

AIRPORT PARKING FACILITIES MANAGEMENT

RFP NO. AV2023-01

CALIFORNIA REDWOOD COAST-HUMBOLDT
COUNTY AIRPORT (ACV)



FLYACV.COM

CALIFORNIA REDWOOD COAST HUMBOLDT COUNTY AIRPORT

LAZ Parking Airport Services
Chris Howley, Vice President
(401) 443-0585
CHowley@LAZParking.com

LAZ Parking California, LLC
5901 Christie Avenue, Suite 202
Emeryville, CA 94608
Airports@LAZParking.com

December 2, 2024



2023-25 ACCREDITED
PARKING
ORGANIZATION®



INTRODUCTORY LETTER

December 2, 2024

John DeCoster, Decomm Aviation Consulting
Humboldt County Department of Aviation
3561 Boeing Avenue, Rm 206A | McKinleyville, CA 95519
jdecoster@decommaviation.com | aviation@co.humboldt.ca.us

RE: RFP No. AV2023-001 of Airport Parking Facilities Management for the California Redwood Coast-Humboldt County Airport (ACV)

To Whom It May Concern:

On behalf of the entire **LAZ Parking** organization, we are pleased to submit the enclosed proposal in response to Request for Proposals of Airport Parking Facilities Management for the California Redwood Coast-Humboldt County Airport (ACV) of Humboldt County Department of Aviation (HCDA). **LAZ Parking** is committed to exceeding the expectations as outlined in the RFP and is uniquely suited to providing first-class parking operations. We have provided all the information requested by the RFP opportunity plus some improved technology, operational efficiencies, and customer service enhancements. We are excited about the opportunity of working with the Airport, its staff, and the County to build a partnership with the community.

LAZ Parking exceeds all minimum requirements as set out by the RFP document. We believe you will find we have significant Airport specific experience and qualifications that will bring a fresh perspective and foster success to the parking operation. We have a proven track record of success with similar projects evidenced by our operations at more than 34 airports including LAX, SMF, OAK, TUL, MOT, AVL, MYR, MHT, VPS, and ECP (to name just a few), managing similar responsibilities as your requirements.

Creative Solutions: Our executives have familiarized themselves with the California Redwood Coast-Humboldt County Airport (ACV) operations, visited and toured the facilities, and have crafted a unique solution to increase revenue, accountability and customer service while reducing expenses using reliable technology. In addition, we have provided a couple other revenue enhancement technologies that will allow us grow Airport revenue without increasing labor. We also offer to help fund and finance any related capital projects such as PARCs replacement.

In addition to providing operation of the system as you have requested, we have outlined in this proposal our methods and concepts of a more efficient operation and improving the customer experience. We are proposing a full-time Manager who will be free to handle any issues that may arise but will focus on accountability, efficiency, cleanliness, and customer/client service. In addition, the on-site management, and staff, we can use our Customer Care Center (CCC – customer call center) to provide 24/7/365 coverage of the operation. Any patron may reach either our management or the Customer Care Center by simply pushing a button on any of the entry, exit and/or POFs locations to receive immediate assistance with any issues they may have. Our proposal also provides for simple revenue enhancements and customer service amenities such as reservations, and pre-payment through a variety of payment options.



POC / Contract Officer	
Name	Chris Howley
Title	Vice President, Airport Division
Address	One Financial Plaza, 14th Floor, Hartford, CT 06103
Phone	(401) 443-0585
Email	CHowley@LAZParking.com

Seamless Transition: We recognize that a successful airport parking management transition is seamless and transparent to your travelers. Our years of experience and our successful transitions of thousands of operations will ensure that the transition will be smooth. LAZ has transitioned over 2,800 new operations over the past 24 months and **12 airport operations in the last 2 years.**

Subcontractors & ACDBE Partners: LAZ Parking will use FlashParking for equipment purchase and Installation, ICS (CA ACDBE) for Credit Card processing and Image Concepts (CA Based ACDBE) for uniforms.

Other LAZ Parking Advantages:

Exceptional Support: LAZ Parking Airport operations are supported by our dedicated Airport Team, Northern California Region, and our Home Offices.

Power BI & Analytics: Our advanced technology allows us to share valuable data about our mutual customers and the operational for pro-active instead of reactive management.

Reservations and Additional Payment Options: *At no additional cost to the Airport,* we can provide additional payment options such as reservations and text to park.

ACDBE Participation: LAZ Parking has committed to **51.0% ACDBE** participation annually for our supplies and services budget, which is significantly greater than the current Airport goal.

LAZ Parking wishes to foster a true partnership whereby our success is dependent upon producing real financial returns, superior service levels, and community focus. LAZ is committed to providing the highest possible levels of customer service, attention to detail, tangible operational solutions, consulting services, and results-driven data analytics to achieve operational excellence.

We hope to be your partner in parking and shuttle operations management moving forward. We commit to working closely with the Airport staff to bring best practices to the table and improve efficiency, customer service and accountability.

Sincerely,



Chris J. Howley
Vice President
 1 Financial Plaza, Floor 14
 Harford, CT 06103
 401.443.0585
chowley@lazparking.com



Cindy Hefner
Regional Vice President, Northern CA
 5910 Christie Avenue, Suite 202
 Emeryville, CA 94608
 510.250.2052
chefner@lazparking.com



Don Barrett, CAPP, ParkSmart Advisor
Vice President, Airport
 1 Financial Plaza, Floor 14
 Harford, CT 06103
 937.272.5161
d Barrett@lazparking.com

EXHIBIT A: SIGNATURE AFFIDAVIT

REQUEST FOR PROPOSALS – RFP NO. AV2023-001

PROVISION OF AIRPORT PARKING FACILITIES MANAGEMENT AGREEMENT FOR THE CALIFORNIA REDWOOD COAST-HUMBOLDT COUNTY AIRPORT (ACV)

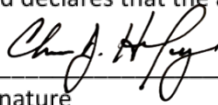
**EXHIBIT A:
RFP SIGNATURE AFFIDAVIT**
(Submit with Proposal)

REQUEST FOR PROPOSALS – NO. AV2023-001 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	LAZ Parking California, LLC
STREET ADDRESS:	5901 Christie Avenue, Suite 202
CITY, STATE, ZIP	Emeryville, CA 94608
CONTACT PERSON:	Chris Howley, Vice President
PHONE #:	Cell (401) 443-0585
FAX #:	(415) 986-5824
EMAIL:	CHowley@LAZParking.com

The California Public Records Act, California Government Code Sections 6250, et seq., defines a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this Proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or agency to submit or not to submit a Proposal; that this Proposal has been independently arrived at without collusion with any other Proposer, competitor or potential competitor; that this Proposal has not been knowingly disclosed prior to the opening of Proposals to any other Proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above-named agency and hereby agrees to all the terms, conditions and specifications required by the County in Request for Proposals No. AV2023-001 and declares that the attached Proposal and pricing are in conformity therewith.

 _____ Signature Chris Howley _____ Name	Vice President _____ Title 11/25/2024 _____ Date
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This agency hereby acknowledges receipt / review of the following Addendum(s), if any)
 Addendum # [1] Addendum # [] Addendum # [] Addendum # []





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BUSINESS PROFILE

COMPANY OVERVIEW

LAZ Parking was founded over 43 years ago in 1981 by three best friends, Al Lazowski, Jeff Karp, and Michael Harth, started as a small valet parking business has since grown to become one of the second largest parking management companies in the country, who still run the company today and live the philosophy of **PUTTING PEOPLE FIRST**.

LAZ Parking California, LLC is a Limited Liability Company formed in the State of Connecticut on Dec. 14, 2009. We are a subsidiary of **LAZ Karp Associates, LLC**, a limited liability company with headquarters in Hartford, Connecticut, at One Financial Plaza, 14th Floor, Hartford, CT 06103. Our local office in the

Home Office	Regional Office
LAZ Karp Associates, LLC	LAZ Parking California, LLC
One Financial Plaza, 14th Floor	5901 Christie Avenue, Suite 202
Hartford, CT 06103	Emeryville, CA 94608
860-522-7641	Mario Gonzalez 501-250-2052

Bay Area is located at 5901 Christie Avenue, Suite 202, Emeryville CA 94608. LAZ Parking California, LLC has been authorized to do business in the State of California since Dec. 14, 2009.

LAZ Parking stands as an experienced and rapidly expanding privately owned parking operator in the United States, leading the charge in digital parking technology. Our journey began in Hartford, CT, back in 1981, fast forward four decades later, and we have honed our expertise to deliver top-tier parking management and transportation services.

LAZ Parking Fast Facts	
Founded:	1981
Number of Locations:	Over 4,000
Number of Parking Spaces:	Over 1.6 Million
Annual Managed Revenues:	\$2.1 Billion
Number of Employees:	15,000
States / Cities:	42/ 538
Portfolio Mix:	Managed, Leased, and Owned
Service Lines:	Hospitality, Commercial, Healthcare, Airports, Transportation, Universities, Government, Retail, Events and Venues

9/6/24

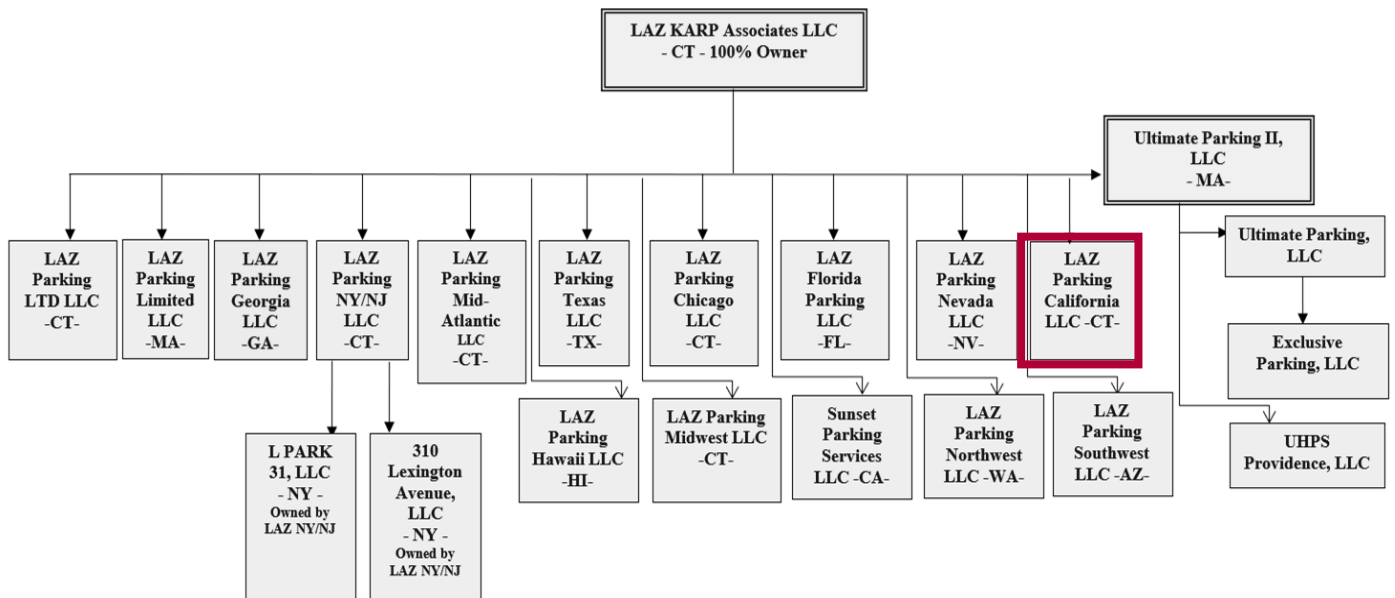
Today, LAZ operates a staggering 1.6+ million parking spaces nationwide, spanning 4,000+ locations, in 42 states, and serving 538 cities. Our commitment to excellence is recognized on a national scale, as we



proudly hold the Accredited Parking Organization (APO) status. We are renowned for our unwavering dedication to responsible parking management, operational brilliance, exceptional customer experiences, sustainability initiatives, and unwavering commitment to safety and security.

Our diverse portfolio encompasses a wide spectrum, including on-street and off-street municipal parking, transit parking systems, entertainment and event parking, commercial and residential buildings, hotels and resorts, office complexes, mixed-use projects, hospitals and medical centers, airports, university parking, shuttle services, and valet-oriented parking solutions.

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



NATIONAL STRENGTH

We are the second largest parking company in the country, with the broadest experience and finest employees in the industry. We successfully manage over \$2.1 billion in annual revenue on behalf of our clients annually. LAZ Parking’s portfolio includes 34 Airports, major on-street and off-street municipal parking, entertainment/event parking, residential buildings, hotels and resorts, office buildings, mixed-use projects, hospitals, and medical complexes, university parking and valet parking.

AIRPORTS

LAZ parking has been operating airports since 2009, more than 15 years. We currently have 34 airports under contract for various operations including:

- Parking Management
- Valet Parking Services
- Taxi & TNC Management
- Online Reservations & eCommerce
- Marketing & Loyalty Programs
- Shuttle Bus Transportation
- 24/7 Customer Care Call Center
- Ground Transportation & Curbside Management
- Business Intelligence & Data Analytics
- Guest Service & Concierge



- Wheelchair & Luggage Assistance
- Facility & PARCs Maintenance

Many of those airports have similar management requirements as requested in your RFP documents and agreement.

OWNERS & CORPORATE OFFICERS

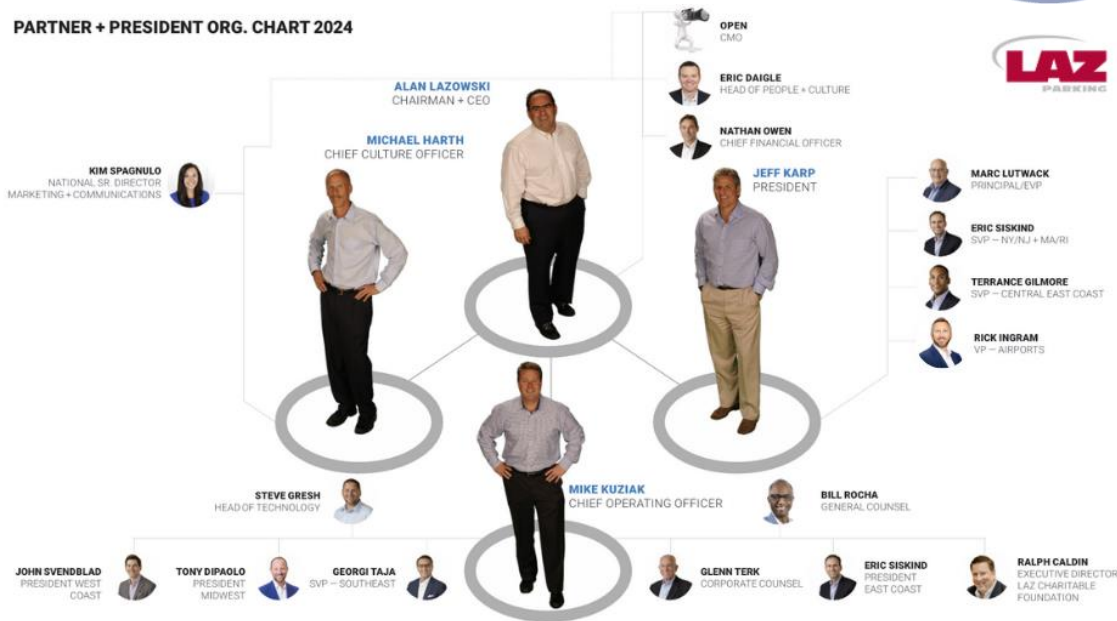
Our principal officers have decades of experience in the parking industry and will guide our California Redwood Coast-Humboldt County Airport (ACV) leadership team throughout this contract. LAZ Parking was formed in 1981 in Connecticut when three longtime best friends combined their experience and success to create one of the largest parking companies in America. Now, four decades later, our founders and their original values continue to guide the LAZ Parking of today. With a laser-focused mission to “Create Opportunities for Our Employees and Value for Our Clients” we are passionately committed to living up to “The LAZ Way.”

