforcement is the City's primary tool to manage access to the curb whether it be to support local business, foster deliveries or provide shorter walking distances for people with mobility issues. By enforcing posted parking regulations, LADOT also improves safety and traffic flow on city streets, promotes vehicle turnover to enhance customer access to our City's businesses, and helps maintain quality of life for residents by clearing curbs for street cleaning.

LADOT's citation processing and collections program processes all citations and manages the City's citation appeals process. This program generated nearly \$111 million in actual revenue in Fiscal Year (FY) 2021-2022, and is estimated to generate approximately \$107 million in revenue for FY 2022-2023. To run this program successfully, LADOT needs to contract with a well-qualified contractor who can assist in providing strong customer and support services.

LADOT provides payment programs that allow qualified low-income motorists to pay their citations in installments, over a period of up to 24 months. Qualified individuals must fall within the monthly income of 200% or less of the current poverty guidelines, and/or receive public assistance benefits. In addition to payment plans, LADOT provides eligible residents with innovative payment relief programs to alleviate the financial strain of parking citation debt. For example, LADOT offers the Community Assistance Parking Program (CAPP) for individuals experiencing homelessness. CAPP allows participants to reconcile parking citations through volunteer community service or through enrollment in a homeless service program. Approximately 2,000 homeless individuals completed the program since its inception in 2016. LADOT's parking payment relief programs are among the most progressive options available across the country, recognized nationally and internationally in recent years for their innovative approach, and their focus on serving low income and economically disadvantaged individuals. In 2020, LADOT received the National Parking Association's Innovative Organization of the Year Award for parking initiatives benefiting low-income and economically disadvantaged motorists, including those affected by the COVID-19 pandemic. In 2021, LADOT staff also won the 2021 Professional Excellence Award for Innovation awarded by the International Parking and Mobility Institute.

To further support motorists, LADOT, with the assistance of a consultant, developed a comprehensive Parking Citation and Permit Processing Services RFP that places a focus on accessibility, accountability, customer service, and incorporated provisions. This scope will ensure the City benefits from the latest innovations, technology, and industry best practices. Many of these technologies will not only build efficiencies within our enforcement process, but include customer service access to virtual low-income payment plans and other citation and permit processing requests. The requirements of the RFP carefully solicited qualified bidders that could handle a large-scale operation with the volume of citations of a metropolitan city to help LADOT comply with City and State mandates. A pre-qualification requisite in the RFP required the bidder(s) to have a minimum of five years of experience

processing citations with a volume of more than one million citations annually (City of Los Angeles issued approximately 1.8 million parking citations in FY 2022).

Evaluation Process

In August 2022, two firms, Conduent State & Local Solutions, Inc. (Conduent) and Professional Account Management, LLC (Duncan Solutions), responded to the RFP. LADOT created a five-person RFP evaluation committee composed of three members of LADOT’s staff, and two outside representatives (one from Los Angeles World Airports and another from the City of Pasadena). The evaluation committee reviewed each proposal based on three evaluation categories:

1. Qualifications of Proposer (30%);
2. Operating Methodology (35%); and,
3. Management and Financial Capability (20%).

The evaluation committee did not score or rank the final category, Cost Effectiveness (15%), since LADOT contract administration intentionally withheld the cost proposals from the committee so as to avoid any influence to the overall evaluation. LADOT contract administration calculated the Cost Effectiveness score objectively, then independently added the points to the evaluation committee’s submitted scores.

Based on the written proposals, oral interviews, reference checks, and meeting the new minimum qualification requirements of the RFP, both companies could effectively deliver citation and permit processing services. Both companies also provided proposals that include enhanced support from subcontractors to better meet the RFP requirements such as a mobile application payment plan feature, booting technology, and workforce management. However, after an extensive evaluation process, outlined in greater detail in Attachment “A”, the RFP evaluation committee unanimously ranked Conduent as the recommended contractor for the parking citation and permit processing contract. Table 1 below provides the evaluation committee’s final total scores with rankings.

