



**WEST SIDE MARKET**

CLEVELAND'S PUBLIC MARKET

# Request for Proposals

## Parking Lot Operator at West Side Market

Issued: November 29, 2023

**Cleveland Public Market Corporation**

c/o Ohio City, Inc.  
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## Table of Contents

Introduction.....	3
Minimum operating requirements.....	5
Proposal submission .....	6
Proposal contents.....	7
Evaluation criteria .....	10

# Introduction

Cleveland Public Market Corporation (“CPMC”), an independent, tax-exempt organization, will soon assume management of West Side Market from the City of Cleveland. CPMC is seeking bids from qualified firms (“Operator”) to operate the Market’s parking lots. While an independent contractor, the selected firm will play an integral role in operating Cleveland’s historic public market, working closely with CPMC’s on-site management staff.

As part of its agreement with the City, CPMC will lease the two city-owned parking lots that serve the Market, called the Hicks Lot and West Side Market Lot. CPMC anticipates having full operational and financial control for parking lot operations on a date between December 2023 and February 2024.

Abundant, easily accessible, and free short-term parking are needed to serve West Side Market’s customers, who travel from throughout the region to shop for groceries. The West Side Market Lot (393 spaces) and the Hicks Lot (194 spaces) were upgraded in 2017 and both are used regularly by Market customers. The lots are also used heavily during the evenings by visitors frequenting the restaurants and bars along



West 25<sup>th</sup> Street and they are used by fans attending games at the downtown stadiums. The parking lots are crucial for serving the Market’s customers and for revenue to support operations.

At present, both parking lots utilize gate systems, with payment at either a free-standing kiosk (with cash or credit cards), at an unmanned gate when departing (with credit cards only), or at one exit booth that is continuously manned. The proposal should include a proposal for the optimal, most cost-effective system given the layout of the parking lots, street, and traffic flow.

Financially, the two parking lots have generated either modest income or have lost money. Over the past five years, the lots have averaged net income of about \$24,000. The following chart shows the number of tickets pulled each year and financial performance. These data were provided by previous parking lot operators and may not be fully accurate or complete:

WSM Parking	2018	2019	2020	2021	2022
Tickets: 90 min free	354,730	412,888	267,854	275,778	326,614
Tickets: Paid	204,180	225,377	86,163	90,763	
Income	\$ 514,847	\$ 531,066	\$ 211,214	\$ 226,627	\$ 518,354
Expenses	\$ 388,697	\$ 481,965	\$ 318,278	\$ 332,871	\$ 350,000
Net Income	\$ 126,150	\$ 49,100	\$ (107,064)	\$ (106,245)	\$ 168,354

The lots currently offer free parking for the first 90 minutes. Thereafter, parking is \$1.00 per hour. According to usage data provided by the current parking lot operator, 326,614 cars took advantage of free 90-minute parking in 2022. Of these cars, 77% parked for one hour or less. The average ticket is currently \$0.66.

CPMC is seeking proposals from parking lot operators to recommend a preferred system and operate the lots to a high level of service while maximizing net income. This could include reducing the free parking to 60 minutes during the Market’s operating hours and increasing the parking rate, plus charging fines for failure to pay.

CPMC’s goals for the parking lots include:

1. Provide customers with an easy-to-use system that offers at least 60 minutes of free parking during times when West Side Market is open to the public (currently Monday, Wednesday, and Friday from 8 am to 5 pm, Saturday from 8 am to 5 pm, and Sunday from 10 am to 4 pm).
2. Offer a validation program that allows individual Market merchants, event hosts, or area businesses to offer free parking for their guests.
3. Ensure that the system for entrance and exit does not negatively impact

surrounding traffic patterns or customer experience.

4. Maximize net income. This could include variable parking rates for evenings and game days, as well as fines for parking violations, while not alienating customers with excessive fines or overly aggressive enforcement.
5. Provide reasonable weekday, daytime-only monthly parking for employees of Ohio City businesses that does not interfere with Market operations (currently 50 total day-time only or and 50 night-time only monthly passes available)
6. Provide the opportunity for pre-paid and/or reserved parking for special events.
7. Have an experienced parking lot operator maintain and operate the parking lots to ensure they are clean, in good repair, and free of hazards, in compliance with all applicable laws, rules, regulations, and standards.
8. Have access to timely and accurate parking lot usage and financial information.