Our company owners and current officers are listed below.

- Alan B. Lazowski, Chairman, CEO and Founder
- Jeffrey Karp, President and Founder
- Michael Harth, Chief Culture Officer and Founder
- Michael J. Kuziak, Chief Operating Officer
- Nathan Owen, Chief Financial Officer



PARTNER + PRESIDENT ORG. CHART 2024



GENERAL LITIGATION STATEMENT

LAZ Karp Associates, LLC is the parent company of all the state and regional LAZ Parking entities throughout the United States. LAZ Parking operates at over 4,000 locations in 538 cities in 42 states throughout the US and employs approximately 15,000 people. As a result of the operations and the number of employees it is inevitable that LAZ is often named in litigation regarding personal injury matters, property damage claims and employment issues. LAZ Parking maintains insurance which covers the vast majority of these cases and works with a 3rd party claims adjustor, which hires investigators and attorneys, who together determine liability and responsible parties.

As far as contractual disputes, other than the litigation involving “name of transportation authority,” and mediation or arbitration relative to employee issues, there have been no significant or material matters within the last five years.

During the last five years and beyond, LAZ Parking has not been terminated by any client based upon a default of failure to perform pursuant to the terms of its contract.

FINANCIAL STABILITY

LAZ is the most financially stable parking and transportation management company in the U.S. Our commitment to true partnerships and financial transparency produces an environment of stability and integrity for our valued clients. Our balance sheet is the strongest in the industry; our credit worthiness is unmatched among parking providers. As your parking and shuttle partner, we can invest our own funds in new systems and capital investments for your parking properties. LAZ has the backing and financial strength of LAZ Karp Associates, LLC, one of the largest parking companies in the U.S., as well as LAZ’s 50% owner, Indigo. Indigo is the world’s largest parking operator and is based in Paris, France. They acquired 50% of LAZ in the fall of 2007. This partnership is a 50/50 Joint Venture and represented a mutual growth strategy by both parking leaders. Indigo has built an extremely successful network of parking operations in countries throughout Western and Eastern Europe and Canada. Indigo currently operates over 5,050 properties with 2.3 million parking spaces in 750 cities and 10 countries. LAZ and Indigo as sister companies share best practices and people, learning from one another and implementing new ideas and technology throughout the world.

LAZ is the most financially stable parking management company in the U.S. Our commitment to true partnerships and financial transparency produces an environment of stability and integrity for our valued clients. We are privately held thus much more nimble, entrepreneurial, and easily able to accommodate our client’s needs. Our balance sheet is the strongest in the industry; our credit worthiness is unmatched among parking providers. As your parking partner, we can infuse our own funds into new systems and capital investments for your parking properties. LAZ has the backing and financial strength of LAZ Karp Associates, LLC, the largest privately held parking company in the U.S.

INSURANCE/JUDGEMENTS

LAZ Parking maintains insurance which covers the vast majority of these cases and works with a 3rd party claims adjustor, which hires investigators and attorneys, who together determine liability and responsible parties. As far as Judgements against LAZ there are no pending judgements now or in the last five years that would affect our ability to perform under this Agreement.

BANKRUPTCY

LAZ has never declared bankruptcy, filed a petition in any bankruptcy court, filed for protection from creditors in bankruptcy court, or had involuntary proceedings filed in bankruptcy court.

AIRPORT OPERATION QUALIFICATIONS & EXPERIENCE

LAZ Parking is also one of the nation’s premier operators specializing in parking services for Airports, Municipalities, and Government Agencies. This affords us a nuanced understanding of the balance that airport and government clients must achieve between public accountability and service to the community. Our experience working with Airport Parking operations across the country includes many domestic Airports of various sizes and complexities. LAZ Parking has handled several very similar

projects to ACV requirements. We are experts at taking operations and adding customer friendly, reliable technology to help make these operations more efficient while maintaining tight revenue control.

Listed next is a sampling of our airport services. At all our airport operations, we provide operations management and maintenance as described and requested in this RFP. Our response to your RFP goes into more detail regarding our current airport operations and our ability to meet and exceed all the requirements for California Redwood Coast-Humboldt County Airport (ACV).



- Parking Management
- Valet Parking Services
- Taxi & TNC Management
- Online Reservations & eCommerce
- Marketing & Loyalty Programs
- Wheelchair & Luggage Assistance
- Shuttle Bus Transportation
- 24/7 Customer Care Call Center
- Ground Transportation & Curbside Management
- Business Intelligence & Data Analytics
- Guest Service & Concierge
- Facility & PARCs Maintenance

LAZ has superior revenue control, operational excellence, consulting, and project management skills that exceed any of our competitors. We are always ready to accept a new challenge and strive to always exceed our clients' expectations

SUPERIOR SUPPORT

LAZ Parking designed our support for our airport operations from years of experience from our seasoned personnel. The three levels of support are the **dedicated Airport Division** with 6 seasoned and experienced executives backed by 9 dedicated operational and support folks. The **Northern California**



Regional Office will provide additional operational support including HR and accounting with their 85+ managers and 950 employees within 230 locations of the region. And the **HQ support** will provide legal, financial, insurance, technology, and other important support to make an operation successful.

This support structure has allowed us to provide superior performance in all aspects of our obligations. It will ensure the success of ACV's parking operations.

- **Airport Services Leadership:** Our Airport Services executive leader will provide overall responsibility and coordination for the transition support team. It will continue to be the Airports contact for any issues. We will directly support the location manager to guarantee the operation is managed properly and runs at peak performance. This will include any special projects or addition of services.
- **Regional Support:** Our Airport Services leadership will also partner with our regional team to ensure there are multiple levels of support. Airport Services will provide guidance and airport-specific expertise, while the regional team will provide local knowledge and “boots-on-the-ground” resources.
- **Corporate Support:** LAZ Parking will provide all the necessary support from the home office to ensure a smooth transition including such areas as Information Technology, Telecommunications, Accounting, Audit and Payroll.
- **Subcontractors:** LAZ Parking will be the prime for this contract, and we will purchase the PARCs system from **Flash Parking**. **Flash Parking** is currently in use in 20+ airports throughout the Country and will provide a reliable, customer friendly, tech advanced solution for ACV. We will also use **ICS** (International Card Services) for credit card processing. **ICS** is a CA certified ACDBE firm that currently provides processing services at more than 15 airports nationally. In addition, we will use CA ACDBE certified firm **Image Concepts** for all uniform needs.



CHRIS HOWLEY - VICE PRESIDENT, AIRPORTS



Chris has 30+ years of experience in parking and more specifically Airport Parking. After graduating from Georgetown University with a Bachelor of Science in Business Administration. He started his career in the hospitality industry with Marriott Corporation. He transitioned to the parking industry where he led and grew a regional South Florida parking firm. Chris then moved to a national parking firm in the early nineties. He held various positions including Executive Vice President, Owner, and Board Member. For more than 25 years, he led the Airport Division of that firm and grew the company into the largest provider of airport parking and transportation services, managing

more than 75 airport operations. Coming out of retirement, Chris joined LAZ Parking in 2019 as Vice President, Airports.

BRYAN BURNETT – SENIOR DIRECTOR OF AIRPORTS



Bryan Burnett, Senior Director of Airports, has 23 years of parking industry experience, having held leadership roles in major markets such as Orange County, New York City, Los Angeles, and the greater San Francisco area. Currently overseeing 13 airport parking and shuttle operations in the western region, Bryan leads a team of 1,000+ employees, maintains relations with four labor unions, and manages a revenue portfolio of over \$226 million. He is a pioneer in introducing e-commerce solutions through strategic marketing plans to enhance airport operations, boosting revenue and operational efficiency. As the former LAZ General Manager for the New York City Metro region, Bryan handled 70+ accounts, generating \$125 million in annual revenue. Notable clients included the Port Authority of New York, the Metropolitan Transit Agency (MTA), and Madison Square Garden events. Previously, Bryan directed off-airport parking operations for San Francisco International Airport, overseeing 2,000 parking spaces and a substantial bus fleet. Throughout his career, Bryan consistently championed innovative technological solutions to improve operational efficiency and enhance customer experiences. Recognized as a skilled leader, he excels in team building, industry collaboration, and achieving outstanding business results.

DON BARRETT - VICE PRESIDENT, AIRPORTS



Don Barrett began working in the parking industry in 1996 and has served in many roles during that time. Graduated from the University of Memphis with a Bachelor of Business Administration. Don has operational experience of serving his clients with the best-in-class level of service. Over his twenty-five-year career he has transitioned over 40 Airport locations successfully and has a reputation for integrity and devotion to his clients and employees. Don has overseen all types of parking operations including Aviation, Healthcare, Municipal, Commercial, and On-Street operations. Don is CAPP certified through IPMI and is a registered ParkSmart Advisor (formerly Green Garage Certification). Don is also a corporate member of AAAP and an active member in the Southeast, Great Lakes, and Northwest Chapters of AAAP.

RICK INGRAM - VICE PRESIDENT OF AIRPORTS



Rick joined LAZ Parking in 2005 after serving in the United States Army where he attained the rank of Sergeant. During his service he participated in several overseas missions as well as homeland security operations following 9/11. Drawing on his experiences in uniform, Rick was quickly promoted into key leadership positions within LAZ, overseeing large scale parking and valet operations across a variety of verticals including hospitality, commercial, healthcare, and events. Rick eventually served as the General Manager of the San Diego market, managing over 200 parking operations before transitioning into a strategic role in LAZ's Airport Services. Rick leads LAZ's Airport Services division and is responsible for overseeing and expanding the company's growing aviation market share. Rick holds a bachelor's degree in Anthropology from San Diego State University.

STEVE MOONEY - REGIONAL GENERAL MANAGER



Steve Mooney joined the Northern California LAZ Parking management team in April of 2021. With over 17 years working in the transportation and hospitality industry, Steve brings a diverse skillset, including but not limited to, extensive experience in Class-A commercial parking garage management, luxury hotel valet oversight, stadium/special event parking, and on-street meter collections and enforcement. Steve's career in parking and transportation began when he took a position as a valet attendant with The Ritz-Carlton Hotel Company. He rapidly rose through the ranks, eventually pursuing several leadership roles within the rooms division at The Ritz-Carlton, Half Moon Bay. Steve's hospitality experience combined with his passion for leadership, business development and guest service, ultimately led him to the commercial parking and transportation sector in the Bay Area, where he has success building relationships and leading teams since 2013. Steve possesses a passion for leadership, client engagement, customer satisfaction and problem resolution. Steve is a Certified Parking Professional through the National Parking Association and remains active in several regional industry and municipal associations.

FREDDY MALLAK - REGIONAL BUSINESS DEVELOPMENT MANAGER



Freddy, a seasoned professional in the parking management industry, embarked on his career in hotel management before transitioning to parking as a Senior Manager at Marin Valet in 2015. In this role, he not only drove growth but also maintained the highest service standards. Transitioning to LAZ Parking, Freddy excelled as an Operations Manager, highlighting expertise in seamless operations, client relations, and financial oversight. In his current position as a Business Development Manager, Freddy brings a unique blend of experience and innovation. His focus is on identifying growth opportunities and building strategic partnerships to enhance the overall client experience. Freddy's commitment to operational excellence and customer satisfaction underscores the value he delivers to clients, creating solutions and success. Freddy will be supporting through the implementation phase and will continually stay connected to the project throughout the contract cycle.

CINDY HEFNER - REGIONAL VICE PRESIDENT



Cindy joined LAZ Parking in 2014 as Director of Operations, bringing over 18 years of experience in the parking industry to her operations. She is an accomplished operation executive with direct experience in successfully growing sales and revenues, improving customer service, and aggressively controlling expenses in competitive market environments. Cindy has a strong history in finding, developing, and executing productivity and system improvements. She offers a wide range of abilities in all areas of parking, including managed garages, automation operations, hotel, valet, and self-park. Her great success with LAZ has sparked a recent promotion to the role of Regional Vice President. She graduated from Texas Wesleyan University and will handle developing, supporting and implementing the operations as well as client communication on a day-to-day basis. In addition, she will use her ability to implement effective team building skills. Cindy will work directly with the Contract Manager to support ongoing operations for Milpitas & Berryessa BART Parking Facilities.

MADELINE KWAN - HR BUSINESS PARTNER



Madeline started with LAZ Parking in 2019. She has 20+ years as Director of HR, with over 4 years of it in the hospitality industry and 17+ years in the Parking Industry in Northern California, the Pacific Northwest, and Hawaii. Madeline has experience with union labour, and manages all aspects of HR including benefits, recruitment, employee relations, worker's compensation, and safety. Madeline was Born in Hong Kong and grew up in San Francisco.

CARRIE ANN VERGE - DIRECTOR OF FINANCE AIRPORTS



Carrie Ann Verge joined LAZ Parking in 2021 as part of the acquisition of Serco Parking Services. As Director of Finance, she provides financial oversight and compliance of our national airport and municipal portfolios. Carrie Ann has worked for over 20 years in the Transportation Industry supporting and managing government, state, and local contracts. She has proven track records in price-to-win strategies, P&L forecasting and analysis, contract compliance, and internal audit. Carrie Ann holds a Bachelor of Science from Middle Tennessee State University.

TODD LAWSON - SR. DIRECTOR OF TECH & BUSINESS INTELLIGENCE



Todd started as a parking professional in 1989 and joined LAZ Parking in 2010. Today, he serves as the Senior Director of Technology and Business Intelligence, Southeast. He specializes in technology implementation, yield management, project management, data analytics and operational efficiencies. Prior to his current role, Todd worked as the Southeast Regional Vice President focusing strategic planning, goal execution, management of all operations and financial management of his region. Todd earned a B.A. with a minor in Business Management from Kennesaw

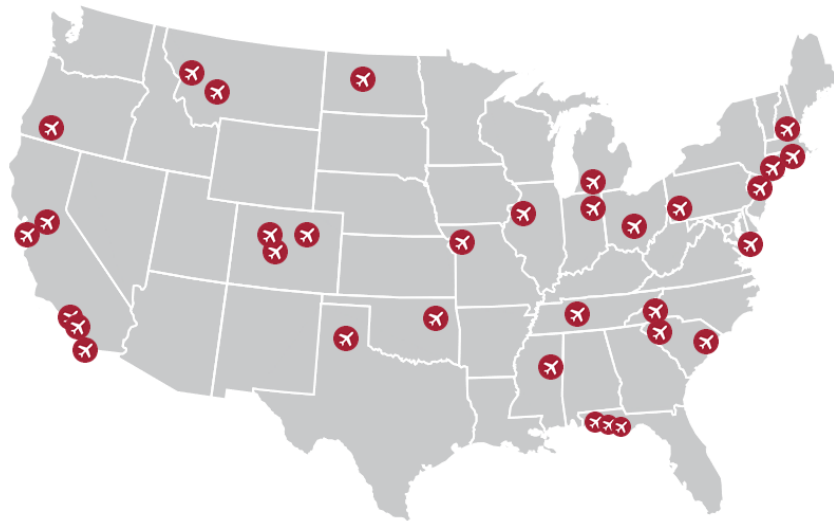
State University.

