Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

City of Jacksonville, Florida

Procurement Award Form (PAF)

Part 1 – Form Type: 126.204 (a) New Award, Renewals, Waive Technical Defects, Price Increases, NTE (Maximum Indebtedness) Increases.

Goods and/or Services: Parking Garage Management Operator on Three Garages

Requested Action and Justification:

Recommend approval of award to highest scoring, responsible, responsive bidder, LAZ Karp Associates, LLC to provide parking management services. Period of service will be three (3) years from date of executed contract with three (3) one (1) year renewal options. The vendor remits net revenue to the City of Jacksonville, and the annual management fee is $30,000.00 with an incentive management fee totaling $114,447.00 over 3 years. Total expenditure not-to-exceed amount of $204,447.00. These management fees are deducted from the revenue prior to remittance to the City.

All vendor proposals were evaluated based on an established point system and are ranked as follows:

1) LAZ Karp Associates, LLC – 89.20
2) Denison Parking, Inc. – 86.00
3) Propark LLC (DBA Propark Mobility) – 82.80
4) PCA Parking and Transportation LLC – 78.00
5) Universal Parking and Transportation – 71.80
6) Lanier Parking Meter Services LLC – 69.20

To be executed by formal contract through the Office of General Counsel.

Supplier:	LAZ Karp Associates, LLC	**Basis of Award:**	Highest Evaluated	**BID Opening Date:**	11/13/2025

POA #:	N/A	**PO #:**	N/A	**Change Order #:**	N/A
Solicitation #:	RFP-NONCON 17114 26	**Contract #:**	N/A	**Contract ADM #:**	N/A
Term:	3 years	**Options:**	3-1 year	**Options Used:**	0

Federally Funded:	No	**JSEB Rec:**	Participation
Licenses Verified:	N/A	**JSEB %:**	20
Bonds Required:	No	**Bonds Waived Pursuant To:**	N/A

Fund:	10801	**Center:**	135115	**Acct:**	549006	**Proj:**	000000	**Activity:**	00001826	$ 0
Fund:	10801	**Center:**	135115	**Acct:**	549006	**Proj:**	000000	**Activity:**	00001825	$ 0
Fund:	10801	**Center:**	135115	**Acct:**	549006	**Proj:**	000000	**Activity:**	00000211	$ 0

New NTE/GMP:	$ 0	**Contingent Amt:**	$ 0	**DMP/ODPO Amt:**	$ 0

Using Agency/BU:	DIAD:DOWNTOWN INVESTMENT AUTHORITY		
Concurrence:	Signed by: Sherrill, Peter B6257F4BEEEC438...	**Title:**	PUBLIC PARKING OFFICER 2/6/2026
Concurrence:		**Title:**	
Concurrence:		**Title:**	
Concurrence:		**Title:**	

Procurement Analyst/Buyer:	Signed by: Ruth Keith C58E7E28D7B54E9...	**Chief of Procurement:**	Signed by: B10F1D517352456... 2/17/2026
Name:	Ruth Keith	**Name:**	Dustin L. Freeman

Part 2 – JPAC Action: All award actions subject to lawfully appropriated funds.		**Part 3 – Final Awarding Authority Action:**	
Members who approve:		**Action:**	
Members who disapprove:		**Signature:**	
Date:		**Date:**	

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PAF Instructions
Part 1 (using agency)

Form Type: This form will be used for both Administrative Awards and JPAC Requests. Select type from dropdown options.

Goods and/or Services: Enter a brief description of the types of goods and services included in the request.

Requested Action and Justification: Enter a brief description of the requested action or authority being sought. i.e.; *Request permission to award the lowest, responsive responsible bidder for an ITB or award the highest ranked supplier for an RFP.* This block should also be used for additional information such as additional 4th account strings, or other information essential for contract execution.

Supplier: Enter awarded supplier name**.** If multiple, include in "Requested Action and Justification" box.

Basis of Award: Select from Lowest Price Technical Acceptable (LPTA), Highest Price Technical Acceptable (HPTA) or N/A.

Bid Opening Date: The date bids were unsealed by Procurement.

POA #: This is your 1Cloud generated Agreement number. Select Type, Enter Number.

PO #: Enter the PO number or agreement release number.

Change Order #: Provide the applicable change order number represented by this request.

Solicitation #: Select Prefix type, Enter Number, and Year.

Contract #: This number should be the same as your POA number (unless procured prior to 2020)

Contract Amendment #: Provide the applicable amendment number represented by this request.

Term: Select the Period of Performance or Term for the initial period.

Options: Period of time for each renewal or option.

Options Used: Prior to this request, enter how many options were already used.

Federally Funded: Select yes or no from dropdown if Federal Funds will be used.

JSEB Rec: Select Encouragement or JSEB Set Aside Option.

JESB %: If JSEB Participation, enter the percentage.

Bonds Waived Pursuant to: Select option from Drop down.

Funding Sources: Fund/Center/Account/Project/Activity, all fields are required even if zeros.

New NTE/GMP: Enter the new total not to exceed amount. Note, this should match the contract maximum indebtedness, if applicable**.**

Contingent Amount: If your agency requests an allowance for unforeseen additional expenses, then specify the amount of your requested increase and new NTE that represents the contingency allowance. This is over and above any quote.

DMP/ODPO Account: Enter the Direct Materials Purchase/Owner Direct Purchase Order Account. Used mainly for CIP (Capital Improvement/Construction) Projects

Using Agency/BU: Select one from the dropdown list.

Concurrence: Using Agency internal routing requirements for Electronic Signatures (follow Proc Manual for threshold requirements)

Title: Title of person electronically signing form.

Attachments: Included any supplemental information to the Procurement Award Form. i.e.; *Scope of work, previous awards*.

**Any field where there is no data available, or no entry is required, either leave it blank or enter N/A. Any fields where there is known data, include for informational purposes. Any changes to an original award should contain the data that is being changed and any other relevant data required for JPAC review and approval.*

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Parking Garage Management Operator on Three (3) Garages

RFP-17114-26

Total Points	25 Points	40 Points	35 Points	OVERALL	Rank
Suppliers	**COMPANY EXPERIENCE AND REFERENCES**	**OPERATING AND STAFFING PLAN**	**CONTRACT COST --** Revenue (10 points), Cost (10 points), Net Operating Income (NOI) (15 points)	**Total Points (100 max)**	
Denison Parking, Inc.					
Ina Mezini	21.00	33.00	30.00	84.00	4
Wade McArthur	20.00	38.00	30.00	88.00	**1**
Marilyn Prophet	23.00	36.00	31.00	90.00	**1**
Wendy Khan	19.00	34.00	30.00	83.00	**3**
Ed Randolph	20.00	35.00	30.00	85.00	**2**
Average	20.60	35.20	30.20	**86.00**	
Propark LLC (DBA Propark Mobility)	**[Note: not EPSA of America Corp.]**				
Ina Mezini	23.00	38.00	33.00	94.00	2
Wade McArthur	25.00	30.00	30.00	85.00	**2**
Marilyn Prophet	20.00	20.00	31.00	71.00	**3**
Wendy Khan	21.00	37.00	28.00	86.00	**1**
Ed Randolph	18.00	30.00	30.00	78.00	3
Average	21.40	31.00	30.40	**82.80**	
LAZ Karp Associates, LLC					
Ina Mezini	25.00	39.00	34.00	98.00	1
Wade McArthur	24.00	28.00	32.00	84.00	**3**
Marilyn Prophet	23.00	36.00	27.00	86.00	**2**
Wendy Khan	21.00	36.00	28.00	85.00	**2**
Ed Randolph	25.00	38.00	30.00	93.00	1
Average	23.60	35.40	30.20	**89.20**	
Lanier Parking Meter Services LLC					
Ina Mezini	20.00	35.00	23.00	78.00	6
Wade McArthur	25.00	30.00	15.00	70.00	**6**
Marilyn Prophet	21.00	30.00	10.00	61.00	**6**
Wendy Khan	21.00	37.00	17.00	75.00	**6**
Ed Randolph	22.00	35.00	5.00	62.00	5
Average	21.80	33.40	14.00	**69.20**	
PCA Parking and Transportation LLC					
Ina Mezini	20.00	36.00	31.00	87.00	3
Wade McArthur	24.00	30.00	25.00	79.00	**4**
Marilyn Prophet	18.00	20.00	31.00	69.00	**4**
Wendy Khan	19.00	37.00	26.00	82.00	**4**
Ed Randolph	18.00	25.00	30.00	73.00	4
Average	19.80	29.60	28.60	**78.00**	
Universal Parking and Transportation LLC					
Ina Mezini	17.00	33.00	31.00	81.00	5
Wade McArthur	23.00	20.00	30.00	73.00	**5**
Marilyn Prophet	18.00	22.00	28.00	68.00	5
Wendy Khan	19.00	32.00	26.00	77.00	**5**
Ed Randolph	18.00	10.00	32.00	60.00	6
Average	19.00	23.40	29.40	**71.80**	

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Award Solicitation: Parking Garage Management Operator on Three (3) Garages

Solicitation **RFP - NonConstruction CCG** Procurement BU **CGI Bid** Close Date/Time **12/09/2025 16:00** Solicitation Currency **USD**	Responses Received **7** Active Responses **7** Shortlisted Responses **7**	Invited Suppliers **16** Will Participate **5** Responded **7**

Line Summary

Line	Item	Item Revision	Supplier	Business Relationship	UOM	Estimated Quantity	Estimated Total Amount	Award	Agreement Quantity	Rank	Response Price	Score	Response Minimum Release Amount	Supplier Site	Response Currency	Target Minimum Release Amount	Category Name	Line Type
1 Please add $1.00			Metropolitan Parking Group, LLC	Spend Authorized				Yes		1	1.00	100.00	1.00	Default	USD		810-54 Parking, Maintenance	Service
1 Please add $1.00			Diamond Parking, Inc.	Spend Authorized				Yes		2	4,500.00	100.00			USD		810-54 Parking, Maintenance	Service
1 Please add $1.00			SP+ST of Atlanta Corp.	Spend Authorized				Yes		3	715,809.00	100.00	715,809.00		USD		810-54 Parking, Maintenance	Service
1 Please add $1.00			Lazer Parking Mgmt Services	Prospective				Yes		4	3,260,240.00	100.00	3,260,240.00		USD		810-54 Parking, Maintenance	Service
1 Please add $1.00			AJ Kats Industries, LLC	Prospective				Yes		5	1.00	100.00			USD		810-54 Parking, Maintenance	Service
1 Please add $1.00			Parkmobile USA, Inc.	Spend Authorized				Yes		6	1.00	100.00	1.00		USD		810-54 Parking, Maintenance	Service
1 Please add $1.00			Ecopark Parking and Valet	Spend Authorized				Yes		7	1.00	100.00	1.00	Ecopark	USD		810-54 Parking, Maintenance	Service

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Award Solicitation: Parking Garage Management Operator on Three (3) Garages

Solicitation **RFP - Non-Construction 17114**	Responses Received **7**	Invited Suppliers **16**
Procurement BU **COJ BU**	Active Responses **7**	Will Participate **5**
Close Date **11/13/2025 16:00**	Shortlisted Responses **7**	Responded **7**
Solicitation Currency **USD**		

Overview

	ABM Industry Groups, LLC Response: 454837	Denison Parking, Inc. Response: 454798	EPSA of America Corp. Response: 454727	Lanier Parking Meter Services LLC Response: 454560	LAZ Karp Associates, LLC Response: 454810	PCA Parking Services, LLC Response: 454602	Universal Parking and Transportation LLC Response: 454868
Business Relationship	Spend Authorized	Prospective	Spend Authorized	Prospective	Prospective	Spend Authorized	Spend Authorized
Supplier Site	Order/Remit						Universal
Supplier Contact	BOCHNIAK, STAN	Williams, Jae	Jones, Matthew	Lierz, Laura	Verge, Carrie Ann	Chaves, Richard	Maurer, Patrick
Response Status	Active	Active	Active	Active	Active	Active	Active
Shortlist Status	Included	Included	Included	Included	Included	Included	Included
Response Amount	1.00	4,500.00	715,809.00	1,082,045.93	1.00	1.00	1.00
Overall Rank	2	5	6	7	1	4	3
Total Award Amount							
Time of Response	11/13/2025 14:26	11/13/2025 14:33	11/13/2025 15:19	11/13/2025 13:17	11/13/2025 13:53	11/13/2025 15:52	11/13/2025 15:51
Response Valid Until							
Reference Number							
Note to Buyer							
Attachments	Yes	Yes	No	No	Yes	Yes	Yes

Requirements (View Scoring Criteria)

Requirement	Target Value	ABM Industry Groups, LLC Response: 454837	Denison Parking, Inc. Response: 454798	EPSA of America Corp. Response: 454727	Lanier Parking Meter Services LLC Response: 454560	LAZ Karp Associates, LLC Response: 454810	PCA Parking Services, LLC Response: 454602	Universal Parking and Transportation LLC Response: 454868
Total Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00
1. Affirmation (Preliminary Response Stage)								
1. Type name and title of person submitting		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
Comments		Stan Bochniak and Peter Smith	Jae Williams, Client Relations Manager	Stephen Duffy, President	Laura Lierz, Vice President, Municipal and Institutional Services	Carrie Ann Verge Director of Finance	Richard Chaves Jr. CEO	Patrick Maurer - Vice President of Business Development
2. Type name of company in the comments box		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
Comments		ABM Industry Groups LLC d/b/a ABM Parking Services	Denison Parking, Inc.	Pro Park, LLC	Lanier Parking Meter Services, LLC	LAZ Parking	PCA Parking Services, LLC DBA Parking Company of America	Universal Parking and Transportation LLC
3. No Alterations: Bidder has not altered the original Solicitation Document in any way and further understands that any such alteration of the original solicitation document may result in rejection of the bid.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
4. Solicitation Silence: The Solicitation Silence policy is in effect for this solicitation and all communications related to this solicitation must be in writing to the designated procurement representative. Violations of the solicitation silence policy may result in the rejection/disqualification of the submission.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
5. Legal authorization and solicitation specific minimum requirements: All bidders must be legally authorized to do business in Duval County and shall comply with all minimum requirements for this bid. Failure to submit evidence for meeting any of these requirements may be grounds for rejection. Vendor shall provide proof of applicable local business licenses and particulars such as specific licensure, experience on similar projects, years of expertise in the area etc.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
6. Certification of No Conflict of Interest: Supplier certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Supplier's company. Supplier must complete and submit the attached Conflict of Interest Statement fully detailing any potential conflicts.		a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.
7. Equal Business Opportunity Program: Pursuant to Part 6 of Chapter 126, Jacksonville Ordinance Code, the City of Jacksonville encourages the utilization and participation of Jacksonville Small and Emerging Businesses (JSEBs) in its contract awards based upon availability. It is the City's intent in adopting this program to effect the philosophy with regards to enhancing participation of JSEBs in all areas of procurement.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
8. Electronic Signature: I understand this acknowledgment serves as my electronic signature and has the same force and effect as my manual signature.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
2. Submittal Statement (Preliminary Response Stage)								
1. Submittal Statement Bidder certifies that this proposal is made in good faith, without collusion or connection withany other entity bidding on this work. Bidder has examined and read all Drawings, Specifications, General and Special Conditions,and other Contract Documents, and all Addenda thereto; and is acquainted with and fullyunderstands the extent and character of the work covered by this Proposal and the specifiedrequirements, for the proposed work. Bidder certifies that no officer or agent of the CITY will directly or indirectly benefit from this bid.Bidder states that this Proposal is made in conformity with the Contract Documents and agreesthat in case of any discrepancy or differences between its Proposal and the Contract Documents,the provisions of the latter shall prevail. Bidder certifies that it has carefully examined the foregoing Proposal after the same wascompleted and has verified every item placed thereon; and agrees to indemnify, defend and savharmless the CITY against any cost, damage or expense which may be incurred or caused by anyerror in the Bidder's preparation of same. Bidder states that all applicable taxes are included in the unit prices or Lump Sum Bid andacknowledges this project is not exempt from the State or Local Sales or Use taxes, and paymentof such taxes is the responsibility of the Bidder. The undersigned Bidder agrees to keep its bid in effect for 120 calendar days after theBid Opening date to allow the CITY time to award the bid, should it be awarded, and timeto prepare and execute the contract (or issue the purchase order). This time period begins atthe time bids are opened and ends upon the issuance of Notice to Proceed (NTP) by the CITY.The bid prices shall remain in effect throughout the life of the Contract. Failure of the CITY toissue NTP within the specified time period shall allow Bidder to withdraw its Bid andterminate its contract without penalty or forfeiture of Bid Bond. Failure of the CITY to issueNTP within the specified time period shall not entitle Bidder to an adjustment of its Bid prices,unless mutually agreeable by the CITY. Bidder certifies, under penalty of perjury and contract rescission, that it has all required licenses toperform the work required to fulfill the terms of the contract resulting from a successful bid.Furthermore, the Bidder affirms that all subcontractors requiring to be licensed are listed in itsresponse and are properly licensed to perform work on their respective portions of this project.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
3. General Requirements (Preliminary Response Stage)								
1. **Scope of Services**: The Downtown Investment Authority of the City of Jacksonville, Florida is currently accepting bids to obtain source(s) of supply for the item(s) or service(s) as outlined in the bid documents provided. **See the attachment(s) for additional information.** The Downtown Investment Authority, as the Community Redevelopment Agency for the combined Northbank CRA (DIA), intends to contract parking management services to an experienced and qualified Vendor who can provide a high quality of customer service and garage maintenance at a reasonable cost, and is rewarded for material increases in net revenue returned to DIA for the Courthouse, Arena and Sports Complex Garages. The Vendor shall manage, staff, maintain, and operate the assigned parking facility in an efficient manner with a customer-centric focus in line with other A-class daily and monthly parking facilities. Facility Background Information The DIA has operational control of the Courthouse, Arena and Sports Complex Garages pursuant to a long-term lease and is seeking proposals from qualified parking operators and management companies to establish a partnership with the DIA and provide the services identified in the RFP. A description of the facility is listed below. . The Courthouse Garage is a 1,350-space, 7-level fully automated parking garage located at 151 N. Clay Street. This garage is adjacent to the Duval County Courthouse and serves as the primary location for courthouse juror parking absorbing approximately 30% of capacity. There are currently three (3) attendants that assist with juror users and any other parking-related questions. There are TIBA X60 series ticket spitters installed at each of the entry lanes. There are TIBA pay stations installed at each of the exit lanes which accept credit card payments. Both monthly and hourly parking is provided in the garage in addition to the juror parking. The DIA is not interested in systems or technology proprietary to any parking operator/management firm. . The Arena Garage is a 465-space, 5-level facility located at 999 E. Adams Street. This garage is directly adjacent to the VyStar Veterans Memorial Arena, is across from VyStar Ballpark and approximately 3 blocks from EverBank Stadium. The Arena Garage currently serves event parking only. Given the demand for non-event parking in this area, transient and monthly parking will be added in the near future, in addition to event parking. This facility is in the process of implementing mobile parking payments for transient and event parking via ParkMobile and will be equipped with license plate recognition (LPR) cameras for compliance. The associated monthly LPR fees will be a reimbursable operating expense. All notice-by-mail will be handled by the Office of Public Parking. The facility is currently gated when closed and operates as a pay-on entry facility during events with attendants accepting credit card payment only. This location also accepts reservations and pre-payment through the web-based/app-based ParkWhiz and ParkMobile platforms. The DIA is not interested in systems or technology proprietary to any parking operator/management firm. . The Sports Complex Garage is a 950-space, 4-level facility located at 500 A.P. Randolph Boulevard. This facility is directly across the street from the VyStar Veterans Memorial Arena, the Jacksonville Fairgrounds, and VyStar Ballpark. This location is currently used for event parking only. This facility does not have any PARCS equipment installed at this time. The facility is currently gated when closed and operates as a pay on entry facility during events with attendants accepting credit card payment only. This location also accepts reservations and pre-payment through the web-based/app-based ParkWhiz platform and ParkMobile platforms. Monthly daytime parking for a portion of the garage is under consideration. If the pilot program with ParkMobile and LPR cameras is successful in the Arena Garage, the DIA may consider expanding this to the Sports Complex Garage. The DIA is not interested in systems or technology proprietary to any parking operator/management firm. SERVICES The Vendor shall manage, staff, maintain, and operate the parking facility in an efficient manner with a customer-centric focus in line with other A-class daily, monthly and event parking facilities. The services to be provided shall include, but not be limited to the following: 2.1 Specific for the Sports Complex Garage, and Arena Garage Coordination of event schedules and event parking needs with the City's Office of Special Events and the City's event venue manager, and management and staffing of the facility for all user groups, including transient parkers and monthly parkers if added to the Sports Complex and/or Arena Garage facilities at the determination of the DIA. 2.2 Specific for the Courthouse Garage Operate and maintain as a primarily transient and monthly parking garage that, on limited occasions, is operated as a special events parking facility. 2.3 Billing and account reconciliation, routine daily maintenance of facilities and equipment, and working with the DIA on the coordination of contracting vendors for equipment repairs, etc. 2.4 Provide necessary staffing to operate transient or monthly parking and for special events (including on-site supervision during garage operating hours). 2.5 The Vendor may subcontract some services but cannot subcontract: a. Bookkeeping b. Record keeping and reporting. c. Financial reporting and the reports required to be provided to the DIA. 2.6 Provide facility maintenance staffing and services that include painting, garage sweeping, equipment maintenance and repair, light bulb replacement, and stairwell maintenance, etc. This does not include capital improvement projects over $5,000.00 for a single project and more than $15,000.00 in projects per year. Projects exceeding those thresholds will require pre-approval of the DIA prior to incurring any such additional capital expense. 2.7 The DIA must approve any subcontract for services for repetitive and scheduled maintenance, and the Vendor will provide three (3) quotes for services and a recommendation on which subcontractor it would select. The Vendor will provide notification if the subcontractor is a subsidiary or otherwise affiliated with the Vendor. The Vendor should also consider JSEB qualifications when selecting subcontractors. However, the DIA is not required to use any of the three (3)		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge

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2. Vendors must satisfy the following mandatory minimum requirements in order to have their Responses to manage the Courthouse, Arena and Sports Complex Garages evaluated. By submitting a Response, the Vendor warrants and represents that it satisfies these requirements. Failure to meet these requirements will result in the Response not being evaluated and being rejected as non-responsive: 1.1 All proposers responding must have successfully managed and operated garages with a minimum of 3,000 spaces in the aggregate, for a <u>**minimum**</u> of the past five consecutive years, which were open to the general public at least twelve (12) hours daily and were equipped with modern electronic parking control devices. The minimum required experience includes providing daily, monthly, and special event parking, in a single downtown setting. 1.2 All proposers must be capable of providing all of the monthly reports listed in the RFP. 1.3 All proposers (and any/all subcontractors) must be authorized to transact business in the State of Florida and maintain any licenses to perform services required to operate for the length of the contract. 1.4 Jacksonville Small and Emerging Business ("JSEB"): All proposers shall include with their proposal a statement affirming that through the life of the agreement they will work with the City's JSEB Office to identify and contract with JSEB suppliers. Proposers shall also include a statement affirming that throughout the life of an agreement they will take all commercially reasonable efforts to achieve a		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

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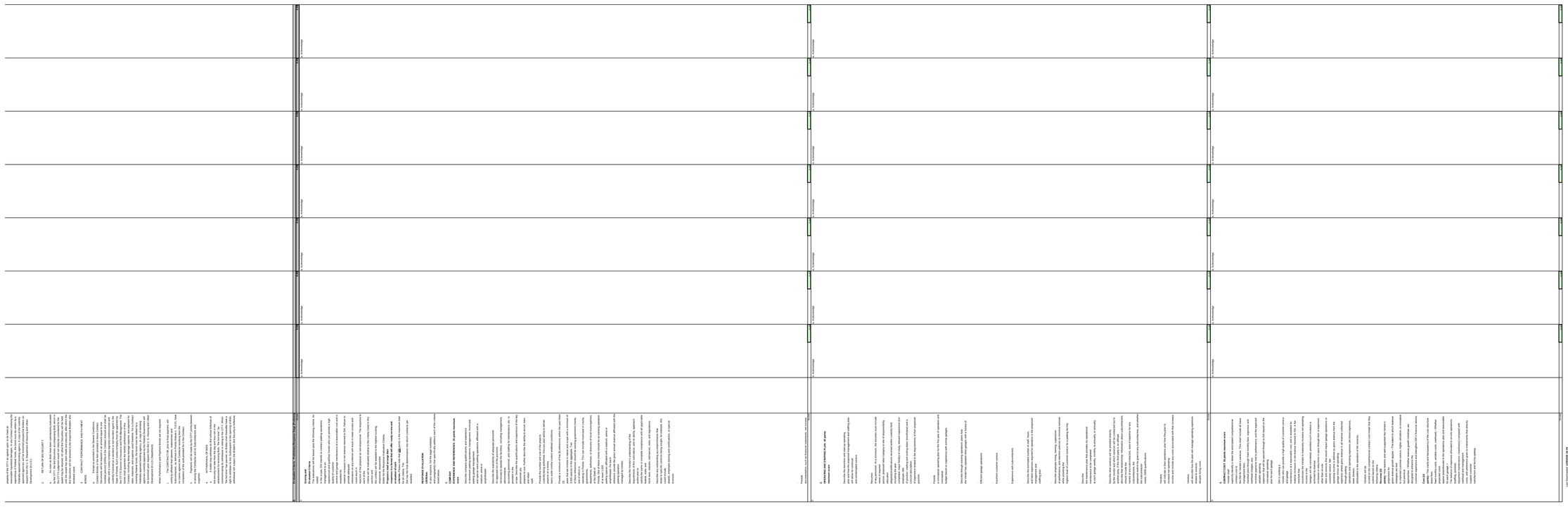
2.	**Revisions to the Solicitation** The following sections are hereby removed from the *Terms and Conditions*. Please disregard these sections in their entirety. C.10 Delivery C.12 Discounts C.29 "Or Equal" Interpretation C.30 Performance Bond C.31 Pickup and Returns C. 31 Prices		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
5.	**Indemnification and Insurance Requirements (Preliminary Re**								
1.	**RFP Indemnification and Insurance Requirements.**		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
6.	**Sample Services Contract (Preliminary Response Stage)**								
1.	Please review and acknowledge the attached sample Professional Services Contract.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
7.	**Bid Surety Requirements (Preliminary Response Stage)**								
1.	Bid / Surety Requirements: See the attachment(s) for additional information. 1. BID SECURITY a. If required, the Proposal shall be accompanied by Bid security in the form of a Bid Bond executed by the Bidder and a surety company regularly commissioned and currently licensed as a resident or non-resident agent in the State of Florida, or either a certified or cashier's check drawn on any national bank in an amount equal to five percent (5%) of the Bid amount made payable to the City of Jacksonville. Said Bid Security guarantees the Bidder will not withdraw from the competition after opening the Bids and, in the event the Contract is awarded to the Bidder, it will execute the Contract and furnish the required bonds within ten (10) days after notification. If it withdraws or fails to provide the bonds, the Bid Security and all proceeds there from shall become the		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge



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Award Solicitation: Parking Garage Management Operator on Three (3) Garages

Solicitation **RFP - Non-Construction 171**	Responses Received **7**	Invited Suppliers **16**
Procurement BU **COJ BU**	Active Responses **7**	Will Participate **5**
Close Date **11/13/2025 16:00**	Shortlisted Responses **7**	Responded **7**
Solicitation Currency **USD**		

Lines

Number of Awarded Lines **0**
Number of Awarded Suppliers **0**
Total Award Amount

1 Please add $1.00

Line Type **Dollars**
Category Name **910.54 Painting, Maintenance and Repair**
Start Price
Current Price
Estimated Total Amount
Award Amount
Savings
Savings

	Target Value	ABM Industry Groups, LLC Response: 454837	Denison Parking, Inc. Response: 454798	EPSA of America Corp. Response: 454727	Lanier Parking Meter Services LLC Response: 454560	LAZ Karp Associates, LLC Response: 454810	PCA Parking Services, LLC Response: 454602	Universal Parking and Transportation LLC
Business Relationship		Spend Authorized	Prospective	Spend Authorized	Prospective	Prospective	Spend Authorized	Spend Authorized
Supplier Site		Order/Remit						Universal
Response Status		Active	Active	Active	Active	Active	Active	Active
Shortlist Status		Included	Included	Included	Included	Included	Included	Included
Rank		2	5	6	7	1	4	3
Line Pricing								
Response Price		1.00	4,500.00	715,809.00	1,082,045.93	1.00	1.00	1.00
Unit Price Savings								
Unit Price Savings Percent								
Award Decision								
Award		No	No	No	No	No	No	No
Award Amount								
Note to Buyer								
Attachments		No	No	No	Yes	No	No	No

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Award Solicitation: Parking Garage Management Operator on Three (3) Garages

Solicitation **RFP - Non-Construction 17114** Procurement BU **CO2 BU** Close Date **12/13/2025 16:00** Solicitation Currency **USD**	Responses Received **7** Active Responses **7** Shortlisted Responses **7**	Invited Suppliers **16** Will Participate **5** Responded **7**

Requirements Scoring

Requirements

Requirement	Acceptable Values	Score	Maximum Score
1 Evaluation Criteria - Preliminary Response Stage (Preliminary Response			**100**
1. **Scoring and Evaluation Criteria** The evaluations will be based upon the following criteria. As stated in the scope, DIA intends to contract parking operations management to an experienced and qualified Vendor who can provide a high quality of customer service and garage maintenance at a reasonable cost and is rewarded for material increases in net revenue returned to DIA. Failure to provide adequate information on any criterion will result in lower scores and could result in rejection of the proposal as non-responsive. The response to each of the criteria will be evaluated relative to the criteria listed in this section and the contract will be awarded to the highest scoring, responsive, responsible bidder for the Response Evaluation Criteria. **Proposers shall arrange their responses in a format that will offer ready review and evaluation of each criterion.** Please note that **100** points is the maximum total for all criteria. The DIA has the final determination into which contracts are awarded. **RESPONSE EVALUATION CRITERIA** In your response, list the page number(s) and paragraph(s) that specifically address each of the criteria listed below. **1. COMPANY EXPERIENCE AND REFERENCES: 25 points maximum score** Describe company qualifications and experience in downtown parking operations management, municipal parking garage management, and special event parking operations affiliated with a stadium, arena or amphitheater. Describe the availability of adequate personnel. An approved list of the positions necessary to operate the facilities, including management, administrative, accounting personnel, and staffing for maintenance, etc. is provided in the scope. Describe the qualifications and experience of the key personnel you propose to use. Further describe the ability to recruit, train, and retain staff. . Provide the number and size of the projects currently being performed. Discuss past ability to deliver projects on a timely basis under similar current workload conditions. Provide a minimum of five (5) references within the past three (3) years that are similar in nature and scope with a minimum of 3,000 spaces in the aggregate. Two of these references should be existing government clients, one of which is operating in Florida. This can include municipal or county governments, departments, authorities, or divisions of local municipalities, or the State of Florida. One of these clients should be an existing operation of at least 1,500 parking spaces affiliated with a stadium, arena or amphitheater. For each reference, provide the gross annual revenue affiliated with the parking operation managed by Vendor. Describe the Vendor's understanding of the requirements of this solicitation, and its ability, approach and/or plan to satisfy the same in complete compliance with all applicable federal, state, and local laws, statutes, ordinances, rules, and regulations. Describe any outstanding accomplishments that relate to specific services being sought, for example, this could include awards, employee training and certifications, or special licenses. Provide documentation, such as financial statements, net income statements, operating expense statements, and budgets showing the ability to generate revenue from garages of similar size and scope to the Courthouse Garage and the Arena and Sports Complex Garages. For the Courthouse Garage this would be a garage that offers daily and monthly parking in a downtown setting, ideally under a municipal agreement. For the Arena and Sports Complex Garages this would be event-focused parking operations tied to an arena, stadium or amphitheater, that may also offer daily and monthly parking for mixed-use developments.	a. Acknowledge		25
2. **2. OPERATING AND STAFFING PLAN: 40 points maximum score** Describe the transition and start-up operating plan and how the proposed management and staffing plan will allow for continual and uninterrupted service. Resumes of key personnel. At a minimum, the resumes must include name of required person, proposed labor category or role of responsibility, education (degrees)/certifications received and/or currently held, including the year completed, major field(s) of study, relevant experience (list employer, title of position, starting and ending dates (month/year) and a concise description of experience related to the requirements of their proposed position. . Provide a conceptual operating plan for the first year of operation and conceptual budget based on experience with similar garages. . Describe through existing operations plans how the Vendor has operated other garages with a history of: . Efficient garage operations . Excellent customer service . Experience with subcontractors . Describe the estimated number of staff, hours, and labor expenses required for operation in the proposed management and staffing plan. . Describe employee hiring, training, supervision of performance, and retention policies to minimize turnover while providing the highest level of customer service for a parking facility. Describe the maintenance plan that provides for operational maintenance to be completed at each garage weekly, monthly, bi-annually, or annually. Describe what services will be provided directly by the Vendor and which services will be contracted out to another party. If this is the case, please describe that relationship. Information about subcontractors should include the names of any subcontractors, area of expertise for any subcontractors, the proposed work to be given to any subcontractors, and whether the subcontractor meets JSEB qualifications. . Vendors will indicate in their operations plan how they plan to increase net operating income and include any costs associated with that increase. . Vendors will describe how the plan will manage operating expenses related to services despite rising costs.	a. Acknowledge		40
3. **3. CONTRACT COST: 35 points maximum score** Vendor shall explicitly identify in detail the anticipated comprehensive contract cost to the DIA for Vendor's services. This shall include all base management fees, standard pass-through fixed monthly fees, expenses and overhead charges, any incentive payments tied to performance, and the expected variable operating expenses that will be passed through to DIA based on the conceptual operating plan for each garage. DIA is seeking a Vendor who can provide a high quality of customer service and garage maintenance at a reasonable cost, and is rewarded for material increases in net revenue returned to DIA. A fee structure that incentivizes the Vendor to materially increase net operating income in the Garages will be considered, provided such increase is achieved by revenue increases or reductions in pass through fees or expenses other than on-site labor and services that would impact garage operations or customer service. Net operating income is defined as gross revenue from the garage minus all operating expenses where gross revenue is all revenue collected through parking operations and operating expenses are those expenses, taxes thereon, attributable to the operation of the services. Vendors will be scored on the comprehensive contract cost model that they submit based on the following criteria. **Revenue (10 points)** • How realistic and well-supported the Vendor's projections for gross revenue growth appear. • The extent to which revenue strategies are tied to improved customer service, higher utilization, or innovative but practical approaches. • Whether revenue growth initiatives are designed to enhance the customer experience and strengthen DIA's financial returns. **Cost (10 points)** • The clarity and transparency of the cost structure (base fees, fixed monthly costs, variable costs, overhead). • Whether projected costs appear proportionate to the operations plan and reasonable for each garage. • The balance of expenses allocated to on-site operations (staffing, janitorial, equipment maintenance, cleanliness) compared with overhead and management costs, with preference given to investments that directly support customer satisfaction and facility upkeep. **Net Operating Income (NOI) (15 points)** • How well the proposed structure incentivizes the Vendor to grow NOI without a reduction in service levels. • The degree to which NOI improvements are achievable and sustainable through efficiency, innovation, or revenue growth rather than cost-cutting in essential service areas. • Whether the structure demonstrates fair risk-sharing and aligns Vendor incentives with DIA's goals of financial strength, customer satisfaction, and high-quality garage operations.	a. Acknowledge		35
3.	a. Acknowledge		25

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Minimum Qualifications

Vendors must satisfy the following mandatory minimum requirements in order to have their Responses to manage the Courthouse, Arena and Sports Complex Garages evaluated. By submitting a Response, the Vendor warrants and represents that it satisfies these requirements. Failure to meet these requirements will result in the Response not being evaluated and being rejected as non-responsive:

1.1 All proposers responding must have successfully managed and operated garages with a minimum of 3,000 spaces in the aggregate, for a **minimum** of the past five consecutive years, which were open to the general public at least twelve (12) hours daily and were equipped with modern electronic parking control devices. The minimum required experience includes providing daily, monthly, and special event parking, in a single downtown setting.

1.2 All proposers must be capable of providing all of the monthly reports listed in the RFP.

1.3 All proposers (and any/all subcontractors) must be authorized to transact business in the State of Florida and maintain any licenses to perform services required to operate for the length of the contract.

1.4 Jacksonville Small and Emerging Business ("JSEB"): All proposers shall include with their proposal a statement affirming that through the life of the agreement they will work with the City's JSEB Office to identify and contract with JSEB suppliers. Proposers shall also include a statement affirming that throughout the life of an agreement they will take all commercially reasonable efforts to achieve a goal that a minimum of **XX** percent (**XX**%) of all operations and maintenance contract values are awarded to certified JSEB entities.

1.5 All proposers must provide a list of any and all subsidiaries or other lines of business that the proposer is involved with.

1.6 All proposers must not have had any outstanding fines or liens in the last five years with any regulatory body that have remained past due for more than 180 days.

1.7 All proposers must provide a minimum of five (5) references pertaining to operation of multi-story parking garages which generated annual gross parking revenues of at least $1.5 million per reference in each of the past three (3) years and were similar in nature and scope to the services requested hereunder. At least two (2) of the five (5) references managed by the Vendor were managed for municipalities within the past three (3) years. A reference from at least one (1) **existing government client operating in Florida is required**. This can include departments, authorities, and divisions of local municipalities, or the State of Florida. Additionally, at least one (1) reference pertaining to the operation of special event-focused parking operations affiliated with a stadium, arena or amphitheater encompassing a minimum of 1,500 spaces within the past three (3) years is required.

1.7 All proposers are prohibited from submitting proposals under this RFP in which the primary contractor is a Joint Venture or Partnership business agreement.