## Minimum operating requirements

CPMC has established the following minimum operating requirements for the parking lot operator:

1. Operate the parking lots in an efficient, prudent, and economical manner, and act in good faith to keep the total operating costs to a minimum, consistent with other well-run, privately managed parking lots in Northeast Ohio.
2. Submit an annual operating budget for review and approval by CPMC every September for the upcoming fiscal year.
3. Collect all fees and charges from parking lot users, maintain accounting records in accordance with generally accepted accounting principles, and remit funds daily (or other reasonable period) to CPMC via ACH. All revenue collected, less the approved management fee and expenses, must be accompanied by a report of the amount and type of revenue collected and expenses paid.
4. If an unmanned system, provide a customer service platform where customers can address concerns, such as disputes about charges and fines.
5. Inspect, maintain, and repair the parking lots in order to keep them in good, safe, sanitary, aesthetically pleasing, and efficient operating condition and repair, with funds itemized in the annual operating budget.

6. Accept all major credit cards (MasterCard, Visa, Discover, and American Express). Proposers must disclose in their proposal the current processing fees charged by each credit card company. While processing fees shall be considered a reimbursable expense, operator may not mark up or otherwise increase any credit card fee.
7. Propose a method for accepting cash and describe the costs and benefits of offering a cash payment option.
8. Provide access to a system (and any associated costs) that allows CPMC to compile, analyze, and maintain statistics (i.e. space counts by day and time) and present reports on operations and financial matters related to the parking lots.
9. Maintain comprehensive general liability insurance, business automobile liability insurance, professional liability insurance, workers' compensation and employer's liability insurance, at statutory or such levels as commercially prudent.
10. Possess all applicable licenses, certificates, permits, or other authorizations required by all relevant governmental authorities and authorized to conduct business in the State of Ohio, County of Cuyahoga, and the City of Cleveland.

## Proposal submission

Interested firms should express their intent to bid by emailing [cpmc@westsidemarket.org](mailto:cpmc@westsidemarket.org) so they can receive any future correspondence or RFP addenda. Please include the name, telephone number, and email of the firm's contact person.

Any questions should be submitted via email to [cpmc@westsidemarket.org](mailto:cpmc@westsidemarket.org). A written response, if provided, will be in the form of an addendum to the RFP and will be sent to all bidders registered by CPMC. Addenda must be duly acknowledged with any submission. Corrections or changes to this document will be made only by written addendum; any oral explanation or interpretation shall not be binding.

**If bidders would like a site tour and in-person review of this RFP, please so indicate via email to [cpmc@westsidemarket.org](mailto:cpmc@westsidemarket.org) by Wednesday, December 20, 2023.** CPMC will make all registered firms aware of the meeting time and place.

Proposers are cautioned not to contact CPMC board members or City officials concerning this RFP during the competitive procurement process or the evaluation process except as outlined above.

**Proposals are due on Friday, January 12, 2024 at 5 pm. Submit proposals in PDF format to [cpmc@westsidemarket.org](mailto:cpmc@westsidemarket.org).**

CPMC will not reimburse bidders for the cost incurred in preparing the proposal or any oral presentation. CPMC reserves the right to reject all proposals, or portions of any or all proposals, to waive irregularities and technicalities, to re-advertise or to proceed to provide the service otherwise in the best interest of CPMC.

By submitting a proposal in response to this RFP, the firm certifies that all work will be performed in conformance with applicable local, state, and federal laws and regulations and accepts the terms and conditions set forth herein, all of which will be made a part of any contract awarded as a result of this RFP.

## Proposal contents

The proposal submittal shall consist of the following elements in the following sequence:

1. Cover letter: The cover letter should identify the firm, its business organization, principal address, principal contact for this proposal, federal tax identification number, telephone number, and email address. The cover letter should include a clear and concise summary of the firm's background, level of expertise, proposed parking management system, and direct relevant experience and ability. The timeline for implementation should be identified. The letter should include the firm's case as the best candidate for providing the required services.
2. Qualifications/experience and key staff:
  - a. Describe the nature of the firm's business experience in providing commercial/public parking operations and management services and identify comparable facilities under management, including locations utilizing the proposed parking management solution.
  - b. Identify the key staff proposed for this contract, setting forth the specific responsibilities of each proposed key staff person, how much time each staff member will devote to this project relative to their other projects and indicating which staff members, if any, are local to Cleveland. Provide a one-page resume detailing both general experience and specific experience related to the services as defined in this RFP for each proposed key staff person.
  - c. Provide the names and addresses of at least three (3) references at similar facilities. The references should include the name and title of the contact person, e-mail address, and telephone number.