TOM WILLIAMS - VICE PRESIDENT, ACCOUNTING



Tom joined LAZ Parking in 2018 as Vice President of Client Reporting Services. He oversees a team of 40 highly qualified accounting, treasury and support professionals that service a growing base of over 1,300 management locations across the country. He has successfully developed and implemented accounting policies and procedures with technological advancements to ensure that management financial reports, required under management agreements, are provided to clients accurately and on time each month.

OUR AIRPORTS PARTNERS



We have highlighted on the list below several of our current airport clients that have equivalent size operations, responsibilities and are equivalent size airports.

Los Angeles International Airport (LAX)	Tulsa International Airport (TUL)
John Glenn Columbus Intl. Airport (CMH)	Greenville Spartanburg Intl Airport (GSP)
Oakland International Airport (OAK)	TF Green Airport (PVD)
Pittsburgh International Airport (PIT)	Teterboro Airport – Valet (TEB)
Cross Border Express (CBX)	Manchester Boston Regional Airport (MHT)
Quad City International Airport (MLI)	Panama City Beaches Airport (ECP)
Missoula Montana Airport (MSO)	Tweed New Haven Airport (HVN)
Golden Triangle Regional Airport (GTR)	Kalamazoo Battle Creek International Airport (AZO)
Sacramento International Airport (SMF)	Pensacola International Airport (PNS)
Asheville Regional Airport (AVL)	Long Beach Airport (LGB)
Salisbury Airport (SBY)	Amarillo International Airport (AMA)
Aspen/Pitkin County Airport (ASE)	Eagle County Regional Airport (EGE)
Minot International Airport (MOT)	Rogue Valley International (MFR)
Fort Wayne International Airport (FWA)	Bozeman Yellowstone International Airport (BZN)
Myrtle Beach International Airport (MYR)	Denver International Airport (DEN)
Destin-Fort Walton Beach Airport (VPS)	Nashville International Airport (BNA)
Kansas City International Airport (MCI)	Edmonton International Airport, CAN (YEG)

QUALIFICATIONS

The list below summarizes some of the unique benefits California Redwood Coast-Humboldt County Airport (ACV) will receive from LAZ Parking. We look forward to serving you as a collaborative and accountable provider – now and in the years ahead.

- **Business Intelligence Support:** Our Business Intelligence program will provide unique data visualization via a custom dashboard, keeping you constantly apprised of your facilities and operations. This solution is also integrated with most leading technology vendors.
- **Customer Care Call Center:** We will also apply our experience with our internal Centralized Customer Care Call Center program to integrate with your technology systems and benefit local automation

processes, if desired. This US-based call center has trained customer service representatives standing by on a 24/7 basis to support the operation and our mutual customers.

- **IPMI Professional Development:** LAZ Parking can also provide all airport employees with semi-annual IPMI instructor-led training courses, if desired. An optional enhancement, these trainings can deliver value and complement our in-house training programs, such as LAZ University.
- **Integrated PARCS Management Solution:** We are fully integrated with the PARCs systems we have proposed. This allows for real-time visibility and access. This includes seamless integration and interface with our call center, E-commerce Platform (reservations & Text-to-Park), mobile pay and business intelligence solutions.
- **Consulting & Audit Services:** LAZ Parking offers our consulting services free of charge, working alongside you to develop unique and innovative parking solutions to make ACV's parking operation an overwhelming success.
- **Marketing Solutions:** We will market the facilities to improve utilization and increase revenue. Our managers will keep abreast of the local market and demand and actively endeavor to utilize all spaces to their fullest potential.
- **Financial Stability:** Our strong balance sheet lets us stand ready to invest in new capital expenditures for this project. We have significant working capital through a \$20 million dollar line of revolving credit provided by Wells Fargo, plus long-term vendor relationships and buying power.
- **Professional Full-Service, Customer-Focused Operation:** We provide highly trained staff with a commitment to stellar customer service. This includes immediate response to inquiries, complaints, and requests for assistance, plus ongoing training in conflict resolution and ambassadorship.
- **LAZ University:** We have developed LAZ University to teach our staff The LAZ Way of doing business and training in parking industry best practices. From embracing our strong culture to the practicalities of parking cars, we are committed to long-term personal growth and development, including accreditation through IPMI's CAPP certification program.
- **Unmatched Expertise:** LAZ Parking's airport team brings you decades of experience operating parking at many of the largest and busiest airports in the US and around the world. We continue to invest in our customer service and safety training programs to address the constantly changing landscape of your operations and FAA, TSA, and airport-specific policies.
- **Operational Efficiency:** From rate analysis and new parking products to automation and efficient staffing, our streamlining programs generate considerable revenue and savings. To deliver the highest ROI possible, we develop airport specific marketing campaigns that include corporate, loyalty, coupon, and rewards programs.
- **No Disruptions:** We manage hundreds of transitions every year and know that accurate execution is the key to ensuring that your customers experience only positive enhancements.
- **Accounting & Revenue Control:** In addition to a time-tested accounting system, we focus on training, separation of duties and accountability. We use our highly trained management and administrative team to implement our stringent cash management policies and procedures.
- **LAZgo & E-Commerce Solutions:** Unique e-commerce solutions with text-to-park features for app-less payments, reservations & validations **at no cost to the Airport.**
- **Customer Oriented Culture:** We hire people that are excited to come to work and love to interact with the public and then we train them to put customers first. In any transition of parking assets from one operator to another, LAZ Parking makes every attempt to retain current staff.
- **Community Outreach & Local Hiring:** LAZ Parking takes an active role in the community, from second chance programs to reduce poverty and recidivism to intensive public outreach. We offer existing parking program employees first consideration.

AWARDS & ACCREDITATION

LAZ Parking is well-known in the industry and holds several awards and accreditations that set us apart from other providers. Dozens of our management team members have earned the **Certified Administrator of Public Parking (CAPP)** designation, including Don Barrett, Vice President, Airport Operations on the Airport Services team. Our company is also an IPMI recognized organization and an **Accredited Parking Organization (APO)**, as described below. We pledge to continue this level of service excellence.

CAPP Certification

LAZ Parking currently has over 38 managers that are either CAPP or CPP certified. We also have several managers/executives Parking that are going through the CAPP program and are anticipated certification by the end of the year.



2024 Awards of Excellence Winner

LAZ Parking is honorable mention for Innovation in a Mobility, Transportation, or Parking Program (sub-category: Human Resources): Drive Safety Forward Campaign by IPMI with 2024 IPMI Awards of Excellence.



2021 Awards of Excellence Winner

LAZ Parking was also recognized as an organization by the IPMI with 2021 IPMI Awards of Excellence. These awards showcase outstanding parking and transportation facilities and innovative programs to further the parking, transportation, and mobility industry.



In 2021 Los Angeles World Airports and LAZ Parking were recognized by IPMI with an Award of Excellence for the LAX-it program. LAX-it received the award for Innovation in a Mobility, Transportation, or Parking Program, placing the service among the industry's top programs. The IPMI Award of Excellence winners exemplify creativity, future-thinking, and a commitment to mobility and sustainability.

Accredited Parking Organization (APO)

APO is a designation for parking organizations that have achieved a comprehensive standard of excellence. It recognizes best practices in responsible parking management and operations, customer service, professional development, safety, and security. In March 2022, LAZ Parking officially received APO Certification and is now fully accredited through 2025.



Proud Members of:





P Parking Ground Transport

QUALITY ASSURANCE CAPABILITIES

DESCRIPTION OF SERVICES

Chris Howley - Vice President, Airports: Chris will lead all effort for creating and delivering the proposal. He will negotiate any subsequent agreement and handle all contractual and legal obligations. Chris will remain the Airports contact throughout the life of the Agreement.

Bryan Burnett – Senior Director of Airports: Bryan will have oversight responsibility for the operational aspect of the agreement with ACV. He will be the first line of operational contact for both the site Management as well as the client. He is based in CA and will also lead the transition of the operation.

Don Barrett - Vice President, Airport Services: Don will head the purchase and installation of the new Flash PARCs system as well as assist in the transition of the operation.

Rick Ingram - Vice President of Airport Services: Rick Ingram heads up the Airport Division of LAZ and is based in CA.

Steve Mooney - Regional General Manager: Steve will have regional oversight of the property providing our multi-layered support for the operation. He will work closely with Bryan Burnett.

Freddy Mallak - Regional Business Development Manager: Freddy will work with the team to help promote the operation.

Cindy Hefner - Regional Vice President: Cindy heads up all efforts for our Northern CA Region.

Madeline Kwan - HR Business Partner: Madeline will be tasked with all hiring, testing, training, and HR needs of the operation.

Carrie Ann Verge - Director of Finance Airports: Carrie Ann will coordinate all financial aspects of the operation including revenue control and accountability, customized reporting and anything finance related. Carrie brings an expertise in understanding our Airport client's needs.

Todd Lawson – Senior Director of Technology and Business Intelligence: Todd and his team will handle all tech needs of the operation, including but not limited to BI and E-Commerce offerings such as reservations and Text-to-Park.

Tom Williams - Vice President, Accounting: Tom will handle all accounting and contractual needs to be delivered by LAZ's home office including but not limited to accounting, insurance, bonding, etc.

LAZ Parking will provide the County with a completely frictionless system through our LAZgo solution integrated directly into the FLASH system. By installing location-specific signage, customers will be able to purchase parking through mobile solutions, such as scanning a location-specific QR code or by texting

the location code to pay right on their phones. They will also have the option to pay in cash inside the terminal or with credit/debit card at the exits in addition to other payment options such as Amazon or Google pay, reservations or text to park to name a few.

On site, our manager will handle, account for, and deposit all cash received from the pay-on-foot located in the terminal. In addition, he/she will manage all aspects of the operation including equipment and facility maintenance, customer service requests, Airport requests and direction.

If there are any issues and the manager is currently occupied, every piece of equipment has a direct line that rolls from the managers phone to our Customer Care Call Center (CCC). Our CCC is fully integrated with the PARCs system and solves 99% of any issues. It can lift gates and push rates based on the operations directives. **This is the same system and method of operation we installed and use at airport's such as Minot International Airport where we have seen a 20% increase in revenue since taking over operations and on average less than 4 calls to our CCC per day.**

LAZ PARKING E-COMMERCE PLATFORM

LAZgo is LAZ Parking's industry-leading Parking Reservations System, designed and built on modern, mobile platforms for maximum power, flexibility, and ease of use.



No other parking operator has its own, wholly owned parking reservation system and this point is critical to our clients. Unlike other operators, which use third party systems, or platforms that they have a minority stake in, all decisions relating to LAZgo are made by LAZ Parking at the behest of our clients, whom we solely serve.

LAZ has a team of in-house and contract developers who constantly develop and update LAZgo to include new features, rate types, front end interfaces and

reports. This makes LAZgo the most modern and up to date reservation system, with the most thorough product and inventory management.

Total automated operations at Airports allows for reduced staffing needs and allows management the flexibility to accomplish many of our goals for the operation:

- Increased visibility reduces vandalism and theft
- Perform equipment maintenance
- Identifies maintenance items within the lot that need to be addressed
- Provides additional cleaning within the lots
- Assist with luggage cart management
- Increases Customer Service by being available to assist customers

Our plan is based on years of managing airport parking operations and achieving the optimal level of customer service and revenue return for our clients. The above items are our initial ideas and if selected LAZ is confident that we will have other suggestions once we dig into the operations. We believe the first three months will be learning the current operation while implementing changes and defining along with ACV, additional operational goals to improve the operations.

CUSTOMER CARE CENTER (CCC): CALL CENTER







All intercom calls are pushed to a parking operations cell phone carried by the management. If for some reason they cannot answer or if they are not onsite, calls automatically roll over to our CCC (call center) that is staffed 24/7/365. Both the onsite personnel and call center can vend gates, push rates, answer any questions, and address any issues that may arise right from their phone. This allows the customer to have an immediate response to a question and a faster response to any issues.

BI TOOL / DATA ANALYTICS

Many operations today short-change their performance management activities due to the time wasted on manual tasks such as data collecting, validating, and correcting data rather than spending adequate time on more important tasks of analysis. These often rely on systems ranging from spreadsheets to ERP solutions that are disconnected, outdated, static, insecure, completely dependent on IT, and lack the performance and data reliability that are essential for today's analytics.

LAZ Parking's Advanced Business Intelligence and Dynamic Reporting transforms all parking information and related data to establish a more dynamic, reliable performance management system. With over 17 years of Business Intelligence, Revenue Management and Pricing experience, LAZ Parking has established key metrics that enable us to measure progress towards key revenue and expense targets set by ACV.

The core underlying software used has long been an industry leading platform and it is used by organizations large and small, from multinational corporations to smaller companies and public sector agencies. The software has been fully customized for the parking industry. Key highlights and strengths of our Business Intelligence & Analytics Tool are shown below:

 <p>Speed of Information Linked to Multiple Sources Scalability One Source of Data Ease of use and access 24/7 Access + Client Access Portal</p>	 <p>Dynamic Reporting on Multiple Platforms Fully Flexible & Customisable Automated Data Flow Full Security and User tracking MS Office Integration</p>	 <p>Yield, Pricing & Occupancy Methodology base Pricing Matrix and Levels Advanced Dash Boarding What-If and Scenario Modelling PREDICTIVE ANALYSIS Data Spreading - AA</p>	 <p>Market Database End User Tool Competitor Screen Grab / Tracker On-Line Analytics feed from GA No Outsourced Component</p>
<p>← Think Smart with BIG DATA →</p>			

Business Intelligence with Advanced Predictive Analytics

A Full-Service Offering Includes:

- State of the art Business Intelligence tools with Dynamic Reporting/Dash Boarding & Ad-hoc Analysis
- Advanced Analytics with industry leading Predictive/Forecasting Analytics
- First of its kind dynamic Revenue and Yield Management Optimization tool for all products Including Transient and Pre-Booking products
- Dedicated on-going product and price management support
- Dedicated account management including initial and on-going training and technical support

LAZ Parking can also customize the BI Tool to incorporate other parameters such as enplanements, concession sales data, weather, etc. In this case a more customized dashboard would require integration fees and a monthly cost of \$500.

PROJECT UNDERSTANDING & QUALITY CONTROL

LAZ Parking has a complete understanding of the project as it is one that we have successfully accomplished at several other airports for our current clients. Procurement, installation, and use of a reliable, customer service friendly PARCs system that allows the operation to be fully automated in an airport environment. At the same time, providing overall operational and facility management and maintenance while maximizing revenue as well as the efficiency of the operation.

Our strategies and operational plan are outlined in the previous section.