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PARKING GARAGE MANAGEMENT / OPERATOR ON THREE (3) PARKING GARAGES

RFP - Non-Construction 17114-26

LAZ Parking
404 Washington Avenue
Suite 640
Miami Beach, FL 33139
p. 786.566.3086

Cost Proposal

COST PROPOSAL

City of Jacksonville Garages - Consolidated Opex

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	2026 Total	2027 Total	2028 Total
Revenue															
Violation	$60	$150	$170	$145	$220	$35	$180	$140	$80	$85	$30	$80	$1,375	$1,500	$1,750
Outside Channel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$84,846	$84,846	$63,635	$97,573
Sales Tax	($18,001)	($11,916)	($22,184)	($15,129)	($28,676)	($15,317)	($13,937)	($16,469)	($14,890)	($17,884)	($22,902)	($26,225)	($223,533)	($180,828)	($250,509)
Special Event Income	$189,814	$106,669	$242,650	$146,718	$327,130	$152,926	$131,659	$167,544	$146,905	$183,830	$257,316	$221,177	$2,274,338	$1,719,827	$2,608,457
Monthly Inc - Parking	$23,438	$25,546	$25,297	$24,811	$25,532	$24,993	$25,357	$25,071	$25,338	$25,855	$26,278	$26,308	$303,823	$306,861	$309,930
Transient - Parking	$25,262	$25,521	$24,488	$28,003	$27,452	$24,214	$26,101	$24,208	$23,961	$26,383	$20,367	$15,135	$291,096	$294,007	$296,947
Validation	$1,345	$963	$3,071	$1,940	$1,843	$1,865	$2,406	$2,440	$2,123	$2,157	$1,276	$2,050	$23,479	$23,714	$23,951
Other Income	$101	$30	$116	$106	$176	$196	$131	$186	$131	$146	$90	$75	$1,483	$1,497	$1,512
Total Revenue	**$222,017**	**$146,963**	**$273,608**	**$186,592**	**$353,677**	**$188,912**	**$171,895**	**$203,121**	**$183,646**	**$220,572**	**$282,456**	**$323,447**	**$2,756,906**	**$2,230,213**	**$3,089,611**
Expenses															
Wages - Maintenance	$4,800	$4,800	$4,800	$4,800	$4,800	$4,800	$4,800	$4,800	$4,800	$4,800	$4,800	$4,800	$57,600	$59,328	$61,108
Wages - Event	$2,250	$1,460	$2,800	$2,150	$3,500	$2,150	$2,000	$2,250	$2,164	$2,100	$2,900	$2,550	$28,274	$21,206	$31,101
Wages - Event JSEB	$9,000	$5,840	$11,200	$8,600	$14,000	$8,600	$8,000	$9,000	$8,656	$8,400	$11,600	$10,200	$113,096	$84,822	$124,406
Wages - Accountant	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$6,000	$6,180	$6,365
Wages - Assistant Manager	$3,859	$3,859	$3,859	$3,859	$3,859	$3,859	$3,859	$3,859	$3,859	$3,859	$3,859	$3,859	$46,304	$47,693	$49,124
Wages - Management	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$65,000	$66,950	$68,959
Payroll Taxes	$2,990	$2,990	$2,990	$2,990	$2,990	$2,990	$2,990	$2,990	$2,990	$2,990	$2,990	$2,990	$35,881	$36,958	$38,067
Workers Comp	$1,367	$1,367	$1,367	$1,367	$1,367	$1,367	$1,367	$1,367	$1,367	$1,367	$1,367	$1,367	$16,401	$16,893	$17,399
Employee Benefits	$3,739	$3,739	$3,739	$3,739	$3,739	$3,739	$3,739	$3,739	$3,739	$3,739	$3,739	$3,739	$44,869	$46,215	$47,601
Payroll Preparation	$517	$517	$517	$517	$517	$517	$517	$517	$517	$517	$517	$517	$6,198	$6,384	$6,576
Recruiting	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$3,600	$3,708	$3,819
Signage	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Garage Supplies	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$6,000	$6,180	$6,365
Elevators - Repairs	$3,511	$3,511	$3,511	$3,511	$3,511	$3,511	$3,511	$3,511	$3,511	$3,511	$3,511	$3,511	$42,132	$43,396	$44,698
Other Repairs/Maintenance	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$9,000	$9,270	$9,548
Gates And Overhead Doors	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$9,000	$9,270	$9,548
Electrical	$125	$125	$125	$125	$125	$125	$125	$125	$125	$125	$125	$125	$1,500	$1,545	$1,591
Plumbing	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$2,000	$2,060	$2,122
Service Contracts	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$2,700	$2,781	$2,864
Pressure Washing	$0	$0	$0	$0	$0	$0	$28,300	$27,000	$0	$0	$0	$0	$55,300	$56,959	$58,668
Landscaping	$545	$545	$545	$545	$545	$545	$545	$545	$545	$545	$545	$545	$6,540	$6,736	$6,938
Lighting	$833	$833	$833	$833	$833	$833	$833	$833	$833	$833	$833	$833	$10,000	$10,300	$10,609
Fire Maintenance	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$9,000	$9,270	$9,548
Rubbish Removal	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$12,000	$12,360	$12,731
Licenses	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$900	$927	$955
Uniforms	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$2,700	$2,781	$2,864
Striping / Painting	$375	$375	$375	$375	$375	$375	$375	$375	$375	$375	$375	$375	$4,500	$16,590	$4,770
General Liability	$3,330	$2,204	$4,104	$2,799	$5,305	$2,834	$2,578	$3,047	$2,755	$3,309	$4,237	$4,852	$41,354	$42,594	$43,872
Cell Phone	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$225	$2,700	$2,781	$2,864
Banking Fees	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$9,000	$9,270	$9,548
Credit Card Fees	$7,771	$5,144	$9,576	$6,531	$12,379	$6,612	$6,016	$7,109	$6,428	$7,720	$9,886	$11,321	$96,492	$99,386	$102,368
Base Management Fee	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$30,000	$30,000	$30,000
Incentive Management Fee	$3,170	$1,816	$4,151	$2,497	$5,619	$2,523	$1,653	$2,285	$2,431	$3,159	$4,297	$5,119	$38,719	$27,840	$47,888
LAZ Professional Services	$2,150	$2,150	$2,150	$2,150	$2,150	$2,150	$2,150	$2,150	$2,150	$2,150	$2,150	$2,150	$25,800	$26,574	$27,371
LAZ Call Center	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$9,000	$9,270	$9,548
Total Expenses	**$65,464**	**$56,408**	**$71,775**	**$62,521**	**$80,746**	**$62,663**	**$88,491**	**$90,635**	**$62,377**	**$64,631**	**$72,863**	**$73,985**	**$852,559**	**$837,566**	**$914,987**
NOI	**$156,553**	**$90,556**	**$201,833**	**$124,072**	**$272,930**	**$126,249**	**$83,404**	**$112,486**	**$121,269**	**$155,940**	**$209,593**	**$249,461**	**$1,904,347**	**$1,392,646**	**$2,174,624**
JSEB Spend	$9,920	$6,760	$12,120	$9,520	$14,920	$9,520	$37,220	$36,920	$9,576	$9,320	$12,520	$11,120	$179,436	$165,107	$194,782

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Arena Garage Opex

Revenue	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	2026 Total	2027 Total	2028 Total
Violation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Outside Channel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$58,609	$58,609	$43,956	$67,400
Sales Tax	($5,806)	($1,292)	($5,260)	($5,259)	($9,618)	($7,398)	($5,209)	($4,572)	($4,822)	($3,682)	($6,855)	($8,286)	($68,058)	($51,044)	($78,267)
Special Event Income	$77,413	$17,226	$70,139	$70,121	$128,235	$98,635	$69,449	$60,963	$64,289	$49,089	$91,402	$51,870	$848,832	$636,624	$976,157
Monthly Inc - Parking	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transient - Parking	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Validation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Income	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenue *	**$71,607**	**$15,934**	**$64,879**	**$64,862**	**$118,617**	**$91,237**	**$64,241**	**$56,391**	**$59,467**	**$45,407**	**$84,547**	**$102,193**	**$839,382**	**$629,537**	**$965,290**
Expenses															
Wages - Maintenance	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$5,400	$5,562	$5,729
Wages - Event	$1,000	$300	$1,000	$1,000	$1,500	$1,200	$1,000	$1,000	$1,064	$800	$1,200	$800	$11,864	$8,898	$13,050
Wages - Event JSEB	$4,000	$1,200	$4,000	$4,000	$6,000	$4,800	$4,000	$4,000	$4,256	$3,200	$4,800	$3,200	$47,456	$35,592	$52,202
Wages - Accountant	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wages - Assistant Manager	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$15,435	$15,898	$16,375
Wages - Management	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Payroll Taxes	$795	$795	$795	$795	$795	$795	$795	$795	$795	$795	$795	$795	$9,538	$9,825	$10,119
Workers Comp	$412	$412	$412	$412	$412	$412	$412	$412	$412	$412	$412	$412	$4,947	$5,095	$5,248
Employee Benefits	$876	$876	$876	$876	$876	$876	$876	$876	$876	$876	$876	$876	$10,508	$10,824	$11,148
Payroll Preparation	$135	$135	$135	$135	$135	$135	$135	$135	$135	$135	$135	$135	$1,617	$1,665	$1,715
Recruiting	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$1,200	$1,236	$1,273
Signage	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$1,000	$1,030	$1,061
Garage Supplies	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$2,000	$2,060	$2,122
Elevators - Repairs	$661	$661	$661	$661	$661	$661	$661	$661	$661	$661	$661	$661	$7,932	$8,170	$8,415
Other Repairs/Maintenance	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Gates And Overhead Doors	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Electrical	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$500	$515	$530
Plumbing	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$500	$515	$530
Service Contracts	$60	$60	$60	$60	$60	$60	$60	$60	$60	$60	$60	$60	$720	$742	$764
Pressure Washing	$0	$0	$0	$0	$0	$0	$9,300	$0	$0	$0	$0	$0	$9,300	$9,579	$9,866
Landscaping	$165	$165	$165	$165	$165	$165	$165	$165	$165	$165	$165	$165	$1,980	$2,039	$2,101
Lighting	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$2,500	$2,575	$2,652
Fire Maintenance / Sprinklers	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Rubbish Removal	$275	$275	$275	$275	$275	$275	$275	$275	$275	$275	$275	$275	$3,300	$3,399	$3,501
Licenses	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$300	$309	$318
Uniforms	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$900	$927	$955
Striping / Painting	$63	$63	$63	$63	$63	$63	$63	$63	$63	$63	$63	$63	$750	$2,790	$795
General Liability	$1,074	$239	$973	$973	$1,779	$1,369	$964	$846	$892	$681	$1,268	$1,533	$12,591	$12,968	$13,358
Cell Phone	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$900	$927	$955
Banking Fees	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Credit Card Fees	$2,506	$558	$2,271	$2,270	$4,152	$3,193	$2,248	$1,974	$2,081	$1,589	$2,959	$3,577	$29,378	$30,260	$31,168
Base Management Fee	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$6,000	$6,000	$6,000
Incentive Management Fee	$1,098	$110	$970	$970	$1,941	$1,451	$772	$809	$857	$620	$1,324	$1,699	$12,623	$8,378	$16,259
LAZ Professional Services	$692	$692	$692	$692	$692	$692	$692	$692	$692	$692	$692	$692	$8,300	$8,549	$8,805
LAZ Call Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	**$17,864**	**$10,593**	**$17,400**	**$17,399**	**$23,558**	**$20,199**	**$26,470**	**$16,814**	**$17,336**	**$15,076**	**$19,737**	**$18,994**	**$221,439**	**$208,686**	**$239,746**
NOI	**$53,743**	**$5,342**	**$47,479**	**$47,463**	**$95,059**	**$71,039**	**$37,771**	**$39,577**	**$42,131**	**$30,331**	**$64,810**	**$83,198**	**$617,943**	**$420,850**	**$725,544**
JSEB Spend	$4,228	$1,428	$4,228	$4,228	$6,228	$5,028	$13,528	$4,228	$4,484	$3,428	$5,028	$3,428	$59,486	$50,000	$64,964

* Please note that revenue in 2026 was marginally reduced based on County Fair moving locations as well as a reduction in NFL Games. 2027 Revenue sees the full impact of no NFL games in Jacksonville. 2028 Revenue reflects full NFL Season as stadium refresh should be complete.

Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Courthouse Garage Opex

	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	2026 Total	2027 Total	2028 Total
Revenue															
Violation	$60	$150	$170	$145	$220	$35	$180	$140	$80	$85	$30	$80	$1,375	$1,500	$1,750
Outside Channel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax	($4,265)	($3,916)	($4,123)	($4,125)	($4,606)	($3,848)	($4,063)	($4,491)	($4,201)	($4,729)	($4,407)	($3,881)	($50,654)	($51,169)	($51,698)
Special Event Income	$6,660	$0	$1,830	$0	$6,190	$0	$0	$7,831	$4,387	$8,422	$10,713	$8,096	$54,129	$54,670	$55,217
Monthly Inc - Parking	$23,438	$25,546	$25,297	$24,811	$25,532	$24,993	$25,357	$25,071	$25,338	$25,855	$26,278	$26,308	$303,823	$306,861	$309,930
Transient - Parking	$25,262	$25,521	$24,488	$28,003	$27,452	$24,214	$26,101	$24,208	$23,961	$26,383	$20,367	$15,135	$291,096	$294,007	$296,947
Validation	$1,345	$963	$3,071	$1,940	$1,843	$1,865	$2,406	$2,440	$2,123	$2,157	$1,276	$2,050	$23,479	$23,714	$23,951
Other Income	$101	$30	$116	$106	$176	$196	$131	$186	$131	$146	$90	$75	$1,483	$1,497	$1,512
Total Revenue	**$52,600**	**$48,294**	**$50,849**	**$50,879**	**$56,807**	**$47,456**	**$50,111**	**$55,386**	**$51,818**	**$58,319**	**$54,348**	**$47,864**	**$624,731**	**$631,081**	**$637,609**
Expenses															
Wages - Maintenance	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	$3,900	$46,800	$48,204	$49,650
Wages - Event	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wages - Event JSEB	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wages - Accountant	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$6,000	$6,180	$6,365
Wages - Assistant Manager	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$15,435	$15,898	$16,375
Wages - Management	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$5,417	$65,000	$66,950	$68,959
Payroll Taxes	$1,277	$1,277	$1,277	$1,277	$1,277	$1,277	$1,277	$1,277	$1,277	$1,277	$1,277	$1,277	$15,322	$15,782	$16,255
Workers Comp	$555	$555	$555	$555	$555	$555	$555	$555	$555	$555	$555	$555	$6,662	$6,862	$7,067
Employee Benefits	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$1,665	$19,985	$20,585	$21,202
Payroll Preparation	$222	$222	$222	$222	$222	$222	$222	$222	$222	$222	$222	$222	$2,665	$2,745	$2,827
Recruiting	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$1,200	$1,236	$1,273
Signage	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$1,000	$1,030	$1,061
Garage Supplies	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$2,000	$2,060	$2,122
Elevators - Repairs	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525	$18,300	$18,849	$19,414
Other Repairs/Maintenance	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Gates And Overhead Doors	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Electrical	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$500	$515	$530
Plumbing	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$500	$515	$530
Service Contracts	$105	$105	$105	$105	$105	$105	$105	$105	$105	$105	$105	$105	$1,260	$1,298	$1,337
Pressure Washing	$0	$0	$0	$0	$0	$0	$0	$27,000	$0	$0	$0	$0	$27,000	$27,810	$28,644
Landscaping	$170	$170	$170	$170	$170	$170	$170	$170	$170	$170	$170	$170	$2,040	$2,101	$2,164
Lighting	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$5,000	$5,150	$5,305
Fire Maintenance	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Rubbish Removal	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$5,400	$5,562	$5,729
Licenses	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$300	$309	$318
Uniforms	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$900	$927	$955
Striping / Painting	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$2,500	$8,100	$2,650
General Liability	$789	$724	$763	$763	$852	$712	$752	$831	$777	$875	$815	$718	$9,371	$9,652	$9,942
Cell Phone	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$900	$927	$955
Banking Fees	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Credit Card Fees	$1,841	$1,690	$1,780	$1,781	$1,988	$1,661	$1,754	$1,938	$1,814	$2,041	$1,902	$1,675	$21,866	$22,522	$23,197
Base Management Fee	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$15,000	$15,000	$15,000
Incentive Management Fee	$545	$466	$513	$514	$623	$450	$499	$73	$531	$651	$577	$458	$5,900	$5,851	$5,795
LAZ Professional Services	$767	$767	$767	$767	$767	$767	$767	$767	$767	$767	$767	$767	$9,200	$9,476	$9,760
LAZ Call Center	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$9,000	$9,270	$9,548
Total Expenses	**$25,248**	**$24,953**	**$25,128**	**$25,130**	**$25,535**	**$24,896**	**$25,077**	**$51,914**	**$25,194**	**$25,639**	**$25,367**	**$24,923**	**$329,005**	**$343,724**	**$347,661**
NOI	**$27,353**	**$23,341**	**$25,721**	**$25,749**	**$31,271**	**$22,560**	**$25,034**	**$3,471**	**$26,623**	**$32,680**	**$28,981**	**$22,940**	**$295,726**	**$287,357**	**$289,948**
JSEB Spend	$378	$378	$378	$378	$378	$378	$378	$27,378	$378	$378	$378	$378	$31,540	$38,011	$33,459

Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Sports Complex Garage Opex

Revenue	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	2026 Total	2027 Total	2028 Total
Violation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Outside Channel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$26,238	$26,238	$19,678	$30,173
Sales Tax	($7,931)	($6,708)	($12,801)	($5,745)	($14,453)	($4,072)	($4,666)	($7,406)	($5,867)	($9,474)	($11,640)	($14,059)	($104,821)	($78,616)	($120,544)
Special Event Income	$105,740	$89,443	$170,681	$76,597	$192,706	$54,290	$62,210	$98,750	$78,229	$126,319	$155,200	$161,211	$1,371,377	$1,028,532	$1,577,083
Monthly Inc - Parking	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transient - Parking	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Validation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Income	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenue	**$97,810**	**$82,735**	**$157,880**	**$70,852**	**$178,253**	**$50,219**	**$57,544**	**$91,344**	**$72,362**	**$116,845**	**$143,560**	**$173,390**	**$1,292,793**	**$969,595**	**$1,486,712**
Expenses															
Wages - Maintenance	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	$5,400	$5,562	$5,729
Wages - Event	$1,250	$1,160	$1,800	$1,150	$2,000	$950	$1,000	$1,250	$1,100	$1,300	$1,700	$1,750	$16,410	$12,308	$18,051
Wages - Event JSEB	$5,000	$4,640	$7,200	$4,600	$8,000	$3,800	$4,000	$5,000	$4,400	$5,200	$6,800	$7,000	$65,640	$49,230	$72,204
Wages - Accountant	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wages - Assistant Manager	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$1,286	$15,435	$15,898	$16,375
Wages - Management	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Payroll Taxes	$918	$918	$918	$918	$918	$918	$918	$918	$918	$918	$918	$918	$11,021	$11,352	$11,692
Workers Comp	$399	$399	$399	$399	$399	$399	$399	$399	$399	$399	$399	$399	$4,792	$4,935	$5,084
Employee Benefits	$1,198	$1,198	$1,198	$1,198	$1,198	$1,198	$1,198	$1,198	$1,198	$1,198	$1,198	$1,198	$14,375	$14,806	$15,251
Payroll Preparation	$160	$160	$160	$160	$160	$160	$160	$160	$160	$160	$160	$160	$1,917	$1,974	$2,033
Recruiting	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	$1,200	$1,236	$1,273
Signage	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$1,000	$1,030	$1,061
Garage Supplies	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$167	$2,000	$2,060	$2,122
Elevators - Repairs	$1,325	$1,325	$1,325	$1,325	$1,325	$1,325	$1,325	$1,325	$1,325	$1,325	$1,325	$1,325	$15,900	$16,377	$16,868
Other Repairs/Maintenance	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Gates And Overhead Doors	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Electrical	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$42	$500	$515	$530
Plumbing	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$83	$1,000	$1,030	$1,061
Service Contracts	$60	$60	$60	$60	$60	$60	$60	$60	$60	$60	$60	$60	$720	$742	$764
Pressure Washing	$0	$0	$0	$0	$0	$0	$19,000	$0	$0	$0	$0	$0	$19,000	$19,570	$20,157
Landscaping	$210	$210	$210	$210	$210	$210	$210	$210	$210	$210	$210	$210	$2,520	$2,596	$2,673
Lighting	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$208	$2,500	$2,575	$2,652
Fire Maintenance	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Rubbish Removal	$275	$275	$275	$275	$275	$275	$275	$275	$275	$275	$275	$275	$3,300	$3,399	$3,501
Licenses	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$300	$309	$318
Uniforms	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$900	$927	$955
Striping / Painting	$104	$104	$104	$104	$104	$104	$104	$104	$104	$104	$104	$104	$1,250	$5,700	$1,325
General Liability	$1,467	$1,241	$2,368	$1,063	$2,674	$753	$863	$1,370	$1,085	$1,753	$2,153	$2,601	$19,392	$19,974	$20,573
Cell Phone	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	$900	$927	$955
Banking Fees	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$3,000	$3,090	$3,183
Credit Card Fees	$3,423	$2,896	$5,526	$2,480	$6,239	$1,758	$2,014	$3,197	$2,533	$4,090	$5,025	$6,069	$45,248	$46,605	$48,003
Base Management Fee	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$750	$9,000	$9,000	$9,000
Incentive Management Fee	$1,526	$1,240	$2,668	$1,014	$3,055	$622	$381	$1,403	$1,043	$1,888	$2,395	$2,962	$20,197	$13,611	$25,834
LAZ Professional Services	$692	$692	$692	$692	$692	$692	$692	$692	$692	$692	$692	$692	$8,300	$8,549	$8,805
LAZ Call Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	**$22,352**	**$20,862**	**$29,247**	**$19,992**	**$31,653**	**$17,569**	**$36,944**	**$21,906**	**$19,847**	**$23,916**	**$27,759**	**$30,067**	**$302,115**	**$285,156**	**$327,581**
NOI	**$75,457**	**$61,873**	**$128,633**	**$50,860**	**$146,600**	**$32,650**	**$20,600**	**$69,437**	**$52,515**	**$92,929**	**$115,801**	**$143,323**	**$990,678**	**$684,439**	**$1,159,131**
JSEB Spend	$5,314	$4,954	$7,514	$4,914	$8,314	$4,114	$23,314	$5,314	$4,714	$5,514	$7,114	$7,314	$88,410	$77,096	$96,360

* Please note that revenue in 2026 was marginally reduced based on County Fair moving locations as well as a reduction in NFL Games. 2027 Revenue sees the full impact of no NFL games in Jacksonville. 2028 Revenue reflects full NFL Season as stadium refresh should be complete.

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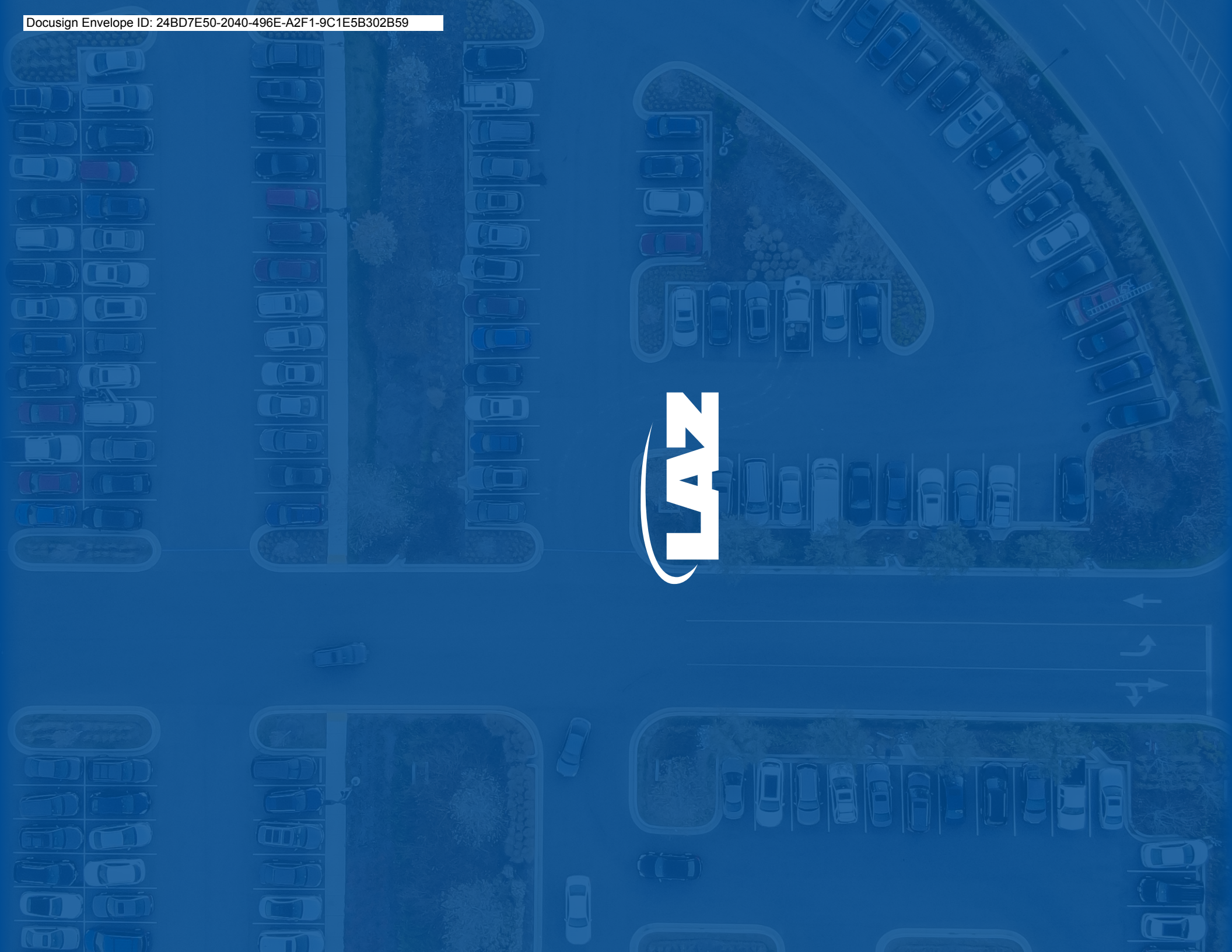

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PARKING GARAGE MANAGEMENT / OPERATOR ON THREE (3) PARKING GARAGES

RFP - Non-Construction 17114-26

LAZ Parking
404 Washington Avenue
Suite 640
Miami Beach, FL 33139
p. 786.566.3086

Technical Proposal

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COVER LETTER

November 13, 2025

City of Jacksonville
Ruth Keith
214 N. Hogan Street, 8th Floor, Suite 800
Jacksonville, Florida 32202
e. RKeith1@coj.net
p. 904.255.8800

RE: Parking Garage Management/Operator on Three (3) Parking Garages
RFP - Non-Construction 17114-26

Dear Ms. Keith,

Names of the persons who will be authorized to make representations for the Bidder are:

Rob Maroney, PTMP
Executive Vice President
LAZ Parking
404 Washington Avenue, Suite 640
Miami Beach, FL 33139
e. RMaroney@lazparking.com
p. 804.921.5019

Chris Walsh
Senior Vice President
LAZ Parking
404 Washington Avenue, Suite 640
Miami Beach, FL 33139
e. CWalsh@lazparking.com
p. 786.566.3086

Bidder's Federal Employer ID Number: 26-1172679

LAZ acknowledges that (i) the our response is based on the terms set forth in the RFQ and all amendments thereto posted on City's website as of the date of the Response, and (ii) LAZ will be responsible for monitoring City's website for subsequent amendments and for either maintaining, amending, or withdrawing our Response prior to the Response Due Date based on those subsequent amendments.

Sincerely,

ROBERT MARONEY, PTMP
Executive Vice President
Government and University Services

CHRIS WALSH
Senior Vice President
Southeast Region

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CONFLICT OF INTEREST CERTIFICATE

Bidder must execute either Section I or Section II hereunder relative to Florida Statute 112.313(12). Failure to execute either section may result in rejection of this bid proposal.

SECTION I

I hereby certify that no official or employee of the City of independent agency requiring the goods or services described in these specifications has a material financial interest in this company.

Signature

LAZ Florida Parking, LLC
Company Name

Robert Maroney, PTMP
Name of Official (type or print)

404 Washington Avenue, Suite 640
Business Address

Miami, Florida 33139
City, State, Zip Code

SECTION II

I hereby certify that the following named City officials(s) and/or employee(s) having material financial interest(s) (in excess of 5%) in this company have filed Conflict of Interest Statements with the Supervisor of Elections, 105 East Monroe Street, Jacksonville, Duval County Florida, prior to bid opening.

Name	Title of Position	Date of Filing

Signature

Company Name

Name of Official (type or print)

Business Address

City, State, Zip Code

PUBLIC OFFICIAL DISCLOSURE

Section 126.110 of the Purchasing Code requires that a public official who has a financial interest in a bid or contract make a disclosure at the time that the bid or contract is submitted or at the time that the public official acquires a financial interest in the bid or contract. Please provide disclosure, if applicable, with bid.

Public Official _____

Position Held _____

Position or Relationship with Bidder _____

JSEB FORM 1
CITY OF JACKSONVILLE SMALL & EMERGING BUSINESS PROGRAM

SCHEDULE OF JSEB SUPPLIER/ CONSULTANT/ SUBCONTRACTOR

NAME OF BIDDER LAZ Parking

PROJECT TITLE Parking Garage Management/Operator on Three Parking Garages

BID NUMBER 17114-26 TOTAL BASE BID AMOUNT $2,605,113

For the purpose of the JSEB Project goals, all bids requiring CCNA will confirm the requirement on Form 1. However, the amount of the scope of service to be performed by the JSEB is not required until the agency has negotiated cost w/the selected firm.

Prior to the selected firm going before the PSEC committee for approval of the negotiated scope and fee package , the firm must list the JSEB vendor(s) and the amount for the scope of service to be performed by the JSEB(s).

***Please list all JSEB Suppliers**

NAME OF SUB FIRM	JSEB (Y/N)	TYPE OF WORK TO BE PERFORMED	TOTAL CONTRACT VALUE
Lawn Crafters	Y	Landscaping	$20,214
R-ECO Environmental Painting, LLC	Y	Painting/Pressure Washing Line Striping Repairs	$196,787
Sunrise Talent Solutions, LLC	Y	Human Capital Operations	$322,324

The undersigned acknowledges and agrees that, if any of the above-listed JSEBs are not, for any reason, properly certified with the City, in accordance with Ordinance 2004-602, at the time of bid opening, the same will not be counted toward meeting the participation percentage goal as defined herein.

The undersigned will enter into a formal Agreement with the JSEB Suppliers/Consultants/Subcontractors identified herein for work listed in this schedule, as well as any applicable alternates, conditioned upon execution of a contract with the City of Jacksonville. Under penalties of perjury I declare that I have read the foregoing conditions and instructions and the facts are true to the best of my knowledge and beliefs.

The designation of this project is: Encouragement_____ Participation X Set Aside_____

Signature: Rob F. Maroney Title: EVP, Government Services Date: 11/6/2025

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Signature of Prime Contractor

JSEB FORM 2

LETTER OF INTENT
TO PERFORM AS A SUBCONTRACTOR or SUB-CONSULTANT

Lawn Crafters
(Name of JSEB Supplier/Consultant/Subcontractor)

Name of Project: City of Jacksonville

Bid Number: 17114-26

I, the undersigned, understand that the price below is representative of my intent to perform the scope of work attached. I further understand that this price is subject to increase or decrease due to the City of Jacksonville bid requirements. All work must meet the City of Jacksonville bid specifications.

*Total amount of work to be performed or materials to be supplied, including Sales Tax

*Scope of Work Attached

Landscaping

$ 20,214

Jonathan Hunt
Signature of JSEB Supplier/Consultant/ Subcontractor

Sales Manager
Title

11/7/2025
Date

* For solicitations that are not project specific, such as: misc. services, design build, etc.; "TBD" will not be accepted with the bid submittal on Form 1 and the Letters of Intent at minimum there should be a percentage of JSEB usage. For solicitations that are project specific you will be required to provide a dollar amount on Form 1 and on all Letters of Intent. "TBD" will not be accepted.

This form must be used for Letter of Intent.

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Signature of Prime Contractor

JSEB FORM 2

LETTER OF INTENT
TO PERFORM AS A SUBCONTRACTOR or SUB-CONSULTANT

R-ECO ENVIRONMENTAL PAINTING LLC.
(Name of JSEB Supplier/Consultant/Subcontractor)

Name of Project: PARKING GARAGE MANAGEMENT OPERATOR ON 3 PARKING GARAGES

Bid Number: 17114-26

I, the undersigned, understand that the price below is representative of my intent to perform the scope of work attached. I further understand that this price is subject to increase or decrease due to the City of Jacksonville bid requirements. All work must meet the City of Jacksonville bid specifications.

*Total amount of work to be performed or materials to be supplied, including Sales Tax

*Scope of Work Attached

_Painting/ Pressure Washing/ Line Striping Repairs $ 196,787

Reginald Walker
Signature of JSEB Supplier/Consultant/ Subcontractor

PRESIDENT
Title

11.10-2025
Date

* For solicitations that are not project specific, such as: misc. services, design build, etc.; "TBD" will not be accepted with the bid submittal on Form 1 and the Letters of Intent at minimum there should be a percentage of JSEB usage. For solicitations that are project specific you will be required to provide a dollar amount on Form 1 and on all Letters of Intent. "TBD" will not be accepted.

This form must be used for Letter of Intent.

Signature of Prime Contractor

JSEB FORM 2

LETTER OF INTENT
TO PERFORM AS A SUBCONTRACTOR or SUB-CONSULTANT

Sunrise Talent Solutions, LLC
(Name of JSEB Supplier/Consultant/Subcontractor)

Name of Project: Parking Garage Management Operator on 3 Parking Garages Bid Number: 17114-26

I, the undersigned, understand that the price below is representative of my intent to perform the scope of work attached. I further understand that this price is subject to increase or decrease due to the City of Jacksonville bid requirements. All work must meet the City of Jacksonville bid specifications.

*Total amount of work to be performed or materials to be supplied, including Sales Tax

*Scope of Work Attached
HUMAN CAPITAL OPERATIONS - STAFFING & PROFESSIONAL DEVELOPMENT $ 322,324

Signature of JSEB Supplier/Consultant/Subcontractor | Title: FOUNDER / CEO / CHIEF TALENT OFFICER | Date: 11/11/2025

* For solicitations that are not project specific, such as: misc. services, design build, etc.; "TBD" will not be accepted with the bid submittal on Form 1 and the Letters of Intent at minimum there should be a percentage of JSEB usage. For solicitations that are project specific you will be required to provide a dollar amount on Form 1 and on all Letters of Intent. "TBD" will not be accepted.

This form must be used for Letter of Intent.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 7/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
SterlingRisk
P.O. Box 9017
Woodbury NY 11797

License#: BR-1418528
LAZPARKING

CONTACT NAME:
PHONE (A/C, No, Ext): 800-767-7837 **FAX (A/C, No):** 516-487-0372
E-MAIL ADDRESS: request@sterlingrisk.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : National Union Fire Ins Co of Pittsburgh, PA	19445
INSURER B : Federal Insurance Company	20281
INSURER C : AIU Insurance Company	19399
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
LAZ Florida Parking, LLC
404 Washington Avenue
Suite 640
Miami Beach FL 33139

COVERAGES **CERTIFICATE NUMBER:** 1023563905 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY	Y	Y	3609369	7/31/2025	7/31/2026	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	POLICY X PRO-JECT X LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY	Y	Y	3135689	7/31/2025	7/31/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 5,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
B	X UMBRELLA LIAB X OCCUR	Y	Y	See Schedule	7/31/2025	7/31/2026	EACH OCCURRENCE	$ 100,000,000
	X EXCESS LIAB CLAIMS-MADE						AGGREGATE	$ 100,000,000
	DED RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N	N / A	Y	014111735	7/31/2025	7/31/2026	X PER STATUTE OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
A	Garagekeepers Liability	Y	Y	3609369	7/31/2025	7/31/2026	Limit	$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
See Page 2 for Additional Information.

See Attached...

CERTIFICATE HOLDER

LAZ Florida Parking, LLC
404 Washington Ave, Suite 270
Miami FL 33139

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03) **The ACORD name and logo are registered marks of ACORD**

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MINIMUM REQUIREMENTS

COMPANY QUALIFICATIONS

A NATIONAL LEADER

LAZ is the largest parking company in North America, with the broadest experience and finest employees in the industry. We manage over $3 billion in revenue for our clients each year and oversee more than 1 million spaces.

LAZ's portfolio includes major on-street and off-street municipal parking, mass transit parking systems, airports, entertainment/event parking, residential buildings, hotels and resorts, office buildings, mixed-use projects, hospitals and medical complexes, university parking, and valet-oriented parking specifically for restaurants, hotels, and hospitals.

LAZ Florida Parking, LLC as the proposer is a wholly owned subsidiary of LAZ Karp Associates, LLC (dba "LAZ Parking") which is a limited liability company organized pursuant to the laws of the State of Connecticut.

We have been at the forefront of the parking industry for decades, consistently innovating and adapting to the changing needs of our customers. Whether through our use of technology or our firm commitment to sustainability, LAZ has had a lasting impact on how a successful parking partnership is defined. We will use our national experience, national resources, and years of solid best practices to provide you with the highest quality parking management services available.

For years, LAZ has helped similar-sized cities and clients address the exact challenges the City of Jacksonville faces today. Our approach is flexible, proven, and ready to evolve alongside the City. While we recognize that not all cities are the same and that their goals and needs may differ slightly, with over 40 years of experience and a dedicated Government Services team, LAZ is uniquely positioned to be a true partner with the City of Jacksonville.

We have an unmatched track record operating municipal parking systems and currently manage more than 550,000 parking spaces for over 115 government agencies, cities and counties.

In addition to traditional commercial parking management, LAZ has dedicated teams of industry leaders to meet the needs of specialized operations. LAZ is organized into eight specialized service lines—Universities, Events, Transportation, Healthcare, Airports, Technology, Hospitality, and Government—each led by subject matter experts with extensive operational experience in their respective fields. This structure enables LAZ to deliver sector-specific solutions that address each client's unique operational requirements, with each service line ensuring the consistent application of industry standards and best practices.