- d. Provide the name, location and date of all similar contracts that have been terminated or canceled within the past three (3) years, prior to the expiration of their contractual term, and also list any judgments terminating or any pending lawsuits or unresolved disputes for the termination of such services provided by the firm within the past three (3) years.
3. Management approach & proposed parking system
    - a. Demonstrate how the firm meets or exceeds the minimum qualifications.
    - b. Describe the parking management system and any hardware or software requirements including who manufactures and maintains equipment, data storage and access fees, and all other associated costs.
    - c. Illustrate how proposer will manage and operate the parking lots, procedures and schedule to identify and perform maintenance and repairs, and other relevant management tasks.
    - d. Describe how the firm shall coordinate with CPMC to monitor parking lot performance, enforcement of operating hours, cleanliness, maintenance, customer service, and other operational standards.
    - e. Describe how the firm will analyze and communicate information as it relates to operating performance, including collection of fees, adherence to West Side Market and City policies, and customer service issues.
    - f. Describe how the proposed services/project/solution incorporates environmental sustainability.
  4. Financial Proposal
    - a. Identify all fees charged to any party, including fees charged to CPMC and to users, including proposed parking rates and fines.
    - b. Propose a basis of compensation and management fee.
    - c. Submit an estimated annual operating budget for each budget year of the proposed term, identifying projected reimbursable budget expenses, operational and maintenance requirements, proposed staffing and benefits, and all other applicable fees. Confirm that any fines or penalties imposed on the operator by governmental agencies as a result of actions of the selected firm will not be reimbursed.

- d. Include information on additional services, if any, not specifically requested in this RFP that proposer believes will augment the requested services and have the potential to generate revenue for CPMC.
- e. Financial background: include the following financial information:
  - i. Ownership structure of the proposer
  - ii. Audited balance sheet and income statement for the last three (3) fiscal years and unaudited balance sheet and income statement for each fiscal quarter thereafter, prepared in accordance with generally accepted accounting principles, reflecting the proposer's current financial condition.
  - iii. If a publicly held corporation, provide consolidated financial statements as submitted to the SEC on Form 10k, the most recent Form 10Q, and any Forms 8k filed with the SEC in the last twelve (12) months.
  - iv. Owners of closely held corporations must submit a personal financial statement, current within three (3) months from date of submittal.
  - v. If the proposer is a corporation and the outstanding stock of said corporation is held by fewer than ten (10) individuals, the name and residence address of each stockholder and his/her shares of outstanding stock must be listed.
  - vi. Three (3) bank and trade references
  - vii. Proof of a surety bond or an irrevocable letter of credit equal to one (1) year's management fee.
5. Joint ventures or partnerships: If the proposal submitted is on behalf of a joint venture or partnership, an executed copy of the joint venture or partnership agreement must be submitted with the proposal and will become an attachment to the contract. The award of a contract to the joint venture or partnership may be indicated as a condition precedent for the commencement of either such agreement.
6. Draft contract, including key terms such as proposed agreement duration and cancellation provisions.

## Evaluation criteria

CPMC will use the following criteria to evaluate proposals:

1. Experience and references, focusing on locations where the proposed system is currently operating (30 points)
2. Flexibility and ease of use (25 points)
  - a. Customer interface, including proposed signage and site staff (if needed)
  - b. Payment system ease of use
  - c. Ability to adjust parking rates, including for game days and days and hours when West Side Market is not open (Tuesdays and Thursdays, holidays, evenings)
  - d. Prepayment and discount systems
  - e. Validation program capabilities and costs, allowing individual Market merchants or event hosts to offer free parking for their guests
3. Financial proposal (30 points)
  - a. Cost of installation and maintenance
  - b. Recommended hourly and monthly parking rates and projected revenue
  - c. Proposed fines, collection process, and revenue split
  - d. Management fee and operating expenses
4. Customer service and ongoing support (10 points)
5. Proposed contract terms, including duration and cancellation provisions (5 points)