Table 1 - RFP Evaluation Committee’s Scores and Rankings

Bidder	Scores and Rankings				
	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
Conduent*	103 (1 st)	97 (1 st)	102 (1 st)	101 (1 st)	97 (1 st)
Duncan Solutions	85 (2 nd)	81 (2 nd)	88 (2 nd)	86 (2 nd)	76 (2 nd)

* Total score may exceed 100 points as Conduent qualified for 8 additional points awarded through the Local Business Preference Program above and beyond the maximum 100 points.

Cost

Both initial cost proposals submitted by the bidders were significantly more expensive than current contract costs. The total current contract cost is approximately \$14.7 million. Of that amount, \$9.2 million is directly charged to the General Fund for operating costs. The remaining cost of \$5.5 million accounts for Special Collection fees which are paid through an offset of a General Fund citation revenue account. LADOT requested both bidders to submit best and final offers for their price proposals. In response to the request, each bidder reduced their cost proposals; however, both are still much more

expensive than current costs. This may be due to the expanded scope of work and recent inflation rates. Table 2 below, summarizes the average annual and total five-year costs for the current contract and the two cost proposals using the best and final offers. Attachment "B" contains a more detailed price comparison.

Table 2 - Summary Cost Comparison

Cost Period	Current Contract	Conduent	Duncan Solutions
Annual	\$14.7M	\$23.5M	\$35.9M
Five-Year Total	\$73.3M	\$114.5M	\$178.7M

Note: Total includes both General Fund and Special Collections costs.

Under the Conduent proposal, the direct impact on the General Fund for operating costs will increase to \$14.7 million, a difference of \$5.5 million. Under the Duncan proposal, the direct impact on the General Fund for operating costs would increase to \$29.1 million, a difference of \$19.9 million. The Special Collection fee offset to General Fund revenue under the Conduent proposal will increase to \$8.7 million, a difference of \$3.2 million. Under the Duncan proposal, it would increase to \$6.8 million, a difference of \$1.3 million. The breakdown of these costs are provided in Table 3, below.

Table 3 - General Fund Impact

	Current Contract	Conduent Proposal	Duncan Proposal
Direct General Fund Operating Cost	\$9.2M	\$14.7M	\$29.1M
Special Collections Revenue Offset	\$5.5M	\$8.8M	\$6.8M
Annual Total	\$14.7M	\$23.5M	\$35.9M
Five-Year Total	\$73.3M	\$114.5M*	\$178.7M*

*The five-year total includes one-time costs charged in the first year only.

Given the significant cost increase, LADOT recommends negotiating a contract that aligns citation processing costs to FY 2023 levels, which may take into account inflation rates.

Proposed Term

A five-year term with one optional one-year extension is preferred because it is in line with past City practices and allows for consistent public services while maintaining a complex infrastructure. The size and complexity of these services require significant staff time to develop a robust and comprehensive RFP. Further, proposals oftentimes include technology related enhancements with implementation schedules that can take up to 18 months to execute. A contract term less than five years could increase costs and divert limited staff resources to expedite RFP development between contract periods. This could also impact the contractor's implementation schedules, and not allow new technology services to fully stabilize before the next contract period begins.

Implementation Schedule

While there is no transition period if Conduent is selected, the Department will need time for negotiation and contract execution. LADOT will submit a separate report to extend the current contract with Conduent under existing terms on a month-to-month basis for 12 months. LADOT will

submit a separate report for the proposed contract amendment. Once the City executes the new contract, Conduent estimates the implementation timetable for new services, upgrades, and new equipment is six months.

It is worth noting that Duncan indicated it would take an estimated 18 months to fully transition if selected as the City's service provider, which would require the City to pay both Conduent and Duncan Solutions during the transition period.

FISCAL IMPACT STATEMENT

The anticipated FY 2023 parking citation revenue deposited to the General Fund is approximately \$107 million. The cost to provide parking citation and permit processing services under the existing contract is approximately \$9.2 million per year in direct expenditures to the General Fund. A new five-year base contract is anticipated to cost up to approximately \$14.7 million annually in direct costs to the General Fund based on the current proposal. The estimated General Fund impact would be the net increase of up to \$5.5 million per year. The anticipated cost to provide special collections for parking citations is anticipated to be approximately \$8.8 million per year, an increase of approximately \$3.3 million from the current average. These annual amounts would be offset by the parking citation revenue deposited to the General Fund in FY 2024 and in future budget years.