These service lines enable LAZ to continuously improve by adopting emerging technologies, data-driven strategies, and proven operational methodologies. Collaboration between service lines supports the development of integrated solutions, enhancing operational efficiency and client outcomes. This approach positions LAZ to anticipate industry shifts and deliver forward-thinking solutions that meet both current and future demands.

GOVERNMENT SERVICES

Government Services provides parking management solutions for municipal, state, and federal government entities, addressing the operational complexities of government-run facilities. LAZ offers customized solutions for courthouses, public buildings, transit centers, and government offices, where security, compliance, and efficiency are paramount. With a deep understanding of government operations, LAZ ensures compliance with government standards while delivering innovative parking solutions that streamline operations and enhance accessibility. Services include permit-based parking management and enforcement, and the integration of advanced technology into parking access and payment systems. LAZ's expertise in managing government contracts ensures transparent reporting, cost control, and efficient use of public resources

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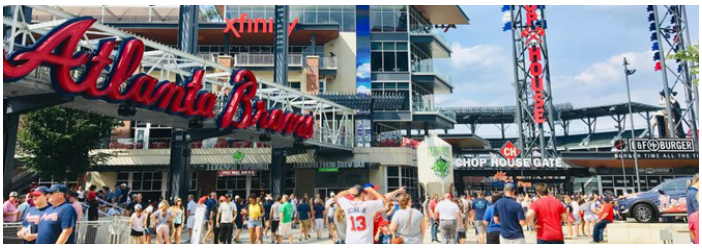
LAZ LIVE! VENUES AND EVENT SERVICES

Event Services, branded as LAZ Live!, specializes in managing the complex parking needs of large-scale campus events. Universities host a variety of events, such as football games, concerts, and conferences, which pose logistical challenges related to traffic flow, parking demand surges, and guest experience. LAZ addresses these challenges through strategic planning, on-site staffing, and real-time event management systems. Solutions include traffic flow analysis, pre-event parking reservations, and on-demand staffing to ensure seamless operations and minimize disruptions to regular campus activities. LAZ has extensive experience in providing services similar to what is requested in this RFP at locations across the country, including:

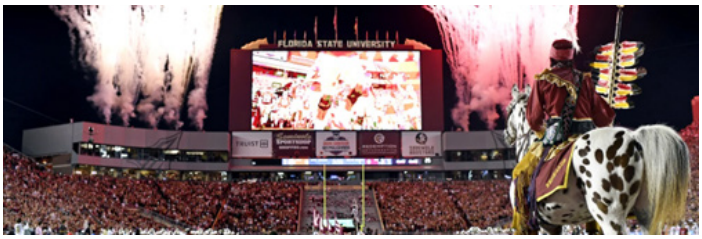
SOFI STADIUM. Comprehensive management services for traffic control, off-site parking, and shuttle bus operations for the iconic SoFi Stadium in Inglewood, California. This includes all game-day operations, concerts, and other special events.

TRUIST PARK (ATLANTA BRAVES). Located at the crossroads of I-75 and I-285, The Battery Atlanta is a premier sports and entertainment destination where parking operations include valet, event management, and tech integration. A dedicated team manages seven garages, 25 off-site lots, and 30 meters, offering services like shuttle support, EV charging, and ambassador assistance. In 2024, FLASH technology was installed to streamline entry at Truist Park and enhance the fan experience.

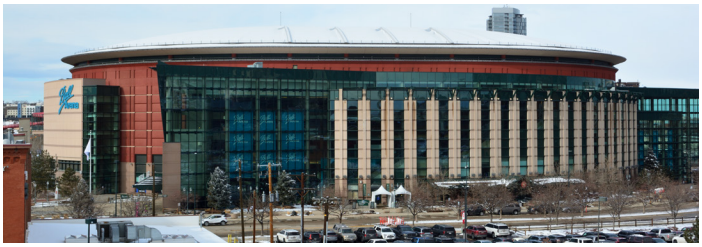


COBB COUNTY. In January 2019, LAZ partnered with Cobb County, Georgia, to transform parking operations and address financial challenges, taking over 1,500 off-street garage spaces near Marietta Square and The Strand theatre. Through strategic improvements—including operational reviews, employee parking consolidation, and a PARCS upgrade—LAZ tripled revenues, enabled early bond repayment, and helped Cobb County offer free parking to associates, revitalizing both parking and local economic vitality.

FLORIDA STATE UNIVERSITY. In August 2024, LAZ began managing football game day parking at Florida State University's Doak S. Campbell Stadium, launching operations within two weeks. Overseeing 24 facilities with 8,901 spaces, the team deployed ParkHub technology, streamlined operations, and enhanced the fan experience with a dedicated staff of 75 event personnel and full-time oversight. Coordination with university departments ensured efficient permit validation, towing management, and a seamless game day experience.



BALL ARENA. LAZ began a partnership in the summer of 2022, entrusted to oversee all daily and event parking operations while reporting to Kroenke Sports & Entertainment's leadership. Our comprehensive services include revenue collection, traffic control, tenant parking, equipment and staffing management, and guest-first amenities such as valet, EV charging, rideshare logistics, safety compliance, and lot maintenance.



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AVAILABILITY OF ADEQUATE PERSONNEL

LAZ has established a significant footprint in the Jacksonville region, positioning us as a trusted partner to municipalities, public agencies, and private stakeholders throughout North Florida. Our presence in this market allows us to leverage dedicated local resources, including trained operations staff, specialized maintenance crews, and a robust network of technology and equipment vendors. This regional depth enables us to mobilize quickly, respond effectively to service needs, and maintain the highest levels of reliability and customer service.

Our staffing model ensures that resources are scalable and adaptable to meet the City's evolving needs. LAZ is prepared to initiate services promptly upon contract award, with a structured implementation plan to ensure a smooth, efficient rollout of parking management operations. Our timeline includes all critical tasks, deliverables, milestones, and resource allocations necessary to launch the requested services. With key positions and staff already identified, we anticipate a lead time of approximately 30 days following contract execution to mobilize resources, finalize system configurations, and coordinate with City staff and stakeholders. This period allows staff onboarding and any required procurement or equipment installation.

Our local HR team is continuously recruiting and onboarding to ensure staffing fills any turnover. This allows us to have a large pool of candidates readily available to fill shifts. This proactive strategy mitigates the risk of being short-staffed due to turnover. In addition, LAZ hosts municipal-specific job fairs at least twice a year to consolidate candidates for the various job positions available across all our locations. Each job fair has yielded at least 7-8 on-the-spot job offers.

LAZ is aware of the impact initial and ongoing training has on the performance of our staff. We will provide extensive in-house training with a formal induction program for new employees, continuing on-the-job training, and participation in training. An important aspect of our training program is a dedicated Regional Training Manager that is responsible for providing customer service, de-escalation, and job-related training.

Our experience in the area provides us with a nuanced understanding of the regulatory environment, community expectations, and the challenges of managing similar projects. For the City of Jacksonville, this strong local presence translates into an experienced, well-resourced partner who understands the dynamics of the market and can deliver a proven, scalable, and community-focused parking solution. LAZ's corporate culture drives our employee-focused and customer-service philosophy, differentiating us from other parking companies. We often say, "It's not what we do, it's how we do it." To spread the word on who we are and what is important to us, we have developed The LAZ Way and the MVP Program: **Mission, Values, and Practices.**

Our operations are seamlessly orchestrated through the regional office in Miami. LAZ's Senior Management Team is heavily involved in the ongoing management of our operations, balancing the team's workload, and ensuring smooth and responsive operations for the duration of the contract. This unique structure empowers LAZ to provide clients with the extensive resources of a large company while maintaining the personalized attention and responsiveness characteristic of a local business.

- Accounts Payable / Receivable
- Audit and Claims
- Customer Care Center
- Data Management
- Human Resources Insurance & Risk
- Marketing
- Training & Development
- Wellness, People, and Culture
- Business Intelligence and Technology

GOVERNMENT SERVICES TEAM

EXECUTIVE VICE PRESIDENT

Robert Maroney, PTMP

VICE PRESIDENT

Conor Buckley

DIRECTOR OF FINANCE

Carrie Ann Verge

LAZ LIVE!

VICE PRESIDENT, LAZ LIVE!

Jon Applegate

REGIONAL TEAM

SENIOR VICE PRESIDENT

Christopher Walsh

FACILITIES MANAGER

Mark Garcia, CPP

PAINTING

Reggie Walker

LANDSCAPING

Jonathan Hunt

TALENT SOLUTIONS

Julius Richardson

CORPORATE RESOURCES

HUMAN RESOURCES

Haley Heslin

LEGAL

Glenn Terk

MARKETING

Kim Spagnulo

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A FOCUSED MISSION

To strengthen LAZ's corporate culture and to promote a consistent sense of teamwork across our national presence and thousands of employees, we developed the MVP Program. Our Mission is our Motto: **"Create opportunities for our employees and value for our clients."**

Create Opportunities for Employees: We offer our employees more than just a job. We provide them with opportunities to grow personally and professionally, and to advance within the organization. LAZ is proud of our employee achievements and their commitment to the company. Many members of our staff have spent their entire careers with our organization. The founders of LAZ and most of our executive team all started as parking attendants.

Create Value for Our Clients: We recognize that our clients have a choice among various companies to manage their parking and service needs. Likewise, our customers have numerous options for parking their cars. We aim to create value for our clients and customers, deciding to select LAZ is an easy one. We create value by giving honest and dependable service, providing clean, efficient, and well-maintained systems, and maximizing the profitability of every location. We encourage our employees to "think like an owner," and we manage all our locations as if they were our own.

VALUES OF OUR ORGANIZATION

The rules we play by are non-negotiable. LAZ upholds and is committed to four core values:

- Respect for Each Individual
- Commitment to People
- Honesty and Integrity
- Trust

Each of these values is a cornerstone of our culture, and we are committed to living up to and communicating them to all our team members each day. LAZ has grown by leaps and bounds primarily because we put people first. If selected, our on-site team will focus first and foremost on your transition.

OUR DAILY PRACTICES

- Look Sharp and Be on Time
- GET 100 (Greet, Engage, and Thank the Guest - 100% of the time)
- Be Obsessed with Safety, Security, and Cleanliness

These practices and the training guidelines we use to support them are the benchmarks by which we evaluate the quality of our service. By consistently living up to our Mission, Values, and Practices, we provide our valued employees with opportunities for personal and economic growth while ensuring the success and profitability of our clients and our organization.

CURRENT PROJECTS BEING PERFORMED AND ABILITY TO DELIVER PROJECTS

For years, LAZ has helped similar-sized cities and clients address the exact challenges that the City of Jacksonville is facing today. Our approach is flexible, proven, and ready to evolve alongside the City. While we recognize that not all cities are the same and that their goals and needs may be slightly different, with over 40 years of experience and a dedicated Government Services team, LAZ is uniquely positioned to be a true partner with the City of Jacksonville.

We have an unmatched track record operating municipal parking systems and currently manage more than 550,000 parking spaces for over 115 government agencies, cities and counties. Below is a list of our public sector clients, including the approximate number of spaces for each. A more regional sampling, as well as references, is included on the following pages.

Operation	Year Started	Spaces	Scope
San Francisco, CA	2009	30,115	Management of on and off-street meter parking systems
Inglewood, CA	2014	12,750	Management of on-street parking system, meter maintenance and traffic control
Kansas City, MO	2018	10,500	Management of on and off-street meter parking systems and enforcement program
Columbus, OH	2022	4,250	Management of off-street parking system
Charlotte, NC	2013	1,405	Management of off-street parking system and enforcement program
Las Vegas, NV	2018	3,000	Management of off-street parking system

ADDITIONAL PREVIOUS EXPERIENCE:

- **Washington Metro Area Transit Authority** (59,000)
- **Chicago Meters System** (36,000)
- **San Francisco** (27,000)
- **Montgomery County, MD** (21,500)
- **New York City Housing Authority** (20,000)
- **NY Metropolitan Transit Authority** (16,600)
- **Lincoln, NE** (14,780)
- **Inglewood, CA** (12,750)
- **Los Angeles Beaches & Harbors** (11,120)
- **Long Beach, CA** (10,300)
- **Rhode Island State Beaches** (8,100)
- **Lowell, MA (**7,100)
- **Port of Galveston, TX** (2,000)
- **Kansas City, MO** (6,600)
- **Stockton, CA** (6,145)
- **San Francisco Municipal Transportation Authority** (3,115)
- **New Rochelle, NY** (5,870)
- **Worcester, MA** (5,840)
- **Columbus, OH** (4,250)
- **Norwalk Parking Authority** (3,765)
- **Stamford, CT** (3,400)
- **West Hollywood, CA** (3,360)
- **San Leandro, CA** (3,000)
- **Las Vegas, NV** (3,000)
- **California State Parks** (2,665)
- **Alameda County, CA** (2,500)
- **Wilkes-Barre, PA** (2,450)
- **Nashville, TN** (2,000)
- **Aurora, CO** (7,000)
- **Baton Rouge, LA** (2,000)
- **Coral Gables, FL** (1,775)
- **Frankfort, KY** (1,590)
- **Avada, CO** (1,100)

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FIVE REFERENCES WITHIN THE PAST THREE YEARS

FLORIDA STATE UNIVERSITY

Client:
Florida State University
P.O. Box 1353
Tallahassee, FL 32302

Contact:
Kari Terezakis, Senior Vice President
o. 850.644.2950 | e. kterezakis@fsu.edu

LAZ partnered with Florida State University in August 2024 to manage football game day parking at Doak S. Campbell Stadium, launching operations within two weeks of notice to proceed. The team coordinated site evaluations, developed staffing plans, recruited local personnel, and implemented ParkHub permit validation technology in collaboration with Athletics, Public Safety, and Parking Services to ensure readiness for the first home game.

Managing 24 parking facilities with 8,901 spaces, LAZ oversees permit parking, day-of-event parking, RV parking, and traffic control. Operations are supported by three full-time employees, 75 event staff, and towing oversight, streamlining processes and enhancing the customer experience for fans, students, and visitors.

Spaces:
8,901

Status of Contract:
August 2024 - Present

Gross Annual Revenue:
$500K

BALL ARENA

Client:
Ball Arena
1000 Chopper Circle
Denver, CO 80204

Contact:
Matt Bell, Senior Vice President Venue Services
p. 303.405.1100 | e. Matt.bell@ballarena.com

In July 2022, LAZ Parking was awarded the contract to manage parking and shuttle operations at Pittsburgh International Airport. As the parking and shuttle operator, LAZ is responsible for managing and overseeing the transition, 24/7 operations, over 60 employees, maintenance and security contractors, and shuttle bus transportation operations. Our subconsultant on this project is Nationwide Parking Services.

In addition to managing the Self Park and Shuttle operations, we also manage the E-ZPass program and Employee parking. We are in the process of transitioning the Valet service and Curbside management and we are in the middle of an RFP process for new PARCS equipment.

Spaces:
4,500

Status of Contract:
June 2022 - Present

Gross Annual Revenue:
$7.2M

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CITY OF INGLEWOOD

Client:
City of Inglewood
1 Manchester Boulevard
Inglewood, CA 90301

Contact:
Louis Atwell, Assistance City Manager
o. 310.412.5333 | e. latwell@cityofinglewood.org

In 2014, a partnership with the City of Inglewood launched a 10-year parking management plan focused on enforcement, traffic control, meter management, and event operations. Within 45 days, the program transitioned from in-house management, introduced advanced technology, and implemented specialized event strategies, resulting in a 30% increase in citation issuance during the first three months.

Since then, the program has delivered a 35% increase in parking revenue and supported major milestones, including managing SoFi Stadium's grand opening and ongoing event operations. Technology upgrades such as IPS meters, Genetec LPR, and mobile payment options have improved compliance, reduced congestion, and enhanced accessibility citywide

Spaces:
2,500

Status of Contract:
May 2014 - Present

Gross Annual Revenue:
Confidential

TRUIST PARK

Client:
Atlanta Braves
800 Battery Ave SE, Ste 130
Atlanta, GA 30339

Contact:
Jeremy Strife, Executive Vice President
o. 404.949.1164 | e. jeremy.strife@braves.com

Home to the Atlanta Braves, The Battery Atlanta combines a 41,000-seat Major League Baseball stadium with a vibrant mixed-use development, creating a year-round sports and entertainment destination. Conveniently located at I-75 and I-285, it offers an unmatched experience beyond game days. Parking operations include transient and valet services for mixed-use facilities, Live Nation's Roxy concert venue, and The Omni Hotel, as well as event management for Truist Park. The team oversees seven garages, 25 off-site lots, and 30 meters, supported by 10+ full-time employees and 300+ event staff, ensuring smooth operations with security and shuttle services.

Spaces:
15,000

Status of Contract:
June 2022 - Present

Gross Annual Revenue:
Confidential

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PENSACOLA INTERNATIONAL AIRPORT

Client:
Pensacola International Airport
2430 Airport Blvd
Pensacola, FL 32504

Contact:
Matt Coughlin, CM, Airport Director
o. 850.436-5018 | e. mcoughlin@cityofpensacola.com

In December 2022, LAZ was awarded the contract to manage parking, bus transportation, and commercial drive operations for Pensacola International Airport. In addition to managing and overseeing the transition and 24/7 operations, LAZ brought in fresh ideas for operational efficiencies and potential increases to the Airport's parking revenue. In 2024, LAZ assisted the Airport in the selection of a new state of the art parking and revenue control system. LAZ acted as the project manager for the entire project and the system was successfully installed on time

Spaces:
3,743

Status of Contract:
February 2023 - Present

Gross Annual Revenue:
$11M

CITY OF CORAL GABLES

Client:
City of Coral Gables
515 South Dixie Highway
Coral Gables, FL 33146

Contact:
John Kowlachik, Assistant Parking Director
o. 305.460.5330 | e. jkowalchick@coralgables.com

In 2017, the City of Coral Gables selected a parking management partner to oversee its dynamic operations in Miami-Dade County. The program focuses on delivering exceptional customer service through trained ambassadors, valet services, and a centralized Customer Care Center, while maintaining rigorous cleaning and maintenance standards to ensure a safe and welcoming environment.

Beyond daily operations, the team collaborates with the City on strategic initiatives, including consulting for a new parking garage opening in 2023. With a renewed four-year contract in 2022, services include managing off-street facilities and a unified valet program across four Miracle Mile locations, reinforcing a long-term commitment to innovation and community engagement.

Spaces:
1,773

Status of Contract:
October 2017- Present

Gross Annual Revenue:
$5.1M

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VENDORS UNDERSTANDING OF REQUIREMENTS

Our approach to meeting and exceeding all requirements outlined in the RFP begins with our three principles: having an experienced supervisor overseeing day-to-day operations, providing initial and ongoing training for staff, and utilizing technology to streamline operations. LAZ has extensive experience in each requirement laid out in this RFP, detailed below:

MANAGEMENT EXPERIENCE

LAZ was founded in 1981 and has been at the forefront of the parking industry ever since, constantly innovating and adapting to the dynamic needs of our customers. Although we operate in over 5,300 locations, manage 2 million parking spaces in 639 cities across 44 states and employ over 20,000 parking professionals, each of our operations is managed locally. With more than 40 years of municipal parking experience, with our ever-growing presence in Florida, our local Jacksonville-based team will be responsible for providing the services for this program. This team is already integrated, experienced, and ready to serve you.

- The largest privately held parking company in North America, with a strong presence throughout Florida
- Recently awarded multiple contracts in the region, adding resources and support
- Unique municipal parking experience, managing more than 600,000 parking spaces for over 150 government agencies, cities, and counties
- Local and regional leaders dedicated to your success, many with decades of parking experience, including hands-on experience with municipal parking programs and coastal parking operations
- Dedicated Government Services support team for future program enhancements, effective research, rapid technology implementation, and continuous municipal support

At the core of LAZ's business model is a commitment to its employees, customers, and the communities it serves. LAZ's unique culture fosters engagement, accountability, and continuous improvement, driving consistently high performance. Additionally, the company emphasizes environmental sustainability, diversity, and social responsibility, ensuring its impact extends beyond business operations. LAZ's ongoing growth, success, and commitment to serving its clients stem from its dedication to living its mission. The company's independence: a defining advantage among large operators in the mobility industry empowers LAZ to stay true to its principles and focus on building long-term, mutually beneficial relationships.

By adhering to its founding principles while embracing technological innovation and corporate responsibility, LAZ continues to set the standard in the mobility industry. Recently, we have managed some of the most complex and comparable municipal programs in the past 10 years.

Building a strong, skilled workforce that understands its roles and responsibilities is just part of what LAZ does. We continue to foster the employees we have throughout our projects and carefully select new employees as positions become available. All new employees will meet all City and LAZ employment requirements. LAZ will comply with all applicable federal, state, and local laws, statutes, ordinances, rules, and regulations. LAZ will also comply with all the City's standards and requirements for employees.

MONTHLY REPORTING

LAZ will comply with all reporting requirements through our LAZ Business Intelligence (LAZ BI) platform, the parking industry's most powerful enterprise platform for delivering actionable data.

LAZ will provide the City with a tailored BI dashboard explicitly built for the City's parking program. This includes occupancy scoreboards and interactive visualizations, among others. Developed internally, this "LAZalytics" LAZ BI tool provides a single view of the most critical data points that drive your parking business. By creating custom KPIs, the City can monitor its assets as a whole or as individual properties in real time. You can also drill down from high-level views, with the granularity you need. As a result, strategic, data-driven decisions can be made on how best to manage parking operations and drive revenue to the bottom line. LAZ BI integrates with hundreds of custom in-house data sources built with Azure Data Factory, leveraging Microsoft Power BI's cloud computing power. The City will benefit from thousands of interactive dashboards, giving you instant access

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to KPIs and real-time reporting from any device. It's intuitive, easy to customize, and simple to use. You can visualize the "what-if" scenarios, drill down into the data, and model outcomes to guide your future strategy and decisions.

Its underlying "Power BI" software has long been an industry-leading platform, and it's used by organizations large and small, from multinational corporations to smaller companies and public sector agencies. This software has been fully customized for the parking industry. This is a tool we provide for our managers to manage their operations to maximize revenue and productivity.

LICENSURE

LAZ, our subcontractors, and our partners are all licensed and authorized to do business in the State of Florida. All licenses will remain in effect for the lifetime of the agreement.

JSEB INCLUSION

LAZ is focused on fostering an inclusive environment through diverse policies, performance monitoring, and accountability. LAZ supports small, minority-owned, and women-owned businesses through its Supplier Diversity and Inclusion Plan, promoting equity both within and outside the organization. For this opportunity, we have included three JSEB suppliers in our proposal. LAZ affirms that throughout the life of the agreement, we will make all efforts to achieve a goal of 20% of this contract's value and will award it to these partners.

LAZ SUBSIDIARIES

LAZ Florida Parking, LLC has no subsidiaries.

OUTSTANDING FINES OR LIENS

LAZ confirms that we do not have any outstanding fines or liens with any regulatory body and have not had any in the last five years.

REFERENCES

Please find our references provided on page 10.

JOINT VENTURE

LAZ is the primary contractor for this bid and confirms we are not doing so under a Joint Venture or Partnership Business Agreement.

OUTSTANDING ACCOMPLISHMENTS

LAZ is a certified Accredited Parking Organization (APO), recognized for best practices in parking management, customer service, professional development, safety, and security.

Recognized as an organization by the IPMI as a 2021 IPMI Awards of Excellence winner, through LAZ University, our in-house training and professional development program, we offer opportunities for employees and emerging leaders to enroll in the International Parking & Mobility Institute (IPMI) Parking, Transportation & Mobility Professional (PTMP), Transportation & Mobility Professional program or the NPA's Certified Parking Professional (CPP) program. We've also begun a national program for PTMP certification built specifically for municipal managers, directors, and leaders, which will only increase the breadth of our qualified team.

As a company, we currently have more than 38 managers who are either PTMP- or CPP-certified. We also have several managers/executives within LAZ enrolled in the PTMP program and expected to be certified by the end of the year.

2023-28 ACCREDITED PARKING ORGANIZATION® WITH DISTINCTION

FINANCIAL STATEMENTS

Our financial statements can be found in the appendix of this proposal.

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STATEMENT OF QUALIFICATIONS

TRANSITION AND START-UP OPERATING PLAN

LAZ will begin work on the transition plan on the day the contract award is announced. The implementation goal is to provide a seamless transition, both real and perceived. Although a 60-day timeline is optimal for accomplishing all milestones and ensuring seamlessness, we are more than capable of completing a successful transition with as little as 30 days' notice.

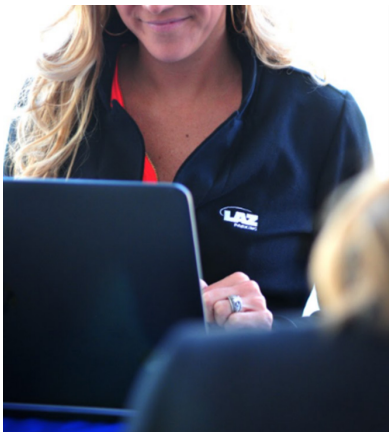
Our main objectives for the transition period and installation will be to overall performance, service and revenues. We accomplish this by utilizing detailed task lists, conducting daily and weekly "huddle" or rhythm meetings with our management team and with the designated stakeholders, and by using our proven methodology, described in the following pages.

DEDICATED TRANSITION AND IMPLEMENTATION TEAM

Our proposed implementation team has vast experience with projects similar the City parking facilities. LAZ typically transitions more than 150 locations per year throughout the country and will tailor this experience to meet your needs.

TEAM IDENTIFICATION. Prior to the contract execution date, LAZ will identify the individual transition team members from within our organization. Each member of the transition team will own specific areas of the project. Clear definitions of each assignment will be outlined and agreed to by each individual Team Member.

These will also include scheduling of daily, weekly, monthly and quarterly meetings with the designated City officials (i.e., the contracting officer) responsible for on-going administration of the contract. It is our recommendation that as early as six weeks prior to the contract start date, weekly meetings should be held to discuss preparation for transition, coordination for any upcoming events and functions, communications with City entities and any other issues potentially affecting, or affected by, the transition.



ONSITE FAMILIARIZATION. The plan will include a period of onsite familiarization for each LAZ transition team member. We will thoroughly familiarize ourselves with each employee designated to work within our City of Jacksonville team. Our goal is to become part of the community and to become stewards of the City operations rather than just parking operators.

POLICIES & PROCEDURES MANUAL. As part of the transition, we will begin to develop Standard Operating Policy & Procedures (SOPP) manuals to specifically meet the contractual requirements and the scope of work. The SOPP manual will be submitted to City management staff for approval no later than 30 days after the start date. The SOPP will be adjusted as necessary to meet the dynamic and evolving parking operations during the term of the contract.

PRE-OPENING CHECKLIST

Our Transition Team members will work through a pre-opening checklist to develop action plans and City standard operating procedures that accommodate all operation's needs. The team will conduct training simulations to ensure all associates are ready to handle any situation that may come before them, all in the interest of delivering world-class service.

This systematic approach will ensure that our staff will be prepared to provide exemplary service all Jacksonville residents, visitors, and its business community, with professionalism and efficiency from day one.

More specifically, some goals we have identified include:

- Transition is a non-event for patrons
- Create a true partnership with City of Jacksonville
- Implementation is seamless
- Maintaining revenue flow during transition
- All personnel hired and trained prior to

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commencement

- No disruption in customer service
- Establish excellent lines of communication with our contacts

THE IMPORTANCE OF AN EARLY START. Our Parking Manager will serve as the project leader and will be the primary contact for the City. We would like to have our Operations Manager start with the project at least 30-60 days prior to the implementation to meet the goals set forth earlier. This gives us a better understanding of the operation and expectations, insight into any pending issues and the opportunity to review projects in progress.

TRANSITION TIMELINE. The following is a transition timeline which will be finalized after a meeting with the Jacksonville designated officials to make sure that all parties are in sync.

Upon Award of Contract

- Introduce the dedicated start-up Manager and implementation team
- Establish clear line of communication with contract representatives
- Establish timelines and detailed implementation checklists
- Review objectives and priorities with contract representatives
- Confirm facility and infrastructure needs
- Complete technology assessment
- Begin recruitment process
- Secure facility
- Engage IT & Accounting (client-based solutions)
- Identify & begin process of telematics & technology solutions
- Determine maintenance solution & process

T-90 Days

- Engage Hiring Team (HR, Managers, Safety)
- Set up accounting process & Home Office Systems
- Begin transition meetings

T-60 Days

- Order employee "tools" (uniforms, badges, etc.)
- Create list of office needs
- Confirm regulatory requirements

T-30 Days

- Conduct employee interviews, develop pool of eligible employees
- Interview and hire existing employees (if approved)
- Set up office and facilities
- Conduct technology training
- Review current SOPs for service
- Facility set up (utilities, office equipment, office supplies)
- Create schedules
- New Hire Orientation (packets, "tools" distribution, communication plan)
- Create immediate SOPs (breakdowns, call outs, etc.)

T-14 Days

- Confirm staffing schedules and hiring status
- Get updates from HR regarding any Labor Agreements, if any
- Test software for changeover – test runs in the field

T-0 Day (Transition Day)

- Make sure all start-up and implementation team members are present
- Commence review of operations and document any opportunities or recommendations
- Collect baseline data, monitor, and review service levels and call volume
- Monitor performance
- In-field observations / customer feedback

T + 14 Days

- Evaluate performance and provide feedback to City

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- Completion of operations audit & security review
- Provide the contract staff with any recommendations to enhance operation immediately
- Ongoing field staff assessments & training

T + 30 Days

- Review of staff performance, correction / replacement / hiring process
- Review of office staff performance
- Establish a mutually acceptable format for reporting information
- Evaluate any opportunities to enhance the service
- Weekly Review Calls / Monitor weekly performance
- Develop operation specific SOPs
- Develop baseline KPIs
- Review employee performance
- Fill employment shortfalls

T + 60 Days

- Present first operational performance review – review procedures
- Presentation of review of operation and revised SOP to contract staff
- Implement any changes or revised procedures
- Develop Standard Operating Procedures for Operations
- Bi-weekly Review Calls
- Adjust staff/schedules as needed
- Monitor KPIs & address challenges

T + 90 Days

- Final on-site visit
- Review operational performance
- Review financial performance
- Shift to as needed
- Continue to provide recommendations based on initial operation

OUR COMMITMENT TO YOU

We understand the challenges and obstacles that come with transitioning parking services from one operator to another. Because we fully acknowledge the adjustments and challenges of a transition, we take full responsibility and ownership of the process. We will provide you with our full commitment to ensuring a smooth transition. We will lead the transition and keep you informed of our progress every step of the way.

RESUMES

Resumes for all proposed staff are provided in the appendix of this proposal.

CONCEPTUAL OPERATING PLAN

LAZ has developed a management and staffing plan that is specifically designed to meet the operating requirements outlined in the City of Jacksonville's RFP while ensuring complete alignment with all key performance indicators identified in the solicitation. The plan prioritizes adequate staffing coverage, efficient deployment of labor resources, and the ability to scale staff presence to support event activity to maintain high levels of customer service, operational reliability, and financial accuracy.

The staffing model is based on the operating hours and event profile provided by the City, which includes weekday operations at the Courthouse Garage and high-volume event operations at the Arena Garage and Sports Complex Garage. LAZ's staffing plan is structured to support the City's operational expectations, including achieving at least 98 percent equipment uptime, maintaining a ticket loss rate below 0.75 percent, ensuring customer satisfaction ratings of 90 percent or higher, completing all maintenance and cleaning tasks, and meeting all reporting deadlines.

The Courthouse Garage requires consistent weekday coverage from 6 a.m. to 6 p.m. Monday through Friday. LAZ will deploy three full-time parking attendants during these operational hours. This staffing level aligns with the current operating model and provides coverage for customer service requests, access control enforcement, basic janitorial tasks, and facility monitoring. These attendants will also conduct daily walk-through inspections, monitor TIBA PARCS equipment to support the required KPI, and assist jurors, court employees, and transient visitors. The total weekly staffing for the Courthouse Garage equals

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180 staffing hours per week and approximately 9,360 staffing hours annually.

The Arena Garage and Sports Complex Garage operate on an event-driven schedule and require flexible staffing for events of varying size and attendance. LAZ will deploy between 2 and 3 parking attendants for Arena Garage events and between 4 and 7 for Sports Complex Garage events. Both facilities will also receive oversight from an Event Supervisor or Assistant Manager for every event. Staff will report to the facility 2 to 4 hours before the event start times to support ingress and payment processing. For Jacksonville Jaguars games, staff will report at least four hours prior due to the increased traffic volume and heightened operational complexity. This approach is consistent with the City's current operating expectations and allows LAZ to maintain customer service standards, minimize queue times, support ParkMobile app users, and ensure accurate revenue capture.

Based on the City's projected event load of thirty six Jacksonville Icemen hockey games, nine Jacksonville Sharks arena football games, seventy five Jacksonville Jumbo Shrimp baseball games, eight to nine Jacksonville Jaguars games, the Florida versus Georgia football game, the Gator Bowl and thirty five to forty concerts and special events, LAZ estimates approximately one hundred and seventy five to one hundred and eighty total annual event days combined across the Arena Garage and Sports Complex Garage. Depending on event type and staffing size, LAZ projects between 750 and 900 total event staffing hours annually at the Arena Garage and approximately 1,800 to 2,800 staffing hours at the Sports Complex Garage. These estimated staffing ranges will support efficient ingress, ambassador-style customer support, event traffic direction, and swift response to operational issues, which aligns with Jacksonville's customer service KPI.

In addition to on-site event staffing, LAZ will assign a Portfolio Manager to oversee all three garages This position is responsible for operational compliance, supervising frontline staff, managing subcontractors, and coordinating the monthly reporting obligations required by Jacksonville. The Portfolio Manager ensures that daily and monthly reconciliations are accurate and timely, directly supporting Jacksonville's KPI for on-time reporting. LAZ will also retain a shared administrative resource to support payroll preparation, vendor invoice processing, financial reporting, and general administrative coordination for all garages. Together, these management and administrative functions represent approximately three thousand hours of annual labor support across the portfolio.

Labor expenses have been incorporated into LAZ's cost proposal and reflect competitive hourly wage rates in the Jacksonville labor market, inclusive of payroll taxes and benefits. Event staffing costs have been projected based on the City's event schedule and attendance levels. They are structured to ensure that the City receives sufficient operational support without excess labor deployment. All labor hours have been calculated to ensure LAZ can maintain clean, safe facilities, maintain equipment uptime, meet revenue control requirements, and achieve customer service outcomes expected by the City.

This staffing and labor plan has been designed to ensure that LAZ can fully meet the City of Jacksonville's operational requirements, key performance indicators, and customer service expectations. The structure provides consistent weekday support for the Courthouse Garage, scalable staffing for Arena and Sports Complex events, and dedicated management oversight that ensures quality, accountability, and operational continuity throughout the contract term.

EXISTING OPERATIONS PLANS

EFFICIENT GARAGE OPERATIONS. LAZ is the leading provider of parking management solutions tailored to municipalities nationwide. Our comprehensive approach is rooted in sustainable, efficient, and customer-driven operations that aim to enhance communities and strengthen our clients' financial standing. LAZ's Government Services team has an unmatched track record in managing municipal parking systems, overseeing more than 600,000 parking spaces for government entities, including many similar cities comparable to Jacksonville. With a deep understanding of government operations, LAZ will ensure strict adherence to government standards while delivering innovative parking solutions for the City of Jacksonville. Within the first 30 days post-contract award, LAZ will develop a comprehensive Operating Plan for the City of Jacksonville that will encompass all aspects of operations, maintenance, and security. For LAZ, the Operating Plan will serve as the foundation for delivering reliable, high-quality service across all City-managed parking facilities. The Operating Plan

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will be presented for review and approval and will be updated periodically as required by the City. The Operating Plan will serve as a policy and procedures guide, aimed at maintaining the highest standards of customer service and will include but not be limited to the following key aspects of parking garage operations:

A Standard Operating Procedure (SOP) is a structured document that defines the policies, processes, and responsibilities required to manage parking operations consistently and effectively.

Purpose of an SOP

- **Operational Consistency**: Establishes uniform procedures for managing parking facilities, ensuring every location operates under the same standards.
- **Compliance**: Aligns LAZ operations with City requirements, contractual obligations, and regulatory standards.
- **Training and Onboarding**: Provides clear guidance for new hires and ongoing staff development, reducing errors and improving efficiency.
- **Accountability**: Defines roles and responsibilities, enabling performance tracking and audit readiness.
- **Risk Mitigation**: Documents emergency protocols and preventive measures to safeguard patrons, staff, and City assets.

Goal of an SOP

The primary goal of an SOP in LAZ operations is to:

- Deliver a safe, clean, and customer-focused parking experience
- Ensure accurate collection of revenue and financial integrity
- Support sustainability initiatives and City objectives
- Enable continuous improvement through documented best practices
- Provide a framework for adaptability as technology and operational needs evolve

Key Components of an SOP

A comprehensive SOP for parking operations typically includes:

- Introduction and Purpose
- Scope of Services
- Parking Asset Overview
- Personnel Standards and Training Plans
- Customer Service Standards and Quality Control
- Revenue Control and Cash Handling Procedures
- Facility Maintenance Procedures and Schedules
- Equipment Inventory and Replacement Plans
- Inspection Procedures and Reporting
- Emergency Procedures for Natural and Man-Made Events
- Ethical Standards and Personnel Policies
- Alarm and Security Protocols
- Graffiti Abatement and Cleanliness Standards
- Privacy and Confidentiality for Camera Monitoring
- Exception Ticket Handling Procedures
- Corporate Support Structure and Duties
- Continuous Improvement and SOP Update Policy

EXCELLENT CUSTOMER SERVICE. Our customers are at the top of our Organizational Chart. Unlike any other parking company, LAZ believes in “Hire for Attitude, Train for Skill”. We hire people who are excited to come to work and love interacting with the public, and then we train them to put customers first.