We implement Industry Best Practices to ensure that operation is running at peak efficiency, providing exceptional customer service, and maximizing revenue. Our IBPs are proven by the successes we have had with all our clients that have been forward-thinking enough to take the leap to a fully automated system.

Our proven method of communication is several folds. The onsite manager will be the first line of contact for the Airport. Starting with transition, PACRs equipment installation and the first two months after operational transition, we have weekly calls with the Airport to keep them up to speed on all events and issues. It allows us to customize the operation to the vision of our clients. After two months post transition we move calls to monthly with the Airport. It allows us to go through the positives and negatives of the operation. We have that ultimately, those calls, that include the Airport and regional personnel listed above, turn into proactive improvement calls.

We put quality and customer satisfaction first by training our staff and using the latest tools to keep track of our operations, tackle any issues and make sure our processes are always up to date.

Part of our success is our ongoing commitment to measuring performance and implementation of appropriate actions based on the analysis of that performance. For ACV, our team will focus on consistently analyzing metrics associated with your expectations and comparing them to national industry or company-wide benchmarks.

By using information from mystery shopper programs and maintenance checklists, we can identify areas for improvement, implement changes, and evaluate the results to ensure that we are providing high-quality parking services to our customers. Our Quality Assurance Database collects detailed information throughout the entire process, letting us generate reports, transfer reports to management electronically, trigger automatic follow-ups, collect statistical information, track action taken, and more.

We will involve the airport in every step of the quality improvement process, ensuring we provide the best possible parking experience for all Airport guests. We look forward to serving you as a collaborative and transparent partner.

Quality control, customer service and guest satisfaction are the top priorities of LAZ Parking. Every employee we hire quickly learns the importance of treating guests with special care.

Over the years, we have worked hard to bring this same level of customer service to our airport services operations. All employees are trained in how to be savvy customer service providers. We have developed the industry's best "Guest Excellence" training program that stresses the importance of friendly service, knowledge of the facility, conflict management and professional appearance.

In addition, we have created several services intended to gauge and increase the satisfaction of our clients and their customers, described below. This will help us ensure the ACV parking operation is effective and that any issues are identified and resolved expediently.

Below are some of the many qualities and service control programs LAZ Parking will use to ensure that work is completed appropriately, meeting and exceeding the clients' and the customers' expectations:

- Mystery Parker Program
- Maintenance Checklists
- Customer Service Response System
- On-line Feedback Training

MEASURING OUR PERFORMANCE

CUSTOMER SURVEYS

Our proposed customer survey program was developed using best practices in the transportation industry, as well as other service industries. We recommend that these surveys be distributed quarterly to measure our performance and provide suggested areas of improvement. We collect data reports from several channels including paper survey cards handed out at the parking properties and online. A rating scale of 1 to 4 will be used with 1 = Very Dissatisfied and 4 = Very Satisfied. We commit that 88% or more of the responses will meet the goals outlined below. We strive to score 3.1 or higher. Scoring benchmarks will increase on a graduated scale from the first year of operation to the second to allow for our process in operational adjustments, training, and customer service to be fully implemented. On an annual basis, or more often if requested by the Airport, customer survey cards could be distributed at the Airport. This allows us to gauge the effectiveness of our employee training programs and make continuous improvements. The surveys are summarized in a matrix that is then reported to Airport management. Feedback is obtained on issues such as:

1. **Helpfulness of the LAZ staff**
2. **Level of customer service**
3. **Employee appearance**
4. **Shuttle Cleanliness**
5. **Safety**
6. **Timelessness**
7. **Friendliness**
8. **Overall satisfaction**

ONLINE COMPLAINT PROCESS

Customers can also report a concern online at our website at: www.lazparking.com. LAZ views customer complaints or issues as an opportunity to “exceed our clients’ & customers’ expectations.” While we constantly try to keep customer complaints to a minimum, it is not possible to interact with the public hundreds or thousands of times each day and not have an occasional unfortunate issue arise. All complaints are recorded in an operational logbook which is available for review by our management and client at any time. This logbook serves as an aid to management that allows for identification of any recurring complaints to implement a more lasting solution or develop additional training programs for the staff in order to mitigate similar issues that may occur in the future.

MANAGING CUSTOMER ISSUES

LAZ has built our reputation through the excellent customer service we provide to our clients, customers, and visitors. We continuously explore new ways to improve on the experience that people have when they utilize our services which we manage. We pride ourselves on resolving all customer issues, complaints or concerns in a prompt, courteous manner. We provide our staff with continued training and education so that they are prepared and well versed to handle customer complaints. In addition to reporting, tracking, and monitoring resolution, we take the following approach: Issues must be acknowledged within 4 hours. Some issues must be resolved within 4 business days (some claims may need exception), Our process is to **LEARN** from issues **L**isten Attentively, **E**mpathize, **A**cknowledge the Concern, **R**espond with Outcome, and **N**ever get Defensive.

APPROACHES AND PHILOSOPHY FOR DEALING WITH PROBLEMS

Problem solving – empowering our employees: LAZ believes that first impressions are lasting impressions. We believe people make the key difference in the service sector and have developed the following training-intensive program to help develop our employees into the best in the industry. All new employees have a training session with either their manager or human resources to go over important aspects of the job, (i.e., uniform policy, review process, pay scales, policies, and procedures on missed days, etc.), and customer relations. Most importantly, all new employees are introduced to LAZ’s “**Think like an Owner**” philosophy. At the front-line employee level, this translates into providing service to and solving problems for the customer. Employees are encouraged to demonstrate initiative and make common sense decisions in order to satisfy the specific needs of the customer. LAZ will receive customer comments, feedback, and complaints through a variety of means including customer surveys, calls to our 1-800 number, website comments, and directly to our staff on site. Currently, the LAZ Marketing team monitors and responds to internet and social media comments, including internet-based reviews of our services on travel and travel-related websites. Described below is our approach and process for monitoring, tracking, and responding to customer complaints. All LAZ staff receive training in resolving customer complaints.

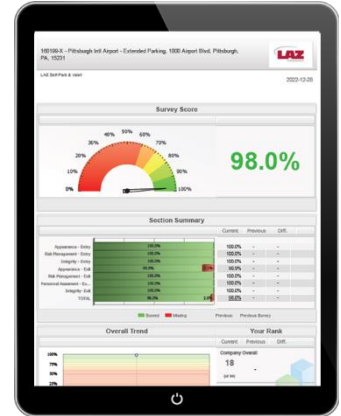
TRAINING TO RESOLVE CUSTOMER COMPLAINTS

We have built our reputation on the excellent customer service we provide to our clients, parking customers, and visitors. We continuously explore new ways to improve on the experience of our customers. We pride ourselves on resolving all customer issues, complaints, or concerns in a prompt and courteous manner.

SECRET/MYSTERY SHOPPER SERVICE

Our "Secret Shopper" service audits the parking experience and evaluates valet and self-park facilities once a month. The shopper examines the ticketing procedure and tickets, the appearance and customer service of the cashier, the cleanliness of the garage, eye contact, driving habits, first impressions and more.

At LAZ Parking, we take customer feedback very seriously and use it to continuously improve the quality of our services. We use a variety of methods to gather customer feedback, including online surveys, in-person interviews, and social media monitoring. This allows us to get a comprehensive understanding of our customers' experiences and identify areas where we can make improvements.



How our Survey Solution Works

By regularly surveying customers, LAZ Parking can help ACV identify any issues or problems with the parking operation and act quickly to address them. This can improve your customers' experience and ensure travelers are satisfied with the parking services they receive.

Our proposed customer survey program was developed using best practices in the parking industry as well as other service industries. We recommend that these surveys be reviewed at least quarterly, if not monthly, to measure our performance and provide suggested areas of improvement that should be focused on.

LAZ Customer Service Metrics: Surveys & Secret Shoppers

LAZ is committed to providing the highest level of customer service and quality programs. We believe that setting relevant, important, and meaningful Key Performance Indicators (KPI's) are critical to sustaining elevated levels of service and articulating our success to our clients. LAZ believes in a balanced scorecard approach to ensure that we are delivering (and measuring) all aspects of our business, Quality, Service, People, and Financial.

These are just a few of the Key Performance Indicators that we can report to our clients. A detailed list can be developed in partnership with our clients and can be customized to be site-specific.



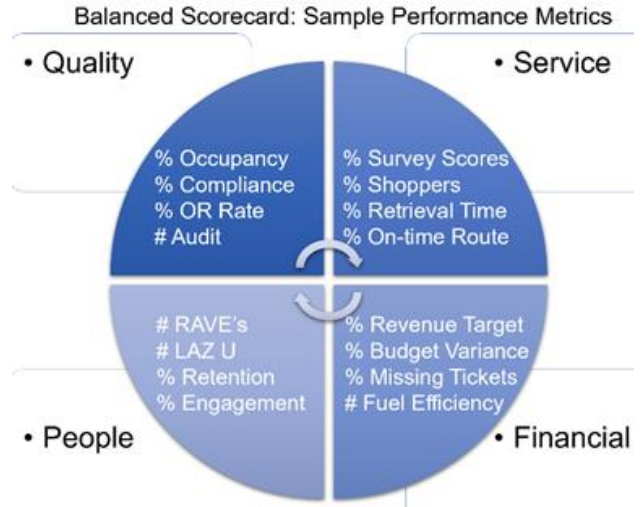
Secret Shoppers

An integral part of our Quality Assurance program is the user of "Secret Shoppers" to audit the quality of customer service of our own staff. The secret shopper will verify proper validation and evaluate overall appearance, attitude, and helpfulness as well as the facility overall condition and cleanliness. These reports will be a part of the monthly reporting package. The results are then shared with the RVP, Resident, and the client. The secret shopper company will conduct at least 2 visits each quarter, with the goal for scoring to be 95% (A) or above. All reports are fed into our BI system.



Customer Surveys

Our proposed customer survey program was developed using best practices in the parking industry, as well as other service industries. We recommend that these surveys be distributed regularly to measure our performance and provide suggested areas of improvement. Our customer survey program can be physical survey cards, digital, mobile, or all the above. We recommend that these surveys be reviewed at least quarterly, if not monthly, to measure our performance and provide suggested areas of improvement. We collect data reports from several channels and can customize the questions to the specific parking facility, using a simple rating scale. For instance, a rating scale of 1 to 4 will be used with 1 = Very Dissatisfied and 4 = Very Satisfied.



Follow Up & Analysis

Once survey results come in, we use a Customer Relationship Management (CRM) platform called **Follow Up**. This tracks customers' issues, concerns, and communications. Using the software, we open a case and assign it to the appropriate manager. When the issue is resolved, the case is marked complete, automatically logged, and the customer receives a Follow up message.

Follow up integrates with LAZ Business Intelligence to provide data visualizations of open cases, response times and other KPIs to analyze and hold us accountable to our own exemplary standard of customer service. We can generate reports, transfer reports to management electronically, trigger automatic follow-ups, collect statistical information, and track action taken.

This will provide ACV with detailed reporting and ensure follow-through on customer concerns.

Benefits of our Survey Process

The key benefit of our customer survey process is it helps us identify and address any issues or concerns our customers may have. By actively seeking out and listening to customer feedback, we can identify problems early on and take steps to fix them before they become serious issues. This can help to improve the overall customer experience and increase customer satisfaction and loyalty.

For ACV, our customer surveys can provide valuable insights on how to improve your overall customer experience. By analyzing the results of our surveys, our teams can identify areas where the program is excelling and areas where there is room for improvement. This can help us better understand the needs and preferences of your customers and explore new ways to enhance their experience. With LAZ Parking, this customer survey process will be an important part of our commitment to delivering high-quality services and meeting the needs of your customers and guests.

Additional Customer Service Amenities

Part of our operations plan is to make sure every guest has a positive parking experience. The parking facility is the traveler's first and last chance impression of the airport during their travels. Knowing this, we believe that properly working revenue control equipment, clean and safe facilities, and staff availability to respond to and solve issues are the key components to this experience.

In addition to the on-site staff, all intercom calls are pushed to a manager on duty located on-site or a call center that is staffed 24/7/365. Both the onsite personnel and call center can vend gates, push rates,

answer any questions, and address any issues that may arise. This allows the customer to have an immediate response to a question and a faster response time to any issues.

In some parts of the operation, we would have customer appreciation initiatives. These are typically easier to accomplish in a valet operation. Some ways to improve the guest experience are by providing complimentary water when guests are departing.

However, we do not limit the positive experience to just those parts of the operation. LAZ Parking also offers all the following to every guest:

- Free vehicle location / Car-search
- Complimentary jump starts
- Assistance with lost keys/lock outs
- Towing assistance / Inflate tires
- Frequent Parking Program (if desired by Airport)
- Customer loyalty points usable for guest's favorite travel (airlines, hotel, and AmEx miles)
- LAZgo Reservations, pre-payment, pay by text, or pay by smart phone (QR Code)
- Business Intelligence and Data analytics (predictive & proactive)
- Customer Satisfaction Surveys

MAINTENANCE CHECKLISTS

Our detailed equipment and facility maintenance checklists help our managers control and monitor daily, weekly, and monthly tasks. These check lists are modified after a comprehensive walk through of the facility with each client (typically your project engineer) and customized to cover all aspects of a property.

AUDIT PROGRAM

As part of our commitment to provide safe facilities and high-quality service to ACV, LAZ Parking will also provide the support of our enhanced audit team and provide them with the training, support, and technology they need to succeed.

The information gathered in our audits is not only used to fix specific deficiencies in the location being audited. We also use it to steer personnel decisions, develop training modules and manage resources. Our audit department works closely with our training, human resources, and IT departments. Their commitment is to open collaboration with an eye towards improving the operation.

REVENUE CONTROL & AUDIT

In addition, LAZ Parking believes Revenue Control and Auditing are of the utmost importance to maintaining and growing revenue and revenue integrity. We have provided some of our proven processes for your review. The Northern California region of LAZ leads the country in audit scores with a 96% average score.

STEP 1: CASHIER REPORTS

Cashier Reports are completed for every shift by the attendant on duty. The shift report captures the opening and closing ticket number, the start and finish times of the attendant's shift and operating change. The attendant denotes the number of tickets processed and the amount of cash on hand, minus any missing tickets or over-rings. The attendant also accounts for the "bank," which she/he received at the beginning of the shift. The Manager or Assistant Manager rechecks all the attendant's tickets and

paperwork before the daily checkout form roll up is completed. Any shortage or overage is investigated by the manager.

STEP 2: CASH DEPOSITS

The cash deposit process ensures a consistent method for handling all monies received. During the day, an attendant is responsible for “dropping” cash to prevent having more than \$500 cash on hand. The revenue is then collected from the drop safe, and the deposit is prepared by the Manager (and Asst. Manager). The deposit is then transported daily for deposit to the bank. To ensure that all revenues are reported and deposited accurately, the revenue control and separation of duties system must be fully integrated and must be completely interfaced.

STEP 3: CASH MANAGEMENT, DEPOSITS AND DAILY RECONCILIATION

The handling of cash and the reconciliation of cash and credit card receipts and shift reports is of paramount importance. The managers will perform these functions. To minimize “exposed” cash, we will use a drop safe located in the office. The cash is collected and deposited into a main drop safe by management until ready for transport to the bank. Receipts are reconciled and prepared for bank deposit by the management staff - typically during daytime business hours. Each day LAZ Parking will perform a detailed reconciliation with the bank to verify and properly account for all parking revenues. Reporting provided by PARCS equipment will be reviewed by the manager and reconciled to cashier’s reported transactions.