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Attachments

ATTACHMENT "A"

Procurement Process

Procurement Type

The request for proposals (RFP) process was a "best value" procurement, not a low bid contract. As part of the evaluation process, the City scored both price and non-price qualifications. LADOT selected this procurement approach to ensure the best in class service with a reasonable cost.

Request for Proposals

LADOT released a Task Order Solicitation (TOS) on August 27, 2021 through the Los Angeles Regional Alliance Marketplace for Procurement (RAMPLA) website to seek a consultant's assistance in the development of a scope of work for the City of Los Angeles Citation and Permit Processing Services RFP. This was to ensure that the RFP was clear, addressed industry issues, and incorporated private sector expertise in the parking citation and permit processing, customer service, and collection services. On September 22, 2021, LADOT awarded Dixon Resources Unlimited, a company known for its extensive knowledge and hands-on experience in municipal parking programs, the task order solicitation.

On April 4, 2022, LADOT electronically posted the Parking Citation and Permit Processing Services RFP on RAMPLA as required by City policy. LADOT posted addendums electronically to the RAMPLA website at various times throughout the process to address questions submitted by prospective proposers and clarify sections as necessary.

On May 17, 2022, LADOT held a mandatory pre-proposal meeting virtually via Zoom. The purpose of the pre-proposal conference was to provide an overview of the RFP and to provide an opportunity for prospective bidders to request clarification of the City's administrative requirements. Thirty-one companies participated in the pre-proposal meeting. The LADOT contract administrator presented an overview of the RFP and scope of work. The department's contract administration group was available to answer any questions regarding the City's administrative requirements. Following the pre-proposal meeting, LADOT hosted a "Meet the Primes" networking event. LADOT created breakout rooms via Zoom to allow subcontractors to meet potential prime contractors for possible collaboration.

Proposals Received

Only two companies submitted proposals on or before the due date of August 5, 2022 (in alphabetical order): Conduent State & Local Solutions, Inc. (Conduent) and Professional Account Management, LLC (Duncan Solutions).

Pre-Screening Proposals

LADOT's contract administration group pre-screened each proposal to verify that the City received all required information before evaluation of the proposals. Both proposals complied with the City's various contract requirements including, but not limited to the Business Inclusion Program, the Living Wage Ordinance, the Service Contractor Worker Retention Ordinance, the Equal Benefits Ordinance, the Contractor Responsibility Ordinance, and the Child Support Obligation Ordinance.

Technical Review Panel

LADOT formed a technical review panel to provide an objective technical assessment of the proposals. The panel consisted of subject matter experts from four parking divisions impacted by the future contract. These divisions include Parking Operations and Support, Parking Adjudication, Parking Permits, and Parking Enforcement and Traffic Control. The panel reviewed the two proposals and provided the comments to the proposals. The comments refer to strengths and weaknesses of the proposals based on the scope of work required, current practices, and technology. The comments were meant to be a technical reference tool to assist the evaluation committee members unfamiliar with certain technology, practices, or industry standards. The comments did not include scores, rankings, or non-subject matter opinions.

Evaluation Committee

The evaluation committee consisted of five people with three from LADOT and two from outside agencies. From LADOT were two executive officers (Assistant General Manager of the Administration and Field Services Group familiar with parking operations, and the Chief of Parking Enforcement), and one senior manager (Chief Accountant). Outside representatives from the Los Angeles World Airports and the City of Pasadena were executive/senior management from their respective agencies selected because of their transportation and/or parking services expertise.

Evaluation Criteria

Summarized below is the evaluation criteria and corresponding scoring weights (maximum points for each criterion) as cited in the RFP. Per City ordinance, LADOT awarded a bonus of up to 12% to bidders who qualified under the City's Local Business Preference Program (LBPP) The LBPP provides bid preferences to certified Local Business Enterprises located in Los Angeles County that bid on City contracts. The intent is to increase local business participation in City contracts and increase employment opportunities. Each proposer could submit prime contractor or subcontractor Local Business Enterprise (LBE) certifications to qualify for these points.