Every day, you will see this reflected in the way our employees treat customers with a smile, a greeting, a polished uniform, and a commitment to go the extra mile. At LAZ, our people are our most important asset, and our culture is all about recognizing acts of value and excellence. Our employees are passionate about parking and about our customers, and we are eager to serve you.

At LAZ, we prioritize comprehensive internal customer service training through a robust framework that equips our team members with the knowledge and skills to deliver exceptional service to your customers.

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EXPERIENCE WITH SUBCONTRACTORS. Specialized services such as equipment maintenance, signage installation, janitorial programs, and technology integration are subcontracted to trusted providers with demonstrated expertise. These partnerships are managed under strict oversight to ensure compliance with contractual requirements and performance standards. Core functions, including financial reporting, revenue control, and operational management, remain in-house to maintain accountability and transparency. This collaborative approach ensures high-quality service delivery while leveraging specialized skills for efficiency and innovation.

Please find our similar scoped sample SOP in the appendix of this proposal.

ESTIMATED NUMBER OF STAFF, HOURS, AND LABOR EXPENSES

COURTHOUSE PARKING GARAGE

PARKING STAFF

Parking Attendant/Cashier	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Attendant #1	8 Hours	8 Hours	8 Hours	8 Hours	8 Hours	OFF	OFF	$ 15.00	$ 600.00

MAINTENANCE

Maintenance Porter	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Maintenance Porter #1	8 Hours	8 Hours	8 Hours	8 Hours	8 Hours	OFF	OFF	$ 15.00	$ 600.00
Maintenance Porter #2	4 Hours	4 Hours	4 Hours	4 Hours	4 Hours	OFF	OFF	$ 15.00	$ 300.00

MANAGEMENT

Location Manager	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
	8 Hours	8 Hours	8 Hours	8 Hours	8 Hours	OFF	OFF	$ 31.25	$ 1,250.00
Total Weekly Payroll									$ 2,750.00

Sports Complex Garage - Football Season & Concerts (50 Annually) - Large Events

These Events are spread out through a 12 month period

EVENT STAFF

Parking Attendant/Cashier	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Attendant #1	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	15	$ 360.00
Attendant #2	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	15	$ 360.00
Flagger	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #3	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	15	$ 360.00
Attendant #4	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	15	$ 360.00
Traffic Director	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #5	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	15	$ 360.00
Attendant #6	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	15	$ 360.00

MAINTENANCE

Maintenance Porter	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Maintenance Porter #1	OFF	OFF	OFF	OFF	2 Hours	2 Hours	2 Hours	15	$ 90.00

MANAGEMENT

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Manager/Supervisor on Duty	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	20	$ 480.00
Manager/Supervisor on Duty	N/A	N/A	N/A	N/A	4 Hours	4 Hours	4 Hours	20	$ 240.00
Total Weekly Payroll									$ 2,970.00

Jaguars Football - 8 Games plus Florida/Georgia Football = 9 Football Games (Omit in 2027 due to stadium closure
Concerts - 4 per month year round

Sports Complex Garage - Hockey/Baseball/Indoor Arena Football Events (120 Annually)

These 120 Events are during the months of April through October

EVENT STAFF

Parking Attendant/Cashier	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Attendant #1	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	15	$ 420.00
Attendant #2	5PM - 7PM	5PM - 7PM	5PM - 7PM	5PM - 7PM	5PM - 7PM	5PM - 7PM	5PM - 7PM	15	$ 210.00
Flagger	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #3	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	15	$ 420.00
Attendant #4	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	15	$ 420.00
Traffic Director	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #5	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	15	$ 420.00

MAINTENANCE

Maintenance Porter	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Maintenance Porter #1	OFF	OFF	2PM - 4PM	OFF	2PM - 4PM	OFF	2PM - 4PM	15	$ 90.00

MANAGEMENT

Manager/Supervisor on Duty	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
	6PM-10PM	6PM-10PM	6PM-10PM	6PM-10PM	6PM-10PM	6PM-10PM	6PM-10PM	20	$ 560.00
Total Weekly Payroll									$ 2,540.00

Jumbo Shrimp Baseball - 75 games from April through September
Icemen Hockey - 36 Games from Mid October through Mid April
Arena Football - 8 Games in Total - 2 Games in April, 2 Games in May, 2 Games in June, 2 Games in July

Arena Garage - Football Season & Concerts (50 Annually) - Large Events

These Events are spread out through a 12 month period

EVENT STAFF

Parking Attendant/Cashier	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Attendant #1	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	$ 15.00	$ 360.00
Attendant #2	N/A	N/A	N/A	N/A	4 Hours	4 Hours	4 Hours	$ 15.00	$ 180.00
Flagger	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #3	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	$ 15.00	$ 360.00
Attendant #4	N/A	N/A	N/A	N/A	4 Hours	4 Hours	4 Hours	$ 15.00	$ 180.00
Traffic Director	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #5	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	$ 15.00	$ 360.00
Attendant #6	N/A	N/A	N/A	N/A	4 Hours	4 Hours	4 Hours	$ 15.00	$ 180.00

MAINTENANCE

Maintenance Porter	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Maintenance Porter #1	OFF	OFF	OFF	OFF	2 Hours	2 Hours	2 Hours	$ 15.00	$ 90.00

MANAGEMENT

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Manager/Supervisor on Duty	N/A	N/A	N/A	N/A	8 Hours	8 Hours	8 Hours	$ 20.00	$ 480.00
Total Weekly Payroll									$ 2,190.00

Jaguars Football - 8 Games plus Florida/Georgia Football = 9 Football Games (Omit in 2027 due to stadium closure) Football Events are scheduled from August through December
Concerts - 4 per month year round

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Arena Garage - Hockey/Baseball/Indoor Arena Football Events (120 Annually)

These 120 Events are during the months of April through October

EVENT STAFF

Parking Attendant/Cashier	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Attendant #1	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	$ 15.00	$ 420.00
Flagger	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #2	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	$ 15.00	$ 420.00
Traffic Director	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**	**Sunday**	**Pay Rate**	**Gross Weekly Amount**
Attendant #3	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	4PM - 8PM	$ 15.00	$ 420.00

MAINTENANCE

Maintenance Porter	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Maintenance Porter #1	OFF	OFF	12PM - 2PM	OFF	12PM - 2PM	OFF	12PM - 2PM	$ 15.00	$ 90.00

MANAGEMENT

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Pay Rate	Gross Weekly Amount
Manager/Supervisor on Duty	4PM-8PM	4PM-8PM	4PM-8PM	4PM-8PM	4PM-8PM	4PM-8PM	4PM-8PM	$ 20.00	$ 560.00
Total Weekly Payroll									$ 1,910.00

Jumbo Shrimp Baseball - 75 games from April through September
Icemen Hockey - 36 Games from Mid October through Mid April
Arena Football - 8 Games in Total - 2 Games in April, 2 Games in May, 2 Games in June, 2 Games in July

**** Please note the schedule dates/times are subject to change and are based upon the event schedule for that week.**

EMPLOYEE HIRING, TRAINING, PERFORMANCE AND RETENTION

Our approach will ensure that each City facility is properly operated, maintained, and secured daily. LAZ will provide trained, courteous, and professional staff and hold them to the highest standards of performance and appearance.

We are amenable to reviewing and evaluating current staff for possible transition, providing first-hire consideration to maintain the experience and longevity of the current workforce. This would only be done with the City's blessing. We will also hire any additional team members as needed to meet City service expectations. All new hires must undergo comprehensive background checks, drug testing, and onboarding in compliance with federal, state, and local regulations. LAZ will ensure that all employees receive training in security protocols, emergency response, and conflict de-escalation. Background checks and any additional screening will be performed in compliance with all applicable laws and City requirements. This includes a thorough background check for all personnel hired to provide any services resulting from this RFP. All employees will have a valid driver's license in good standing and must pass pre-employment drug screens. LAZ uses American Background Information Services, Inc., to conduct background checks (including criminal record searches, credit history, and motor vehicle record searches) for all prospective entry-level and management candidates.

Our field teams are supported by a national team of parking professionals, including a dedicated Government Services team, and a 24/7 Customer Care Center to ensure consistent, high-quality service and prompt resolution of customer issues or complaints.

MAINTENANCE PLAN

Good maintenance of a parking facility is paramount to the overall impression of any property or parking system. LAZ's philosophy of maintenance can be summed up as "The White Glove Inspection." Every manager is trained in the basics of facility management.

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It starts with personnel and then requires comprehensive training to develop a complete maintenance crew. After careful hiring and training, along with control and follow-up, a critical management dimension emphasized in our training is ensuring adherence to quality maintenance standards. With a detailed maintenance checklist, our managers can control and monitor the daily, weekly, and monthly tasks of our people.

These checklists are modified after a comprehensive walk-through of the facility with our clients (typically the project engineer) and customized to cover all aspects of a particular property.

Maintenance staff complete the checklists, which are kept in a binder and reviewed daily by the manager. Completed daily duties and special duties, such as painting, are recorded on the maintenance checklist.

The maintenance staff also provides notes to the contract manager when items need attention.

We also recommend conducting a monthly walkthrough with the City and our management team to review the overall maintenance program and identify any conditions that require more extensive repair.

LAZ PARKING

MAINTENANCE CHECKLIST

TASK	V
ELEVATOR LOBBIES - Sweep and mop floors, clean elevator doors	
STAIRWELLS - Sweep and mop stairs and landings	
PARKING RAMPS - Sweep and clean surfaces	
EMPTY TRASH RECEPTACLES	
PICK UP LOOSE TRASH & DEBRIS	
REMOVE OIL & GREASE SPOTS	
CLEAN SPIDER WEBS	
INSPECT LIGHTING	
PARCS INSPECTION	

Name/Signature: _____

Date: _____

VENDOR AND SUBCONTRACTED SERVICES

LAZ will directly provide all project management, administrative coordination, and quality control functions. These responsibilities include scheduling, oversight of day-to-day operations, ensuring compliance with contract requirements, maintaining communication with the client, and verifying that all deliverables meet or exceed performance standards. LAZ will also oversee all subcontractors, ensuring their work aligns with project timelines, safety standards, and quality expectations.

To deliver the most effective and specialized services, LAZ will engage three qualified subcontractors: **LawnCrafters, Inc.**, **Sunrise Talent Solutions, LLC**, and **R-ECO Environmental Painting, LLC**. Each subcontractor was carefully selected for its proven expertise, strong local presence, and ability to deliver high-quality, reliable work in its field.

LawnCrafters, Inc. will perform all landscaping-related services. Founded in 2015 and based in Jacksonville, Florida, LawnCrafters has built a reputation as a premier full-service landscape company specializing in landscape maintenance and installation, irrigation services, tree care, and professional landscape design. Under the leadership of Owner and President **Dejan Maric**, the company has successfully managed large-scale commercial and municipal projects, including contracts with the City of Jacksonville and Windsor Pointe Master Association. LawnCrafters will provide landscape maintenance, irrigation service and installation, mulch application, fertilization and pest control, and shrub and tree pruning. LawnCrafters is JSEB-certified.

Sunrise Talent Solutions, LLC, owned and operated by **Julius Richardson**, will provide human resources, staffing, and professional development support. A veteran-owned business, Sunrise Talent Solutions is a comprehensive HR and talent advisory firm that assists organizations in improving efficiency, reducing administrative costs, and strengthening leadership and workforce strategies. Their scope of work will include staffing support, recruitment, onboarding, professional development, and HR consulting services to ensure all personnel involved in the project are properly trained, qualified, and aligned with operational goals. Sunrise Talent Solutions is JSEB-certified.

R-ECO Environmental Painting, LLC will provide painting, pressure washing, and line striping repair services. Headquarters in Jacksonville, Florida, and led by **Reginald R. Walker**, R-ECO is a certified **JSEB contractor** and a certified minority-owned, environmentally responsible business. With more than 33 years of professional experience in painting and coatings, R-ECO specializes in commercial, industrial, and institutional projects. The firm's scope of work will include exterior and structural painting, pressure washing, waterproofing, and line striping to maintain and restore the facility's aesthetics and ensure compliance. R-ECO has extensive experience working with public and private entities, including the City of Jacksonville, JEA, JTA, and Duval County Public Schools.

None of the subcontractors, LawnCrafters, Sunrise Talent Solutions, or R-ECO Environmental Painting—is an affiliate of the LAZ. Each operates

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as an independent business entity under separate subcontract agreements. Through these partnerships, the LAZ will ensure that every aspect of the project benefits from specialized expertise, efficient execution, and strict adherence to quality, safety, and environmental standards.

INCREASING NET OPERATING INCOME

MARKETING & COMMUNICATIONS

LAZ will implement a detailed sales and marketing plan for our operations and actively market to the surrounding community, office buildings, restaurants, and other venues to increase the use of the City's facilities. With our understanding of the market and our commitment to technology and innovation, we are confident the City of Jacksonville's parking program will thrive in the years ahead. Our goal for the marketing and communication plan is to create a positive public education program that changes perceptions of parking in the City and builds relationships within the community to increase economic demand. By providing a safe, user-friendly parking environment, our team will work alongside the City to ensure customers feel welcome upon their return.

BRANDING/AWARENESS STRATEGY

Our team will work with the City to remodel the overall branding strategy currently in place. Our team will ensure our new brand image is clean and user-friendly, providing positive customer experience with our parking services.

For this project to be considered successful, we must continue to communicate with our customer base regularly with information, notifications/alerts, and how to guides. Our team will work with the City to improve the overall customer experience in the coming months.

LAZ prides itself on working with its communities to build channels for dialogue and engagement. This is a key component to the success of continuing the operation of the City of Jacksonville.

BRANDED SIGNAGE PLAN

As part of our overall branding strategy, LAZ will work with the city to refine the existing parking brand through new and improved signage recommendations. This signage will remain and be updated regularly. LAZ will work with the City to create signage in or around each parking facility to raise awareness and target parkers in the immediate area.

LAZ frequently uses signage with QR codes to provide an interactive experience for on-site visitors. For example, our team will work with the City to remove and rebrand the existing signs to offer a straightforward, easy customer experience.

Furthermore, digital boards can be used as additional advertising campaigns for either garage or outdoor advertising to generate an additional revenue stream. LAZ works with various signage companies to place digital advertisements alongside drive-up rate boards. These digital rate boards support QR codes and promotional codes, which can help us track and drive customers to any special and/or parking program we want to promote.

With branded signage, we can continue and improve our communications regarding our text-to-park technology and features across the city. This will improve customer experience and enhance the City Brand overall.

CUSTOMER COMMUNICATIONS

Customer communications will be an essential tool for educating the public about who we are and our new, improved overall parking brand image. The following communication channels will serve as consistent tools for regularly communicating with the community and addressing their parking needs.

REFRESHED WEBSITE

Our experienced marketing team can also create a customized website for Jacksonville parking or provide "widgets" to add to your existing web presence. We can also integrate various features into the website, such as online reservation systems and loyalty programs, to enhance the user experience and drive more parkers to your facilities. Our team will handle all aspects of the website's development and maintenance, making this an actual "easy button" for promoting your parking facilities, increasing customer satisfaction, and generating more revenue for the operation.

The website will serve as an informative parking tool across the City, displaying customer notifications, pricing, parking locations, and availability, and the option to reserve events and daily events. Our LAZ team will continuously monitor the site to ensure accuracy and updated information. This

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website will primarily act as an informative tool. This website will not only provide the community with detailed information on our new services but also offer consistent updates, FAQs, contact information, and real-time occupancy for our parking services. The website will also provide information on our parking locations, contact information, how to pay citations, and links to our social media pages.

HOW TO VIDEOS

To sustain engagement, our LAZ marketing team will create instructional videos that guide the City through the intricacies of its parking services. These videos have been used across several platforms, including social media and differentiating platforms.

ENHANCED CUSTOMER SURVEYS – QR CODE SIGNAGE

In addition to elevating the current website and branding, we will also work with the community to provide enhanced customer surveys across the community. These surveys will serve as a tool to improve the overall customer parking experience across the city and to work directly with our customers to gather feedback. By using QR code signage onsite, such as "Submit your feedback by scanning the QR code," we will be able to gauge better customer views and participation in these surveys across the city. We can also offer incentives for participation, such as entering a raffle or winning gift cards after submitting your responses.

SOCIAL MEDIA PRESENCE & CONTENT CREATION

To further engage the community, our LAZ team will use various platforms to communicate parking updates, including Facebook and X.

Not only will we be able to utilize our own LAZ social media platforms for consistent communication, but we will also seek to partner with local business pages, downtown alliances, nearby events, and the City of Jacksonville's Facebook page and other social media accounts. This can include managing social media pages outside our LAZ organization. This will allow visitors to the City, commuters, event goers, residents, and employees to have clear communication about all parking and event information they may need as demand arises.

EMAIL ENGAGEMENT

With our email customer database and capabilities, we can also directly broadcast email communications to past customers to promote events, promotions, and other targeted marketing opportunities. As we conduct these communications with our Jacksonville customer base and audience more regularly, we can better engage with the community through event promotions, monthly permit information, storm communications, and even special deals from time to time.

B2B RELATIONSHIPS - COMMUNITY INVOLVEMENT/ MERCHANT COLLABORATION)

A significant part of long-term engagement with the City of Jacksonville will be to continue to instill in the local community by building B2B relationships with local merchants. While not a direct revenue driver, this can be achieved in several ways, including volunteering at events and shelters, donating to charities, holding meetings with businesses throughout the neighborhood, and partnering with nearby businesses. This overall commitment will help us communicate to as many user groups as possible, but also to become one with the City as we expand our parking technologies and services. Not only will this engagement increase our role within a community but also allows us to view new creative marketing and revenue opportunities.

BUSINESS RELATIONS & NEIGHBORHOOD MEETINGS

In seeking B2B relationships to leverage our community involvement, LAZ plans to hold more consistent meetings with local neighbors and businesses. We will commit to holding a forum as an open platform to educate and address questions, issues, concerns, and improvements regarding our parking services. While holding these open platforms can serve as an education tool for nearby businesses, our team can also use this as a strategy to connect with those in our neighborhood for partnership opportunities and expansion.

MARKETING PLAN TO DRIVE REVENUE - CITY OF JACKSONVILLE

LAZ will implement a detailed sales and marketing plan for our Jacksonville operations and actively market to the surrounding community, office buildings, restaurants and other venues to increase

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the use of your facilities. With our deep understanding of the market and our commitment to technology and innovation, we are confident the City of Jacksonville's parking program will thrive in the years ahead. As we continuously strive to remain one with the City during this strategic partnership, it is crucial that we emphasize the following revenue drivers.

TARGET AUDIENCE

Our marketing strategy will continue to target a specific range of current and potential customers for the City of Jacksonville, including: permit holders,tourist/event goers, business employees, monthly/permit strategy.

We must continue to target monthly user groups throughout the City, especially by leveraging our boots-on-the-ground strategy to accommodate group parking permits. Part of the way we can continue to make our presence in the area known is through our "2 Block Walk" approach. We will continue to consistently survey a 2-block radius of the Court House garage, identifying what we determine to be the highest margin parkers to capture. We will utilize the following boots on the ground strategies to continue to obtain monthly groups: phone calls, in-person flyering, email blasts.

By leveraging some initiatives above, we can further target residents, event attendees, and visitors across Jacksonville with customized validation programs tailored to their specific parking needs. Our team will strive to further build relationships with these members across the City to better align with Jacksonville as a whole.

MANAGING OPERATING EXPENSES

As a parking management services provider, we recognize that rising operating costs—such as labor, maintenance, technology, and utilities—can directly impact service delivery. Our approach focuses on proactive cost control, operational efficiency, and innovation to ensure consistent value for our clients while maintaining high service standards.

1. **Operational Efficiency & Process Optimization:** We continuously evaluate our parking operations to identify opportunities for cost savings through improved workflows, route optimization for enforcement teams, and resource scheduling. Data-driven decision-making helps us reduce unnecessary expenditures and ensure staffing levels align with demand.
2. **Workforce Management & Training:** Our cross-training programs enable employees to perform multiple functions within parking operations, allowing flexibility in scheduling and minimizing overtime costs. We also invest in retention initiatives that reduce turnover-related expenses.
3. **Preventive Maintenance & Asset Management:** We implement preventive maintenance programs for equipment such as pay stations, gate arms, and signage to extend asset life and prevent costly emergency repairs. Vendor partnerships ensure timely access to replacement parts at competitive rates.
4. **Energy & Sustainability Initiatives:** We actively manage energy use in lighting, ventilation, and equipment through energy-efficient upgrades and smart controls. Sustainability practices not only lower utility costs but also support our clients' environmental goals.
5. **Strategic Vendor Partnerships:** Through long-term relationships with suppliers and service providers, we secure favorable pricing on equipment, uniforms, and maintenance materials. Our procurement strategy includes competitive bidding and bulk purchasing where possible.
6. **Financial Oversight & Continuous Improvement:** We track operating expenses through detailed financial reporting and performance dashboards. Regular reviews identify cost trends and improvement opportunities, ensuring we stay agile and responsive to market conditions.
7. **Future Technology Implementation to Reduce Costs:** Through the vendor partnerships we leverage, the City will be able to implement and integrate innovative parking technologies—including automated payment systems, license plate recognition, and real-time occupancy monitoring—to minimize manual labor, improve accuracy, and lower administrative overhead. These investments enhance efficiency and long-term cost stability.

In summary, our cost management strategy combines technology, efficiency, and proactive planning to stabilize expenses despite inflationary pressures. This disciplined approach allows us to sustain reliable, high-quality parking management services while controlling costs for our clients.

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APPENDIX

Rob
Maroney, PTMP

Executive Vice President
Government Services & Universities

Education
Bachelor of Arts, The College of William and Mary, Williamsburg, VA

Dual Concentration: Government and Fine Arts

Certifications
Parking, Transportation, and Mobility Professional (PTMP)

Original Certification Date: June 2014; Recertification: 2017, 2020, and 2023

Affiliations
International Parking and Mobility Institute

Years of Experience
with LAZ: 10 **Total:** 24

Availability
10%

Executive Vice President, Government and University Services | LAZ Parking June 2015 - Present

- As the Executive Vice President for Government and University Services, Rob is responsible for overseeing and supporting LAZ's rapidly expanding Government Services market, which includes Municipal Agencies and Public Private Partnerships. LAZ manages parking and mobility services for hundreds of government agencies throughout the country including some of the largest and most complex parking systems in the world. In his role Rob serves as the client advocate and leads a dedicated Government Services Division that has more than 100 years of government parking experience.

Director of Parking and Transportation | Virginia Commonwealth University October 2012 - May 2015

- Provided leadership and oversight of the University's Parking, Transportation and Fleet Management systems. Located on two downtown campuses in Richmond, Virginia, VCU enrolls more than 32,000 students and employs a total of 20,000 full and part-time employees. As Director of Parking and Transportation, Rob was directly responsible for the management of the VCU parking system which includes over 13,500 spaces located in 12 parking decks, 40 surface lots and 25 leased facilities. Rob lead a diverse team that included approximately 110 full-time and 75 part-time employees and managed and annual operating budget that exceeded $20 million in annual revenue.

Senior Parking Consultant | Walter P. Moore and Associates | June 2008 - September 2012

- Managed Parking Consulting Services for Walter P Moore's Washington D.C. Office, with a primary concentration in public sector clients. Areas of expertise included master planning and operational consulting for complex public parking systems; public-private partnerships (P3); financial modeling and strategic planning; new facility design and functional assessment and technology implementation. Direct project experience included consultant services for major metropolitan areas including Orlando, FL; Kansas City, MO; and Pittsburgh, PA.

Director of Parking and Assistant Director of Finance | City of Norfolk | June 2001 - May 2008

- Served as the Assistant Director for the Department of Finance and Business Services and Director of Parking for the City of Norfolk. As Director of Parking, Rob was responsible for one of the largest municipally owned parking systems in the United States totaling over 22,000 spaces located throughout 28 parking facilities in Downtown Norfolk. The system included net assets of over $154 million and annual revenues of $22 million. Rob was also responsible for a Downtown Transportation System and oversaw auxiliary services for the City including Facility Management, General Services, Fleet Management, and Real Estate.

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Conor **Buckley**

Vice President, Government Services & Universities

Education
MS, Athletic Training & Sports Medicine, University of Central Florida

BS, Athletic Training & Sports Medicine, University of North Carolina, Wilmington

Affiliations
International Parking and Mobility Institute

Carolinas Parking and Mobility Association

Years of Experience
with LAZ: 1 **Total:** 12

Availability
10%

Vice President, Government Services & Universities | LAZ Parking | Charlotte, NC | June 2024 - Present

- Conor joins the LAZ Family from Passport where he was one of their most tenured and trusted Client Success and Sales Executives. His impact on the industry goes beyond helping cities adopt technologies that address their parking and mobility needs. Conor has worked directly with Parking Authorities and City Councils throughout North America to gain approval and support for modern curb management policies and practices aimed at improving accessibility, reducing congestion, and enhancing the customer experience

Senior Account Executive | Passport Labs, Inc. | December 2014 - May 2024

- Develop and maintain relationships with prospects, clients and partners. Responsible for identifying, qualifying and responding to city, state and federal solicitations in California. Lead cross functional teams within Passport to execute the sales cycle

Client Success Executive

- Main point of contact for all mobile pay for parking, citation management, and digital permitting clients for the term of each contract. Manages the implementation process of Passport's suite of products by serving as a liaison between the client and project manager.

Regional Manager | Bledsoe Brace System | August 2013 - December 2014

- Managed sales of Durable Medical Equipment to orthopedic medical professionals throughout the central Florida territory. Increased 2014 fiscal year sales by 18% from the previous year.

EXPERIENCE

New York Housing Authority (March 2017- November 2020). Conor was the main point of contact for all mobile pay for parking, citation management, and digital permitting requests for the term of each contract. Managed the implementation process of Passport's suite of products by serving as a liaison between the client and project manager.

City of Virginia Beach (March 2017- November 2020). Conor served as the main point of contact for all mobile pay for parking, citation management, and digital permitting requests for the term of each contract. Managed the implementation process of Passport's suite of products by serving as a liaison between the client and project manager.

Reston Town Center (March 2017- November 2020). Conor was the main point of contact for all mobile pay for parking, citation management, and digital permitting requests for the term of each contract. Manages the implementation process of Passport's suite of products by serving as a liaison between the client and project manager.

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Carrie Ann **Verge**

Director of Finance and Contract Compliance
Government Services & Universities

Education
Bachelor of Science, Middle Tennessee State University

Affiliations
International Parking and Mobility Institute

Years of Experience
with LAZ: 4 **Total:** 23

Availability
10%

Director of Finance and Contract Compliance, Government Services & Airports | LAZ Parking | May 2021 - Present

- Provide direct financial and compliance support for LAZ's Government Services and Airports lines of business.
- Lead underwriting and budgeting activities for RFP responses, new business opportunities, and existing client portfolios.
- Develop and maintain comprehensive contract compliance matrices; review quarterly to ensure adherence to all contractual obligations.
- Track, assess, and report on KPIs and SLAs, ensuring measurable performance standards are achieved and sustained.
- Review and monitor audit results, implementing corrective actions where necessary to maintain compliance.

Senior Finance Manager | Serco, Inc. | September 2011 – October 2019

- Partnered with the Transportation Business Unit Vice President to oversee a $130M+ annual portfolio spanning five business groups.
- Directed a team of four Financial Analysts, consolidating reporting into a top-level P&L for executive leadership.
- Delivered monthly financial planning, forecasting, variance analysis, and performance tracking. - Acted as internally certified pricer with expertise in GAAP, FAR, and IFRS compliance.
- Developed price-to-win strategies and multiple pricing scenarios across FFP, T&M, CPFF, FPLOE, IDIQ, and hybrid models.
- Oversaw a $75M GDOT contract including material purchasing and installation with rotating monthly inventory value exceeding $1M.
- Partnered with internal and external auditors to mitigate risks and resolve adverse audit

Finance Analyst | Serco, Inc. | June 2004 – September 2011

- Processed payroll for 300+ employees and served on Kronos implementation team in 2005.
- Developed internal training guides and hosted staff sessions for timekeeping compliance.
- Audited timecards and logs for federal contracts, ensuring billing accuracy and regulatory adherence.
- Prepared monthly labor reports and customer invoices; reconciled GL accounts and vendor payments.

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Christopher **Walsh**

Senior Vice President - Southeast

Education
La Grange College,
Bachelor of Arts in Business Administration

Affiliations
International Parking and Mobility Institute

Years of Experience
with LAZ: 19 **Total:** 28

Availability
35%

Seasoned executive with more than 25 years of success. Track record of building and growing in start-up and mature markets, and leading high performing teams. Strategic leader with strong financial acumen, business development skills and broad experience across all aspects of parking operations.

Senior Vice President | LAZ Parking | Florida | August 2011 - Current

- Oversight of operations in the Southeast United States to include Alabama, Florida, Georgia, North Carolina, South Carolina and Tennessee.
- Responsible for all major and submarkets: Airports, Municipalities, University, Stadiums, Office, Hospitality and Transportation management
- Create and present proposals with financial models to client executive teams and lead contract negotiations to ensure terms are fiscally sound and competitive
- Oversight of LAZ Charitable Organization in the Southeast
- Successfully navigated region through COVID pandemic with scenario planning, proactive communication and continued growth during this challenging time.

Regional Vice President | LAZ Parking | Mid-Atlantic Region | February 2006 – August 2011

- Responsible for all operations and the financial performance of properties in Washington DC, Virginia, Maryland, North Carolina and Pennsylvania encompassing 95,000+ parking spaces. Included large government contracts, universities, hospitals, hotels, Class A office buildings, shuttle services and multi-site financial institutions
- Worked with multiple local and federal government agencies creating and supporting the parking plan for the Presidential Inauguration which totaled over 50,000 vehicles in a 3-hour time frame across 3 States at more than 79 locations
- Conducted due diligence of acquisitions to increase market share and profitability. This included privatization of two municipalities and serving as lead on due diligence for acquisition with over 30 locations

General Manager | Central Parking | Miami, Florida | 2003-2006

Director of Operations | Lanier Parking Systems | Georgia & Florida | 1997 - 2003

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Mark
Garcia, CPP

Facilities Manager

Education
Western High School, Davie, FL, High School Diploma

Broward College, Davie, FL, Business Administration

Years of Experience with LAZ: 8 **Total: 16**

Availability
50%

Operations Manager LAZ Parking | Jacksonville, FL | January 2025 – Current

- Managing Self-Park & Garage Operations in Jacksonville. Market, River Place Tower; Hanania River Place; Vista Brooklyn; River's Edge. BOA Neptune Beach; Wells Fargo Jacksonville Beach, Gramercy Woods (Parking Enforcement)
- Daily Responsibilities Include:
  - Oversight of Parking Operations in the Jacksonville Area, Responsible for overall client relationship and business retention, P&L Management to include budgeting, reforecasting, and payroll, management, Direct handling of Daily Reporting, Parking Access Control Equipment Maintenance

Facility Manager | Universal Parking & Transportation | Jacksonville, FL August 2021 – December 2024

- Oversight of Parking Garage Operations in Downtown Jacksonville Area, Managing Garage Operations at the Wells Fargo Center, (JAX Center, JAX Annex, and WFC Basement Parking Garages)
- Daily Responsibilities Include:
  - Operational oversight of 2,000+ spaces within 3 commercial parking locations, Plan and oversee River Club event needs to accommodate 500+ cars per week, Business Development and Growth in Florida Market, Responsible for overall client relationship and business retentio, P&L Management to include budgeting, reforecasting, and payroll management

General Manager | Elite Parking Services of America | Jacksonville, FL | June 2018 – July 2021

- Oversight of Parking Garage Operations in Downtown Jacksonville Area, MPS Garages (Courthouse, Arena, and Sports Complex Parking Garages), St. Vincent's Medical Center in Riverside
- Daily Responsibilities Include:
  - Scheduling, Payroll, Policy Implementation, Direct handling of all Daily Reporting, Parking Access Control Equipment Maintenance, Review Management Reports and Assist with Budgets, Oversight of over 50+ team members between all facilities

General Manager | WallyPark | Jacksonville, FL | March 2016 – June 2018

- Oversight of Fully Covered 1,500 space Off-Airport Parking Facility. Daily Responsibilities Include: Staff of 35; Shuttle Drivers, Valet Runners, Cashiers, and Multiple Supervisors, Scheduling, Payroll, Policy Implementation, Direct handling of Daily Reporting, Parking Access Control Equipment Maintenance, Partnered with Sales Department to generate Corporate Business

District Manager | LAZ Parking | Miami Beach, FL | January 2009 – February 2016

- Managing Garage/Valet Operations in the Miami Beach Area, 1111 Lincoln Road; 500 Collins; 404, Washington Ave.; and 1691 Michigan Ave. Daily Responsibilities Include: Staff Scheduling, Hiring/Staffing, Policy Implementation, Payroll, Cash Revenue Control, Equipment Maintenance, Loss Prevention

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Jon **Applegate**

Vice President, LAZ Live!

20+ year sports & entertainment executive, focused on strategic growth and delivering operational excellence.

Vice President, Venue & Event Services | LAZ Live!, a division of LAZ Parking Denver, CO | 2024-Current

- Develop and lead the strategic vision across North America, supporting 120+ professional sports, collegiate and entertainment venues across 30 regions. Created and deployed brand strategy to increase awareness and legitimacy of LAZ Live!
- Executed an aggressive growth plan to achieve 38% location growth within 21 months. Aggregated and oversaw the successful introduction of client success processes and hires, contributing to a 96% retention rate, by leveraging data and best practices across portfolio.
- Identify M&A targets and MSA partnerships to enhance strategic growth and service offerings of LAZ Live! Focused relationship cultivator, passionate about eliminating transactional relationships.

Denver Broncos - Stadium Management Company, LLC. | Denver, CO | 2002-2024

- Sr. Director of Events & Booking, March 2022 – 2024, Director of Events & Booking, April 2016 – February 2022, Director of Event Operations, July 2013-March 2016, Event Operations Manager, September 2007-June 2013, Parking & Event Services Manager, March 2006-August 2007
- Direct stadium bookings, negotiate deal terms and oversee all event activities for major public events, including but not limited to concerts, festivals and sporting events with Live Nation, AEG, Messina Touring, Feld, Relevant Sports, Soccer United Marketing, CONCACAF and other event promoters.
- Develop business opportunities by actively soliciting major event opportunities, while nurturing relationships with stadium event promoters, including athletic directors, soccer, festival, family and concert promoters. Directly responsible for liaising with event clients throughout the initial booking until settlement is complete, while ensuring the highest level of efficiency, event management, customer service and financial responsibility for each party.
- Serve as an active leader to stadium employees and service partners (full-time, part-time and game day) during meetings, business functions and community events while problem solving both internal and external challenges. Lead various fan experience initiatives & projects leading up to and during Denver Broncos home games
- Direct responsibilities across four staff; two direct reports. Director of Events & Booking, Sr. Manager, Events & Marketing; Parking & Events Manager and Office & Events Assistant. § Create and oversee department business plans to include booking strategies, KPI & data performance, and fan-focused programs.Maintain an active role in several responsibilities noted below under 'Director of Event Operations'.

Education

Regis University, College for Professional Studies - Masters of Business Administration

Metropolitan State University, Major: (BS) Human Performance, Sport & Leisure with emphasis in Sports Industry Operations, Minor: Marketing

Affiliations

National Football League – Fan Experience Committee

Gridiron Stadium Network (GSN); Chairperson

Colorado Sports Hall of Fame; Board of Directors; November 2023 appointment

Years of Experience with LAZ: 1 **Total:** 23

Availability

20%

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Reggie **Walker**

Owner

Years of Experience
Total: 33

Availability
35%

Reginald R. Walker, the sole owner and operator of R-ECO Environmental Painting LLC, has over 33 years of professional experience in the painting and coatings industry. His extensive knowledge, firsthand leadership, and commitment to sustainable practices have positioned R-ECO as a trusted contractor for government, municipal, and private projects throughout Florida and Georgia.

Mr. Walker is responsible for the day-to-day operations of the company, including strategic planning and business development, estimating review, marketing, client relations, financial oversight, and workforce supervision. He has demonstrated the ability to solicit, bid, and secure commercial accounts, national contracts, and federally funded SBA 8(a) painting projects through partnerships with established SBA 8(a) General Contractors. His strong understanding of federal procurement processes and compliance requirements ensures R-ECO's consistent performance on City, State, and Federal projects.

Certifications and Qualifications:

- JSEB Certified 2016-2025
- Certified FDOT DBE/MBE Contractor
- MEWP Type 3 Operator
- State of Florida Licensed Painting Contractor
- EPA Lead-Safe Certified Firm
- Certified Renovator
- OSHA-Trained Personnel
- Primary NAICS Codes: 238320, 238990, 711510, 237310, 238160, 561790

Key Clients & Agencies Served:

City of Jacksonville, Jacksonville Aviation Authority (JAA), Jacksonville Port Authority (JPA), Jacksonville Transportation Authority (JTA), Jacksonville Electric Authority (JEA), Duval County Public Schools (DCPS), and numerous private-sector and out-of-state general contractors.

Core Competencies:

Industrial Pipe Coatings & Corrosion Control; Parking Lot and Line Striping / ADA Compliance Painting; Parking Garage & Structural Painting; Educational & Medical Facility Painting; Historic Building Restoration; Fire & Water Damage Restoration; Waterproofing, Pressure Washing & Caulking; Graffiti Protection & Removal; Lead Abatement, Renovation, and New Construction Painting.

Professional Statement:

R-ECO ENVIRONMENTAL PAINTING is dedicated to maintaining the highest standards of quality, safety, and environmental responsibility. Our projects are completed on schedule, within budget, and according to industry standards and continue to build a reputation for reliability, integrity, and excellence in every aspect of professional painting services.

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Dejan **Maric**

President & Owner

Years of Experience
Total: 15

Availability
35%

With over 15 years of expertise in the landscape industry, Dejan Maric has successfully led and managed projects across North Florida in landscape maintenance, irrigation systems, landscape installations, and landscape design. His extensive background in the commercial, municipal, industrial, and residential sectors ensures seamless coordination of large-scale operations, from routine grounds maintenance to complex landscape enhancements.