Revenue Control Procedures

On the following pages please find a detailed description of revenue control procedures including deposits, cash control, cash accumulation prevention, forms used by firm, reporting procedures, ticket inventory control, lost ticket accountability, internal audit procedures and LAZ’s revenue control requirements.

Financial Controls

At LAZ, we take our duty to protect client revenues seriously. Our commitment to the protection of our client’s revenues begins with our audit team. Our team has over twenty members strong, with regional auditors residing in each region across the US, supported by specialists in our corporate headquarters in Hartford, Connecticut.



We dedicate 2.7 million dollars per year to support our audit program. An impressive figure, but it is not just about how much money we spend, it is about the team, the use of technology and our effectiveness in continually improving the quality of our operations.

The information gathered in our audits is not only used to fix specific deficiencies in the location being audited; we use that information to steer personnel decisions, develop training modules and manage resources. Our audit department works closely with our training, human resources, and IT departments. It is all about collaboration with an eye towards improving our operations.

Our customized software connects our banks to our revenue reporting system to automate the process of reconciling cashier reports to cash and credit card deposits received in our bank. Our dedicated team of revenue auditors monitors the variances identified by our software daily and acts quickly to resolve variance issues.

Our operational audits utilize a sophisticated software program to collect data. Each line item of the audits is scored numerically. The software captures the scores in a database which provides the ability to slice and dice the results by, type of operation, sections of audit, line items in the audit. We can assess performance by local teams, regions or across the organization. The visibility and accountability brought about by the dashboard reporting drives a pro-active approach to managing our operations.

AUDIT AND REPORTING PROCEDURES

In addition to the required two (2) annual onsite operational audits required by the Agreement, LAZ Parking has several types of audits it performs on a regular basis. These include:

- Routine Audits
- Petty Cash Audit (If applicable)
- Unannounced Audits and Spot Audits
- Internal Audits
- Secret Shopper
- Customer Surveys

Stringent revenue control is critical for LAZ because we manage millions of dollars of clients' revenue and must ensure revenue integrity. LAZ prides itself on ensuring we implement streamlined separation of duties, cash handling procedures, and audit procedures. Because the function of auditing is so important, we have a Corporate Operational Audit Department. One of the many roles of the Operational Audit Department is to conduct both scheduled and unannounced audits. Significant findings are reported to the client, and corrective actions are taken immediately. Operational audit is a crucial function to add value and improve an organization's operations.

It assists a company in providing a systematic, disciplined approach to improve the effectiveness of risk management and financial control. The audit department reviews and investigates financial data, systems, policies, procedures, and internal controls to ensure that record keeping is accurate, and controls are in place.

SECONDARY AUDIT

Secondary Audits are performed on-site by a Regional Auditor. Once all information is gathered, a report is compiled and sent to the Operations Manager, the Portfolio Manager, and the General Manager, with copies to the Regional Vice President and Regional Controller.

The Manager then has ten business days to respond to the findings of the audit. This audit confirms that cashiers, supervisors, and managers are following LAZ Parking procedures. Training is provided at the time of the audit if necessary, or a training session is scheduled for a date soon. Types of Secondary Audits are as follows:

PARKING FACILITY AUDIT

- Operations personnel follow separation of duties policy
- In-depth property review
- Correct and visible posted rates
- Entrance / exit lighting is in good condition and provides a well-lit environment
- Parking and pedestrian areas are free of trash and debris
- Striping is visible and overall aesthetics are reviewed
- PARCS and other systems are clean, presentable, working, and secured
- Parking office clean and organized; safe is locked and all procedures followed
- All staff groomed, presentable, in uniform/name tags, driving safely, and using time clock

MONTHLY REPORTING AND FINANCIALS

LAZ Parking employs over 20 management accountants in the Hartford, Connecticut Home Office, including dedicated management accountants who work directly with the local team to ensure that client monthly reporting packages are delivered on time and with accuracy. A benefit of working with LAZ Parking is the flexibility in creating a reporting package that delivers to the owner a package that contains only the pertinent information a client desires. We have included an outline below sample reporting package. In completing the monthly accounting procedures, the CRS team utilizes best practices, controls, and procedures to ensure that client revenues are tracked, reported, and reconciled accurately.

The team members also utilize a comprehensive mix of enterprise and custom open-source applications, including Epicor, Doc-Link, IntegraPark - Paris, as well as a custom developed web-based Daily Cash Reporting (WebDCR). Monthly accounting transactions from all transactional sources, including banking and financial institutions are integrated, matched, and reconciled using T-Recs Enterprise total reconciliation solution. End user reports are generated using FRx or SQL Server Reporting Services (SSRS) and accessible by clients through a private and secure online portal.

Although the department has standardized client reporting, there is flexibility to offer financial reports in formats that are tailored to each client to include all desired relevant financial and operational content. The Client Services List summarizes all available financial related report contents that may be included in a monthly report. Although all reports do not typically include every item listed, clients are consulted prior to transition to develop the appropriate content and information to provide each month. The accountants work closely with the field operations teams to develop any additional KPI's and non-financial data that may be required to be included in the monthly report.

In completing the monthly accounting procedures, the department utilizes best practices, controls, and procedures to ensure that client revenues are tracked, reported, and reconciled accurately. We utilize a proprietary Daily Cash Reporting (DCR) report that tracks revenues by type and detailed deposits that allow for efficient and accurate reconciliation.

We have included **Attachment 1**, which is a sample monthly report from one of our clients with similar operations and size.

Cover Letter
Financial Statements <ul style="list-style-type: none">• Actual to Budget Variance Report• YTD Income Statement
Revenue Reports <ul style="list-style-type: none">• Daily Cash & Credit Receipts Report (DCR)• Ticket Summary Volume Report by Rate• Ticket Summary Report by Type (Cash vs. Credit Card)• Transient Discount Summary Report• Monthly Billing Report• Monthly Payment List• Aged Receivables Report• New Monthly Parker Report• Cancelled Monthly Parker Report• Pre-Paid Validation Coupon Payment Report• Pre-Paid Validation Coupon Redemption• City Taxes by Revenue Type• County Taxes by Revenue Type• Bank Reconciliation
Labor Summary <ul style="list-style-type: none">• Hourly Labor Summary Including Hours Worked & Hourly Rates• Salary Summary• Labor Summary Actual to Budget Variance Report
Accounts Payable Reports <ul style="list-style-type: none">• Vendor Check Register• Vendor Invoices• Check Copies



STAFFING PLAN

STAFFING & USE OF TECHNOLOGY

With a fully automated system, staffing can be reduced greatly. Normally we would have a Manager and Assistant Manager to handle the entire operation at ACV. Given the financial parameters of the provided revenue split we are unable to provide the two managers so the operation will have just one. In the exception area, we provide the opportunity for the Airport to adjust the percentages to allow for that second position by removing the last percentage revenue split bracket. That allows us to work off \$.10 per dollar and afford the assistant manager.

PERIODIC PHYSICAL MONITORING:

- Schedule regular physical monitoring of the public parking lot throughout the day.
- Conduct and submit three license plate inventories per week within 24 hours of completion, as per the schedule agreed upon with the Director of Aviation.

INTERIM OPERATION PHASE:

- Identify a local manager and designated local employees to respond to customer service needs and problems.
- Provide a detailed local staffing plan by hour and by day, outlining how the operation will be monitored and managed through the interim phase.

COMPLETED CONDITION:

- Maintain the staffing levels proposed during the interim phase and adjust as necessary to meet the tasks outlined in the RFP

MONITORING AND REPORTING:

- Implement technology to facilitate periodic physical monitoring and reporting of the parking lot.
- Use automated systems to conduct license plate inventories and generate reports.

PERFORMANCE REQUIREMENTS:

- Review the performance requirements and recommend the necessary technology to achieve the desired level of performance.

- Provide a complete description of the proposed technology, including costs for equipment, software, and two years of full-service support following installation.

EQUIPMENT AND INSTALLATION:

- Include a diagram depicting the location, utility requirements, and quantity of the equipment.
- Identify all electrical requirements and any footings/base requirements.
- Coordinate with the Director of Aviation for the purchase, delivery, installation, training, and maintenance of all equipment.

FUNDING AND SUPPORT:

- Identify company costs for equipment, software, and full-service support.
- Partner with HCDA to fund the equipment (if necessary, with prior written approval)

PROPOSED STAFFING PLAN

LAZ Parking takes a detailed approach to scheduling to make certain all parking job positions are staffed and will meet all necessary staffing obligations. We would augment our 24 hour on-site staffing with 24 hours per day Customer Call Center (CCC) support. The CCC will be able to answer any questions, vend all gates and push rates when necessary. While on site, the Manager and Assistant Manager will have calls routed directly to them so they can be out and about the operation, as necessary.

The two sample staffing schedules are illustrated below:

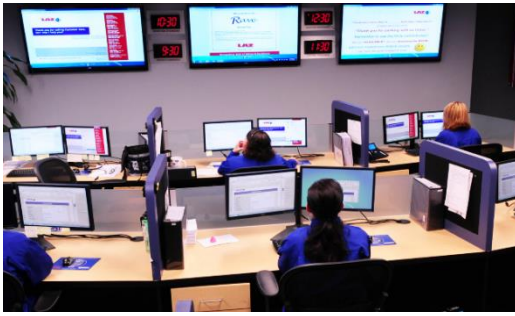
RFP Project No. AV2023-001 (ACV): Schedule											
Management											
Hours per Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly	Monthly	Annual	FTE
Manager	8	8	8	8	8	0	0	40	173	2080	1.0
Assistant Manager	0	0	0	0	0	0	0	0	0	0	0.0
									0	0	
Total	8	8	8	8	8	0	0	40	173	2080	1.0
OR											
RFP Project No. AV2023-001 (ACV): Schedule											
Management											
Hours per Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Weekly	Monthly	Annual	FTE
Manager	8	8	8	8	8	0	0	40	173	2080	1.0
Assistant Manager	0	0	8	8	8	8	8	40	173	2080	1.0
									0	0	
Total	8	8	16	16	16	8	8	80	347	4160	2.0

This schedule format provides for the general manager (GM) to be onsite during business hours Monday through Friday. If ACV wished for there to be an assistant manager (AM) in the operation, the AM would be schedule on the 5 busiest traffic nights opposite the GM.

CUSTOMER CARE CENTER (CCC): CALL CENTER



Elevate the customer experience with 24/7 care. LAZ's Customer Care Center is your around-the-clock, centralized customer service solution, available 365 days a year. Our cutting-edge platform with camera connections offers real-time support, efficient management, and seamless automation tools. With LAZ Customer Care, your parking customers enjoy instant access to a live person with the touch of a button. Whether it is day or night, a single press of your location's call button or a quick phone call connects customers to our state-of-the-



art support center. Our friendly and professional operators are ready to answer questions, resolve issues, and assist with transactions in real-time. Experience the best of both worlds – reduced operating costs and our exceptional customer service.

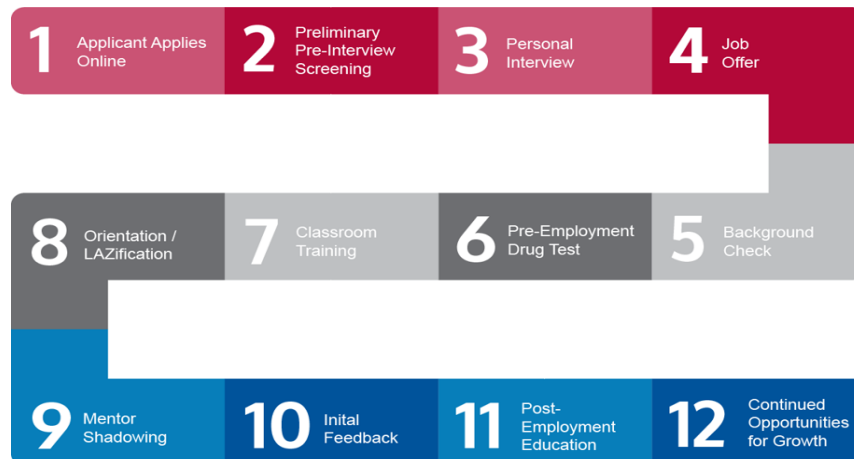
Embrace the Pinnacle of Innovation with our 24/7/365 Customer Relationship Management. Every interaction is meticulously overseen and resolved from our state-of-the-art, US-based command center, where we also offer multilingual customer support. It is the gold standard in customer care that your city deserves.

Unlock efficiency and cost savings with our innovative, fully automated support system. Experience seamless video and voice push-to-call for enhanced service and optimized staffing, leading to significant payroll cost reductions.



EMPLOYEE RETENTION & HIRING

LAZ Parking understands the challenge of hiring and retaining experienced and engaged staff. With a dedicated group of Talent Acquisition Specialists, LAZ continuously recruits the best and brightest individuals. LAZ Parking also commits to minimizing any disruption to the current workforce by retaining staff at the discretion of the airport. Additionally, as a people-first organization, LAZ promotes from within, providing team members with opportunities to grow their careers.



Our local HR team is continuously recruiting and on-boarding to ensure staff fills any turnover. This will allow 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.

HANDS-ON SHIFT MANAGEMENT

Managers will proactively make rounds to each location every shift and will conduct shift huddles to review daily safety topics, events, and customer service. These huddles also ensure that any staff shortage is identified immediately, and that shift is filled with a reserve employee. Shift floaters will be scheduled to have reserve employees on hand.

THE LAZ WAY

A Service Driven Philosophy In order to strengthen LAZ's corporate culture, and to promote a consistent sense of teamwork across our national presence and 15,000 employees, LAZ developed the MVP Program. MVP stands for Mission, Values and Practices. We believe that our company's success is all about living the Mission.

Our Mission is our Motto: "Create opportunities for our employees and value for our clients."



Create Opportunities for Employees: We provide our employees with 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 the majority of our executive team, all started as parking attendants.

Create Value for Our Clients: We know that our clients can select from a variety of companies to manage their parking and service needs. Likewise, our customers have many choices about where to park their cars. We want to create value for clients and customers so that the choice 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: 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 & 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 and every day. We will prove to the Airport that there is a difference between parking companies, and that what makes LAZ different is our people. LAZ has grown by leaps and bounds primarily because we put people first. If selected, our on-site team will be focused first and foremost on your transition.

POSITIONS IN ACV

We believe that efficiencies within the current parking operation are available. Our concept would be to provide the following staff members:

- General Manager
- Assistant General Manager

GENERAL MANAGER (GM)

LAZ Parking's General Manager for ACV will have overall management responsibility for the implementation and enforcement of operational, financial, personnel, accounting and maintenance procedures related to parking at ACV. The General Manager is locally based on-site (or can be on-site within 30 minutes after a call) and has the authority to make real-time decisions to resolve customer issues.