Criteria	Max. Points
Qualifications of Proposer	30
Operating Methodology	35
Management & Financial Capability	20
Cost Effectiveness	15
Total	100
LBPP Bonus (Up to)	12

Evaluation Process

The evaluation committee reviewed each proposal, considered comments received from reference checks, and listened to information shared at the oral presentations held on January 26, 2023 at LADOT headquarters. The committee based their scoring on three evaluation criteria: Qualifications of Proposer; Operating Methodology; and, Management and Financial Capability. The evaluation committee did not score or rank the final category, Cost Effectiveness, since LADOT contract administration intentionally withheld the cost proposals from the committee so as to avoid influence by

the cost. LADOT contract administration calculated the Cost Effectiveness score objectively, then independently added the points to the evaluation committee's submitted scores. Below are the summarized results of the committee based on each criteria.

Qualifications of Proposer

Under the qualifications category, proposals should demonstrate experience in similar industries, including in areas of solutions and project implementation, budgetary controls, technology, staff qualifications, interagency coordination, and customer service. Proposers are expected to share background experience and staffing structure. Factors considered by the review panel included technical competence of the proposer to perform the work, knowledge and understanding of the scope of work, ability to provide the most innovative solutions within the industry, and relevant experience and references.

Results

Both proposers demonstrated quality services to various clients across the nation across their varying business solutions. The proposals and subsequent reference checks indicate that both proposers provide excellent service in most instances and that both providers had occasional challenges they had to work through, demonstrating the corporate commitment to service delivery. However, Duncan Solutions did not have prior experience with their proposed business team model to support a large-scale citation and permit management program. The lack of experience was a concern for the evaluation committee.

Operating Methodology

The operating methodology category focused on the technical aspects of the proposal, including the proposer's work plan and implementation schedule, the methods and resources to perform the work outlined in the scope of work, and how the proposer would make effective use of personnel to ensure quality service delivery. The technical review panel focused on how the proposer discussed, in as much detail as possible, its proposed operations, including, but not limited to the following: citation processing, supplying and maintaining a complete parking citation and permit system, collections, permit processing, and customer service. Factors considered included a clear timeline of what actions that will be taken, technical soundness of the approach, supporting rationale for each task, and the use of personnel to ensure quality service delivery.

Results

Conduent proposed to continue upgrading its existing system (eTIMS). LADOT has extensive experience with this system and interfaces, and is confident that the system can continue to process the high volume of citation transactions with minimal performance risk. Proposed upgrades to the eTIMS system will only further its functionality and user applications.

Duncan Solutions proposed partnering with Passport, a mobility management software and payments company, for a comprehensive citation and permit management system. The system offers a performance dashboard and reporting tools. Passport did not demonstrate sufficient compelling functional advantages over eTIMS.

Duncan Solutions is a nationally licensed collection agency and provider of delinquent collection solutions with industry experience in vehicle based receivables. Duncan Solutions provides collections services for various agencies with Philadelphia being the most comparable to the City of Los Angeles in terms of volume. Duncan Solutions proposed to increase collection rates above current rates through various strategies used with other agencies. Most of the tools offered are currently in use and do not reasonably guarantee an increase in collection rates.

Equipment

The two proposals included different options for handheld, printer devices, and system support for consideration. The devices must meet the requirements stated in the scope of work. LADOT traffic officers and information technology staff will make a final selection after contract award and final testing.

Conduent and Duncan Solutions both demonstrated a thorough understanding of current and emerging technologies regarding handheld devices and equipment support. They also included qualified staff to support LADOT with training, device malfunctions, and maintenance.

Although the handheld devices and technologies are similar, Conduent demonstrated technical support and application customizations that would enable the City to evaluate and deliver quality services. Duncan Solutions did not effectively present how they would install a complex and technical networking system that supports the overall program. Further, Duncan's flexibility with providing essential software customizations to program applications was less apparent.