Dejan has worked extensively with the City of Jacksonville, overseeing landscape contracting and grounds care maintenance for municipal spaces. His involvement with public-sector projects has reinforced his ability to adhere to government regulations, maintain public property standards, and deliver high-quality landscape solutions that enhance the city's outdoor environments.

In addition to his hands-on experience, Dejan holds relevant licenses and certifications that assist his technical proficiency. His key personnel—including superintendents and site managers—also maintain industry-recognized certifications, ensuring expertise and compliance in every aspect of grounds care and landscape contracting.

Founded in 2015 and located in Jacksonville, Florida, Lawn Crafters has established itself as a premier full-service landscape company dedicated to enhancing outdoor spaces throughout the region. With a strong commitment to quality and customer satisfaction, we offer a wide range of services including landscape maintenance and installation, irrigation service and installation, tree services, and expert landscape design.

At Lawn Crafters, we believe that every property has the potential to be a stunning oasis. Our skilled team combines creativity and expertise to bring your landscaping visions to life. Whether you want to enhance your garden's beauty, improve irrigation efficiency, or care for your trees, we provide tailored solutions to cater to your unique needs. With our deep understanding of the local climate and ecosystem, Lawn Crafters is proud to help clients in North Florida cultivate their ideal outdoor environments. Let us transform your landscape into a thriving, vibrant space that you and you can enjoy for years to come.

EXPERIENCE

Bartram Creek HOA | 14993 Bartram Creek Blvd, Jacksonville, FL 32258 | Services: Landscape maintenance, irrigation service and maintenance, mulch application, property inspections, fertilization and pest control, and shrub and tree pruning.

City of Jacksonville | Courthouse, Brooklyn, Central Core, Southbank, Sports Entertainment | 501 Adams St, Jacksonville, FL 32202 | Services: Landscape maintenance, roadway and median maintenance, property inspections, maintenance of traffic (MOT), and shrub and tree pruning.

Windsor Pointe Master Association | 13715 Richmond Park Drive North | Services: Landscape maintenance, irrigation service and maintenance, mulch application, property inspections, fertilization and pest control, and shrub and tree pruning.

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Julius **Richardson**

Chief Talent Officer

Education
Master of Science in Organizational Leadership
Jacksonville University

Bachelor of Business Management & Marketing
Jacksonville University

Years of Experience
Total: 25

Availability
35%

Chief Talent Officer | Sunrise Talent Solutions, LLC | December 2022 – Present

SunRise Talent Solutions, LLC, a Veteran-owned consultation service to micro, small- and medium-sized companies. Our services include human capital management, and business process reengineering to improve efficiency and reduce administrative costs. Innovative and sustainable talent strategies through effective thought and servant-leadership.

Talent Acquisition Business Partner | Crowley | June 2019 – September 2022

Recruited to mature People Services Function for a privately held U.S.-owned and globally operated logistics, government, marine and energy solutions company headquartered in Jacksonville, FL. Currently supporting Crowley Corporate and Crowley Solutions business units leading Talent Acquisition, Talent Development, and Onboarding functions.

Human Resource Generalist | SharedLABS, Inc | October 2018 – June 2019

Recruited to mature Human Resources Function for a multi-national Information Technology Start-Up headquartered in Jacksonville, FL. Lead Talent Acquisition, Succession Planning, Talent Development, and Onboarding functions, while partnering with executives and coaching supervisors and managers on individual and team issues, simultaneously supporting a combination of ~ 650 salaried exempt and nonexempt, non-union employees nationally and globally.

Human Resource Employment Specialist | Jacksonville Transportation Authority | June 2017 – October 2018

Led and coached a team of three employment coordinators and administrator, conducting full lifecycle recruitment efforts for all exempt/non-exempt employees in FP&A, IT, HR, Operations & Maintenance, Construction, and Administration, while partnering with external vendors, ensuring success, simultaneously maintaining compliance with applicable EEO/Affirmative Action policies, and FLSA classification.

Network Infrastructure/End User Recruiter | TEKsystems | March 2016 – June 2017

Joined the organization after successful completion of bachelor's degree, post military transition, serving as an individual contributor, mentor, provided leadership, training, and coaching to entry-level IT Recruiters providing high-level network infrastructure, engineering, and project management talent to Fortune 500 clients in the healthcare, banking industries in the Jacksonville, FL and surrounding metropolitan areas in partnership with sales, business development executives, and third-party staffing agencies.

Recruiter | United States Marine Corps | June 2008 –June 2011

Selected above peers and served as a recruiter in the Central Arkansas region, identifying, qualifying, and enlisting fully qualified individuals in the United States Marine Corps, subsequently facilitating required monthly training and group discussions with newly hired employees, on organizational policies, standards, and goals, serving as a role model for current and future employees.

Logistics & Operations Specialist | United States Marine Corps | June 2000 - July 2008

Led a team of U.S. and Foreign employees, supervising logistics operations in both domestic and international assignments, ensuring compliance with organizational accountability and safety standards.

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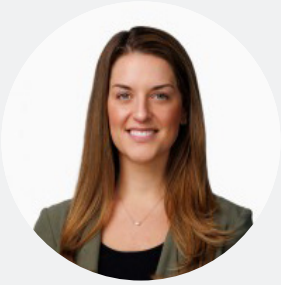


Haley **Heslin**

Director of Human Resources

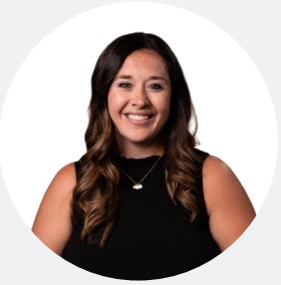
Haley Heslin joined LAZ in July 2017 as a Human Resources Administrator supporting the Home Office team. In 2019, she transitioned to the National Human Resources team, where she took on broader responsibilities and continued to grow within the organization. Today, Haley serves as the Director of Human Resources for the Northeast and Home Office regions, overseeing Massachusetts, Rhode Island, New Hampshire, Maine, Connecticut (Operations and Home Office), Vermont and the New York and New Jersey Markets. In her role, Haley leads all aspects of HR operations — including payroll, employee relations, and organizational culture — ensuring that every team member experiences the people-first values that define LAZ. With more than eight years of progressive experience in Human Resources, she is passionate about fostering engagement, efficiency, and excellence across the regions she supports. Haley was recognized as a 2025 Hartford Business Journal 40 Under 40 award recipient, honoring her leadership, innovation, and impact within the business community.

Glen **Terk**

General Counsel - Contract Compliance

Glenn Terk joined LAZ Parking as Corporation Counsel in 2012 after enjoying many years working with LAZ in his private practice. Prior to joining LAZ, Glenn was involved in the general practice of law in Hartford and Wethersfield, Connecticut, with an emphasis on business and commercial transactions and litigation.

Glenn is admitted to the bar in the State of Connecticut, the US District Court for the District of Connecticut, the First Circuit Court of Appeals, Second Circuit Court of Appeals, the Fourth Court of Appeals and the Fifth Circuit Court of Appeals. He is also a member of the Connecticut Bar Association and an Emeritus Member Real Property Section.



Kim **Spagnulo**

Director of Marketing and Communications

Kim joined LAZ in April 2018. She leads LAZ's national marketing and communications initiatives and is responsible for developing the company's marketing strategy. She works alongside our leadership teams to provide strategic marketing direction, as well as ensuring the business goals are being achieved through our marketing efforts. Prior to joining LAZ, Kim was a Senior Marketing Professional for BlumShapiro, an accounting firm in Connecticut.

Kim executes the LAZ marketing strategy through a variety of projects, such as content and email marketing, public relations, and enhancing the company's social media presence and overall brand. She has worked in the marketing industry for 10 years, with experience in a wide array of industries, including healthcare, government, education, hospitality, and technology.

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FINANCIAL STATEMENTS

Laz Karp Associates, LLC and Subsidiaries

Consolidated Financial Statements
and Independent Auditor's Report

December 31, 2024 and 2023

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Laz Karp Associates, LLC and Subsidiaries

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cohnreznick.com

CohnReznick

Independent Auditor's Report

To Management
LAZ Karp Associates, LLC

Opinion

We have audited the consolidated financial statements of LAZ Karp Associates, LLC and its subsidiaries, which comprise the consolidated balance sheets as of December 31, 2024 and 2023, and the related consolidated statements of income, comprehensive income, changes in members' deficit, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of LAZ Karp Associates, LLC and its subsidiaries as of December 31, 2024 and 2023, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America ("GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of LAZ Karp Associates, LLC, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about LAZ Karp Associates, LLC's ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

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In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of LAZ Karp Associates, LLC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about LAZ Karp Associates, LLC's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audits, significant audit findings, and certain internal control-related matters that we identified during the audits.

CohnReznick LLP

Hartford, Connecticut
April 2, 2025

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Laz Karp Associates, LLC and Subsidiaries

Consolidated Balance Sheets
December 31, 2024 and 2023

Assets

	2024	2023
Current assets		
Cash	$ 8,491,511	$ 13,077,230
Accounts receivable, net of allowance for credit losses of $843,504 and $1,049,122, respectively	71,684,121	79,451,089
Prepaid expenses and other current assets	12,852,487	12,127,732
Current portion of other receivables	15,917,013	1,608,921
Total current assets	108,945,132	106,264,972
Property, equipment and leasehold improvements		
Leasehold improvements	4,657,947	4,488,670
Equipment	17,949,727	17,889,030
Furniture and fixtures	4,154,546	3,814,028
Vehicles	35,740,804	30,499,201
Computer equipment	6,244,257	5,582,293
Computer software	15,137,640	12,549,579
Land	4,155,357	4,155,357
Building	39,905,073	39,813,995
	127,945,351	118,792,153
Accumulated depreciation and amortization	(54,612,692)	(44,569,330)
	73,332,659	74,222,823
Construction in progress	2,776,433	2,017,958
Total property, equipment and leasehold improvements	76,109,092	76,240,781
Other assets		
Right-of-use assets	35,416,773	27,334,016
Other receivables, net of current portion	17,985,658	2,850,816
Deposits and other assets	12,664,125	7,292,564
Goodwill	14,037,362	14,037,362
Intangibles, net	26,133,199	13,161,520
Total other assets	106,237,117	64,676,278
Total assets	$ 291,291,341	$ 247,182,031

See Notes to Consolidated Financial Statements.

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Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Laz Karp Associates, LLC and Subsidiaries

Consolidated Balance Sheets
December 31, 2024 and 2023

Liabilities and Members' Deficit

	2024	2023
Current liabilities		
Accounts payable	$ 13,453,663	$ 11,105,695
Accrued expenses	48,096,378	43,648,300
Deferred revenue	4,338,604	4,937,815
Line of credit payable	35,000,000	18,000,000
Current portion of deferred compensation	8,533,905	-
Current portion of long-term debt	9,645,339	4,254,175
Current portion of finance lease liabilities	5,727,046	6,301,151
Current portion of operating lease liabilities	7,648,907	7,557,347
Current portion of contingent consideration	96,453	75,256
Total current liabilities	132,540,295	95,879,739
Long-term liabilities		
Long-term debt, net of current portion	79,814,795	65,062,188
Non-current finance lease liabilities	7,772,786	9,370,424
Non-current operating lease liabilities	31,420,407	25,083,409
Mortgage loan payable	26,400,000	26,400,000
Contingent consideration, net of current portion	208,981	263,396
Self-insured claims reserve	35,138,821	26,698,486
Deferred compensation, net of current portion	17,067,810	18,772,316
Other long-term liabilities	3,037,541	1,820,741
Total long-term liabilities	200,861,141	173,470,960
Total liabilities	333,401,436	269,350,699
Members' deficit		
Members' deficit	(42,276,936)	(22,344,756)
Accumulated other comprehensive income	7,174	-
LAZ Karp Associates, LLC members' deficit	(42,269,762)	(22,344,756)
Noncontrolling interest	159,667	176,088
Total members' deficit	(42,110,095)	(22,168,668)
Total liabilities and members' deficit	$ 291,291,341	$ 247,182,031

See Notes to Consolidated Financial Statements.

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Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Income
Years Ended December 31, 2024 and 2023

	2024	2023
Parking services revenue		
Lease type contracts	$ 361,595,193	$ 312,863,141
Management type contracts	110,826,238	118,558,651
Reimbursed management contract revenue	376,502,680	331,623,984
Total parking services revenue	848,924,111	763,045,776
Cost of parking services		
Lease type contracts	307,592,119	267,772,553
Management type contracts	14,007,531	29,732,530
Reimbursed management type contract expenses	376,502,680	331,623,984
Total cost of parking services	698,102,330	629,129,067
Gross profit	150,821,781	133,916,709
Deferred compensation	6,829,399	10,326,088
Selling, general and administrative expenses	86,422,673	71,852,156
Operating income	57,569,709	51,738,465
Other expense		
Interest expense, net	(7,077,887)	(8,292,026)
Loss on disposal of investment	-	(1,394,399)
Realized loss on foreign currency exchange	(620)	-
Unrealized loss on foreign currency exchange	(103,949)	-
Total other expense	(7,182,456)	(9,686,425)
Consolidated net income	50,387,253	42,052,040
Net loss attributable to noncontrolling interest	(3,424)	(1,189)
Net income attributable to LAZ Karp Associates, LLC	$ 50,390,677	$ 42,053,229

See Notes to Consolidated Financial Statements.

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Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Comprehensive Income
Years Ended December 31, 2024 and 2023

	2024	2023
Consolidated net income	$ 50,387,253	$ 42,052,040
Foreign currency translation gain	7,174	-
Comprehensive income	50,394,427	42,052,040
Comprehensive loss attributable to noncontrolling interest	(3,424)	(1,189)
Comprehensive income attributable to LAZ Karp Associates, LLC	$ 50,397,851	$ 42,053,229

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See Notes to Consolidated Financial Statements.

Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Changes in Members' Deficit
Years Ended December 31, 2024 and 2023

	Laz Karp Associates, LLC Members' Deficit	Noncontrolling Interest	Accumulated Other Comprehensive Income	Total Members' Deficit
Balance December 31, 2022	$ (15,797,819)	$ 183,277	$ -	$ (15,614,542)
Net income (loss)	42,053,229	(1,189)	-	42,052,040
Member distributions	(48,600,166)	-	-	(48,600,166)
Distributions to noncontrolling interest	-	(6,000)	-	(6,000)
Balance December 31, 2023	(22,344,756)	176,088	-	(22,168,668)
Net income (loss)	50,390,677	(3,424)	-	50,387,253
Member distributions	(70,322,857)	-	-	(70,322,857)
Distributions to noncontrolling interest	-	(12,997)	-	(12,997)
Foreign currency translation	-	-	7,174	7,174
Balance December 31, 2024	$ (42,276,936)	$ 159,667	$ 7,174	$ (42,110,095)

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See Notes to Consolidated Financial Statements.

Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Cash Flows
Years Ended December 31, 2024 and 2023

	2024	2023
Cash flows from operating activities		
Consolidated net income	$ 50,387,253	$ 42,052,040
Adjustments to reconcile consolidated net income to net cash provided by operating activities		
Depreciation and amortization	15,429,555	12,290,171
Amortization of deferred financing costs	199,694	143,724
Provision for credit losses	4,181	292,732
Net gain on disposal of fixed assets	(103,954)	(970)
Net loss on disposal of investment	-	1,394,399
Unrealized loss on foreign currency exchange	103,949	-
Deferred compensation	6,829,399	10,326,088
Changes in operating assets and liabilities		
Accounts receivable	7,449,133	(17,931,927)
Prepaid expenses and other current assets	(2,199,651)	(5,956,935)
Deposits and other assets	(4,990,961)	689,484
Accounts payable	2,640,433	(1,133,098)
Accrued expenses	4,424,560	10,857,625
Lease-related liabilities	(472,993)	108,618
Deferred revenue	(599,211)	621,659
Self-insured claims reserve	8,440,335	12,588,379
Other long-term liabilities	1,216,800	1,820,742
Net cash provided by operating activities	88,758,522	68,162,731
Cash flows from investing activities		
Capital expenditures	(12,234,333)	(7,412,079)
Acquisition of business	(14,000,000)	-
Proceeds received from sale of fixed assets	435,649	43,685
Advance of other receivables	(31,462,142)	(386,808)
Repayment of other receivables	1,639,597	286,651
Other investing activities, net	(2,284,868)	(619,888)
Net cash used in investing activities	$ (57,906,097)	$ (8,088,439)

See Notes to Consolidated Financial Statements.

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Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Cash Flows
Years Ended December 31, 2024 and 2023

	2024	2023
Cash flows from financing activities		
Advance under lines of credit	$ 226,000,000	$ 30,000,000
Repayments of lines of credit	(209,000,000)	(42,000,000)
Proceeds from finance lease obligations	3,522,382	-
Repayments of long-term debt and finance lease obligations	(10,529,036)	(11,138,420)
Payment of contingent consideration	(33,218)	(617,064)
Cash distributions to members	(70,322,857)	(48,600,166)
Cash distributions to noncontrolling interest	(12,997)	(6,000)
Proceeds from note payable	6,941,120	300,000
Net cash used in financing activities	(53,434,606)	(72,061,650)
Effect of exchange rate changes on cash	(27,179)	-
Net decrease in cash	(4,585,719)	(11,987,358)
Beginning cash	13,077,230	25,064,588
Ending cash	$ 8,491,511	$ 13,077,230
Supplemental disclosure of cash flow information		
Interest paid	$ 6,878,193	$ 8,148,302
Supplemental disclosure of noncash investing and financing activities		
Capital expenditures financed through finance leases	$ (4,520,492)	$ (6,182,105)

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See Notes to Consolidated Financial Statements.

Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

SAMPLE SOP

Parking Management Services

Glendale Municipal Garages

2025

SAMPLE

Docusign Envelope ID: 24BD7E50-2040-496E-A2F1-9C1E5B302B59

Glendale
CALIFORNIA

Our Mission
The City of Glendale delivers exceptional customer service through precision execution and innovative leadership.

Our Vision
As a premier City anchored in pride of civic ownership, Glendale's success is realized through a community that is safe, prosperous, and rich in cultural offerings. This vision is accomplished with emphasis on:

Fiscal Responsibility
Exceptional Customer Service
Economic Vibrancy
Informed & Engaged Community
Safe & Healthy Community
Balanced, Quality Housing
Community Services & Facilities
Infrastructure & Mobility
Arts & Culture
Sustainability

SAMPLE

THE LAZ WAY
MISSION
Create opportunities for our employees and value for our clients
VALUES
Respect
Commitment to People
Honesty and Integrity
Trust
PRACTICES
Sharp & On Time
GET 100 / GENI
Clean & Safe
MVP

At LAZ, our mission is clear: to create opportunities for our dedicated employees and deliver exceptional value to our clients. We are a people-driven company that thrives on elevating customer experience through collaborative partnerships. LAZ Parking's corporate culture drives our employee-focused and customer service philosophy and differentiates us from other parking companies. Below are the Standard Operating Procedures for the Glendale Municipal Garages.

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3.3 Secure Cash Handling Procedures
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    3.7 Validation Management
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4. Valet Services Administration

4.1 Valet Operations & Oversight
4.2 Valet Billing

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9.1.3 Trash Room Litter Removal
9.1.4 Trash Room Pressure Washing
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9.1.6 Cleaning Parking Access and Revenue Control System
9.1.7 Elevator Cleaning
9.1.8 Stairwell and Lobby Pressure Washing
9.1.9 Graffiti Removal
9.1.10 General Deterioration Maintenance
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9.2 Kadima Services – Responsibilities & Reporting

9.2.1 Hourly Car Count Form
9.2.2 Management of Homeless Individuals
9.2.3 Daily Activity Report (DAR)
9.2.4 Safety Checks and Incident Reporting
9.2.5 Immediate Reporting of Security Issues
9.2.6 Property Damage and Loss Reporting
9.2.7 General Officer Responsibilities

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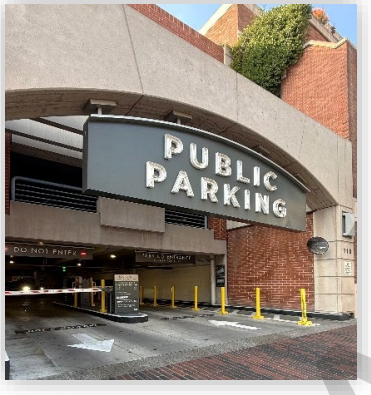
1. Overview & Contact Information

1.1 Facility Overview

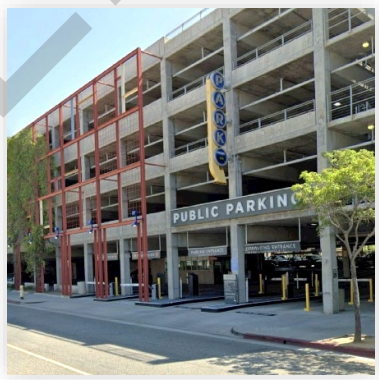
Glendale is home to three conveniently located public parking structures in its downtown area: *The Exchange, The Marketplace,* and *Orange Street.* These parking facilities collectively provide approximately 2,400 spaces, making it easier for visitors and residents to access local businesses and services. Each structure offers 90 minutes of free parking, promoting a hassle-free experience for short visits and encouraging support for the area's vibrant businesses. In addition to the short-term parking options, all three locations also offer monthly parking permits, catering to the needs of employees working in nearby businesses. This combination of flexible parking options ensures that both customers and local workers have convenient, affordable access to the downtown area.

Rate: First 90 Minutes Free; $2 per hour thereafter
Maximum Charge: $9
Hours of Operation: 24 hours, 7 days a week



Exchange Parking Facility
115 N. Artsakh Ave.
Number of Spaces: 694

Marketplace Parking Facility
120 South Artsakh Ave.
Number of Spaces: 1124



Orange Street Parking Facility
222 North Orange Street
Number of Spaces: 625

The City of Glendale owns and operates the Civic Center Parking Facility, which offers a total of 594 parking spaces. This facility is strategically designed to meet the parking needs of city employees and visitors to City Hall. With its convenient location and ample capacity, the Civic Center Parking Facility ensures easy access to city services, supporting both daily operations and public visits.

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1.2 Contact Directory

City Personnel	Phone	Email
Public Works	818-548-3900	
Glendale Police Department - non-emergency	818-548-4911	
Tad Dombroski - Parking Manager	818-937-8325	TDombroski@Glendale.gov
Jeff Brown - Parking Services Supervisor	818-548-3945	JMBrown@Glendale.gov
Melody Aboutalebi- Public Works Associate	818-937-8221	MAboutalebi@Glendale.gov
Jeff Gray - Facilities	818-296-7056	JGray@Glendale.gov
Matt Adams – Facility Build and Repair	818-296-7056	Madams@Glendale.gov
Eddie Kulukian – Assistant Project Manager	747-488-6791	EKulukian@Glendale.gov
Bryan Salazar – Business Transformation Manager	818-548-3993	BSalazar@Glendale.gov

LAZ Parking	Phone	Email
Antonio Solano – Project Manager	818-548-3900	ASolano@LazParking.com
Miguel Velasquez – Location Manager	818-548-4911	MVelasquez@LazParking.com
Guillermo Velasquez – Office Manager	818-937-8325	GuVelasquez@LazParking.com
Matthew Lafferriere – Senior Portfolio Manager	310-446-7925	MLaferriere@lazParking.com
Florezel Jose – Director of Operations	323-821-0920	FJose@LazParking.com
Ivan Hern – General Manager	323-251-8465	IHern@lazParking.com
Bridget Cooper – Regional Auditor	323-680-8847	BCooper@lazparking.com
Robert Aleman – Regional Auditor	626-526-0946	RAleman@lazparking.com
Anthony Carey – Human Resources BP	310-689-4711	ACarey@lazparking.com
Rida Joyner - Human Resources	310-759-0230	RJoyner@lazparking.com
Kyle Retter – National Safety Manager	310-446-7925	KRetter@lazparking.com
Hannah Davis – Employee Health Safety Manager	310-446-7925	HDavis@lazparking.com
Raywattie Gobin – Accounts Payable Specialist	860-522-7641	RGobin@lazparking.com
Jesse Mullen – Senior Accountant	860-522-7641	JMullen@lazparking.com

Parking Enforcement	Phone	Email
Stephanie Camarillo – Facility Manager	818-548-3250	SCamarillo@spplus.com
Margaret Garcia – Assistant Facilities Manager	818-548-3250	MaGarcia@spplus.com

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Subcontractors	Phone	Point of Contact
Kadima – Security Services	213-688-3019	Raymond Yashouafar, Executive VP
Security – Onsite Contact	323-868-0488	Manny Gutierrez, Post Commander
HW Maintenance – Facility Maintenance	310-592-1950	Jose Gutierrez, President
Maintenance – Onsite Contact	626-590-5892	Edwin Cornejo, Supervisor
Property Prep Services – Pressure Washing	424-260-0525	Oscar Lizarraga, General Manager
Terminix – Pest Control	855-698-0987	Sherry Galvez, Commercial Rep
Total Access – Elevator Repair Company	562-777-0115	Jemila, Sales Representative
WPS – Parcs System	301-258-9292	Jason Graves, President
	301-258-9292	Shellie Davis, Service Manager
	301-258-9292	Ralph Sagles, System Analyst
Tech Control Systems – IT C	818-781-3033	Nigel Martens, Service Manager
Nasa – Trash Company	800-773-2489	
Integrated Waste Management	818-548-3916	Dan Hardgrove, Assistant Director PW
TLC – The Lighthouse Corporation	323-855-3767	Roger Lighthart, CEO
AMPower – Construction and Parking Structure	714-505-3013	Sean Manavi, President
ACCO Engineered System	818-212-8860	Steven Adame, Project Manager

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1.3 Parking Management Services Team

Project Manager:
The Project Manager plays a critical role in overseeing all aspects of parking-related projects, from initial planning to final execution. This includes coordinating resources, managing timelines, and ensuring that all goals are met effectively and efficiently. The Project Manager is responsible for ensuring that the project stays within budget and on schedule, all while maintaining high standards of quality and performance. They also act as the main liaison between different teams, stakeholders, and vendors, facilitating communication and resolving any issues that may arise during the project lifecycle. Additionally, the Project Manager evaluates project outcomes, making recommendations for improvements and ensuring that lessons learned are applied to future initiatives.

Location Manager:
The Location Manager is responsible for managing the daily operations of the parking facility, ensuring that everything runs smoothly and efficiently. This role involves overseeing the operational activities of the parking lot or structure, including coordinating the staff, managing customer service, and ensuring that the facility complies with company standards and local regulations. The Location Manager is also responsible for ensuring high levels of customer satisfaction by addressing any concerns or issues raised by patrons. As the main point of contact for on-site operations, the Location Manager is instrumental in troubleshooting operational challenges, managing customer relationships, and ensuring the smooth execution of services. They also monitor the performance of the team and work to optimize workflow for maximum efficiency.

Office Manager:
The Office Manager is essential for maintaining the day-to-day administrative functions of the parking management office. This role is responsible for supporting office staff, managing office supplies and inventory, and ensuring that all administrative operations run smoothly and efficiently. The Office Manager maintains an organized work environment by overseeing scheduling, communications, and general office operations. They also provide essential support to the management team and assist with project-related tasks. In addition to organizing office procedures and maintaining a high level of administrative organization, the Office Manager plays a key role in ensuring that the office is well-stocked, clean, and prepared to meet the needs of the team.

SAMPLE

Parking Office Location:
138 S. Artsakh Ave, Glendale, CA

Office Hours:
Monday – Friday, from 8:00 AM to 5:00 PM, ensuring availability during business hours for any administrative or operational needs.

Intercom Assistance:
Available 24 hours a day, 7 days a week, for immediate assistance. This service provides around-the-clock support for customers, parking patrons, and facility staff, ensuring quick resolution of issues or inquiries, regardless of the time.

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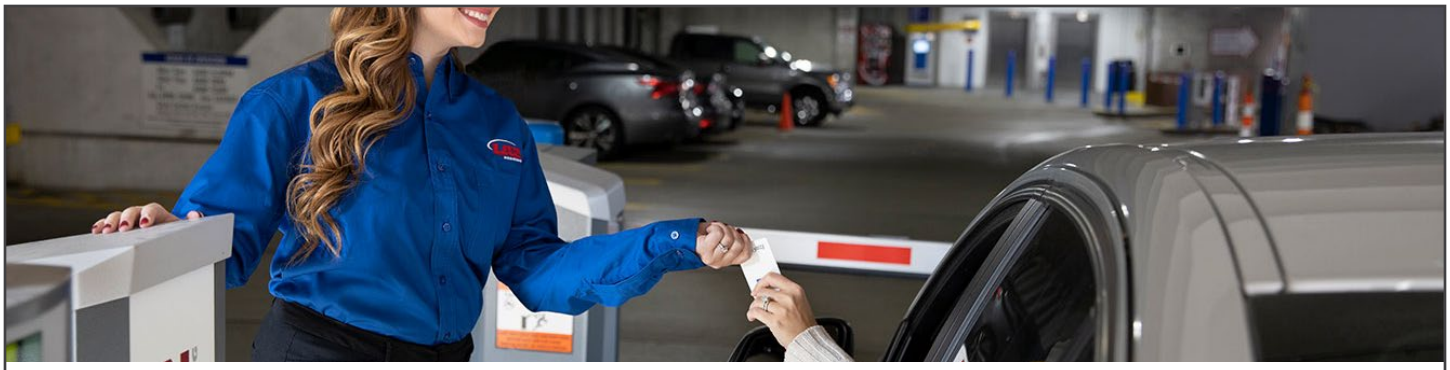

2. Parking Access & Revenue Control System (PARCS)

2.1 Transient Revenue – POF

The Pay-on-Foot (POF) machines provide a self-service point-of-sale solution, allowing customers to pay parking fees prior to returning to their vehicles and exiting the facility. Directional signage is strategically placed to guide patrons to the machines and encourage their use.

These machines accept various payment methods, including credit cards, debit cards, coins, and cash. Cash payments are recycled by the machine for change, ensuring operational efficiency and minimizing the need for manual intervention.

2.2 Intercom Communication System

Staff members assigned to the Intercom Response Team are responsible for promptly and courteously handling all intercom calls. Their primary duties include providing clear instructions, efficiently resolving issues, and ensuring smooth operations within the parking facilities. A key focus is maintaining clear access lanes and preventing traffic congestion.

2.3 System & Access Control

BOSCH – Getting Started

The BOSCH Operator Client is an advanced security system designed to provide real-time monitoring of the City's facilities. It enhances customer trust, aids in dispute resolution, and ensures operational efficiency by tracking key aspects such as traffic flow and maintenance needs.

Additionally, the cameras play a vital role in protecting against liability claims and supporting law enforcement investigations, making them a critical component of a secure, well-managed facility. By providing continuous oversight, this system helps maintain a safe and accountable environment for all.

WPS – Getting Started

WPS Parking Solutions is an innovative platform designed to streamline the operation and management of parking facilities. It offers a comprehensive set of tools for monitoring parking spaces, managing payments, and improving overall efficiency. With real-time data and advanced features, WPS helps facility managers optimize space usage, increase revenue, and enhance the customer experience.

With its intuitive interface and powerful capabilities, WPS Parking Solutions supports parking operations of all sizes, making it easier to track occupancy, adjust pricing, and gain valuable insights into facility performance.

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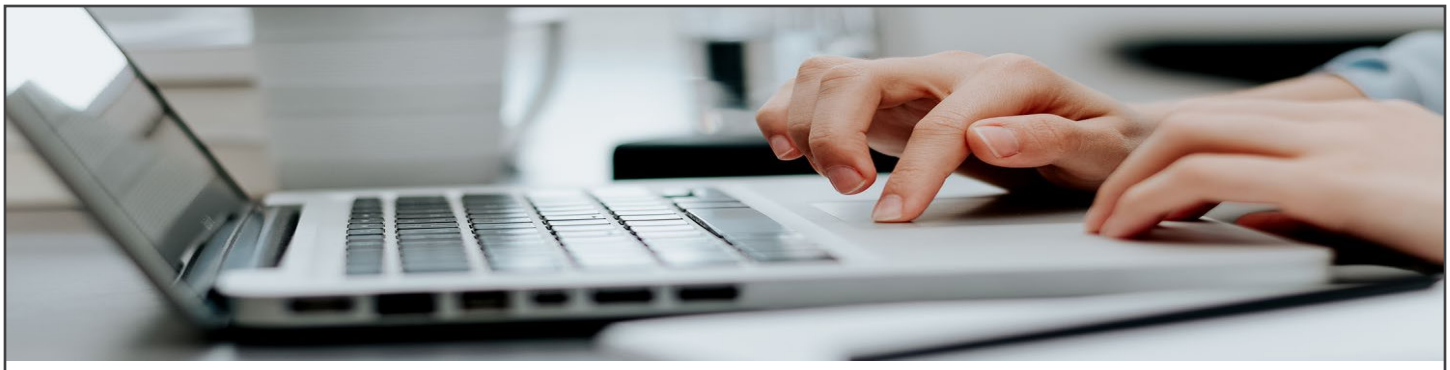

3. Financial Operations & Administration

At LAZ Parking, we implement streamlined administrative procedures to ensure efficient and effective parking management. These guidelines are designed to optimize operations, enhance customer satisfaction, and maintain regulatory compliance. This document outlines the key procedures that support our daily parking operations, from customer service to reporting and facility maintenance

3.1 Petty Cash Management

Each Parking Operations Facility (POF) is allocated $500 in petty cash, which must be reconciled through a biweekly audit. The petty cash should be distributed as follows in each machine:

50 One Dollar Bills = 90 ($1)
20 Five Dollar Bills = 62 ($5)
35 Ten Dollar Bills = 50 ($10)

All amounts are verified during each audit to ensure accuracy and proper cash flow management.

3.2 Revenue Collection & Documentation

The revenue collection process for each Pay-on-Foot (POF) machine is carried out by a team of three individuals. This team follows consistent procedures across all machines to ensure accuracy and security. The team includes two LAZ supervisors and one Kadima security guard, who serves as protection and a witness during the collection process.

One supervisor is responsible for removing the funds from the POF machine.
The second supervisor secures the cash and receipts generated by the POF machine, documents the collected amount, and records any necessary cash replenishment.

POF equipment is serviced regularly, Monday through Friday, to ensure proper functioning. Service tasks include:

- Replenishing cash and tickets
- Refilling receipt paper
- Collecting and recording revenue
- Separating revenue for hardware and facility reporting purposes

Deposit Bags

Revenue collected from each POF machine is stored in bank bags, which indicates the specific facility from which the revenue originates. The bags are organized by POF with the corresponding receipt provided during the revenue collection process.

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3.3 Secure Cash Handling Procedures

After collections are made, the cash is brought to the office at the Marketplace garage and taken to the counter station at the back. Staff members then verify the collections against the receipts provided by the Pay-on-Foot (POF) machine. Two staff members independently confirm both the cash and the receipts for accuracy.

Once verified, the bills are sorted by denomination and prepared for deposit. The final totals are carefully cross-checked by both staff members and initialed to ensure accuracy. This dual verification process is designed to maintain the integrity and security of all revenue handling amounts. This dual verification process ensures the accuracy and integrity of revenue handling.

3.4 Bank Deposit Protocols

Bank deposit slips are organized by location and date, and each slip is verified by a member of the management team. The manager cross-checks the deposits against the WPS revenue reports to ensure accuracy, then initials the deposit report for approval.

Once verified, management is responsible for delivering all deposits to the bank. The corresponding bank deposit receipts are returned to the office and securely stapled to the back of the relevant report for proper documentation.

3.4.1 Reporting Daily Sales - From the WPS Enterprise main page

1. Choose “Reporting”
2. From the Revenue dropdown list
    a. Open the “Consolidated Revenue” Report
    b. Select the date of the report on the “period” box and click Next to continue
    c. Select location the list: “Marketplace”, “Exchange” or “Orange”. By selecting the option “Stations” the report will include the revenue for all the locations combined. Also include de “Daily” option, and press “Apply”
3. When the Consolidated Revenue populates look for the “print” icon located on the upper right corner of the report.
4. For DCR purposes only the first two pages of this report are needed.
5. For printing, first select your printer, select the number copies (1), the layout, select the Portrait option, the pages, type 1-2 for the first two pages.
6. From the Revenue dropdown list
7. Open the “Turnover Report”
8. Select the date of the report on the “period” box and click Next to continue
9. Select location the list: “Marketplace”, “Exchange” or “Orange”. By selecting the option “Stations” the report will include the revenue for all the locations combined. Also include de “Daily” option, and press “Apply”
10. When the “Turnover Report populates look for the “print” icon located on the upper right corner of the report.
11. For DCR purposes print the full report.
12. For printing, first select your printer, select the number copies (1), the layout, select the Portrait option, print the full report.
13. From the Statistic dropdown List
14. Open the “Ticket Issued” report
15. Select the “period” dates; on the Period Type select Daily, press Next to continue.
16. From the “Select the Location” select the station or Location. Press “Apply” to continue.
17. There is no way to print this report; please take note of the ticket issued numbers.

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18. This is all needed to prepare the DCR entry.
19. From Microsoft 365
20. From the list of Apps, select “Web DCR”
21. From the WebDCR Home page select the Region and location – for City of Glendale select Region “47 – LA II”, from the Lot dropdown select the location
22. From the calendar type page select the date to enter the DCR data. And click on it.
23. On the “Process DCR” page verify the location number and click on “Create DCR”
24. On the “Ticket Issued” page enter the tickets sequence from the ticket issued report.
25. On the “Deposit “page enter the “Deposit Drops” as per deposits taken prior to the bank. And continue to enter the revenue collected on credit card base on the “Turnover Report” for the day, per station. (POFs and exits).
26. On the “Ticket Breakdown” page, use the second page from the “Consolidated Revenue” Report” for the day and enter the number count per rate, except the $0.00 transient the count should be equal to number of $0 transactions minus the number on “Zero Payments” from the “Turnover”, plus the number from Manual Barrier exits, plus the void tickets reported, the Report shown on the revenue type. (This last step is due to the difference between these two numbers, which may be duplicated data.)
27. Make sure the Daile Cash Over/Short total $0.00. before “Submit DCR”
28. In some cases, if there is a small amount under, go back to the Turnover Report and make sure there is a “Change Owed” reported. If this being the case, a Comment is required to be able to Submit.