The duties and responsibilities of the General Manager will include, but not be limited to, all the following:

- Works Monday through Friday (and weekends as needed)
- Reports to ACV Management and the Vice President of LAZ Parking's Airport Division
- Responsible for the overall management, operation, and maintenance of the Facility
- Responsible for adhering to all Airport, FAA and local government regulations and laws
- Responsible for revenue enhancement initiatives to increase profitability to the airport
- Responsible for overall profitability of location
- Responsible for adhering to approved annual budgets for expenses for locations
- Ensuring adherence and compliance by LAZ Parking personnel to all established policies, rules, procedures, and regulations of LAZ Parking
- Preparation of daily, weekly, and monthly revenue reports to ACV
- Regular review of Secret Shopping Reports & Customer Survey results to ensure superior customer service standards are consistently being delivered by all LAZ employees
- Promote "The LAZ Way" (Motto's, Values & Practices)
- Possess an elevated level of interpersonal skills to handle sensitive and complex situations including difficult customers, timely response & resolution of any customer complaints
- Administer an effective audit and risk assessment program of all parking operations
- Approval of expense, invoice payment and account payable programs
- Regular daily and weekly communication with representatives of ACV
- Maintain close liaison with ACV staff on matters of accountability, security, and daily operations
- Assist LAZ Parking's Human Resources department with hiring, training, evaluating, and developing employees
- Meet regularly to assess and mentor staff
- Locally based on-site or can be on-site within 30 minutes after a call. The manager or designated staff must have the authority to make real-time decisions and resolve customer issues.

ASSISTANT MANAGER (AM) (IF OPTION SELECTED BY HCDA)

The Assistant Manager (and/or Supervisors) will serve as the field operational manager for daily parking operations at ACV, supporting the General Manager (GM) and ensuring the program's overall operational success. This is a working manager position. The duties and responsibilities of the Assistant Manager will include, but not be limited to, all the following.

- Works opposite shifts and reports to the General Manager
- Assists the General Manager with operational, financial, and personnel management
- Management of all hourly staff to include CSRs and Cashiers (and valet or other added services)
- Creates and monitor daily schedules & break relief
- General oversight of Daily Parking Operations
- Assigns duties and work shifts to all employees based on operational needs
- Assists in hiring, training, evaluating, and developing all LAZ employees
- Responsible for adherence of LAZ personnel to all safety standards
- Promotes "The LAZ Way" (Motto's, Values & Practices)
- Ensure all LAZ Parking staff are adhering to superior service standards in each department
- Maintains elevated levels of customer service for all parking personnel
- Serves in the capacity of the General Manager in the event of the General Manager's absence
- Performs periodic spot audits on staff
- Oversees maintenance programs including contract administration with contractors; this includes inspection of the parking lots to ensure contract compliance
- Ensures that existing maintenance of parking equipment is maintained at the highest level

- Completes special projects as requested by the General Manager or ACV Management
- Assists the General Manager in the review of the Secret Shopping Reports & Customer Surveys to ensure superior customer service standards are consistently being delivered
- Attends internal meetings with ACV Management as needed
- Possesses an elevated level of interpersonal skills to handle sensitive and complex situations including difficult customers and timely response and resolution of any customer complaints
- Meets with and directs all activity of Cashiers & CSRs

STAFF COMPENSATION PACKAGE

At LAZ we are a people first company and as such we believe that paying all employees a fair wage for the position, they fill for LAZ is always the best practice. We believe that it builds loyalty with our staff and reduces turnover in lower-level positions that are historically hard to fill when paying lower wage rates. LAZ also provides all staff with an annual cost of living increase at the beginning of each calendar year. Because of this our wages will generally be higher than those of our competitors, but we have a retention rate for employees that far exceeds any of our competitors. Below you will find our proposed schedule and rates of pay for each of the positions at ACV.

In addition to the hourly rate above all employees will be received the following incentives:

- Ability to participate in LAZ healthcare (current participation rate is 30%)
- 10 paid vacation/PTO days after one year
- 401K retirement plan with LAZ matching
- Company Provided Uniforms (no cost to employee)

EMPLOYEE WAGES AND BENEFITS

Below is a breakdown of benefits that will be offered to employees:

Benefit	Service	Description	Salary	Hourly
Medical Insurance	90 calendar days	Bi-weekly contribution by employee.	X	X
		May purchase dependent coverage.	X	X
Dental Insurance	90 Calendar days	Bi-weekly contribution by employee.	X	X
		May purchase dependant coverage.	X	X
Life Insurance	90 calendar days	Paid for by Company	X	X
Vacation	1 year	1-week paid vacation	X	X
	3 years	2 weeks paid vacation	X	X
	5 years	3 weeks paid vacation	X	X
Paid Sick Leave	1 year	2 days per year	X	X
	3 years	3 days per year	X	X
Paid Holidays	90 calendar days	New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Day	X	X
Personal Leave	1 year	1 day per year	X	X
	3 years	2 days per year	X	X
	5 years	3 days per year	X	X
Emergency Leave	90 calendar days	3 days off with pay in the event of death of immediate blood relative	X	X

Medical Leave	1 year	Up to 12 weeks recuperative leave of absence	X	X
Military Leave	1 year	On a case-by-case basis	X	X
Jury Leave	90 calendar days	Time off granted, and jury pay supplemented to equal normal earnings	X	X
Military Re-hire	90 calendar days	Employee re-hired in the event of active duty or reserve component call-up	X	X
401(k) Plan	1 year	50% Company Matching Funds up to 5% of employee salary invested. Vesting is on a basis of yearly employment.	X	X

EMPLOYEE RECOGNITION AND MOTIVATION



Our people-first mindset and service-focused philosophy differentiate us from other parking companies. LAZ Parking's continued growth, success, and service to our clients are the result of living this mission. We call all of this "The LAZ Way" and it includes our mission, our values, and our daily practices.

At LAZ, investing in our employees is one of our highest priorities, including motivation tools such as LAZ Connected, a seasonal company newsletter, company parties, bonus structures, and other morale-boosting programs. These programs are constantly evolving

and are imperative in motivating employees to deliver the highest level of service to your customers.

LAZ PARKING RAVE PROGRAM

On our weekly regional operations conference call, each region highlights any employee who stands out for their overall dedication or for a specific achievement. These individuals are sent a "RAVE Card" that is personally signed by the LAZ management staff. RAVE stands for Recognizing Acts of Value & Excellence.



EMPLOYEE RETENTION PROGRAMS

LAZ Parking believes in investing in our employees. We offer unique programs to engage with our team and support their personal and professional development. We are always exploring new ways to support our team members and stay an employer of choice throughout the industry.

ALTERNATIVE APPROACH

TECHNOLOGY: LAZ Parking has a dedicated Technology Group that provides support, development, and integration for our Airport clients. Their offerings include consolidating data in a simple to use BI Analytic tool customized specifically for ACV. They can integrate data from all sources to create a very robust source of information to assist in marketing, forecasting, and dynamic pricing. We will pull data from the proposed loyalty program (Thanks Again/Glidepath), our reservation, dynamic pricing, and yield management partner as well as the PARCs system and operation.

DYNAMIC PRICING/YIELD MANAGEMENT: For the opportunity at ACV, LAZgo/eCommerce provides reservation, and sets the stage for dynamic pricing, and yield management services.

TICKETLESS PARKING: For the opportunity at ACV, we can work directly with FLASH to institute “Ticketless Parking.” This will be the future of airport parking, adding additional payment options and allowing for a smoother customer experience.

CUSTOMER LOYALTY PROGRAM: In order to better engage customers and reward them



for their loyalty to ACV we have teamed up with Thanks Again/Glidepath. Thanks Again/Glidepath can provide mile rewards to our mutual customers who park, shop, and dine at California Redwood Coast-Humboldt County Airport (ACV). We have included pricing within our proposal that not only covers

those signing up and using the parking, but the Airport (at no cost) can expand that service throughout the entire airport with all concessions. Since their state-of-the-art technology works post transaction it has minimal if any integration into any PARCs or POS systems. The customer simply signs up and begins earning double and triple points. The loyalty programs can be customized to drive customer spending and increase revenue. They offer white label programs, and we propose calling it **ACV Rewards**.



TRAINING & DEVELOPMENT

INITIAL EMPLOYMENT

All persons hired to work, full or part-time, become employees of LAZ, are required to conform to the rules and regulations of LAZ, and are expected to perform their duties in the best interests of LAZ and its customers. The Human Resources Department performs a criminal background check for all new hires and follows the guidelines set forth by state and local government. All new hires participate in LAZ Parking’s orientation program. Federal laws require that every employee must show proof of citizenship or a right-to-work document.

CLASSROOM TRAINING

LAZ Parking’s basic instructional program introduces each new employee to the fundamentals of parking. cashier/valet/maintenance training guide educates employees on guest/customer relations, vehicle handling, facility appearance standards, job performance techniques, and problem solving. LAZ Parking requires a minimum of 12 classroom hours of basic training before employees are permitted to start location specific duties.

Most importantly, all new employees are introduced to LAZ Parking’s “Recipe for Success”: Trust, Dependability, Positive Attitude, Teamwork, and the Ability to Learn. Here, the employees are taught the 5 building blocks of success and how to utilize these qualities during employment A comprehensive with LAZ. At the front-line employee level, this translates into providing high quality service, creating a positive attitude, and solving problems for the customer. employees are encouraged to show initiative and to make common sense decisions in order to address specific needs of the customer. Our aim is to impress

our customers with the fact that our employees are empowered to help them—and exemplary performances by employees in these categories are acknowledged and/or rewarded. An employee who perceives his role as a "processor" rather than as a problem-solver, and who demonstrates any trace of "it's not my job-ism" will be negatively reviewed (and will be warned that failure to address that attitude problem will be the basis for termination).

TASK SPECIFIC TRAINING

One of the reasons for getting an early start on the project is to orient the Managers and Supervisors with the operation. In addition to our expectations of being fully staffed prior to opening, we expect that each new employee would be fully trained prior to opening, which would include allowing them to become familiar with the facility's layout, circulation, and especially those specific areas relative to their roles. This ensures not only that the manager has performed the task, but also that the employees have had the opportunity to ask any questions that may arise prior to the start of the project.

POST - EMPLOYMENT EDUCATION

LAZ Parking also has a "Post-Employment Education" program which instructs line level employees and managers on developing skills necessary for advancement within the company. Formal classroom setting courses are offered, and employees must accumulate course credits to be considered for promotion.

Examples of some of the courses that LAZ Parking offers follows:

- GET 100
- Loss Prevention
- How to Become a Better Manager
- Property Safety
- Motivating your Employees
- Time Management
- Effective Communication
- Business Ethics

CUSTOMER SERVICE TRAINING

We have a strong record of success in providing exceptional service to our customers. LAZ Parking provides excellent service to its government partners and to the end users (motorists) and believes that investment in our people strengthens the ability to excel in customer service. LAZ Parking employees are ambassadors for the cities they represent, and they are regularly recognized by the public and LAZ Parking customers for their efforts. During this extensive training, LAZ Parking team members are taught the entire range of customer service skills necessary for their jobs and how to deal with difficult customers and/or situations. To make the training session more interactive, attendees engage in roleplaying and group activities. We focus on their customer service skills; given our presence in the field, we work extremely hard to ensure that our team is always ready to display a positive approach and a professional appearance. They are also trained in how to leave a positive impression on the citizens of and visitors to the County.

Some of the topics covered under our customer service training are:

- First Impressions
- Aggressive Hospitality
- Major "Dos" and "Don'ts"

- Conflict Resolution
- Service Recovery
- Telephone Etiquette
- Communication

We are also committed to continuous training throughout the year. Wellness checks and monthly officer reviews allow management to assess refresher training opportunities for the staff. In addition, LAZ Parking conducts annual training sessions for all officers to review core principles such as conflict de-escalation and resolution, driving safety, bicycle safety, and LAZ's Code of Conduct.

We understand that our employees will have considerable interaction with the public. In most cases, these motorists will be under the impression these employees are County employees. As such, the LAZ Parking team recognizes the County is entrusting them with its reputation, and we take this responsibility very seriously. Our goal will be to ensure that all personnel serve as ambassadors of the County. This goal will be accomplished by hiring good people, training them well, treating them with respect, and providing them with the training and the tools they need to do a respectable job. In turn, the expectation is they will, without fail, conduct themselves in a professional manner and treat the County's citizens politely and in a helpful manner. It is understood that despite our best efforts, complaints may arise. Motorists have the legal right to report unprofessional or illegal behavior by LAZ Parking staff. Staff members are trained and expected to respond in a professional and courteous manner during complaints. In the event a motorist is not satisfied with the actions of a staff member, the LAZ Parking employee will provide the motorist with his/her last name, badge number, and the name and telephone number of the office upon request. Each officer's complaint will be handled by the Program Operations Manager. Management will speak with the complainant and document the encounter. Then, the officer will have the opportunity to respond to the complaint. Based on the information at hand, including any data reports that would add more information, if the officer was not found to have done anything wrong, then the investigation will be closed. However, if there was fault found with the officer, appropriate action and counseling will take place, including disciplinary action if a policy or procedure was not followed. The results of the investigation, whether the officer was found to be at fault, will be filed into the officer's personnel file.





TECHNOLOGY & EQUIPMENT PROPOSAL

STANDARD OPERATING PROCEDURES (SOP)

There are many aspects to a successful Operations & Management Plan for airport parking services. Airport Parking with a hectic pace 24 hours per day, 7 days per week, constant requirements to adjust operations on short notice due to flight delays and cancellations, security issues or any other number of operational challenges including weather and related issues. There are many operating procedures which are common to all airports; however, LAZ will develop a site-specific plan and Standard Operating Procedures (SOP) manual for the Airport's Parking Services operations. The plan, policies and procedures will vary for each location as it relates to the staffing, safety and many other operational procedures that may be required to provide the best approach in management as well as meet the needs of the Airport.

We have included as **Attachment 2** a sample table of contents for one of our standard operating procedures manuals (SOPs). Some of the information provided in the attached document includes hiring and training, financial controls, auditing, reporting, and recordkeeping. A customized SOP manual will be created for the California Redwood Coast-Humboldt County Airport (ACV) operation once contract terms and obligations are determined.

EQUIPMENT, SOFTWARE, AND INFORMATION CUT SHEETS

Please see the next section for the information requested.

TECHNOLOGY AND EQUIPMENT



PARKING ACCESS REVENUE CONTROL SYSTEM (PARCS)

LAZ Parking has decades of experience designing, installing, and maintaining Parking Access Revenue Control System (PARCS) equipment. We work closely with equipment vendors and strategic PARCS partners to help design hardware, software, and functionality specific to the airport environment. A fully automated system can provide significant operational savings, superior accountability, additional security while maintaining a very high-level customer service. We receive negotiated preferential pricing as well as software, warranty, and maintenance benefits that others do not receive.



As a leader in providing innovative PARCS equipment to its clients, we have been purchasing and installing equipment for decades. In the past 3 years, LAZ Parking has overseen the purchasing and installation of new PARCS equipment and other capital projects at 12 of our airports.

We have a strategic relationship with FLASH and their system is fully integrated into our LAZGo, Call Center and Data Platforms. We see the future of airport parking as being a ticketless, gated experience. Along with providing customers with many convenient payment options, ACV is well positioned to reach future goals ahead of the curve.

Ticketless

The technology allows for ticketless parking in a gated scenario. The customer would simply pull into the lot they desired to park, and the AI LPR cameras would identify when and where they parked issuing an e-ticket within the system. Upon departure the AI cameras at the exit would identify the vehicle, tie it to the E-ticket issued within the system and push the appropriate rate to the exit equipment.