Management and Financial Capability

This category allowed the review panel to evaluate how the proposers demonstrate their financial solvency and their capability to provide the necessary outlay, infrastructure, equipment, and personnel, as well as supporting technical, administrative, accounting, and clerical services to complete the contract to the satisfaction of the City. Factors considered for evaluation included organizational competence by providing a precise schedule and demonstrating an organizational commitment to complete deliverables, management approaches and techniques for assuring coordination and integration with the different agencies, services provided, and other stakeholders involved. Willingness and ability to provide additional staff should the need arise while developing parking support and system solutions.

Results

Both Conduent and Duncan Solutions demonstrated their financial solvency and capability by providing the past three years financial statements. The evaluation that distinguishes both proposers is their management structure and approaches to ensure service delivery integration. Duncan Solutions proposed a management and systemic structure model that relies on partnerships with different industry providers to deliver core services. Although each service provider under the Duncan Solutions service model demonstrated quality experience across separate business lines, the proposed partnership/integration model to work collaboratively to deliver one program has yet to be proven.

Cost Effectiveness

This category evaluated whether the total cost and component rates to conduct the program described in the proposal are reasonable and competitive with other proposals without compromising the technical quality of the final products. Proposers included program costs, and hourly rates for each key staff member with adequate supporting information in the proposal to justify the costs of the proposed work.

The overall contract structure is essentially "unit pricing", meaning that costs (and revenue) will rise as issuance increases and vice versa. In FY 2022, LADOT issued 1.8 million citations with total processing costs of approximately \$9 million and gross revenue of roughly \$111 million. This is an average of 151,137 citations per month. Each proposer gave a unit price per citation with an average volume of 200,000 citations per month as requested by LADOT.

Results

Each initial cost proposal submitted by the bidders was significantly more expensive than current contract costs. At the request of the General Manager, LADOT requested both bidders to submit best and final offers for their price proposals. In response to the request, each bidder reduced their cost proposals; however, both are still much more expensive than current costs. This may be due to the expanded scope of work and recent inflation rates. Table A below summarizes the average annual and total five-year costs for the current contract and the two cost proposals using the best and final offers.

Table A - Cost Comparison

Cost Period	Current Contract	Conduent	Duncan Solutions
Annual	\$14.7M	\$23.5M	\$35.9M
Five-Year Total	\$73.3M	\$114.5M	\$178.7M

Note: Total includes both General Fund and Special Collections costs.

The collections fee is a fixed price charged by the contractor on each delinquent citation. Conduent proposed a fee of \$27.00 per citation and Duncan Solutions proposed a fee of \$31.50 per citation in their respective best and final offers. There is no cost to the city as the fee is passed on to the recipient of the citation.

Optional Services (not included in cost comparison)

The RFP requested proposers to propose Automated License Plate Recognition technology as an optional service at an added expense that can benefit the City in terms of customer service and efficiency, should the City Council authorize LADOT to use the technology. Proposers provided costs associated with this service that were not scored in the Cost Effectiveness category since the service is optional.

Local Business Preference Program

Per City ordinance, LADOT allowed a bonus of up to 12% to bidders who qualified under the City's Local Business Preference Program.

Results

The Duncan proposal did not include an LBPP Local Business Enterprise (LBE) certification as a prime contractor, nor did they include subcontractor certifications to qualify for bonus points. They received zero additional bonus points in their overall score.

The Conduent proposal did include an LBPP qualifying LBE certification as a prime contractor and received an additional eight points in their overall score.

References

LADOT requested references for each proposer. LADOT values feedback from current and former customers for both proposers to assist evaluation efforts for service consideration. The LADOT contract administrator conducted telephone and/or email reference checks for the following cities:

Conduent Customers

Boston, MA
 Los Angeles County, CA
 Oakland, CA
 Santa Fe, NM
 Santa Monica, CA (non-responsive)

Duncan Customers

Glendale, CA
 Philadelphia, PA
 Pittsburgh, PA
 Sacramento, CA
 San, Diego, CA

The LADOT contract administrator shared all reference checks with the committee. The committee used reference checks to validate statements made by each proposer and to assess their past and present performance as it relates to the scope, size, and complexity of services in the RFP. The committee assessed the quality and performance of both proposers in part based on the feedback received from each proposer's past and current customers.