3.4.2 Manager Final Reports

Office clerks prepare all final reports, and managers review them weekly to ensure accuracy. Several additional reports are included for transparency.

Uncollected Tickets: This report provides a summary of unprocessed tickets

Ticket Summary: This report provides a breakdown of all tickets, including those that are validated by stores and restaurants

Car Counts: This data is retrieved from WPS based on how many cars enter and exit the facilities. This shows an estimate of how many spaces are occupied on a weekly basis

Aging Report: Aging is based on all the tenants who were billed but failed to make a payment and used for payment collection

Daily Revenue: The daily revenue report is the sum of all the income collected from the four facilities for the month.

Other Income: This report monitors income based on the collection of validations sold

Other Income by Valet: The other income by Valet is based on all valet services and collections for all 3 locations

Inspections: The inspection of the garages is managed by the location supervisors. It is done 4 times a week to ensure that the inspection report is accurate and current. It is also used to maintain cleanliness

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3.5 Credit Cards and Reconciliation

Credit card merchants operate with varying business day closing times, while WPS follows a specific period for closing revenue collection reports, which include both credit and cash transactions. We rely on the City of Glendale to provide credit card banking reports, as all credit card revenue is deposited directly into the city's account.

Daily reconciliation of credit card activity with the WPS system is conducted using the provided revenue data. A more thorough monthly review is also performed, taking into account the timing of the banking closing period to ensure accurate and complete reconciliation.

3.6 Revenue Reporting and Verification

Revenue is reconciled daily and recorded in our internal software for Daily Cash Reporting (DCR). We generate various reports from the WPS system to ensure accuracy, including the Consolidated Revenue Report, which details daily ticket sales. The Turnover Report tracks revenue collected per Pay-on-Foot (POF) machine, while the Ticket Issued Report helps monitor the number of tickets issued each day.

3.7 Validation Management

The City of Glendale's parking facilities are strategically located near businesses and merchants, attracting a significant number of customers. To support patrons, the city offers validations that cover either part or the full cost of parking. These validations are provided through two methods: 1) Scanner validation, and 2) WPS Chaser validation

Tickets validated by a scanner are tracked by usage. Data is available to provide information on use, such as the City of Glendale validated, or can be invoiced by quantity and price point to the selected user.

Chaser validations are produced by patron request from the WPS system and distributed from the parking office. Merchants are responsible for distributing validations to their customers. All-day validations have a life span of one year from the date of production. 60-minute and 30-minute validations have a 6-month life span.

Validation requests must be submitted via email to the office manager, Guillermo Velasquez, at GuVelasquez@lazparking.com, with at least 24 hours' notice. Payment is required prior to the production or release of validations. All validations must be physically counted in the office before distribution and logged on the "Chaser Ticket Production for Inventory Log". Expired validations can be exchanged on a one-for-one basis; only print the quantity being exchanged.

3.7.1 Chaser Validations at POF

- Validations must be inserted with the barcode facing up. (Validations cover a dollar amount and multiple can be used at once)
- Insert the parking ticket issued at the entrance
- The screen will display a "Drive Through" memo if the transaction was cleared or it will display an "Amount Due", the parker must pay fees to exit the facility.

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3.7.2 Rates for Chaser Validations:

Validations are sold in units of 8.

- $72 for (8) All Day Validations
- $16 for (8) 60 Minute Validations
- $8 for (8) 30 Minute Validations

3.7.3 Validation production

1. Log onto WPS and click on the "WIZARDS" page
2. Then click on "Create Reductions"
3. Make sure that the setting stays on "Generate from template"
4. Then choose the type of validation
5. (30 min, 60 min, or All Day)

Reduction Settings

1. Keep the setting on "Generate bar-code identifier"
2. Input (in multiple of 20) the number of validations requested
3. Change settings to "Letter- 4x2 Landscape"
4. Check off "Generate CSV"
5. An Excel sheet will pop up that must be saved into the current validation by month folder.
6. Click Finish, and you will be prompted to the number of pages that must be printed
7. Insert validation paper based on the arrow printed on the sheet in the printer
8. Click Print

3.8 Scanner validations and rates

90-MINUTE GRACE PERIOD INCLUDED IN VALIDATION

Vegas Buffet	2 hours
Library Visitors	3 hours
Library Staff	All Day
Adult Recreation Center	3 Hours
LA Fitness	2 hours
Alex Theater	$1 for 4 Hours
Church	3 Hours
LOOK Cinema	$1 for 4 hours
Antaeus Theater	$1 for 4 hours. + $1 every 30 minutes after that up to $9.00

Please Note: If the customer did not scan their validated ticket before exiting, the customer must pay the required fee.

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4. Valet Administration

The City of Glendale permits on-street valet companies to provide essential services for local businesses, helping enhance the customer experience by offering convenient vehicle parking options. Valet companies are allowed to use designated city facilities for vehicle storage, ensuring that both visitors and residents can easily access businesses in the area.

4.1.1 Valet Operations and Oversight

Abraham's Valet utilizes the Marketplace facility, Original Parking Services operates at the Exchange facility, and Valet Service Unit uses the Orange facility for their vehicle storage needs. Hyatt Valet has an agreement with the City and does not incur billing charges for their services.

Access to valet parking is efficiently managed using keycards, which are issued to the valet companies and provide a secure way to track and manage vehicle storage. This system ensures a seamless process for both the valet operators and customers, reducing wait times and improving service quality.

To monitor usage and ensure accurate billing, WPS (the parking management system) tracks the number of vehicle exits from the valet parking facilities. This data is compiled to determine the monthly billing for each valet company. Currently, the rate for valet services is set at $1 per vehicle, offering a cost-effective solution for business owners while maintaining a high level of service.

By regulating valet operations and providing a streamlined process, the City of Glendale supports local businesses while ensuring that parking and vehicle storage are handled in a secure, organized, and efficient manner.

4.1.2 Valet Billing

All valet invoices are generated on the first- fourth of the month.
Invoices must be run from the 1st to last day of the month from 12 am to 12:59 am

1. Open Subscription Center and select “Manage Location” from the toolbar on the left.
2. Search for the Valet account: (Original valet- Exchange Garage; Abrahams Valet- MKT; Valet service Unit- 2 accounts; Orange & MKT)
3. Click on the red drop-down arrow and select parkers.
4. Verify subscriptions and monthly valet rate calculations key cards match
5. After verifying matching key cards, open WPS & search key card number
6. Double-click the keycard number and view the events tab.
7. You will export the data from the first to the last day of the month
8. The count should be adjusted to 500 and copy all
9. Paste the data collected on the Valet Rate Calculator Excel spreadsheet
10. Modify data on the Excel sheet to remove unnecessary data
11. Filter by Transactions Registered and Exits

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5. Monthly Parking

The City of Glendale offers monthly parking options for both neighboring businesses and their employees. To enroll in the monthly parking program, all applicants must complete and sign a parking agreement issued by the City of Glendale, acknowledging and accepting the terms and conditions outlined in the contract.

The City of Glendale also maintains a parking agreement with Eleve, a nearby residential development. Under this contract, Eleve residents are permitted to park in the Marketplace parking facility. Residents must complete a parking agreement as part of the enrollment process. These accounts adhere to the same billing cycle and payment terms outlined above.

Applications are available at the parking office and must be fully completed to be processed. All submitted information must be legible and the application must be signed by the individual who will be assigned the keycard.

5.1 Rate Structures & Billing Cycles

Monthly parking contracts are based on a calendar cycle, beginning on the 1st of each month and ending on the last day of the same month. Monthly subscriptions can be purchased at the parking office, located at 138 S. Artsakh Ave.

Invoices for monthly parking are generated on the 15th of the current month for the upcoming billing cycle. To ensure accurate billing, any account changes—including the addition or removal of parkers—must be submitted in writing prior to the 15th. Requests submitted after this deadline may not be reflected on the current invoice, and corresponding charges may still apply.

Parkers are advised that keycards for unpaid accounts will be deactivated at midnight on the 4th of the new month. To avoid disruptions in access, all payments must be received before this deadline.

5.2 Subscriptions

LAZ Parking utilizes a subscription system to track monthly parkers and keycards issued throughout the year. The LAZ Subscriptions platform manages recurring billing; however, it is currently not integrated with the PARCS system (WPS), which controls access to the facilities. While integration is not yet in place, the two systems have the potential to be integrated in the future, enabling a more seamless management of billing and access.

5.2.1 Account Setup & Maintenance

When a new account is established, it will be created in both the Subscriptions billing system and the WPS PARCS system. The account will include all relevant details from

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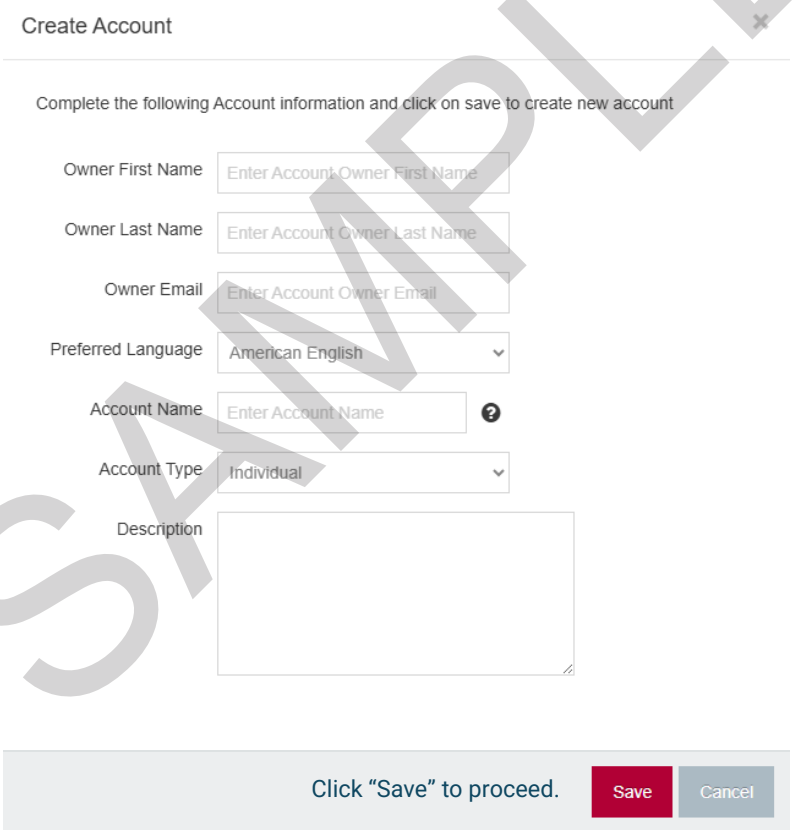
the user's parking agreement, ensuring that both billing and access control information are properly recorded and maintained.

5.2.2 Creating an Account

1. From the home screen of the platform, click on “Account Management” in the left-hand navigation menu.
2. Click on “Account” to navigate to the accounts screen, where a search bar will be displayed.
3. Search for the customer’s email address to ensure it is not already in use. Since the email address serves as the unique ID in the system, it must be distinct.
4. If no results are returned from the search, this means the email is not in use, and you can proceed with creating a new account.
5. In the top-right corner, select “Actions” and then click “Create Account.”
6. A pop-up will prompt you to enter the following details for the account owner:



   a. You will automatically be redirected to the newly created account where you will add more information.

7. Add additional account details, including the Mobile Phone Number (mandatory field).

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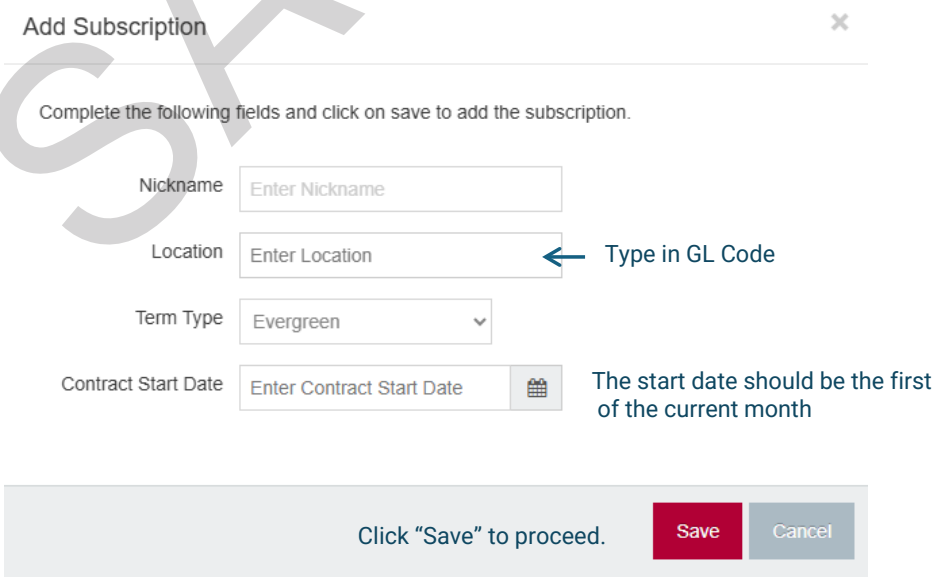
8. On the left side of the screen, click “Billing” and enter the account owner’s billing information.
   - If the “bill-to” contact is the same as the owner’s information, click “Same as Owner” to autofill the fields.
9. Complete the address information for the account.
10. On the left-hand side, click “Contacts” to add any relevant contacts for this account.
11. Skip the “Payment Methods” section for now, as this is only accessible via the customer portal and must be completed by the customer.
12. If there are any documents or notes to be added to the account, click the designated area and follow the prompts to upload them.
13. Once all necessary information is entered, click “Save” in the top-right corner to save the new account.
14. After saving, an activation email will be sent to the email address on file. The account will show a “Pending” status until the customer logs in for the first time. This pending status does not affect the account’s functionality, and it is now ready for subscription setup.

5.2.3 Adding a Subscription

A subscription is housed within an account, specific to location and product/rate plan. You will handle most functions of the system through a subscription.

1. From the home screen on the platform, on the left-hand side, click on “Account Management.”
2. Then click account
3. Search for the account you wish to add a subscription to by entering the email address in the search bar, then click “search.”
4. On the right-hand side of the account record, click on the red box that says “options.”
5. select “Manage Subscriptions.”
6. We want to create a new subscription, so we’ll navigate to the top right-hand corner of the screen and click “Actions.”
7. Then “Add Subscription.”
8. Using the “Add Subscription” pop-up on the screen enter the following:



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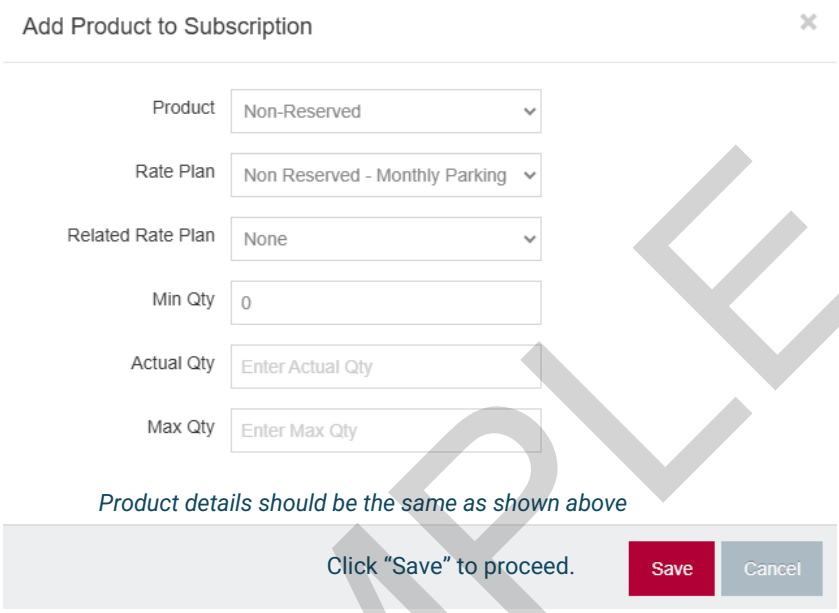
9. Review the data entered and click “save.” - You will be taken to the subscription information screen
10. On the left-hand side, click “products.” Here, we will assign the product to the subscription.



11. Select “Billing” from the sidebar and select "Copy From Account”
12. Select "Access Management” and set Credential Distribution to “At Location”
13. Select “Summary” from the sidebar to review all the information entered.
14. When ready to activate, click “Activate” on the top right corner. This will save the subscription and activate it at the same time.

If any required fields are missing, the system will take you to the designated screen with the pending items, rectify the problem to continue. If you wish to leave it pending for further review, click “save”. The subscription will not be active until the “activate” button is selected.
You are now ready to add parkers to the subscription.

5.2.4 Keycard Assignment

Keycards are issued only after payment is collected and must be sold in sequential order. A $15 charge applies for both replacement cards and activations. The Keycard Inventory Log is used to track each card issued. For any replacement cards, a note must be added to the log indicating the reason for the replacement. This documentation is essential for maintaining accurate office records.

5.2.5 Keycard Programming

Ensure a keycard is programmed before releasing it to a patron.

1. Log into WPS Enterprise
2. Select Live Operator
3. Click the “Contracts” tab and choose “Groups” from the “Navigate directly to” text box.

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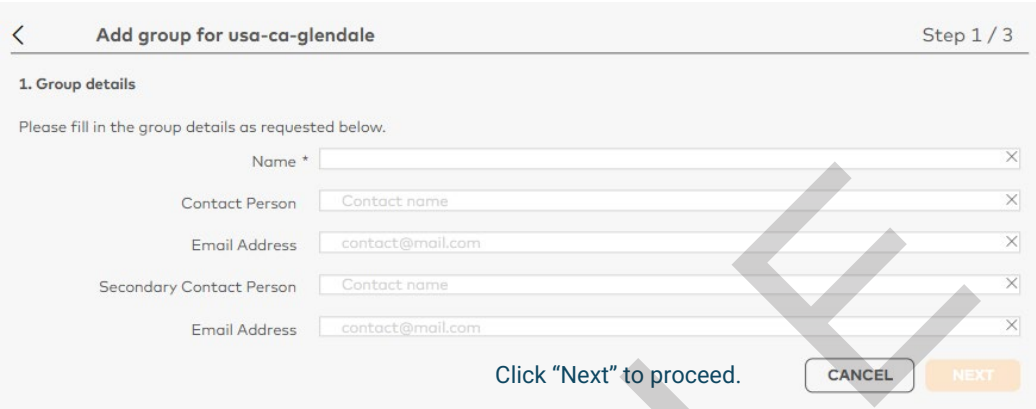
4. Select “Add Group” on the right side of the screen regardless of if you’re creating an individual or group account.
5. Please enter data in the required fields for the “Add group for usa-ca-glendale” pop-up.



6. Select the group validity period. Make sure the start date is the first of the month for which the keycard is being activated and make the end date two years from the start date.
7. from the drop-down menu. To facilitate this process, type the facility name and
8. Opt out of the pooling configuration by selecting no.
9. Create the group by selecting “Add Group”
10. Select “Add Member”
    a. Select the contract for this visitor from the dropdown menu. Click View the contract type configuration to see the details of this contract.
    b. Click Go to the next step.
    c. Fill in the visitors’ details and click Go to the next step.
    d. Click Add visitor identifier
    e. Select HID from the drop-down bar and type 57/XXXX (XXXX= the card number)
    f. Click Go to the next step.
11. Set a start date and an end date for this subscription to be valid. You can also choose Set to Infinity if no end date is required.
12. To save, select “add visitor.”

5.3 Update Account Information

1. From the home screen on the platform, on the left-hand side, clock on “Account Management.”
2. Then Click Account
3. Search for the account you wish to edit by entering the email address or account name in the search bar, then click “search.”
    a. The account will be displayed in the results below.
4. On the right-hand side of the account record, click on the red box that says “options.”
5. select “Manage Subscriptions.”
6. On this screen you will see any active subscriptions.
7. Click on the red options box on the right-hand side of the record you want to update and then select “Edit Subscription”
8. Update any relevant field by browsing through the menu on the left-hand side.
9. When complete, click on the summary page from the left side menu and select “Save Subscription” at the top. This will update the subscription with any changes that we have just made.

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5.3.1 Terminating Keycards

Requests to terminate keycards must be submitted in writing before the first of the new month. These requests can be sent via email or submitted directly to the parking office at any time. Terminations will be processed in WPS for keycard access and in Subscriptions for billing adjustments.

5.4 Invoices

Monthly parking invoices are automatically generated through Subscriptions around the 15th of each month. These invoices are emailed to the designated account administrator. Additionally, standalone invoices may be issued manually for new parkers added to the system throughout the month.

5.4.1 Standalone Invoices

Standalone invoices are manually generated for one-time charges, such as the creation of a new account or processing transactions for keycard replacements.

5.4.2 Write-off Invoices

In certain situations, a tenant's invoice may need to be written off (voided). This process requires management approval and must be carefully documented. All write-offs are recorded in Subscriptions, with full details provided in the comment section, including the initials of the agent performing the write-off.

5.5 Payments

Tenants have from the 1st of the month to the 5th of each month to make payments for monthly card use, which is referred to as a "Grace Period". On the 6th of the month, the WPS system automatically deactivated key cards for non-payment for an individual account. New tenants who want to purchase a parking pass on or after the 15th of the month will be charged a prorated amount (half the money). Payments received are stored in a secure bag until collected and prepped for a bank deposit.

5.5.1Walk-in Payments

Customers visiting the parking office to process a payment will receive a manual receipt with the Account name, month paid, amount paid, method of payment, and name of the clerk taking payment. The transaction must be logged by the person taking the payment on the Payment Collected spreadsheet for each garage. All payments must be logged on the day received and posted on the following business day.

5.5.2Mail-in Payments

All payments received by mail are sorted by facility and logged in the payment collection spreadsheet. All payments are posted the day they are received. The office manager will count cash and checks received against the Payment Collection

5.5.3 Future Payments

Future payments are recorded as transactions posted on the tenant's account. Subscriptions will automatically register the amount as a credit and apply it to a future invoice once it is generated.

5.6 No Charge Accounts

After the billing cycle is complete each month, all identified 'no charge' invoices will be forwarded to the user. The account administrator is responsible for verifying the invoices, ensuring the cardholder names are correct, and authorizing them with a signature. A copy of the signed invoice must then be returned via email. These invoices will also be included in the monthly reports provided to City Parking Staff for review and approval.

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The following are currently invoiced at no charge:

City of Glendale Public Works	JMBrown@Glendaleca.gov
Glendale Central Library	JOlivares@Glendaleca.gov
Property Prep Services	olizarraga@propertyprep.net
LAZ Parking	asolano@lazparking.com
WPS Parking Solutions	sdavis@wps-us.com
Haynes Building Management	sarivas@hbsclean.com
Kadima Security Services	ryashoua@kadimasecurity.com
SP+ Parking Enforcement	scamarillo@spplus.com
Adult Recreation Center	AyIsayan@Glendaleca.gov
AZ Tech	jduchateau@aztechelevator.com
Hyatt Hotel	snavarro@parkingmgt.com
Stepan Partamian	info@armenianarts.com

Invoices for subcontractors representing City services in conjunction with and under LAZ Parking management can be reviewed and authorized by LAZ Parking management and then forwarded to City Parking Staff for review and approval.

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6. Operational Excellence

6.1. Intercom

Each team member is thoroughly trained in the facility's Point-of-Sale (POS) systems, familiarized with entry/exit lanes, and acquainted with the facility's camera system views for effective monitoring and assistance.

Key Responsibilities:
Transaction Support: Assist customers in completing transactions at the Pay-On-Foot and Pay-In-Lane stations, including processing chaser validations.
Policy Guidance: Provide clear and accurate information regarding the facility's policies and procedures.
Customer Feedback: Actively listen to customer concerns, complaints, or suggestions and relay this feedback to management for potential improvements.
Payment Assistance: Help customers who encounter issues with fee payments at the exit, guiding them through possible solutions.
Monthly Parker Guidance: Assist monthly parkers and cardholders in properly using their access credentials and provide support as needed.

6.1.1 Etiquette

A warm, sincere greeting will make a positive first impression. Staff has been instructed to use any of the following greetings:

"Hello, this is [Your Name] with LAZ Parking. How can I assist you today?"
"LAZ Parking, [Your Name] speaking, how may I assist you?"
"Hello, thank you for calling. How may I help you today?"

6.1.2 Call Scenarios

Below are some of the most common intercom scenarios encountered, along with the steps to efficiently assist customers and ensure a smooth transaction process.

6.1.3 Credit Card Issues

We accept Visa, MasterCard, and AMEX as valid payment methods. However, we do not support tap-to-pay transactions. For Pay-on-Foot or Pay-in-Lane machines that read credit cards, parkers should follow these steps: Insert your credit card when the fee appears on the screen, and do not remove it until the machine prompts you to do so.
Ensure that the card is inserted face up with the numbers facing to the left.
If you accidentally insert your credit card into the wrong slot, you can select the cancel option on the screen to eject the card.

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6.1.4 Glendale City Employees

City employees are offered complimentary parking. Upon exiting, they will provide their name and badge ID. Please document the notes in the comment box, instruct them to leave their ticket mounted on the right-hand side of the bin, and open the barrier for them.

6.1.5.3 Lost Ticket

Customers receive 90-minute free parking, if the customer has lost the original ticket, we cannot honor the free parking. Express empathy for the situation but explain the policy and prompt them to select 'Lost Ticket' on their screen. They will be asked to pay the daily fee of $9.

6.2 Remote Opening

When the gate arm needs to be opened for a valid reason, please enter an explanation in the Barrier Control comment box located in the bottom right corner. Select the appropriate reason for opening the gate from the drop-down list. After making your selection, type the reason into the box below. Be sure to provide additional details, such as the ticket number, card number, and the customer's name.

6.3 Monthly Parker Access Issues

Monthly parking customers receive key cards for daily access to the garage. There are no restrictions on how often customers can use their key cards. However, following the proper in-and-out sequence is essential for the system to function correctly. If this sequence is disrupted, access will be denied, resulting in what is known as a 'Pass-back' violation.

A Pass-back violation can happen for several reasons and may not necessarily be due to customer misuse. For instance, if the equipment malfunctions due to software or hardware issues, the customer might need to obtain a ticket for entry or contact someone via the intercom at the exit lane. This situation can interrupt the normal process.

When a customer is in a pass-back state, they may be allowed to exit, but the reason must be recorded. Additionally, administration must thoroughly review the customer's usage history. If it is determined that the customer is misusing their parking privileges, management will need to contact them to address and resolve the issue.

Customers can contact us if they have misplaced or forgotten their access card. We can grant access once we verify that the card is assigned to the correct holder and is currently idle (not in use). However, suppose the card does not work because it has been terminated for any reason. In that case, the customer must either visit the parking office or pay the daily rate to exit the facility.

Please collect the customer's name and key card number to verify their account in the system. Access: If the card is inactive, instruct the customer to pull a ticket and advise them to contact our parking office. Log the Incident: Document all details, including the steps taken to resolve the issue, for management to review.

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6.3.1 Resynching a Key Card

Resynching a keycard involves changing the station associated with a customer's account in the WPS system, which can be inside or outside the facility. This process is only performed if the account is in good standing and there are no pending payments.

When resynching a card, we also review the account history to ensure there haven't been excessive resynchs or pass-back alerts. A high frequency of these alerts may indicate potential misuse of the keycard, that the customer is not scanning their card at every entry and exit point, or that the equipment may malfunction.

6.4 Camera Monitoring Assistance

While monitoring the cameras, our intercom dispatch team must stay vigilant regarding various issues. These include but are not limited to, heavy traffic to prevent fire hazards, removing homeless individuals seeking shelter inside the facility, and monitoring activity in the alleyway for unauthorized access.

6.4.1 Incidents

All incidents involving damage to facility or city-owned property must be reported to management and documented immediately. LAZ Parking is responsible for ensuring that a detailed incident report is completed, including the time, location, nature of the damage, and any individual involved.

In cases where a customer is responsible for damage, LAZ works closely with the City of Glendale and the Glendale Police Department to assist in the investigation. This includes gathering key information such as the vehicle make, model, license plate number, and a clear visual of the individual involved. Security footage is reviewed to capture the vehicle entering and exiting the facility to support identification efforts.

Video footage is located and reviewed using the BOSCH surveillance program. This footage is confidential and may only be accessed by LAZ management or shared with authorized law enforcement personnel upon request.

6.4.2 DR Police Report

Once all relevant details have been confirmed, LAZ will contact the Glendale Police Department to request a Departmental Report (DR) to formally document the incident. The DR serves as an official police record detailing what occurred, including evidence, witness statements, and other relevant information. Examples of incidents requiring a DR include traffic accidents, theft, vandalism, or damage to city property.

A DR is vital for the City of Glendale, as it provides the necessary documentation to pursue legal action and recover costs associated with the damages. Once the DR is obtained, LAZ will gather all supporting materials—such as BOSCH surveillance footage, internal incident reports, and related documentation—and submit them to the City and Glendale PD for further investigation and follow-up.

Following this, LAZ will contact WPS to request an invoice for the full cost of damages. Once received, the invoice, along with all supporting evidence, will be uploaded to the Glendale Police Department's digital portal to complete the submission and ensure all necessary documentation is available for review and enforcement.

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6.5 Intercom Ambassadors

The Intercom Ambassador serves as the first point of contact for customers accessing our parking facilities. Operating through remote intercom systems, this role is responsible for delivering prompt, courteous, and solution-focused support to address issues related to parking access, payment processing, and general inquiries.

By providing real-time assistance, the Intercom Ambassador ensures a smooth and positive parking experience while upholding the company's customer service standards. These ambassadors play a critical role in maintaining customer satisfaction and supporting the overall efficiency of facility operations. Primary responsibilities include:

6.5.1 Customer Assistance & Support

Parking Ambassadors are responsible for greeting customers in a friendly and professional manner, offering assistance with parking-related queries. They provide clear guidance on facility rules, payment procedures, and available services. They assist customers with technical issues related to Pay-On-Foot or Pay-In-Lane stations and offer directions to available parking spaces, especially during peak hours.

6.5.2 Transaction Support & Payment Processing

Ambassadors ensure customers can process parking payments quickly and accurately. They troubleshoot payment issues, help direct customers to alternative payment methods, and assist with lost ticket situations, clearly explaining the associated fees and procedures. Ambassadors also support monthly parkers with their access cards and ensure compliance with the proper entry and exit protocols.

6.5.3 Monitoring & Reporting

Parking Ambassadors actively monitor the parking facility through audio and video feeds (where applicable) to proactively identify and resolve issues. They report any maintenance or safety concerns to management immediately and track and address customer feedback or complaints for potential improvements. Ambassadors escalate security or safety issues to the appropriate authorities or internal teams as necessary, maintaining a safe and secure environment.

6.5.4 Crowd Control & Event Management

During peak times or special events, Parking Ambassadors manage large crowds by directing traffic flow and ensuring safety. They provide clear guidance to event attendees regarding parking availability and alternative transportation options, ensuring a smooth and organized experience for all visitors.

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6.5.5 Parking Facility Maintenance Support

Ambassadors regularly check parking equipment (e.g., payment machines, gate arms, cameras) to ensure proper functionality, reporting malfunctions immediately. They also assist with minor facility maintenance, such as cleaning or organizing, to ensure a clean and safe environment for customers.

6.5.6 Customer Education & Policy Enforcement

Parking Ambassadors educate customers about parking rules and policies, including payment methods, time limits, and access procedures. They enforce facility policies with tact and professionalism, ensuring compliance with all parking regulations and rules.

6.6 Supervisor Ambassador

The Supervisor Ambassador will lead the front-line operations and customer service efforts at a city-managed automated garage. This role combines leadership, operations oversight, and system knowledge to ensure optimal facility performance, customer satisfaction, and alignment with municipal standards. You'll be responsible for supervising a team of Intercom Ambassadors and support staff, maintaining system functionality, and serving as the on-site or remote escalation point for both customers and internal teams. Your goal is to keep the garage running efficiently while representing the City and LAZ Parking with professionalism and care.

6.6.1 Supervision & Staff Management

The Supervisor Ambassador is responsible for managing and supporting the Intercom Ambassadors and on-site personnel, ensuring they adhere to operational standards and deliver high-quality customer service. This includes providing regular guidance, support, and training to enhance team performance and foster a positive work environment. The Supervisor also monitors attendance and ensures adequate staff coverage, especially during peak hours or city events, by managing shift scheduling to meet operational demands efficiently. In addition, the Supervisor conducts regular quality checks on customer interactions via the intercom system, assessing the effectiveness of issue resolution and communication. They ensure all team members maintain a high standard of service, addressing any areas for improvement.

6.6.2 Facility Operations & Maintenance

The Supervisor Ambassador ensures the proper functionality of all automated systems, including entry/exit gates, ticketing kiosks, pay-on-foot stations, and access control systems. They are responsible for troubleshooting minor issues and coordinating with maintenance and technical teams to ensure optimal performance. Additionally, the Supervisor conducts regular inspections of the facility, ensuring it remains clean, safe, and fully operational. When urgent maintenance issues arise, the Supervisor addresses them promptly and communicates ongoing concerns to the appropriate teams for resolution. In the event of equipment malfunctions, the Supervisor coordinates service requests with LAZ's maintenance team, IT staff, or external vendors to ensure timely repairs, minimizing any equipment downtime.

6.6.3 Customer Service & Issue Resolution

The Supervisor Ambassador is responsible for addressing escalated customer complaints or technical issues that cannot be resolved by Intercom Ambassadors or on-site staff. They are expected to provide clear, professional, and empathetic support, ensuring that customer concerns are effectively addressed. The Supervisor plays a key role in maintaining high standards of customer service, ensuring that all interactions are handled in a professional, courteous, and

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solution-oriented manner. By enforcing LAZ's "people-first" service philosophy, the Supervisor contributes to a high level of customer satisfaction. During times of customer frustration or high call volumes, they provide guidance and support to the team, ensuring that all patrons—including residents, visitors, and municipal employees—receive prompt and effective service.

6.6.4 Documentation & Reporting

The Supervisor Ambassador is responsible for maintaining detailed records of customer interactions, equipment malfunctions, and any incidents that occur within the facility. Accurate documentation is essential for ensuring compliance, tracking recurring issues, and supporting continuous operational improvements. Additionally, the Supervisor prepares and submits daily reports to the Operations Manager, summarizing operational performance, customer feedback, incidents, and any equipment or maintenance issues. These reports ensure that the Operations Manager is kept informed about the facility's performance and any areas that require attention.

6.7 Night Manager Protocols

The Night Manager is the key leader responsible for managing the safety, functionality, and service quality of the garage during overnight operations. They ensure automated systems run smoothly, customer issues are resolved promptly, and the facility is secure and prepared for the following day.

6.7.1 Staff Supervision & Coordination

Night Managers are responsible for overseeing the night shift team, ensuring adequate staffing levels, and delegating tasks effectively to maintain smooth facility operations. They supervise overnight Intercom Ambassadors or on-site attendants (where present), providing guidance and support during high call volumes or difficult situations. Regular check-ins with staff are conducted to ensure tasks are completed according to facility standards. Night Managers also offer coaching and support to staff, ensuring they are equipped to handle customer issues or operational challenges that may arise during the night.

6.7.2 Facility Operations & Security

Night Managers ensure the smooth functioning of all systems during overnight hours, including monitoring automated systems such as entry/exit gates, ticketing kiosks, and pay-on-foot stations. They are responsible for performing basic troubleshooting of equipment issues and coordinating service requests with vendors or LAZ's technical teams when necessary. They also ensure the proper function of intercom and security monitoring tools, responding to any operational concerns promptly. During their shift, Night Managers conduct overnight inspections or virtual walk-throughs to verify the cleanliness, lighting, and readiness of equipment, addressing any issues related to maintenance or safety hazards. In addition, they monitor CCTV, access control systems, and alarm systems to ensure the security of the facility. Any unauthorized access, suspicious activity, or emergency situations are promptly addressed, with necessary escalation to security personnel or law enforcement when needed. They also work closely with security personnel to ensure a safe and secure environment for both customers and staff.

6.7.3 Customer Support & Issue Resolution

Night Managers serve as the primary point of contact for escalated intercom calls and customer issues during the night shift. They assist with common customer concerns such as gate malfunctions, lost tickets, or payment difficulties, providing calm, professional service to all patrons, including residents, visitors, and municipal employees. Night Managers respond to customer inquiries and work to resolve problems promptly, ensuring that customers receive the

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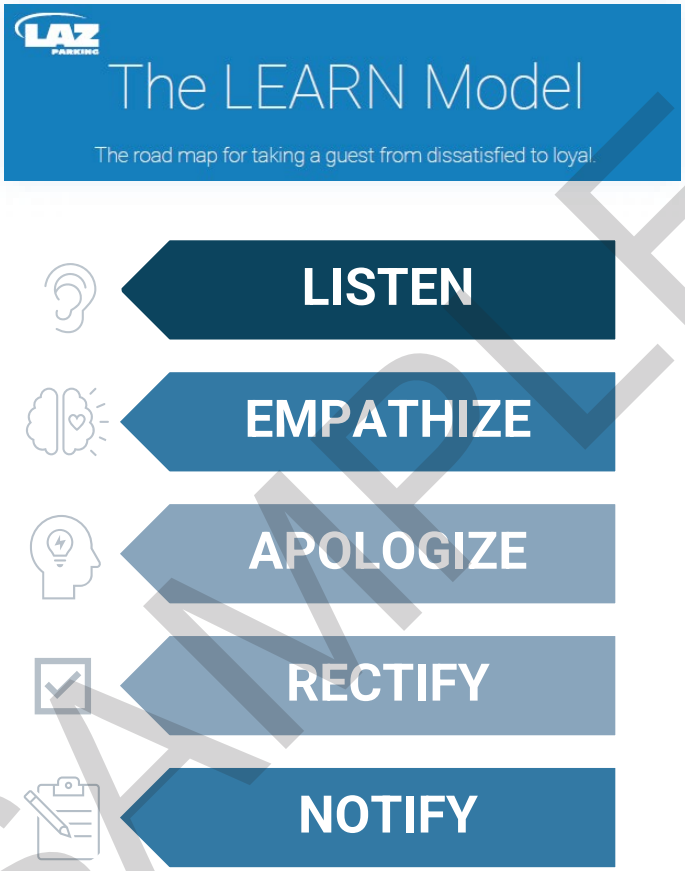
best possible service even during late hours. They maintain detailed records of customer interactions, documenting all issue resolution steps for follow-up and future reference.