The customer would then have the option to pay with credit card, apple/google pay from their smart phone, QR Code or identify the vehicle as pre-paid through the reservation system. Several of these scenarios do not require the customer to ever open their window. If the customer wants, due to old habits, to get a parking ticket, they can still do so.

PARCs Maintenance

LAZ Parking is very aware that the revenue generated from Airport parking operations is generally the leading source of nonaeronautical revenue for an airport. In order to protect the Airport's revenue, the PARC's system must operate and be maintained correctly. LAZ employees are trained in the PARC's system so that they can provide all first level maintenance on all systems. This includes but not limited to the items listed below:

- Ticket/receipt replacement
- Clearing of Jams in the equipment
- Removal/Swapping of parts as directed by the manufacturer.
- Monthly inspections of internal components for visible wear/failure points
- Changing Gates
- Software upgrades

FlashParking system has proven to have less than .05% down time in an airport environment and during those times has a backup, off-line fail safe that ensures no data or transactions are lost. Our relationship with Flash grants us an extended warranty of 3 years and that can be extended further at a very reasonable expense.

MAXIMIZING USE OF LPR TECHNOLOGY


As cities evolve, so does the need for advanced parking solutions. LAZ Parking embraces the future with our Mobile License Plate Recognition (LPR) technology, a game-changer in urban mobility. Our approach to implementing this cutting-edge technology is rooted in enhancing user experiences, reducing congestion, and ensuring efficient parking enforcement. By seamlessly integrating LPR into our technology suite platform, we empower cities to redefine parking management with speed, accuracy, and a touch of innovation. LAZ Parking envisions a connected urban landscape where LPR becomes the cornerstone of a smarter, more responsive parking ecosystem, reflecting our commitment to shaping the future of county mobility.


In addition to ensuring parking compliance, LAZ Parking has utilized LPR technology to gain insight into the curb management and on-street programs' overall performance including parking occupancy monitoring, safety, and system planning. Our LPR data collection process can assess parking occupancy and turnover down to the block face level. Rather than investing in dedicated data collection methods that are expensive and under-representative, we utilize the information that is already available to you.


LAZ Parking can convert existing LPR data and create exportable dashboards using LAZ Business Intelligence (BI) that will reflect up-to-date parking conditions for the target area. We can also provide visualizations of parking occupancy and turnover so you can remain smart and adaptive for important policy decisions. The tool can also monitor parking enforcement efficiency and optimize enforcement

resources by identifying locations that would benefit from additional oversight. Mobile LPR provides flexibility to expand analysis outside of paid parking areas in cases of paid parking expansion or in collaboration with other projects on time-limited or permitted blocks. Space inventory is a critical component of the project setup to determine parking occupancy rates. LAZ Parking will utilize existing inventory information for metered blocks in CSV format. Outlined below are some of the outcomes when we maximize the use of LPR by implementing our proven and tested approach.

- Custom data collection routes and route management
- LPR unit evaluation and calibration
- Data collection sweep analysis by day and time
- Average occupancy rate by block, by day of the week, and by time of day
- Average length of stay
- Custom data fields
- Table and graphical data representations
- Data management - API data feeds – we will coordinate with County to receive daily data uploads
- Reporting and Dashboard
- Monitor parking enforcement efficiency

 **Customer-Friendly Mobile Payments** LAZ Parking offers scan-to-pay and mobile payments for parking. Our system is easy to use and allows customers to pay for parking without having to fumble for cash or coins. This is a convenient option for customers and can help to reduce traffic congestion at your airport.

 **Parking and Revenue Control Systems (PARCS)** With thousands of locations and different ownership groups, today we install or operate more than 50 different brands of PARCs and often hundreds or thousands of each type of hardware unit. This uniquely positions us to recommend customized mixes of kiosks, gates and pay on foot machines as well as QR readers, License Plate Recognition (LPR), sensors and cameras. We have dedicated installation and service teams nationwide and we interact with all the top brands’ leaders, resellers, and installers daily.

 **Integration with Other LAZ Systems** All the automation systems we recommend are integrated into the LAZ ecosystem, giving you powerful choices to connect your location to the world. Our eCommerce systems let your customers seamlessly access your location or talk to a LAZ Customer Care agent at the touch of a button. And every vehicle movement is logged and analyzed by LAZ Business Intelligence, so you will always have the power to know what is driving your business.



EQUIPMENT PRICING

FLASH



Arcata-Eureka Airport Q-80691

Proposal for:
Arcata-Eureka Airport
11-17-2024

Facility at:
3561 Boeing Ave
Mckinleyville, California, 95519-9358
United States

Created By:
Rickey Sanchez
FlashParking, Inc.
rickey.sanchez@flashparking.com
+1 9163358306



FlashParking, Inc. | 2500 Bee Caves Road suite 400 Austin, TX 78746 | Sales@flashparking.com | (800) 213-3706

Quote Summary

Product Type	Monthly Recurring Subtotal	One-time Subtotal
Hardware	\$0.00	\$210,125.99
Software - Term:24 months	\$670.00	\$0.00
Installation	\$0.00	\$142,900.00
Implementation	\$0.00	\$10,960.00
Warranty	\$0.00	\$0.00
Subtotal	\$670.00	\$363,985.99

Tax Details

Tax	Monthly	One-time
Sales Tax Details	\$11.63	\$17,183.86
Total	\$681.63	\$381,169.85

Hardware

Product	Qty	Unit Price	Subtotal
Smart Station (RFID+Barcode+EMV)	4.00	\$13,199.70	\$52,798.80
Custom Vinyl Wrap - Smart Station Hat	6.00	\$0.00	\$0.00
Custom Vinyl Wrap - Smart Station Cash Machine	1.00	\$680.00	\$680.00
Custom Vinyl Wrap - Smart Station	7.00	\$680.00	\$4,760.00
Smart Station (RFID+Barcode+MSR)	3.00	\$11,999.73	\$35,999.19
Flash Care Kit for Touch Screen Kiosk-EMV	1.00	\$6,600.00	\$6,600.00
Smart Station Bank Note Recycler (BNR) FP Grey	1.00	\$16,352.00	\$16,352.00
Spare Cash Box for Bill Recycler	1.00	\$816.00	\$816.00
Magnetic Gate Column	6.00	\$3,456.00	\$20,736.00

Straight Gate Arm Care Kit	1.00	\$550.00	\$550.00
12' Straight Arm	6.00	\$240.00	\$1,440.00
Complete LPR Camera Pole-"L" Type	6.00	\$2,670.00	\$16,020.00
HID Long Range Card Reader Kit (MaxiProx)	6.00	\$1,240.00	\$7,440.00
3X6 ft Loop with 50 ft Lead in SC18-50	12.00	\$0.00	\$0.00
Network Kit	1.00	\$2,000.00	\$2,000.00
Smart Station Hat FP Grey	6.00	\$0.00	\$0.00
VISION 3XPOE+ Switch	2.00	\$250.00	\$500.00
VISION FVR-Mark4	6.00	\$5,999.00	\$35,994.00
Bollard Assembly	24.00	\$310.00	\$7,440.00
Total			\$210,125.99

Installation

Product	Qty	Unit Price	Subtotal
LPR Installation	6.00	\$0.00	\$0.00
Smart Station Installation	7.00	\$0.00	\$0.00
Gate Installation	6.00	\$0.00	\$0.00
Cash Machine Installation	1.00	\$0.00	\$0.00
Shipping and Handling	20.00	\$250.00	\$5,000.00
EMV Gateway Setup	1.00	\$3,000.00	\$3,000.00
LAZBI Module Setup Fee (per location)	1.00	\$0.00	\$0.00
LAZ Monthly Mgmt-Subscription Service Setup Fee (per location)	1.00	\$0.00	\$0.00
Total			\$8,000.00

Implementation

Product	Qty	Unit Price	Subtotal
Implementation Fee	4 days	\$3,600.00	\$3,600.00
Travel & Expenses	4 days	\$5,000.00	\$5,000.00
Software Suite and Configuration for FULL system-Flash	4 days	\$2,360.00	\$2,360.00
Total			\$10,960.00

Warranty

Product	Qty	Unit Price	Subtotal
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PARCS Two Year Standard Warranty	7.00	\$0.00	\$0.00
Total			\$0.00

Software - Term:24 months

Product	Qty	Monthly Cost
Full System Base Software - Flash	1.00	\$240.00
Digital Ticket Checkout (DTC)	1.00	Included
Monthly Parkers Access via Mobile Phone (IVR)	1.00	Included
LAZ Monthly Mgmt-Subscription Service Integration (per location)	1.00	Included
Full System - Device Software License - Flash	7.00	\$280.00
VISION Monthly SAAS Per Device	6.00	\$150.00
Managed Network Services with 4G/LTE Back-up	1.00	Included
LAZBI Integration (per location/per month)	1.00	Included
Advance Portal for Customer Support Module	1.00	Included
FLASH Permit	1.00	Included
Validation Module	1.00	Included
Access via Credit Card and Mobile Number	1.00	Included
24/7 Phone and Online Support	1.00	Included
Ongoing PCI compliance + Software Updates and general software patches	1.00	Included
Real-time Reporting Suite	1.00	Included
FlashAccess Bluetooth-Module	1.00	Included
Cash Acceptance Module	1.00	Included
Mobile App Module (for managing parking operations)	1.00	Included
LAZGO	1.00	Included
Total		\$670.00

Custom

Product	Qty	Unit Price	Monthly Recurring Subtotal	One-Time Subtotal
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Installation Installation Of Parking Equipment 3 entries 3 exits 6 Flash Vision Pole Mounted Cameras 6 Magnetic Straight Arm Gates 1 Lobby POF w/Cash BNR Parking Revenue Ground Loops *Arming and closing loops *Saw Cut QTY (12) Ground Loops *Wire and seal loops Disposable fee Haul away pallets and cardboard: * Pallets, Flash Cardboard, and Gate Arm Tubs Miscellaneous items *Anchors * 8 conductors 18ga sh for control wire * 4 conductors shields CAT 6 Direct Burial Cable Cat 6 Outside Burial/Aerial Black 23-4 Gel Filled Twisted Pair Cable Out Of Town Fees * Hotel Fee * Per Dem Fee	1.00	\$134,900.00		\$134,900.00
Total			0	\$134,900.00

Lane Details

Facility Level

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Custom Vinyl Wrap - Smart Station	7.00	\$680.00	\$0.00	\$4,760.00
Custom Vinyl Wrap - Smart Station Hat	6.00	\$0.00	\$0.00	\$0.00
Custom Vinyl Wrap - Smart Station Cash Machine	1.00	\$680.00	\$0.00	\$680.00
Flash Care Kit for Touch Screen Kiosk-EMV	1.00	\$6,600.00	\$0.00	\$6,600.00
Spare Cash Box for Bill Recycler	1.00	\$816.00	\$0.00	\$816.00
Straight Gate Arm Care Kit	1.00	\$550.00	\$0.00	\$550.00
Network Kit	1.00	\$2,000.00	\$0.00	\$2,000.00
LAZGO	1.00	\$0.00	\$0.00	\$0.00
Full System Base Software - Flash	1.00	\$5,760.00	\$240.00	\$0.00
Access via Credit Card and Mobile Number	1.00	\$0.00	\$0.00	\$0.00
FlashAccess Bluetooth-Module	1.00	\$0.00	\$0.00	\$0.00
Managed Network Services with 4G/LTE Back-up	1.00	\$0.00	\$0.00	\$0.00
Validation Module	1.00	\$0.00	\$0.00	\$0.00
Monthly Parkers Access via Mobile Phone (IVR)	1.00	\$0.00	\$0.00	\$0.00
Advance Portal for Customer Support Module	1.00	\$0.00	\$0.00	\$0.00
Digital Ticket Checkout (DTC)	1.00	\$0.00	\$0.00	\$0.00
Real-time Reporting Suite	1.00	\$0.00	\$0.00	\$0.00
Full System - Device Software License - Flash	7.00	\$960.00	\$280.00	\$0.00
Ongoing PCI compliance + Software Updates and general software patches	1.00	\$0.00	\$0.00	\$0.00
Mobile App Module (for managing parking operations)	1.00	\$0.00	\$0.00	\$0.00
Cash Acceptance Module	1.00	\$0.00	\$0.00	\$0.00
24/7 Phone and Online Support	1.00	\$0.00	\$0.00	\$0.00
Partner installation and/or Civil Work	1.00	\$134,900.00	\$0.00	\$134,900.00
LAZBI Integration (per location/per month)	1.00	\$0.00	\$0.00	\$0.00

LAZ Monthly Mgmt-Subscription Service Integration (per location)	1.00	\$0.00	\$0.00	\$0.00
FLASH Permit	1.00	\$0.00	\$0.00	\$0.00
Implementation Fee	4 days	\$3,600.00	\$0.00	\$3,600.00
Travel & Expenses	4 days	\$5,000.00	\$0.00	\$5,000.00
Shipping and Handling	20.00	\$250.00	\$0.00	\$5,000.00
PARCS Two Year Standard Warranty	7.00	\$0.00	\$0.00	\$0.00
EMV Gateway Setup	1.00	\$3,000.00	\$0.00	\$3,000.00
Software Suite and Configuration for FULL system-Flash	4 days	\$2,360.00	\$0.00	\$2,360.00
LAZ Monthly Mgmt-Subscription Service Setup Fee (per location)	1.00	\$0.00	\$0.00	\$0.00
LAZBI Module Setup Fee (per location)	1.00	\$0.00	\$0.00	\$0.00
Reservations	1.00	\$0.00	\$0.00	\$0.00
VISION 3XPOE+ Switch	2.00	\$250.00	\$0.00	\$500.00
Total			\$520.00	\$169,766.00

Main Lot Entry Lane 1

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Smart Station (RFID+Barcode+MSR)	1.00	\$11,999.73	\$0.00	\$11,999.73
Magnetic Gate Column	1.00	\$3,456.00	\$0.00	\$3,456.00
12' Straight Arm	1.00	\$240.00	\$0.00	\$240.00
Complete LPR Camera Pole-"L" Type	1.00	\$2,670.00	\$0.00	\$2,670.00
HID Long Range Card Reader Kit (MaxiProx)	1.00	\$1,240.00	\$0.00	\$1,240.00
3X6 ft Loop with 50 ft Lead in SC18-50	2.00	\$0.00	\$0.00	\$0.00
Gate Installation	1.00	\$0.00	\$0.00	\$0.00
LPR Installation	1.00	\$0.00	\$0.00	\$0.00
Smart Station Installation	1.00	\$0.00	\$0.00	\$0.00
VISION Monthly SAAS Per Device	1.00	\$600.00	\$25.00	\$0.00
Smart Station Hat FP Grey	1.00	\$0.00	\$0.00	\$0.00
Bollard Assembly	4.00	\$310.00	\$0.00	\$1,240.00
VISION FVR-Mark4	1.00	\$5,999.00	\$0.00	\$5,999.00
Total			\$25.00	\$26,844.73