Rankings

On February 13, 2023, evaluation committee members submitted their overall rankings and scores for the first three criterion (excluding Cost Effectiveness) after reviewing each proposal, considering comments received from reference checks, and listening to information shared at the oral presentations. Committee members were not permitted to share or discuss scores or rankings with each other prior to submission.

LADOT contract administration calculated the Cost Effectiveness score objectively by formula. LADOT contract administration based the score on a comparison of total costs between the two proposals. The cost proposal with the lowest price received the maximum 15 points. LADOT deducted half a point for each 10% more expensive the other cost proposal was above the lowest price proposal. The LADOT contract administrator under the supervision of LADOT senior management added the points to the evaluation committee's submitted scores and developed the final rankings. LADOT used "forced ranking" to eliminate potential bias related to totaling or averaging points from evaluators with different spreads (variances) between scores.

The LADOT contract administrator tabulated the rankings, and informed the evaluation committee and General Manager that the committee unanimously ranked Conduent first, followed by Duncan Solutions second. The contract administrator also informed the General Manager and committee of the prices of both proposers. Conduent offered a much lower price than Duncan Solutions. The tables below reflect the final scores and ranking for each proposer.

Table B: Conduent Final Scores and Rankings

Evaluation Categories with Maximum Score	Raters' Scores and Rankings				
	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
Qualifications of Proposer (30 points max)	28	26	28	28	28
Operating Methodology (35 points max)	33	30	33	31	28
Management & Financial Capability (20 points max)	19	18	18	19	18
Cost Effectiveness (15 points max)	15	15	15	15	15
<i>Local Business Preference Program*</i> (up to 12 points max)	8	8	8	8	8
Total	103 (1st)	97 (1st)	102 (1st)	101 (1st)	97 (1st)

Table C: Duncan Solutions Final Scores and Rankings

Evaluation Categories with Maximum Score	Raters' Scores and Rankings				
	Rater 1	Rater 2	Rater 3	Rater 4	Rater 5
Qualifications of Proposer (30 points max)	26	26	28	26	26
Operating Methodology (35 points max)	28	26	30	29	23
Management & Financial Capability (20 points max)	19	17	18	19	15
Cost Effectiveness (15 points max)	12	12	12	12	12
<i>Local Business Preference Program*</i> (up to 12 points max)	0	0	0	0	0
Total	85 (2nd)	81 (2nd)	88 (2nd)	86 (2nd)	76 (2nd)

* Local Business Preference Program points eligible per City ordinance.

ATTACHMENT "B"
Price Comparison

Annual Cost Comparison

<u>Services</u>	<u>Conduent: One-year Projection</u>	<u>Duncan Solutions: One-year Projection</u>
Program Admin	\$1,826,244	\$4,867,880
CMS	\$10,117,776	\$12,383,098
Device Upkeep	\$252,000	\$250,800
Customer Service	\$770,700	\$10,612,921
Impound Services	\$112,500	\$300,840
PMS	\$303,696	\$380,097
Workforce Management	\$186,660	\$115,627
IT Equipment	\$746,741	\$250,646
IT Support	\$432,780	\$0
Sub-Total:	\$14,749,097	\$29,161,909
Special Collections	\$8,740,000	\$6,785,000
Total	\$23,489,097	\$35,946,909

Contract Term: Five-Year Cost Comparison

<u>Services</u>	<u>Conduent: Five-year Projection</u>	<u>Duncan Solutions: Five-year Projection</u>
Program Admin	\$9,131,220	\$24,339,402
CMS	\$50,588,880	\$61,915,488
Device Upkeep	\$1,260,000	\$1,254,000
Customer Service	\$3,853,500	\$53,064,607
Impound Services	\$562,500	\$1,504,200
PMS	\$1,518,480	\$1,900,483
Workforce Management	\$933,300	\$578,136
IT Equipment	\$746,741	\$250,646
IT Support	\$2,163,900	\$0
Sub-Total:	\$70,011,780	\$144,556,316
Special Collections	\$43,700,000	\$33,925,000

Total	\$114,458,521	\$178,731,962
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