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6.7.4 Documentation & Reporting

Night Managers are responsible for maintaining detailed records of incidents, accidents, and security-related events. They ensure that all relevant information is properly documented and reported according to company protocols. At the end of each shift, Night Managers complete nightly shift reports summarizing operational performance, customer concerns, incidents, and any issues that require follow-up from upper management. This includes collecting and storing relevant logs, such as CCTV footage and system alerts, securely. Significant overnight events are communicated to the Operations Manager before the start of the day shift, ensuring a smooth handover and continuity of operations.

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6.7.5 Operational Efficiency & Continuous Improvement

Night Managers monitor parking occupancy levels throughout the night to optimize space usage and ensure customer satisfaction. They ensure all equipment and systems function correctly, addressing any malfunctions promptly and coordinating with maintenance teams when necessary. Night Managers identify opportunities to improve operational efficiency and streamline services to enhance customer experience. They also perform regular walkthroughs to check for cleanliness, lighting, and overall facility readiness, ensuring all systems are operational for the next shift. They communicate significant overnight events to the Operations Manager before the start of the day shift.

6.7.6 Cash Handling & Financial Oversight

Night Managers oversee the proper handling of cash and payment transactions during the night shift, ensuring that all financial transactions are recorded accurately. They reconcile cash and payment receipts at the end of each shift and submit reports for auditing purposes.

6.7.7 Emergency Preparedness & Response

Night Managers lead the response to emergencies, such as power outages, accidents, or other unexpected situations that may arise during the night. They ensure that the team is trained on emergency protocols and conduct periodic drills to ensure readiness in case of critical incidents.

6.7.8 Compliance & Regulatory Oversight

Night Managers ensure that the parking facility complies with all relevant local regulations, safety codes, and company policies during the night shift. They review and enforce facility guidelines, including security protocols, parking policies, and maintenance schedules, ensuring operational compliance and addressing any issues related to municipal safety regulations or LAZ protocols. They also ensure that all systems, including security and monitoring tools, are functioning correctly and comply with safety regulations.

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7. Facility Maintenance & Vendor Relations

Regular facility inspections are critical to ensuring that all parking areas remain safe, functional, and well-maintained. These inspections help identify hazards, maintenance needs, and compliance issues before they affect operations or customer experience. Through consistent monitoring, we uphold safety standards, preserve the integrity of infrastructure, and support efficient, high-quality service delivery.

Routine garage inspections are conducted by facility supervisors three times per week and provide a comprehensive overview of overall conditions. These inspections focus on key elements such as lighting, structural integrity, engineering systems, and signs of deterioration. A standardized inspection form—developed and approved by the City of Glendale—is used to ensure consistency and accountability across all facilities.

7.1 Regular Maintenance

We partner with Terminix and Property Services to ensure our facilities are maintained to the highest standards of cleanliness, safety, and operational efficiency. By working closely with these partners, we are able to create a clean, safe, and welcoming environment for our employees and customers while ensuring that maintenance issues are addressed promptly and professionally.

7.1.1 TERMINIX – Pest management is a critical component of maintaining health and safety at The Exchange facility located. Due to the high volume of food vendors operating on-site and the resulting excess food waste in the trash rooms, this location is particularly susceptible to pest activity, especially rodents and cockroaches.

To address these ongoing challenges, LAZ Parking has partnered with Terminix to provide regular and targeted pest control services at this site. Their team conducts routine inspections and treatments, focusing on high-risk areas such as trash rooms, loading zones, and vendor-adjacent spaces. Terminix's tailored treatment plans ensure that issues are addressed promptly and thoroughly.

7.1.2 PropertyPrepServices Our reputation is clean - Property Prep provides routine power sweeping services at all facilities, Civic Center, Market Place, Exchange and Orange. Regular sweeping is essential for maintaining a clean, safe, and welcoming environment by removing debris, trash, and buildup from daily use. In addition to enhancing the appearance of the properties, this work helps prevent slip and fall hazards, protects pavement surfaces, and supports compliance with city cleanliness and safety standards. Property Prep plays a key role in helping LAZ uphold the quality and integrity of these public-facing facilities, services are provided on a weekly basis.

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7.2 Annual Maintenance

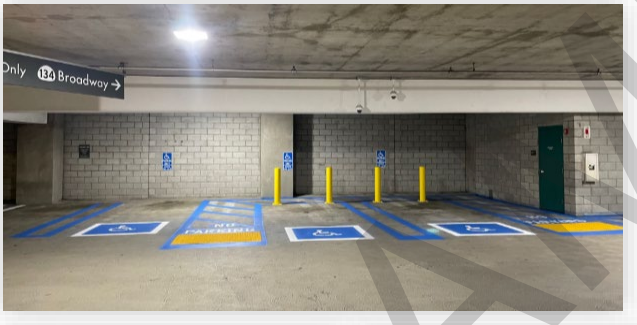
Proactive, scheduled upkeep allows us to identify and address wear-and-tear issues before they become costly repairs or safety concerns. From mechanical systems and lighting to structural inspections and surface maintenance, annual maintenance ensures that all facility components are operating efficiently and remain in compliance with regulatory standards.

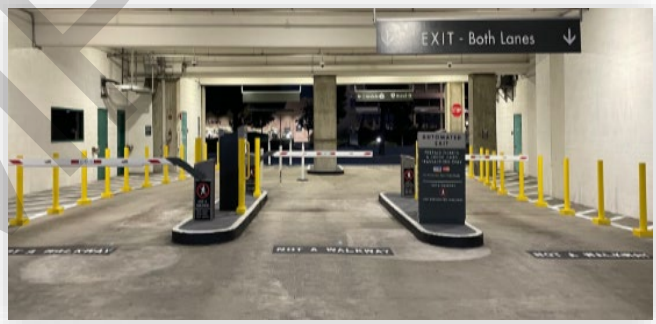
7.2.1 Environmentally Compliant Degreasing

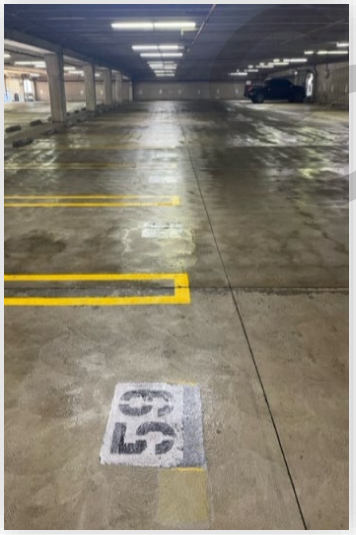
Our teams conduct environmentally compliant degreasing of parking structures to remove built-up oil, grease, and other contaminants that accumulate from daily vehicle traffic. These cleanings not only improve appearance and reduce slip hazards but are also essential to protecting the integrity of the concrete surfaces and ensuring compliance with environmental regulations regarding wastewater and chemical runoff.

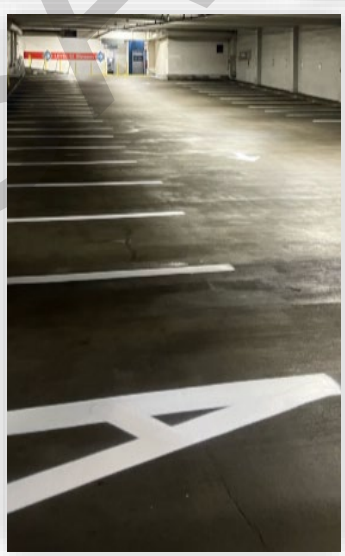
7.2. Parking Lot Striping & Marking

Using the highest quality traffic paints available, Property Prep enhances the visibility and organization of parking areas through new striping and markings. This includes repainting of parking stalls, directional arrows, ADA-compliant spaces, and other wayfinding elements. Clear, well-maintained striping supports both safety and operational efficiency by directing traffic flow and ensuring compliance with accessibility and municipal standards.









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7.3. Proposal Submission & Approval Process

For all proposed work requiring vendor services, a minimum of three bids must be obtained from preferred vendors. These bids should be reviewed and evaluated based on qualifications, pricing, and the ability to meet the scope of work. Once the bids are collected, a formal email must be submitted to the City of Glendale, including all three proposals along with our recommendations.

All selected vendors must meet the City's requirements relevant to the project scope. Once a vendor is chosen, LAZ Parking is responsible for submitting the vendor's W-9 form to the City's accounting department to initiate the vendor setup process.
After the vendor has completed the work and submitted an invoice, the invoice must go through the City's established approval process. Once approved, payment is typically issued within 2 to 3 weeks.

7.4 Elevator Maintenance & Emergency Response

Elevators play a vital role in the daily operations and accessibility of the facilities we manage for the City of Glendale. To ensure the safety of all occupants and the continued reliable performance of each system, regular maintenance and prompt emergency response are essential. The facilities include a total of 11 elevators: 4 at Marketplace, 5 at Exchange, and 2 at Orange.

7.4.1 For the Trapped Customer:

1. Instruct the customer to stay calm and avoid panic Advise the customer not to try to force the doors open or exit the elevator themselves, as this may cause further harm or complications.
2. The customer should immediately press the elevator's emergency button, which connects them with the Glendale Fire Department.
3. Reassure them that help is on the way.

7.4.2 Alerting Personnel - For the Parking Management/Building Staff:

1. Respond Quickly: As soon as the alarm or intercom message is received, the first available staff member must respond immediately to assess the situation.
2. Confirm Location and Condition: Determine the exact location of the trapped customer (which floor, elevator number, etc.) and ask the customer about their condition to ensure they are safe and not in distress.
3. Assess the Situation: Check the elevator's control panel and emergency system for any immediate indications of malfunctions.

7.4.3 Communication and Action - For the Parking Management/Building Staff:

1. Call for Professional Assistance (if needed): If the staff cannot resolve the issue in a timely manner (typically within 5–10 minutes), immediately contact an elevator technician or emergency services (depending on the severity of the situation).
   - Total Access can dispatch a technician for emergency services.
   - Emergency Services: If the customer is in distress or the elevator's power is completely out, call emergency services (e.g., Fire Department) for rescue.
2. Keep the Customer Informed: While waiting for help, maintain communication with the customer. Reassure them that help is on the way and provide updates on the estimated time of arrival.

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3. Ensure Safe Evacuation: Once the elevator is operational again, the technician or emergency personnel should guide the customer on how to exit the elevator safely. Make sure they are not injured before exiting.

7.4.4. Post-Incident Actions -For Parking Management/Building Staff:

1. File an Incident Report: After the customer has been safely evacuated, file a report detailing the incident, including the time of the event, actions taken, the condition of the elevator, and any customer feedback.
2. Evaluate the Elevator: Inspect the elevator for any possible mechanical failures or safety concerns. Perform necessary maintenance or repairs to ensure this situation does not occur again.
3. Customer Follow-Up: Contact the customer after the incident to ensure their safety and satisfaction. Offer any compensation if appropriate (e.g., parking discount or service apology).
4. Review Safety Protocols: Conduct a review of the elevator's safety procedures and update training for staff, if necessary.

7.4.5 Preventive Measures

To maintain the safety and functionality of elevators at the facilities we manage for the City of Glendale, we ensure regular maintenance is conducted to prevent issues. Elevators are equipped with essential safety features, such as emergency communication systems, backup power, and alarms.

We are responsible for ensuring that all elevators are properly licensed and undergo the annual inspections required by certified inspectors. Any deficiencies identified during inspections must be addressed promptly, and all inspection reports and licenses are kept current and on file.

7.4.6 Key Contacts for Emergencies:

Elevator Technician - Total Access: (562) 777- 0115

Emergency Services - Glendale Fire Department: (818)548-4024
Parking Management Office – LAZ Parking: (818)550-1791

7.5 Facility Service Request (FSR) Procedures

The City of Glendale utilizes its own Facility Service Request (FSR) system to manage and address maintenance and repair needs across all city-managed properties. When an issue is identified within a facility, an FSR must be submitted to the appropriate city department for review and action. Requests are prioritized by the City based on the urgency and impact of the issue.

To initiate a service request, staff must contact Jeff Brown, the designated point of contact for FSR submissions. The request should include a clear and concise description of the issue, along with any relevant details that will help assess the situation. Supporting photos must be provided whenever possible to help illustrate the problem and ensure proper prioritization.
Once submitted, the City will determine the appropriate course of action and assign the request based on urgency and available resources. It is the responsibility of the requesting party to follow up as needed, maintain communication with the City, and track the status of the request until resolution. All FSRs and related correspondence should be documented for recordkeeping and accountability.

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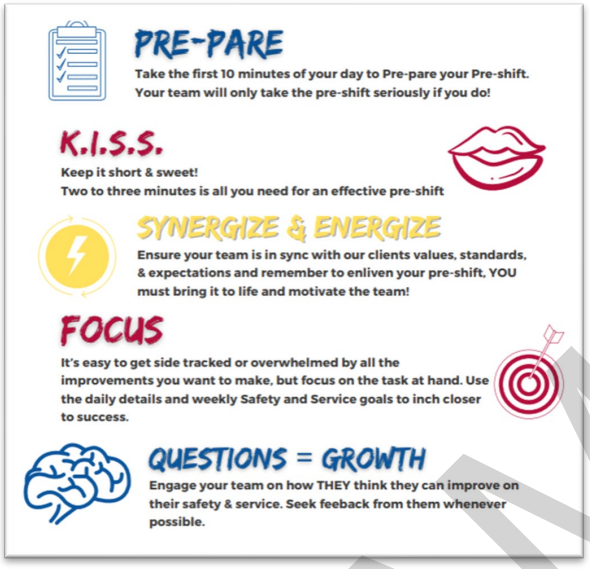
8. Workplace Safety & Emergency Preparedness



8.1 Safety Culture & Employee Awareness

Key elements of our safety culture include ongoing training, where regular safety sessions ensure employees stay informed on best practices, emergency procedures, and regulatory requirements. As part of this training, we incorporate content from our Safety Team into weekly huddles, where we discuss key action items such as upcoming events that may lead to high-volume traffic in our facilities, expected weather conditions that could create slipping hazards for customers, and other site-specific concerns. Open communication is encouraged, allowing employees to report incidents, near-misses, or safety suggestions. Supervisors and management are expected to lead by example, modeling safe behavior and reinforcing safety practices in daily operations. Finally, we focus on continuous improvement by regularly reviewing and updating safety procedures based on feedback, incidents, and evolving industry standards.

8.2 Safety Guidelines

All employees are required to comply with applicable federal and state Occupational Safety and Health Administration (OSHA) rules and regulations. For further details on region-specific safety protocols, employees should consult their local safety handbook.

8.2.1 General Safety Rules

1. Obey Safety Signage: All employees must observe and obey all CAUTION, WARNING, DANGER, and other signs that indicate hazardous conditions.
2. Safety Training: Employees will receive safety training before beginning any job and anytime they are reassigned, or when there are changes in equipment, processes, or operations.
3. No Horseplay: Horseplay, roughhousing, and throwing trash or debris are strictly prohibited.
4. Proper Lifting Techniques:
   - Bend at the knees, not the waist.
   - Use a comfortable and stable posture.
   - Lift slowly and avoid jerky movements.
   - Do not twist your back while lifting.
   - Maintain a secure grip on the load.
   - Keep the load close to your body.
   - Ask for assistance when lifting large or heavy items.

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5. Housekeeping: Keep work areas clean and orderly. Dispose of all trash and debris in designated containers.
6. Situational Awareness: Always be aware of other personnel and equipment in your area.
7. Injury Reporting: Report all injuries, no matter how minor, to your supervisor immediately.

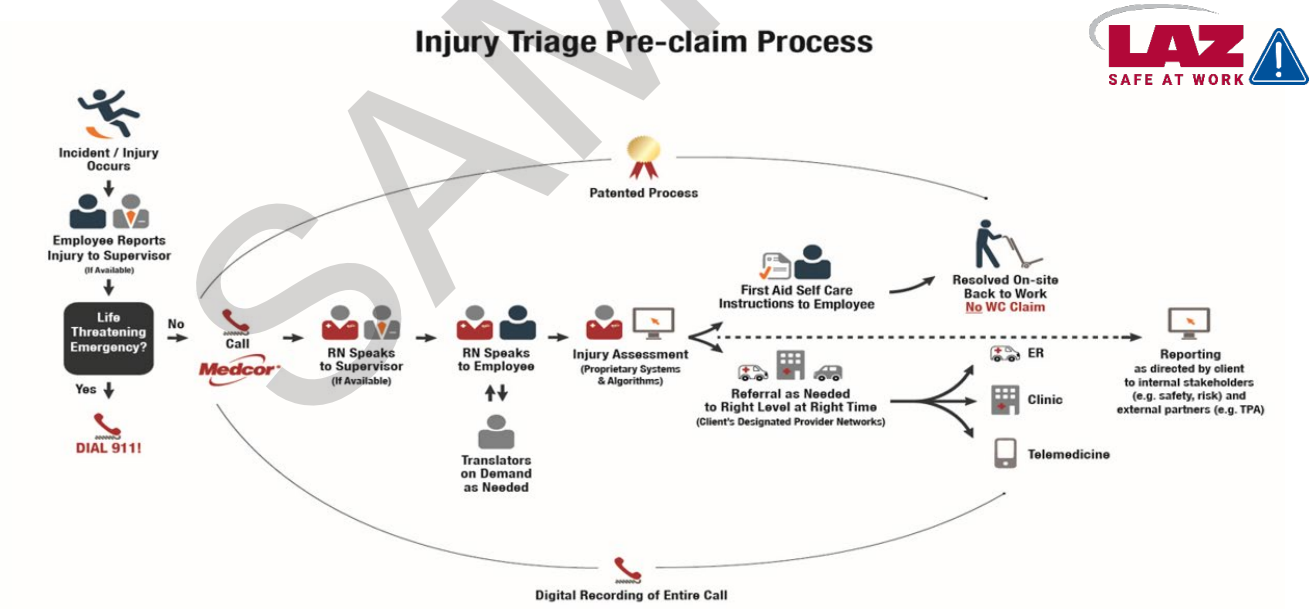
8.3 Incident & Accident Reporting Procedures

Timely and accurate reporting of all workplace incidents and accidents is essential to ensuring employee safety and maintaining compliance with safety protocols. At LAZ Parking, we require all employee incidents to be reported immediately so appropriate action can be taken to prevent future occurrences and support any necessary medical response or investigation.

8.3.1 MEDCOR

LAZ Parking partners with MEDCOR, a leading provider of occupational health services, to support the well-being of our employees. MEDCOR helps LAZ manage incidents efficiently and ensures that our employees receive the appropriate level of care—whether it's first aid, clinical evaluation, or referral to further medical treatment. Their services also support compliance with workplace health and safety regulations, streamline reporting, and reduce unnecessary emergency room visits.

On-site staff have been trained in what to do when a work-related injury or incident occurs.



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8.4 Injury & Illness Prevention

At LAZ Parking, protecting the health and safety of our employees is a core value and operational priority. The goal is to proactively identify, reduce, and eliminate workplace hazards that could lead to accidents, injuries, or occupational illnesses. We emphasize prevention through education, awareness, and safe work practices—especially in high-risk areas such as lifting, repetitive movements, exposure to environmental hazards, and vehicle operation.

8.4.1 Strain Reduction

Common Cause of Injury:
Strains from repetitive motions, poor hydration, or navigating uneven terrain are the most common injuries in operations.

Prevention Steps:
- Before Work: Eat a balanced meal and drink 2 glasses of water. Perform a full-body stretch.
- During Work: Drink 3 glasses of water, eat a healthy snack/meal, and do light stretches.
- After Work: Eat a full meal, drink 3 glasses of water, and stretch again.
- Daily goal: 3 meals, 7–9 glasses of water, 2 stretching routines.

8.4.2 Carbon Dioxide (CO_2) Safety Awareness

Carbon dioxide is a naturally occurring, odorless, and colorless gas that is produced by the combustion of fossil fuels—such as gasoline in cars. While CO_2 is not flammable or toxic at low concentrations, excessive exposure in confined spaces can displace oxygen, leading to serious health hazards.

Health Risks of CO_2 Exposure:

Increased CO_2 levels can cause headaches, dizziness or lightheadedness, fatigue or confusion, shortness of breath, and loss of consciousness (in severe cases). Prolonged exposure in an area with poor airflow—like a sealed garage or basement-level lot—can quickly lead to oxygen deficiency and serious health consequences.

Prevention & Safe Work Practices:

To mitigate CO_2 exposure risks, LAZ employees must follow these best practices. Ensure proper ventilation—fans automatically start up after reaching the index; if they don't, turn them on manually. CO_2 sensors should also be monitored. Recognize warning signs for CO2 exposure: if you feel dizzy, lightheaded, or experience difficulty breathing, leave the area immediately and report the issue to your supervisor. Report equipment issues, including any malfunctioning exhaust fans, air circulation systems, or CO_2 detectors, to your manager as soon as possible. Use carbon dioxide detectors: facilities equipped with CO_2 detectors must have them inspected regularly to ensure they function properly. If your facility does not have them, notify management so that proper assessments can be made.

Recent testing of the facilities' equipment was conducted in April 2025.

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ac energy systems, inc.

ANNUAL MAINTENANCE REPORT

Thank you for performing the annual maintenance of your CO System. This report serves as record that maintenance has been performed and details any problems in need of correction. The annual maintenance *makes you compliant with* ***Fire Code 916.11,*** *which states inspection and testing of gas detection systems shall be conducted at least annually.* The CO System automatically controls your fans to keep the carbon monoxide in the garage at safe levels as determined by OSHA and the IBC while minimizing the noise generated by continuously running fans. A properly maintained CO System saves thousands of energy dollars per year.

Project Name/Location: Marketplace Garage- 120 S Artsakh Avenue
Date of Service: 4/1/2025
Number of Sensors on site: 23 Macurco CM6
Number of Fans on site: 2

Service Performed:
- ☒ Calibration
- ☐ Fan Service
- ☐ CO Readings
- ☐ Replacement Parts Installed

Service Summary:

Technician applied carbon monoxide test gas to the (23) garage CO sensors. Performed inspection of all sensors, relays, and transformers. All sensors have passed calibration, and the system is 100% operational.

Recommended Corrections:

None.

Sincerely,

Marisa Montalbano

Marisa Montalbano
Project Coordinator

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8.5 Traffic & Parking Lot Safety

Traffic and parking lot safety is a critical component of our overall Workplace Safety & Emergency Preparedness efforts. As the first and last point of contact for many customers and employees, our parking areas must be managed with heightened awareness to prevent accidents, injuries, and congestion. Ensuring safe vehicle and pedestrian flow, enforcing parking regulations, and maintaining clear access for emergency vehicles all contribute to a safer environment. By actively monitoring traffic patterns, reporting hazards such as potholes or poor lighting, and staying alert during peak times or special events, employees play a key role in maintaining safety throughout our facilities.

8.5.1 Vehicle Flow & Traffic Control

Effective vehicle flow and traffic control are essential to maintaining a safe and efficient parking environment for all. Team members are responsible for supporting safe traffic management practices that reduce the risk of collisions, congestion, and confusion within the facilities. Key practices for managing vehicle flow and traffic control include:

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Monitoring Entry and Exit Points: Ensure that vehicles enter and exit in an orderly manner, and that designated lanes remain clear and unobstructed at all times.

Directing Traffic When Needed: During peak hours, special events, or high-traffic situations, employees may be required to assist in directing vehicle flow to maintain safety and efficiency.

Clear Signage and Markings: Maintain visibility of directional signage, speed limit indicators, and pedestrian crosswalks. Report any damaged or missing signage immediately.

Safe Pedestrian Access: Ensure walkways and crosswalks remain clear and give pedestrians the right-of-way at all times.
Emergency Access: Always keep fire lanes and emergency vehicle access routes unobstructed.

Weather Awareness: Adjust traffic patterns or provide additional guidance during inclement weather that may impact visibility, traction, or pedestrian safety.

Employees must remain alert and responsive to changing conditions, such as construction, equipment use, or unforeseen congestion. Prompt communication with supervisors and collaboration with teammates are critical to maintaining safe vehicle movement and reducing potential hazards in our lots and garages.

8.6 Emergency Response Procedures

Each LAZ Parking location is required to maintain a tailored Emergency Response Plans that address the unique layout, risks, and operational details of the site. These plans outline specific procedures to follow during various emergency scenarios, including evacuation routes, designated assembly areas, and the roles and responsibilities of staff.

8.6.1 Evacuation Procedures

1. Immediately stop working and seek safe refuge within your immediate area. Once safe, secure operating equipment and areas that present a safety or security hazard.
2. Gather personal items and emergency supplies if safe and necessary, then evacuate using the nearest exit path or stairwell to a safe location or evacuation area.
3. Stay at a safe location or designated evacuation area to assist with accountability of personnel, medical needs, and further information from staff or emergency first responders.

Employees should attempt to use the closest accessible exits for safety, using elevators only when safe to do so.

Emergency Evacuation Plan – LAZ Parking Office

The objective of the Emergency Action Plan is designed to minimize injury and loss of human life by training employees and assigning responsibilities. This plan applies to all emergencies that may reasonably be expected to occur at the Marketplace Garage (Command Center)

Emergencies can be identified as Medical. Fire, Severe Weather, Bomb Threat, Earthquake, Gas Leak, & Criminal Acts. Personnel should identify these emergencies and report them to the Emergency Coordinator and CALL 911 to alert Police.

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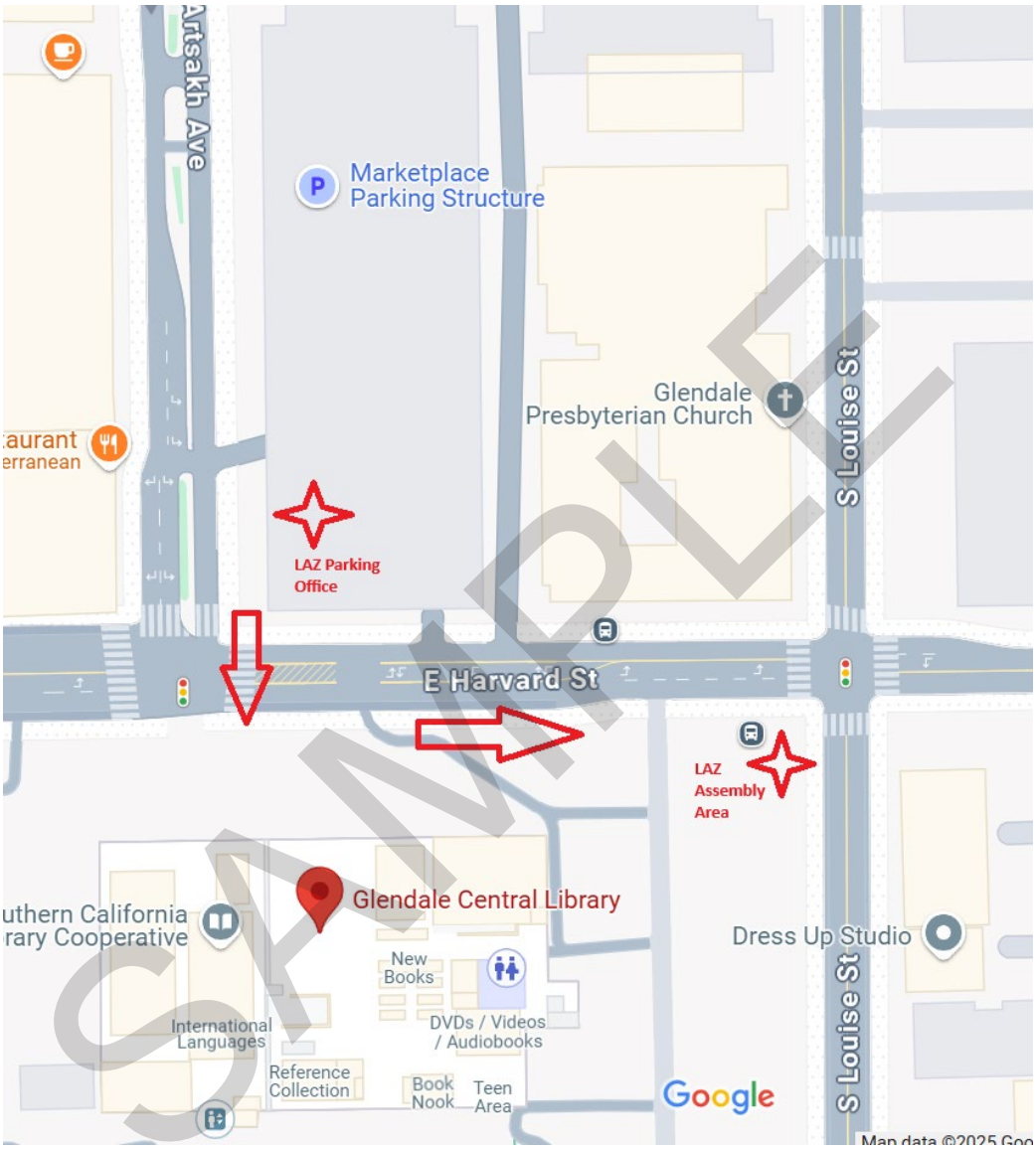
Assembly Area – East Corner of the Glendale Central Library (E Harvard St & S. Louise St)



General instructions for reporting emergencies

Summon emergency assistance by CALLING 911

Be prepared to provide the following information:

- Your name and location.
- Phone number from where the call is being made.
- Location of the emergency, including facility name, full address.
- Type of emergency: (Medical, Fire, Confined Space Rescue, Hazardous Material, Criminal Act, Bomb Threat)

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Other important Information:

- Number and condition of victims.
- Location and extent of situation, hazard, fire, etc.
- Involvement of Hazardous Materials (as available, give product name and/or describe
- any markings, labels or placards).

What is needed:

DO NOT HANG UP FIRST. Let emergency personnel hang up first. After the call, station someone to direct Emergency Response personnel to the scene of the emergency

Alerting Personnel

The following apply during fires and other workplace emergencies requiring evacuation:

• The fire alarm will be activated, and personnel will calmly evacuate using designated escape routes giving vocal alarms of "FIRE", etc.
• Personnel will look into rooms as they leave the suite and notify personnel to exit; do not delay your evacuation for this purpose.
• Personnel will assemble and remain in the evacuation Assembly Area. Leaving the group or failing to report to the evacuation Assembly Area can cause unnecessary effort locating personnel believed to be missing.
• Immediately notify your Floor Captain or the Emergency Coordinator of missing or unaccounted for personnel.
• Stay alert and listen for instructions.
• Await guidance to disperse, return to the building or take additional measures.
• In the event of a Medical or other emergency that does NOT require evacuation, CALL 911 to alert Police and notify the Emergency Coordinator.

Roles & Responsibilities

Evacuation Coordinator

Makes the final decision to initiate evacuation if not triggered automatically.
Communicates with emergency services.
Ensures all roles are fulfilled and accounted for.
Reports to emergency personnel upon their arrival.

Floor Warden

Guides employees and visitors toward designated exits.
Checks all areas (restrooms, break rooms, etc.) for remaining individuals.
Ensures people do not use elevators.
Closes doors (if safe) to slow the spread of fire or smoke.
Reports to the Evacuation Coordinator once the area is clear.

First Aid Officer

Assists anyone injured or needing physical help during evacuation.
Carries or ensures access to a first aid kit.
Alerts emergency services if medical support is required at the assembly point.
Remains with the injured until help arrives

Headcount Officer

Brings and uses a current staff roster or sign-in sheet.
Takes attendance at the assembly point.
Identifies missing persons and notifies the Evacuation Coordinator.
Ensures no one re-enters the building until it's safe.

Evacuation Procedures – Parking Office

1. Recognize the Emergency: Fire, Smoke, Gas Leak, Bomb Threat, Earthquake
2. Stay Calm, Act Fast, and encourage others to do the same

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3. Use nearest exit by following evacuations signage to the closest safe exit
4. Report to the designated assembly point (East Corner of the Central Library)
5. The Headcount Officer will check that everyone is accounted for and or report any missing persons to the Evacuation Coordinator or emergency services.
6. Wait for Clearance. Do not return to the building until emergency services say it is safe

8.6.2 Shelter in Place

1. IMMEDIATELY stop working and seek safe refuge within your immediate area. Once safe, secure operating equipment and areas that present a safety or security hazard.
2. Assume your department EAP role, gather personal items and emergency supplies if safe and necessary. Utilize the basic emergency procedures along with the specific guidelines for MEDICAL, FIRE, EARTHQUAKE & SECURITY THREATS.
3. Hazardous Materials or Nuclear Incidents may require you to move to the basement or center of a building, lock windows and doors, sealing off areas that vent to the outside Active Shooter Incidents may require you to turn off lights, remain quiet or use RUN, HIDE, FIGHT strategies.

8.6.3 Medical Emergencies

Medical emergencies are best handled by those trained to provide life-saving measures and should start by contacting 911 or shouting for help to get the attention of bystanders for aid. California's Good Samaritan Law protects people who provide emergency care in good faith, without fear of prosecution or lawsuits.

1. Survey the scene for personal safety first. Avoid moving unconscious patients unless further harm is possible.

2. Assess the patient by asking questions or determine consciousness by looking, listening, and feeling for a pulse, breathing or other involuntary body movements.

3. Use First Aid Kits, perform hands-only CPR and administer an AED at the level of your personal training and experience. Stay with the patient if possible and send others to get emergency supplies or direct first responders to the location.

4. Consider taking body substance exposure precautions for blood, bodily fluids, or toxic substances such as fentanyl or chemicals. Example: Wearing gloves or using a barrier to move or remove the patients clothing or unknown substance in close contact with skin or airway.

8.6.4 Fire Safety

Fires can be an immediate threat regardless of size due to variable factors influencing intensity, rate of spread, and the inhalation hazards that are the main reason for death and injuries. Follow these guidelines for fire safety then determine if other actions are needed.

1. Report Fires IMMEDIATELY by activating fire alarms, calling 911 and communicating to others to increase time for safe evacuation of the area or building.
2. Do not attempt to extinguish large fires. You may attempt to put out small fires. FIRST consider the location, materials burning, accessibility of the fire extinguisher, and level of training.
3. Stay low indoors where the air is cleaner or upwind if outdoors. Covering your nose and mouth with a wet cloth or garment can help protect your airways. Closing doors and windows can help slow or confine the fire.

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Note: Failure to consider poor ventilation or wind direction factors outside or inside can quickly incapacitate those without airway protection from toxic smoke and gases. Use the Fire Extinguisher quick reference,

8.6.5 Security and Bomb Threats

Security threats are encounters of possible or imminent violence. Actions will vary depending on the circumstances but do not take unnecessary risks in order to call 911. Research shows that active shooter incidents last less than 15 minutes with 50% lasting less than 5 min. Regularly reviewing and rehearsing the RUN, HIDE, FIGHT strategy will help increase employees' physical and mental ability to stay calm, think clearly, and act decisively.

RUN immediately to the nearest exit or escape to open areas and seek cover.

- Act quickly! Leave personal items behind and individuals that do not act decisively or freeze.
- Alerting people as you escape may keep others from entering or encountering the threat.
- Get to a safe location, keep your hands visible and follow orders from first responders.

HIDE whenever evacuation from your immediate area is not possible.

- Stay out of view, behind defensible space, remaining quiet and silencing phones.
- Choose locations with locking doors, hiding spaces or exits.

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- Look for objects that can be used as weapons or to block and barricade doors.

FIGHT as a last resort, committing to your actions with as much physical aggression as possible.

- Use improvised weapons such as aerosol cans, heavy, sharp or stick-like objects.
- Use sudden loud noises or light switches to create distractions that disorient or delay.
- Staying committed can provide time for others to help fight or reach safety.

First law enforcement on scene will not stop to assist the injured. Rescue teams will follow initial law enforcement officers to treat and evacuate the injured. Follow instructions and keep your hands visible. Once in a safe location, you will likely remain there until those needing medical attention are evacuated or law enforcement begins to gather information from bystanders for the investigation phase.

BOMB THREATS

Security emergencies like bomb threats may come in the form of written messages or phone calls. You should take any threats seriously and try to stay calm, polite, and not alarm others until safe to do so. Do not touch or handle anything left behind.

- Report the threat to a co-worker, supervisor or by calling 911.
- During an evacuation, attempt to RED FLAG the area or building with a sign.

8.6.6 Earthquake

We ensure your workplace is safe, secure, and free of clutter. Ensure lightweight items and decor are placed low on shelves. Large, heavy objects like file cabinets should be securely anchored to walls or away from areas employees may use during an earthquake to perform DROP, COVER and HOLD ON. Follow these Earthquake Emergency Procedures to evacuate or shelter-in-place.

During an earthquake

1. IMMEDIATELY stop and quickly perform DROP, COVER and HOLD ON by moving away from falling flying debris such as glass windows, shelves, trees, and powerlines. Drop to the ground and take a position that protects your body, head and face.
2. INSIDE or OUTSIDE, look for safe refuge in wide-open areas away from falling debris, inside or under reinforced structures like a building lobby, stairwell, doorjambs, desks, or other weight bearing objects, then Hold on until shaking stops.
3. DO NOT RUSH FOR EXITS and panic. Finding safety immediately within your area is best, considering that rushing outside may cause you to be injured by falling debris or trampled by others. When driving a vehicle, come to a stop in a safe location, set the parking brake and assess if you should stay or evacuate on foot to safety.

After an earthquake

1. Check for injuries to yourself or others and for people trapped in your area.

2. Assess the damage by looking for clues such as broken glass, cracks, fire alarms, sprinkler activations, power-outages, or the smell of gas to determine immediate evacuation needs.

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3. Plan to evacuate, sheltering-in-place only when instructed or necessary. Gather personal items, first aid kits and emergency supplies to bring and use at a safe location or evacuation area. Then help provide accountability, aid, and report to supervisors or first responders.

Employees should attempt to use the closest accessible exits for safety, using elevators only when safe to do so.

Note: Be aware of aftershocks following large earthquakes.

Structural Inspection

Following an earthquake, LAZ Management in coordination with an on-site security guard will conduct a systematic walkthrough of all parking structures to assess for visible signs of damage. This includes checking for:

- Structural cracks or shifts in concrete
- Displaced or fallen signage and lighting
- Damage to guardrails, stairwells, elevators, and ramps
- Hazards such as exposed wiring, gas smells, or water leaks

Once the inspection is complete:

- Findings will be documented immediately, including photographs where applicable.
- A written damage assessment report will be compiled and submitted via email to the designated City Department or Municipal Contact responsible for facility oversight.
- If any damage poses a safety risk, the affected area will be closed off and clearly marked until cleared by qualified inspectors.

This inspection process ensures the facility remains compliant with safety regulations and allows for rapid coordination with city officials for any required repairs or further evaluations.

Uninterruptible Power Supply (UPS) systems

8.6.1 Uninterruptible Power Supply (UPS) systems

Uninterruptible Power Supply (UPS) systems are critical for ensuring that essential parking management equipment, such as ticketing machines, payment systems, access control systems, and security cameras, continue to operate during power outages.

UPS System Overview

The UPS system is a critical component of the parking facility's infrastructure, designed to provide temporary power to essential systems in the event of a main electrical supply failure. At the heart of this system is the UPS battery pack, which delivers backup power for a limited duration, ensuring that critical operations continue without interruption. The battery is continuously maintained by the UPS charger, which keeps it at full capacity whenever main power is available. When activated, the UPS inverter converts the battery's DC power into usable AC power to support vital equipment. To ensure ongoing system reliability, the UPS monitoring panel provides real-time data on the system's status, battery health, and any alarms or malfunctions. Together, these components work to safeguard the facility's operational integrity during power disruptions.

UPS

Each facility is equipped with its own UPS system, with Orange located on the Ground Level, Exchange on Lower Level 1, and Civic Center and Marketplace on B1. The UPS systems are installed in dry, cool, and well-ventilated areas, away from direct sunlight, moisture, and

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excessive dust to ensure optimal performance and longevity. It is easily accessible for routine maintenance and monitoring, with at least one meter of clearance maintained around the unit at all times. Additionally, the UPS is connected to a reliable, properly grounded power source to protect the system from electrical surges and potential damage.

UPS Operation Procedure

Under normal conditions, the UPS system should continuously charge its battery while simultaneously supplying power to the designated equipment. The battery charge level should be regularly monitored through the UPS system's display or management software to ensure it remains fully charged, unless an issue arises. It's also important to monitor the system load to prevent overload. The load percentage can be viewed on the monitoring panel, and if the system is operating near full capacity, it may be necessary to either upgrade the UPS or reduce the number of connected devices to maintain safe operation.

Power Outage

In the event of a power outage, the UPS system will automatically switch to battery mode, seamlessly providing temporary power to the connected systems. To maximize effectiveness and prevent overloading, only critical systems—such as parking barriers, ticketing equipment, and payment systems—should be connected to the UPS. The duration of backup power depends on both the battery size and the system load, typically ranging from 10 to 60 minutes. However, a recent test demonstrated that the battery can last approximately five hours after a power loss. It is essential to monitor the battery runtime closely and make arrangements for restoring normal power as quickly as possible.

Maintenance

The City of Glendale performs regular maintenance on all UPS systems to ensure reliability. Monthly inspections and quarterly testing are conducted to check battery charge levels, system components, and overall functionality. Any issues are reported to Facilities Management and resolved promptly. Batteries are replaced as needed to maintain backup power capacity and prevent system failure.

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8.7 PARCS System Failures

The Parking Access and Revenue Control System (PARCS) plays a critical role in managing vehicular access, revenue collection, and customer flow within parking facilities. As a technology-driven system, it integrates various components such as entry and exit gates, ticket dispensers, payment kiosks, and central management software. Despite routine maintenance and system safeguards, technical failures or malfunctions can occasionally occur due to hardware issues, software errors, network disruptions, or external factors such as power outages.

Prompt and effective response to PARCS system failures is essential to minimize disruption, ensure customer safety and satisfaction, protect revenue, and maintain operational continuity. This document outlines the standard procedures to be followed in the event of a PARCS failure, including initial assessment, communication, temporary operations, system restoration, and post-incident review.

8.7.1. Identify the Scope of Failure

First, determine the nature of the failure by inspecting the system dashboard or control panel for any error messages. This includes checking whether entry or exit gates are malfunctioning, ticket dispensers are jammed or non-functional, payment kiosks are down, or if there's a system-wide server or network issue. You should also identify the affected areas—whether it's a single entry point, an entire parking lot, or the full facility. Use available diagnostics, software alerts, or visual indicators on the equipment to confirm the extent of the issue.

8.7.2. Notify Relevant Parties

Immediately inform the appropriate internal personnel such as the operations supervisor, IT support, and on-site maintenance staff. If the issue cannot be resolved internally, contact the PARCS vendor's technical support team and provide them with all necessary information, including error descriptions and affected systems. Additionally, notify on-site security staff so they can assist with traffic control or customer support as needed.

8.7.3. Implement Temporary Manual Procedures

If the system failure prevents normal operations, initiate manual procedures. Raise gates manually to allow free exit if they are stuck closed, and document any waived parking fees. Use hand-written or pre-printed tickets for tracking vehicles entering and exiting the facility. Record vehicle license plate numbers and entry or exit times manually. If payment machines are not operational, collect payments manually using a secured method, preferably with two staff members present for accountability and transparency.

8.7.4. Communicate With Parkers

Post clear signage at all entrances, exits, and payment stations informing customers of the system outage. If applicable, use public address systems to communicate instructions, or have staff stationed to provide assistance and explanations. Offer receipts or claim forms for customers who request reimbursement or need documentation of their visit for billing purposes.

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8.7.5. Document the Incident

Keep a detailed record of the failure. This should include the time the issue started, the systems or equipment involved, the staff who responded, the manual procedures used, and any interactions with customers. Estimate any lost revenue, record payments received manually and note any significant customer complaints or safety concerns. Submit a full incident report for internal records and management review.

8.7.6. Resume Normal Operations

Once the PARCS system has been restored by IT staff or the vendor, verify that all components—gates, payment machines, ticket dispensers, and software—are fully operational. Conduct test transactions to ensure accuracy. Once confirmed, resume normal automated operations, remove any temporary signs, and notify staff and customers that the system is back online.

8.8.7. Conduct Post-Incident Review

After operations return to normal, organize a review of the incident. Work with IT and the vendor to determine the root cause of the failure. Use this information to update procedures, improve response times, or address training needs that were identified during the failure. If necessary, plan system upgrades, implement redundancies, or schedule maintenance to prevent future incidents. Document lessons learned and revise your standard operating procedures accordingly.

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8.9 Compliance & Training

All employees, regardless of role or tenure, are required to complete designated training to ensure they understand their responsibilities, follow proper protocols, and contribute to a safe, efficient, and compliant work environment. Training covers a wide range of topics, including workplace safety, emergency response, job-specific duties, equipment handling, and company policies.

8.9.1 Employee Training Programs

To ensure the effectiveness of the GoT Safety program, clearly defined roles and active participation are essential. Every employee plays a part in fostering a safe workplace, but specific responsibilities are assigned to help guide and support the program's success at all levels.

Safety Champions / GoT Safety Representatives

Designated Safety Champions (also known as GoT Safety Representatives) are selected from each department or location. They serve as key points of contact for safety communication and are responsible for promoting safe work practices, identifying hazards, encouraging team involvement, and participating in regular safety meetings or audits. These individuals receive additional training to support their leadership in safety efforts.

Supervisors and Managers

Supervisors and managers are responsible for enforcing safety protocols, supporting their team's participation in GoT Safety, and ensuring that safety issues are addressed promptly. They are also expected to provide coaching, report unsafe conditions or behaviors, and collaborate with Safety Champions on corrective actions.

Employees

All employees are expected to actively participate in the GoT Safety program by following established safety procedures, reporting hazards or incidents, attending required trainings, and contributing to a culture of accountability. Employees are encouraged to speak up about unsafe conditions without fear of retaliation and are recognized for demonstrating positive safety behavior.

8.9.2 Safe Lifting Techniques

Improper lifting can cause serious injuries to your back, shoulders, and knees. To stay safe, always check the item's weight and stability before lifting. If it's too heavy or awkward, ask for help or use equipment like a dolly or cart. Make sure your path is clear.

Plan your lift by knowing your destination and clearing the area. Stand close to the load with your feet shoulder-width apart, back straight, and knees bent. Tuck your chin to keep your spine aligned. Grip the load firmly, tighten your core, and lift slowly with your legs—never your back. Keep the load close to your waist, walk carefully, and pivot with your feet when changing direction. When setting it down, bend your knees and lower the load using your legs while keeping your back straight.

Use tools and get help with heavy or awkward loads, and always know your limits. Watch for signs of overexertion like pain or dizziness and report any injuries or unsafe conditions.
Safe lifting keeps everyone protected and productive. Practice and regular training are key.

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8.9.3 First Aid

Each facility is equipped with easily accessible and clearly marked First Aid kits. These kits are in designated common areas, such as break rooms and facility parking offices, and replenished to ensure readiness.

When to Use First Aid

First Aid should be administered in the following scenarios:

- Minor cuts, scrapes, or bruises
- Small burns or skin irritation
- Minor sprains or strains
- Nosebleeds or superficial bleeding
- Supportive care until emergency responders arrive

For serious or life-threatening injuries, such as chest pain, severe bleeding, unconsciousness, or suspected fractures, immediately call emergency services (911) and notify a supervisor or facility safety personnel.

Who Can Administer First Aid?

While anyone can access the kits for immediate use, several employees across all locations are trained in basic First Aid and CPR. These individuals can provide assistance and should be contacted if you or someone near you is injured. A list of trained First Aid responders is posted near the kit or made available by your office manager or safety coordinator.

Reporting Injuries

Any injury, no matter how minor, must be reported to a supervisor as soon as possible. This helps ensure proper medical follow-up if needed and allows the organization to track and reduce workplace hazards. An incident report may need to be completed in accordance with company policy.

Maintaining a Safe Workplace

All employees are encouraged to familiarize themselves with the location and basic contents of the First Aid kit at their workplace. By being informed and prepared, you can play a critical role in responding quickly to injuries and protecting your coworkers' well-being.

8.10 Active Shooter

While many active shooter incidents occur in indoor environments, such as offices, schools, and shopping centers, some may take place outdoors. Outdoor settings pose unique safety challenges, as individuals cannot easily lock or barricade doors, turn off lights, or shelter in enclosed rooms. Wide-open spaces can leave people exposed and more visible, giving shooters a tactical advantage. Understanding how to respond in such scenarios is critical to increasing one's chances of survival.

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8.10.1 Preparedness Through Pre-Planning

When working in outdoor environments—such as open-air venues, festivals, parking lots, or remote locations near borders—individuals should take time to pre-plan for potential emergencies, including active shooter events.

Pre-planning may involve reviewing maps of the area to understand the layout and identify nearby buildings, vehicles, and where personnel are stationed. Awareness of surrounding infrastructure is essential—know the distance to the nearest gas station, hospital, police station, or border checkpoint. Individuals should also familiarize themselves with the terrain, including hills, fences, or ditches that could provide cover or escape routes during an emergency.
A critical component of pre-planning is having a discussion or briefing about what to do in the event of an active shooter. People are less likely to panic if they have a clear plan in place. Additionally, ensure everyone understands how law enforcement or emergency services will be contacted during a crisis.

8.10.2 Situational Awareness

Upon arriving at an assigned outdoor location, individuals should immediately take time to assess their surroundings. This includes identifying potential exit routes, nearby structures that can be used for cover, and areas where large groups of people are gathered. Staying aware of your environment at all times is key to reacting quickly in a crisis.

8.10.3 Escaping the Kill Zone

The “kill zone” refers to areas where there is a high concentration of people and where multiple casualties may occur. These are often locations such as near performance stages, food courts, entrances, or high-activity workspaces. If gunfire is heard and individuals are in an open area, their priority should be to escape the kill zone immediately.

Do not panic. While fear is a natural reaction, panic can cause individuals to freeze, hesitate, or fall—making them more vulnerable. Instead, begin running in the opposite direction of the shooter without trying to get others to follow. If possible, run in a zig-zag pattern to make it harder for the shooter to aim. Avoid heading toward enclosed areas or obstacles that may trap you or cause you to fall. Run as fast as you can and do not stop until you are certain you are out of the danger zone.
Do not stop to assist the wounded. Your first priority is your own survival. Once you are in a safe location, contact law enforcement immediately.

8.10.4 Finding Cover

If escape is not immediately possible, individuals should find cover. Cover is any object or barrier that can conceal and protect a person from a shooter’s line of sight and potential gunfire. Examples include thick brick walls, the solid side of a vehicle (away from the undercarriage), large rocks or boulders, building corners, curbs, or other solid structures. In some cases, individuals may need to create cover using available objects such as fire extinguishers, signage, or equipment to obstruct the shooter’s view.

When using a vehicle for cover, avoid positioning yourself between the tires and the ground, as bullets can travel through this space and ricochet underneath.

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8.10.5 Contacting Law Enforcement

Once in a safe location, individuals should immediately alert local law enforcement. When speaking with a dispatcher or responding officers, provide clear and detailed information about the incident, including the shooter's location, appearance, direction of movement, and any casualties. Follow all instructions carefully and keep your hands visible when approached by police to avoid being mistaken for a threat.

Outdoor environments present significant challenges during an active shooter situation. Unlike indoor areas, there may be limited access to cover or secure rooms to lock down. In these open spaces, survival often depends on rapid decision-making, awareness, and the ability to escape quickly. Pre-planning, understanding the terrain, and maintaining situational awareness can greatly improve one's ability to respond effectively. Ultimately, the best chance of survival in an outdoor active shooter situation is to run and put as much distance as possible between yourself and the shooter—without hesitation.

EMERGENCY NUMBERS:

FOR ALL EMERGENCIES:	911
POLICE DEPARTMENT:	(818) 548-4911
FIRE DEPARTMENT:	(818) 956-4800
GLENDALE WATER AND POWER:	(855) 550-4497
PUBLIC WORKS:	(818) 548-3950
EMERGENCY INFORMATION CENTER:	(818) 548-3301

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8.11 Safety Audits & Inspections

Regular safety audits and inspections are essential to maintaining a safe and compliant work environment. These processes help identify potential hazards, ensure adherence to safety protocols, and support continuous improvement across all facilities. This section outlines the procedures, frequency, and responsibilities associated with conducting safety audits and inspections to uphold the highest standards of workplace safety.

8.11.1 BINDY

LAZ Parking dedicates 2.5 million dollars annually to support our audit program, as it brings efficiency, effectiveness, and maximizes the impact of our audit resources. This helps us to keep up with technological developments in access and revenue control systems, payment systems, reporting systems, web, and mobile solutions. Our comprehensive audit program is supported by specialists with years of experience operating in our specialty markets such as Hospitality, Airport, Municipal and On Street Meter Collections and Enforcement. These market specialists utilize web-based software with comprehensive audit templates to support the regional auditors, and impact training

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programs and controls. This allows us to provide quantifiable results which are fed into a database to produce dashboard reports. There are two key components to the LAZ audit program that transform it from a process that tells us what needs to be fixed on a location that has been audited, to a process that improves operations before the auditor steps foot on the location. Our two-pronged approach first utilizes a weighted numerical score so that more critical controls have a greater impact on the overall audit score. Secondly, we use "audits of the audits" on a daily, weekly, and monthly basis to create longitudinal analysis of crucial metrics. This process creates impactful, ongoing, statistical reports across hundreds of aggregate reports. By combining this with dashboard reporting, managers can quickly identify individuals or teams that are struggling. Operations leaders can initiate projects, set goals, and reward success. The software underlying our program incorporates dynamic plans to mitigate the risks identified in our audit visits.

Weighted Numerical Scoring

Audit items are assigned specific values based on their criticality. Higher-risk findings, such as security or financial control violations, carry more weight in determining the overall audit score. This ensures that teams focus their attention on the most impactful areas of risk and compliance.

Audits of the Audits

Our internal audit teams conduct layered reviews—daily, weekly, and monthly—to validate audit consistency and identify trends across time. This longitudinal data is invaluable in shaping operational strategies, adjusting training efforts, and aligning resources to areas of highest need.

Operational Insights & Dashboards

The Bindy system produces aggregated insights across hundreds of locations using visually intuitive dashboards. These dashboards offer key metrics on performance, compliance, safety, customer service, and financial accuracy. They enable regional and corporate managers to:

- Track location-specific compliance rates
- Monitor follow-up actions on flagged deficiencies
- Identify high-performing teams and recognize their efforts
- Pinpoint underperforming sites or recurring issues
- Implement data-driven coaching and retraining

The data visualization tools embedded in Bindy allow users to generate customizable reports filtered by region, market type, time period, or audit category. This functionality empowers operations leaders to make informed decisions with confidence.

Risk Mitigation & Dynamic Planning

One of Bindy's most powerful features is its ability to tie audit findings to action plans. When a risk or issue is identified during an audit, corrective actions can be assigned directly within the platform. Responsible individuals receive alerts with clear deadlines, and photos or documentation can be attached to demonstrate resolution.
Bindy's system supports recurring tasks, escalations, and priority tagging, creating an ecosystem of continuous improvement. The software also stores historical data, allowing teams to measure the effectiveness of prior interventions and plan more effectively for future risks.

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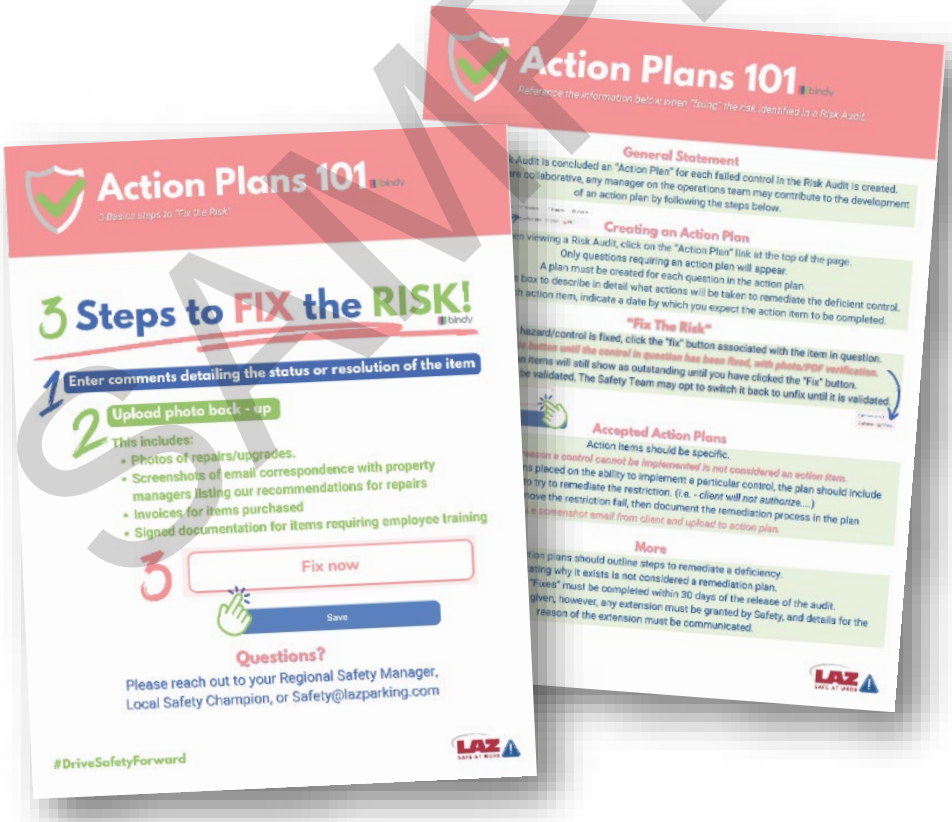
Mobile Accessibility & Real-Time Communication

Bindy is fully mobile-enabled, giving field managers, auditors, and frontline staff access to real-time checklists and reporting tools via smartphones or tablets. This eliminates the lag time between audit completion and issue resolution. Photos can be uploaded instantly, comments can be added for context, and updates can be made in the field to reflect evolving conditions.

Training Integration & Workforce Development

The data gathered through Bindy doesn't just serve compliance and audit goals—it also feeds directly into LAZ's training and development programs. Recurring audit failures can trigger targeted training interventions, while top-performing employees may be considered for advancement opportunities based on demonstrated operational excellence.
By incorporating Bindy into daily, weekly, and monthly review cycles, LAZ reinforces a culture of accountability and excellence, using real-time data to drive improvements at every level of the organization.

Bindy is more than a compliance tool—it is a dynamic platform that supports strategic growth, safety, and operational excellence. It helps LAZ Parking transition from reactive problem-solving to proactive performance management, equipping our teams with the data, insights, and tools needed to succeed in a competitive and safety-sensitive environment.



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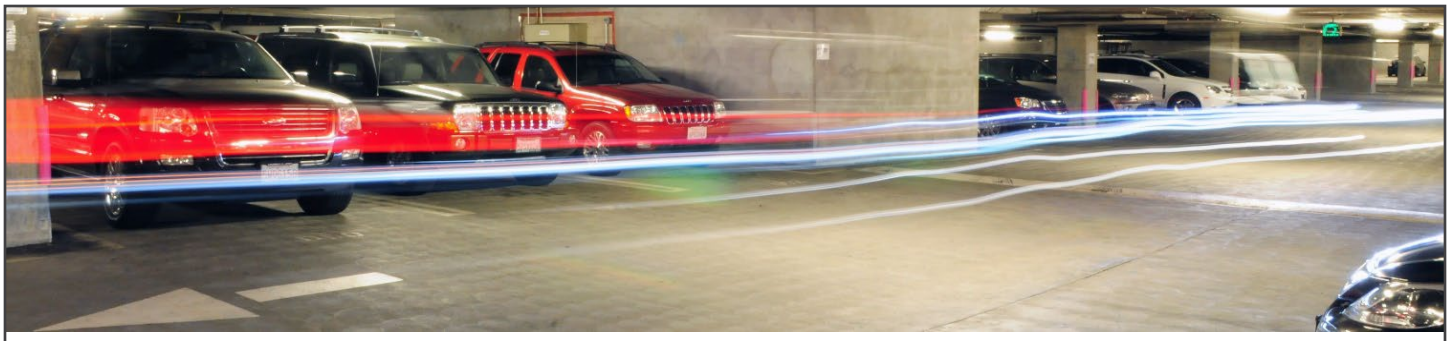

9. Subcontractors

LAZ Parking partners with Kadima Security and Haynes Building Services to provide top-quality security and janitorial services, respectively. Our primary objective is to deliver a clean, safe, and welcoming environment for our customers, fostering a positive experience that encourages repeat visits. The condition and security of the parking garage are critical to achieving this goal. This section outlines the roles and responsibilities of all personnel to ensure a coordinated team effort in maintaining the highest standards of service.

HAYNES

9.1 Site Specifics & Duty Flow

Haynes Maintenance plays a critical role in maintaining the cleanliness, safety, and visual appeal of the properties overseen by the City. By adhering to these detailed, site-specific duties, Haynes ensures a positive experience for visitors, tenants, and employees alike. Regularly scheduled cleaning tasks, swift response to issues such as graffiti and trash buildup, and attention to detail in maintenance activities contribute to a well-kept, functional environment for all property users. The tasks outlined above must be executed efficiently, consistently, and with attention to detail to ensure the properties remain in excellent condition.

9.1.1 Localized Sweeping

The sweeping of high-traffic areas is essential to maintain cleanliness and safety within the facilities. This involves regularly sweeping all common areas, especially those that accumulate debris, such as pedestrian walkways, parking lanes, and stairways. The sweeping should be thorough, ensuring that all debris—such as leaves, trash, and dirt—is removed. Specifically, the stairs of all structures must be swept daily to maintain cleanliness and prevent accidents caused by slippery surfaces. Officers should pay extra attention to any hard-to-reach corners or areas where debris tends to collect.

9.1.2 General Refuse Removal

General refuse removal is a daily duty to keep all facilities clean and free of litter. This includes emptying all garbage cans located throughout the properties and replacing the liners, and ensuring that all trash, including paper, plastic, and other debris, is picked up throughout the entire facility. This includes high-traffic areas, parking lots, entrances, and around the structures. Removal is expected twice daily, once in the morning and once in the afternoon, to ensure the properties remain clean throughout the day. Officers should ensure all facilities are thoroughly checked for visible litter or waste.

9.1.3 Trash Room Litter Removal

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Haynes Maintenance is responsible for the removal of litter from trash rooms located within the Exchange, Marketplace, and Orange properties. These rooms are frequently used by businesses for waste disposal, so it's important to maintain cleanliness. This task involves removing any accumulated trash in the trash room and its surrounding areas, including any litter found near bins or walls. Litter should be removed daily from the trash room to ensure it remains tidy, hygienic, and odor-free. The Marketplace structure will have one trash room serving the parking structure and one retail tenant, while the Exchange will have separate facilities serving both tenants and parking.

9.1.4 Trash Room Pressure Washing

To maintain a sanitary and presentable environment, the trash room floors and trash bins must undergo regular cleaning. This includes pressure washing the floors, as well as the insides and outsides of the trash bins, to remove debris, oils, and buildup. This task will be performed daily at the Exchange, Marketplace, and Orange locations to ensure cleanliness and odor control. Special attention should be given to areas that may accumulate waste or residues that standard cleaning methods do not address.

9.1.5 Cleaning Structure Walls/Pipes

It is important to maintain the cleanliness of the walls, pipes, and ceilings to ensure the overall facility is presentable and well-maintained. This includes the removal of dust, cobwebs, grease, and other build-up on both visible and hidden areas. This task is to be performed weekly at all properties: Exchange, Marketplace, Civic Center, Orange, and Civic Auditorium. The cleaning should be performed systematically to cover all walls and pipes in both public and maintenance areas, focusing on areas with noticeable grime or dirt buildup.

9.1.6 Cleaning Parking Access and Revenue Control System

The areas surrounding the parking access and revenue control system, including curbs, islands, and the housing of parking control equipment, must be regularly cleaned. This ensures smooth operation of the parking system and a clean, professional appearance. Cleaning includes the removal of dirt, debris, and any spills around the control system, which can often accumulate due to vehicle movement. This task is necessary at least weekly for the Exchange, Marketplace, Civic Center, and Orange locations, but more frequent cleaning may be necessary in high-traffic areas or if debris is noticeable.

9.1.7 Elevator Cleaning

Elevators are high-traffic areas where cleanliness directly impacts customer experience. This task involves picking up trash or debris from elevator floors and corners, and cleaning all interior surfaces, including buttons, handrails, mirrors, and floors. Any fingerprints, dirt, or smudges should be wiped away for a polished appearance. This cleaning is performed daily and should be noted during inspections to ensure a clean, presentable, and safe environment for users.

9.1.8 Stairwell and Lobby Pressure Washing

The stairwells and lobbies of the properties need to be maintained to ensure they are clean, safe, and visually appealing. These areas are subject to foot traffic and environmental factors that can lead to grime, dirt, and stains. The Exchange, Civic Center, Marketplace, Civic Auditorium, and Orange properties should undergo pressure washing twice a week. This ensures that any debris,

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stains, or marks are removed, keeping these common areas fresh and inviting. If any areas are excessively soiled or stained, additional washings may be scheduled.

9.1.9 Graffiti Removal

All graffiti, regardless of location, should be removed as quickly as possible to maintain the professionalism of the facilities and discourage further vandalism. This includes graffiti removal on elevator interiors, structural walls, signs, elevator glass, and floors across all properties. The removal should be completed as soon as it is noticed, with no exceptions unless there is a need for the replacement of major equipment. Graffiti should be removed using non-damaging chemicals and methods to ensure the integrity of the surfaces while effectively eliminating the markings.

9.1.10 General Deterioration Maintenance

Maintenance of facility integrity and appearance is an ongoing responsibility. This includes, but is not limited to, touch-up painting on surfaces such as walls, ceilings, and exposed fixtures to maintain a fresh appearance. Minor painting of surfaces should be performed regularly and as needed based on wear. Anti-skid tape throughout garage stairwells must be checked and replaced as necessary to ensure safety. This should be performed monthly to prevent accidents caused by worn or missing tape. Monthly rust removal from metal surfaces ensures that all structural components remain free from corrosion, preserving the property's aesthetic and functional quality.

9.1.11 Miscellaneous Pressure Washing

In addition to regularly scheduled pressure washing tasks within the facilities, certain external areas must also be maintained. This includes the alley behind the Exchange, located between Wilson and Broadway, which must be washed twice a week, with additional washing performed if required due to high dirt accumulation. The sidewalk directly in front of the Marketplace parking structure should also be pressure washed twice a week, keeping the area clean and inviting for pedestrians and visitors.

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9.2 Site Specifics & Duty Flow

By adhering to the following detailed procedures, Kadima officers will help ensure the smooth operation of parking management, uphold security standards, and maintain a safe and pleasant environment for visitors and employees. It is essential for officers to remain vigilant, document incidents thoroughly, and communicate effectively with supervisors to maintain high operational standards.

9.2.1 Hourly Car Count Form

Officers are tasked with ensuring accurate tracking of vehicle counts on the property. They must complete the *Hourly Car Count Form* at the top of each hour. This includes recording the exact number of vehicles parked at the facility and any other relevant vehicle-related details, such as unusual parking patterns or unauthorized vehicles. Data must be precise, and officers should conduct a visual inspection of the parking area to ensure that the vehicle count aligns with the actual number present. The completed *Hourly Car Count Form* must be submitted to the *Kadima Field Supervisor* or *Manager on duty* at the end of each shift. This submission is crucial for tracking parking occupancy and ensuring compliance with parking capacity regulations. Additionally, completed forms must be stored for future reference and audit purposes, with any discrepancies or unusual observations noted clearly for follow-up.

9.2.2 Management of Homeless Individuals

To maintain a safe, clean, and welcoming environment for all visitors and employees, officers are responsible for managing homeless individuals in compliance with city ordinances. If officers encounter homeless individuals attempting to set up tents, sleep, or remain in any part of the property, they must take immediate action. Officers should approach the individual(s) with empathy and professionalism, politely requesting that they relocate from the premises, explaining the property's policies on occupancy. Officers should also offer guidance on available resources, such as shelters or city services, when appropriate. If the individual refuses to leave or becomes confrontational, officers should notify the *Kadima Field Supervisor* or *Manager on duty* immediately. If necessary, officers should contact local authorities to handle the situation. All interactions with homeless individuals should be documented in the *Kadima Incident Report (IR)*, including the individual's response to requests, actions taken, and any involvement from authorities or social services.

9.2.3 Daily Activity Report (DAR)

The *Daily Activity Report (DAR)* serves as a log for tracking daily operations, incidents, and issues at the facility. Officers must fill out the DAR at the end of each day, providing detailed, hourly entries. These entries should include the status of the parking area, including any anomalies such as vehicle overcrowding, illegal parking, or maintenance issues. Officers must also note any significant events, such as accidents, customer complaints, or maintenance needs, and the actions taken to address them. Entries should also include any relevant observations that could impact facility operations, such as unsafe conditions, broken equipment, or customer inquiries. Reports must be thorough, yet concise, highlighting key facts and providing a clear timeline of activities throughout the shift. Officers should ensure that all reports are organized, clear, and professional, with proper grammar, punctuation, and the exact date and time of each entry.

9.2.4 Safety Checks and Incident Reporting

Officers are responsible for ensuring the safety and security of the property, identifying potential hazards, and handling emergencies efficiently. Officers must conduct periodic safety checks throughout their shifts, paying attention to physical hazards, such as broken lights, loose pavement,

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or malfunctioning equipment, environmental conditions like wet or icy surfaces, or any other weather-related hazards, and security risks, including unsecured access points, broken gates, or suspicious activities around the premises. Any incident that could threaten the safety of the property, employees, or visitors must be promptly reported. This includes accidents, injuries, criminal activity, and emergency situations. Officers must report any incidents immediately to the *Kadima Field Supervisor* or *Manager on duty*. Officers should prioritize reporting urgent safety issues before taking any other actions.

9.2.5 Immediate Reporting of Security Issues

Officers are required to report security-related incidents without delay. This includes drunk driving, vehicle break-ins, unattended or open vehicles (such as unsecured trunks, open hoods, or broken windows), and any other security concerns. If officers observe individuals engaging in drunk driving behavior, they must alert law enforcement authorities immediately. If a vehicle is broken into, officers should assess the situation, secure the area, and contact law enforcement. If a vehicle is found with open trunks, hoods, or windows, officers should secure the vehicle or notify the owner. If the owner is unreachable, the situation must be escalated to the *Kadima Field Supervisor* or *Manager on duty*. Officers must complete the *Kadima Incident Report (IR)* form for every security-related issue, ensuring the report is factual, clear, and objective. The IR form must include the exact time, location, and description of the issue, actions taken, and any relevant documentation, such as photographs, to support the report.

9.2.6 Property Damage and Loss Reporting

Officers must report any signs of property damage, no matter how minor. This includes vandalism, such as graffiti, broken windows, or other intentional damage, wear and tear, such as malfunctioning lights, broken signage, or water leaks, and general maintenance needs, such as areas requiring repair or improvement. Each issue must be documented in the *Kadima Incident Report (IR)* form, detailing the extent of the damage, its location, and any immediate corrective actions taken. Photographs or other supporting documentation should be included whenever possible. Reports must be submitted in the designated drop box to ensure that all issues are logged for proper resolution.

9.2.7 General Officer Responsibilities

Officers must remain highly alert throughout their shifts. As the *eyes and ears* of the property, it is critical for officers to stay focused and observant. They must conduct thorough walkthroughs at regular intervals, be proactive in identifying safety hazards, parking violations, or any issues that could impact the overall facility experience, and maintain an authoritative but approachable presence to ensure a sense of security for both staff and visitors. While security is the primary responsibility, officers should also assist with customer inquiries when feasible, helping with parking-related issues or general directions. Officers are expected to carry out their duties with professionalism, courtesy, and efficiency, ensuring all interactions with the public and property users are respectful and constructive. All reports and forms must be completed accurately and on time, and officers must work collaboratively with other team members, supervisors, and law enforcement when necessary.

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(REVISED) Parking Garage Management Operator on Three (3) Garages					
RFP-17114-26					
Total Points	25 Points	40 Points	35 Points	OVERALL	Rank
Suppliers	COMPANY EXPERIENCE AND REFERENCES	OPERATING AND STAFFING PLAN	CONTRACT COST -- Revenue (10 points), Cost (10 points), Net Operating Income (NOI) (15 points)	Total Points (100 max)	
Denison Parking, Inc.					
Ina Mezini	21.00	33.00	30.00	84.00	
Wade McArthur	20.00	38.00	30.00	88.00	
Marilyn Prophet	23.00	36.00	31.00	90.00	2
Wendy Khan	19.00	34.00	30.00	83.00	
Ed Randolph	20.00	35.00	30.00	85.00	
Average	20.60	35.20	30.20	**86.00**	
Propark LLC (DBA Propark Mobility)	**[Note: not EPSA of America Corp.]**				
Ina Mezini	23.00	38.00	33.00	94.00	
Wade McArthur	25.00	30.00	30.00	85.00	
Marilyn Prophet	20.00	20.00	31.00	71.00	3
Wendy Khan	21.00	37.00	28.00	86.00	
Ed Randolph	18.00	30.00	30.00	78.00	
Average	21.40	31.00	30.40	**82.80**	
LAZ Karp Associates, LLC					
Ina Mezini	25.00	39.00	34.00	98.00	
Wade McArthur	24.00	28.00	32.00	84.00	
Marilyn Prophet	23.00	36.00	27.00	86.00	1
Wendy Khan	21.00	36.00	28.00	85.00	
Ed Randolph	25.00	38.00	30.00	93.00	
Average	23.60	35.40	30.20	**89.20**	
Lanier Parking Meter Services LLC					
Ina Mezini	20.00	35.00	23.00	78.00	
Wade McArthur	25.00	30.00	15.00	70.00	
Marilyn Prophet	21.00	30.00	10.00	61.00	6
Wendy Khan	21.00	37.00	17.00	75.00	
Ed Randolph	22.00	35.00	5.00	62.00	
Average	21.80	33.40	14.00	**69.20**	
PCA Parking and Transportation LLC					
Ina Mezini	20.00	36.00	31.00	87.00	
Wade McArthur	24.00	30.00	25.00	79.00	
Marilyn Prophet	18.00	20.00	31.00	69.00	4
Wendy Khan	19.00	37.00	26.00	82.00	
Ed Randolph	18.00	25.00	30.00	73.00	
Average	19.80	29.60	28.60	**78.00**	
Universal Parking and Transportation LLC					
Ina Mezini	17.00	33.00	31.00	81.00	
Wade McArthur	23.00	20.00	30.00	73.00	
Marilyn Prophet	18.00	22.00	28.00	68.00	5
Wendy Khan	19.00	32.00	26.00	77.00	
Ed Randolph	18.00	10.00	32.00	60.00	
Average	19.00	23.40	29.40	**71.80**	

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Wendy Khan	19.00	34.00	30.00	83.00	
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Average	20.60	35.20	30.20	**86.00**	
Propark LLC (DBA Propark Mobility)	**[Note: not EPSA of America Corp.]**				
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Wendy Khan	21.00	36.00	28.00	85.00	
Ed Randolph	25.00	38.00	30.00	93.00	
Average	23.60	35.40	30.20	**89.20**	
Lanier Parking Meter Services LLC					
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Wade McArthur	25.00	30.00	15.00	70.00	
Marilyn Prophet	21.00	30.00	10.00	61.00	6
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Marilyn Prophet	18.00	20.00	31.00	69.00	4
Wendy Khan	19.00	37.00	26.00	82.00	
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