Main Lot Entry Lane 2

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Smart Station (RFID+Barcode+MSR)	1.00	\$11,999.73	\$0.00	\$11,999.73
Magnetic Gate Column	1.00	\$3,456.00	\$0.00	\$3,456.00
12' Straight Arm	1.00	\$240.00	\$0.00	\$240.00
Complete LPR Camera Pole-"L" Type	1.00	\$2,670.00	\$0.00	\$2,670.00
HID Long Range Card Reader Kit (MaxiProx)	1.00	\$1,240.00	\$0.00	\$1,240.00
3X6 ft Loop with 50 ft Lead in SC18-50	2.00	\$0.00	\$0.00	\$0.00
LPR Installation	1.00	\$0.00	\$0.00	\$0.00
Smart Station Installation	1.00	\$0.00	\$0.00	\$0.00
Gate Installation	1.00	\$0.00	\$0.00	\$0.00
VISION FVR-Mark4	1.00	\$5,999.00	\$0.00	\$5,999.00
VISION Monthly SAAS Per Device	1.00	\$600.00	\$25.00	\$0.00
Smart Station Hat FP Grey	1.00	\$0.00	\$0.00	\$0.00
Bollard Assembly	4.00	\$310.00	\$0.00	\$1,240.00
Total			\$25.00	\$26,844.73

Sub Main Lot Entry Lane

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Smart Station (RFID+Barcode+MSR)	1.00	\$11,999.73	\$0.00	\$11,999.73
Magnetic Gate Column	1.00	\$3,456.00	\$0.00	\$3,456.00
12' Straight Arm	1.00	\$240.00	\$0.00	\$240.00
Complete LPR Camera Pole-"L" Type	1.00	\$2,670.00	\$0.00	\$2,670.00
HID Long Range Card Reader Kit (MaxiProx)	1.00	\$1,240.00	\$0.00	\$1,240.00
3X6 ft Loop with 50 ft Lead in SC18-50	2.00	\$0.00	\$0.00	\$0.00
Gate Installation	1.00	\$0.00	\$0.00	\$0.00
LPR Installation	1.00	\$0.00	\$0.00	\$0.00
Smart Station Installation	1.00	\$0.00	\$0.00	\$0.00
VISION Monthly SAAS Per Device	1.00	\$600.00	\$25.00	\$0.00
Smart Station Hat FP Grey	1.00	\$0.00	\$0.00	\$0.00
VISION FVR-Mark4	1.00	\$5,999.00	\$0.00	\$5,999.00
Bollard Assembly	4.00	\$310.00	\$0.00	\$1,240.00
Total			\$25.00	\$26,844.73

Main Lot Exit Lane 1

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Smart Station (RFID+Barcode+EMV)	1.00	\$13,199.70	\$0.00	\$13,199.70
Magnetic Gate Column	1.00	\$3,456.00	\$0.00	\$3,456.00
12' Straight Arm	1.00	\$240.00	\$0.00	\$240.00
Complete LPR Camera Pole-"L" Type	1.00	\$2,670.00	\$0.00	\$2,670.00
HID Long Range Card Reader Kit (MaxiProx)	1.00	\$1,240.00	\$0.00	\$1,240.00
3X6 ft Loop with 50 ft Lead in SC18-50	2.00	\$0.00	\$0.00	\$0.00
LPR Installation	1.00	\$0.00	\$0.00	\$0.00
Gate Installation	1.00	\$0.00	\$0.00	\$0.00
Smart Station Installation	1.00	\$0.00	\$0.00	\$0.00
VISION FVR-Mark4	1.00	\$5,999.00	\$0.00	\$5,999.00
VISION Monthly SAAS Per Device	1.00	\$600.00	\$25.00	\$0.00
Smart Station Hat FP Grey	1.00	\$0.00	\$0.00	\$0.00
Bollard Assembly	4.00	\$310.00	\$0.00	\$1,240.00
Total			\$25.00	\$28,044.70

Main Lot Exit Lane 2

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Smart Station (RFID+Barcode+EMV)	1.00	\$13,199.70	\$0.00	\$13,199.70
Magnetic Gate Column	1.00	\$3,456.00	\$0.00	\$3,456.00
12' Straight Arm	1.00	\$240.00	\$0.00	\$240.00
Complete LPR Camera Pole-"L" Type	1.00	\$2,670.00	\$0.00	\$2,670.00
HID Long Range Card Reader Kit (MaxiProx)	1.00	\$1,240.00	\$0.00	\$1,240.00
3X6 ft Loop with 50 ft Lead in SC18-50	2.00	\$0.00	\$0.00	\$0.00
LPR Installation	1.00	\$0.00	\$0.00	\$0.00
Gate Installation	1.00	\$0.00	\$0.00	\$0.00
Smart Station Installation	1.00	\$0.00	\$0.00	\$0.00
Bollard Assembly	4.00	\$310.00	\$0.00	\$1,240.00
VISION Monthly SAAS Per Device	1.00	\$600.00	\$25.00	\$0.00
VISION FVR-Mark4	1.00	\$5,999.00	\$0.00	\$5,999.00

Smart Station Hat FP Grey	1.00	\$0.00	\$0.00	\$0.00
Total			\$25.00	\$28,044.70

Sub Main Lot Exit Lane

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Smart Station (RFID+Barcode+EMV)	1.00	\$13,199.70	\$0.00	\$13,199.70
12' Straight Arm	1.00	\$240.00	\$0.00	\$240.00
Magnetic Gate Column	1.00	\$3,456.00	\$0.00	\$3,456.00
Complete LPR Camera Pole-"L" Type	1.00	\$2,670.00	\$0.00	\$2,670.00
HID Long Range Card Reader Kit (MaxiProx)	1.00	\$1,240.00	\$0.00	\$1,240.00
3X6 ft Loop with 50 ft Lead in SC18-50	2.00	\$0.00	\$0.00	\$0.00
Gate Installation	1.00	\$0.00	\$0.00	\$0.00
Smart Station Installation	1.00	\$0.00	\$0.00	\$0.00
LPR Installation	1.00	\$0.00	\$0.00	\$0.00
Bollard Assembly	4.00	\$310.00	\$0.00	\$1,240.00
VISION Monthly SAAS Per Device	1.00	\$600.00	\$25.00	\$0.00
VISION FVR-Mark4	1.00	\$5,999.00	\$0.00	\$5,999.00
Smart Station Hat FP Grey	1.00	\$0.00	\$0.00	\$0.00
Total			\$25.00	\$28,044.70

Lobby Pay on Foot Machine

Product	Qty	Unit Price	Monthly Cost	One-time Cost
Smart Station (RFID+Barcode+EMV)	1.00	\$13,199.70	\$0.00	\$13,199.70
Smart Station Bank Note Recycler (BNR) FP Grey	1.00	\$16,352.00	\$0.00	\$16,352.00
Smart Station Installation	1.00	\$0.00	\$0.00	\$0.00
Cash Machine Installation	1.00	\$0.00	\$0.00	\$0.00
Total			\$0.00	\$29,551.70

IMPLEMENTATION PLAN & SCHEDULE

TRANSITIONAL PLAN

Timeline	Strategic Tasks
Upon Contract Award	<ul style="list-style-type: none"> ● Introduce the transition and implementation team ● Establish communications plan ● Set weekly Transition & PARCs Installation Calls ● Define timelines and implementation checklist ● Prepare and discuss the proposed operating plan with all stakeholders 30-60 days prior to transition ● Order supplies (i.e., computer, uniforms, phone, tickets) ● Implement recruitment plan for staffing ● Finalize and order PARCs Equipment
3 Week Before Transition	<ul style="list-style-type: none"> ● Confirm service contracts ● Review objectives and priorities ● Develop standard operating procedures for operations and including the maintenance plan ● Branding audit and order new collateral ● Establish a best format for reporting financials ● Recruit, hire and train site manager ● HCDA Approve custom wraps & Signage for PARCs
2 Weeks Before Transition	<ul style="list-style-type: none"> ● Start civil work for PARCs installation ● Receive approval for sign, uniform, and ticket from HCDA ● Make sure all equipment is inventory is functioning ● Receive necessary supplies and allocate
Transition Day	<ul style="list-style-type: none"> ● All transition & implementation team members present ● Commence review of operations and document any opportunities or recommendations ● Conduct field operational assessments ● Perform a weekly review
2 Weeks After Transition	<ul style="list-style-type: none"> ● Evaluate performance and provide feedback to client ● Completion of operational audit and safety review ● Provide the HCDA with operational recommendations ● On-going field staff assessments and training ● Convert weekly meetings to Ops Meetings w/HCDA
30 Days After Transition	<ul style="list-style-type: none"> ● Commence PARCs Installation and training ● Review operational performance ● Conduct initial customer satisfaction survey ● LAZification Training ● Present first financial Statements to HCDA
60 Days After Transition	<ul style="list-style-type: none"> ● Review financial statements process ● Commencement of monthly partnership meetings ● Presentation of review of operation and revised SOP plan to the client and key stakeholders ● Implement changes or revised procedures

Timeline

Strategic Tasks

90 Days After Transition

- Continue to provide recommendations-based feedback
- Evaluate opportunities to enhance service
- Evaluate operation and provide on-going feedback

LAZ Parking stands ready to begin services rapidly upon contract award. We have a proven track record for similar projects and look forward to working as your partner.

LAZ Parking will provide California Redwood Coast-Humboldt County Airport (ACV) and all your various stakeholders with the highest possible orderly transfer of the operations and responsibilities of your parking system. We understand and recognize the sensitivity of a transition in parking services, especially one as dynamic as yours. Because we fully acknowledge the adjustments and challenges of a transition, LAZ Parking will take full responsibility and ownership of the process. We provide the airport with our full commitment that we will do everything needed to ensure a smooth and successful transition.

To accomplish all this, we plan weekly internal and client video calls to address all transition checklist issues. This allows us to address any ACV's concerns as well as ask ACV for information, approval, and assistance as needed. We will then have ongoing monthly operational calls, which allows us to be proactive instead of reactive when issues arise.

This formula has been very successful as the last 15 Airports transition have gone seamlessly.

RAPID AND SEAMLESS TRANSITION

LAZ Parking stands ready to serve Airport rapidly upon contract award. We have a proven track record for similar projects and look forward to working as your partner. Transition planning will begin the day the contract award is announced, and our top priority is ensuring a seamless transition for the airport and all of your customers.

ANTICIPATED TRANSITION SCHEDULE

Our main objective for the transition period is to be seamless and without notice to the customers who utilize the Airport parking facilities. We accomplish this through a detailed transition plan that assigns LAZ staff members to very specific tasks and duties. With our anticipated transition occurring in 30 days there is a lot to accomplish in a short period of time, but we are confident and will promise the Airport a smooth transition. To accomplish this, we will create a customized transition plan encompassing all operational issues that need to be addressed. We will update it as tasks have been completed and our weekly meetings with the Airport will further show the Airport our progress. We will also work closely with the Airport on every step of the transition process to predetermine and predict any issues.

RETAINING THE CURRENT STAFF

LAZ Parking believes that incumbent workers possess valuable knowledge, skills, and experience that contribute to the success of Airport operations. We have matched or exceeded all pay rates and benefits to make the current ACV employee transition seamless for the staff. These wages and benefits are reflected in our budget as 100% retention of current staff. We believe that some of the employees will elect to stay with us and in that case, we should realize additional savings on wages through hiring at introductory rates pay rates and benefits for new employees. So, although no significant savings are currently reflected in the budget, there should be additional savings in the areas of wages and benefits. LAZ Parking recognizes the skills and benefits that the staff working in the Parking operation provide,

and as your designated partner in parking, we are committed to retaining as much of the team as possible to ensure your ongoing success.

DEDICATED TRANSITION SUPPORT TEAM

We will provide all necessary implementation support, bringing in additional personnel and subject matter experts through the process until the operation is stabilized, and keep ACV fully informed step-by-step of our progress. Our transition plan and budget include bringing in subject matter experts from around the city to assist and oversee specific functions of the transition process. The transition support team will be in addition to the project management team that will be hired at the commencement of the agreement. The transition support team will include but not be limited to the following:



LAZ Airport Personnel

Chris Howley – Contract & Client Support
 Don Barrett – Transition Team Leader
 Stuart Vieth – Airport Operations
 Bryan Burnett – Sr. Director, Airport Services

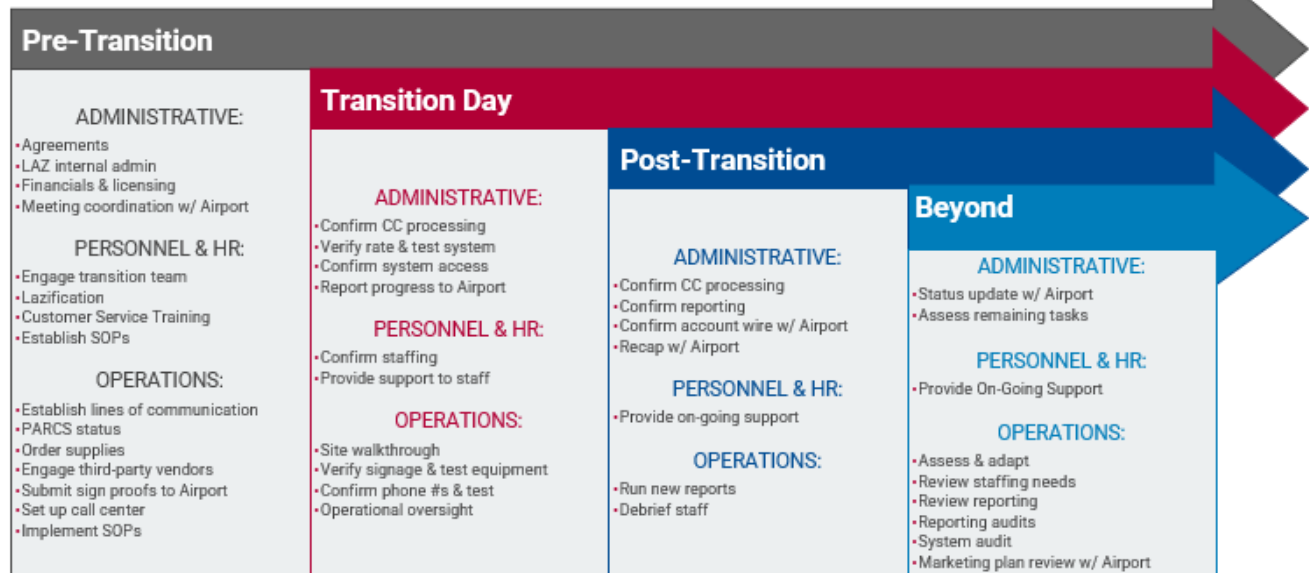
LAZ Regional Personnel

Cindy Hefner – Regional Vice President
 Freddy Mallak – Regional Business Dev. Manager
 Madeline Kwan – HR Business Partner
 Steve Mooney – Regional General Manager

LAZ Corporate Personnel

Rick Ingram – Vice President of Airport Services
 Todd Lawson – Senior Director of Technology
 Carrie Ann Verge – Director of Finance, Airports
 Tom Williams – Head of Accounting and Audit

At-a-Glance: Our Seamless Transition



SAMPLE TRANSITION SCHEDULE/TIMELINE

Our transition plan will be rolled out in four stages, as shown below. Each of these will be thoroughly reviewed by the airport staff. This clear plan allows us to effectively coordinate our efforts with you and our team during all periods of a transition.

Stage 1

- Finalize and submit to ACV bonds, business license and certificate of insurance
- Assemble transition managers, team members, and assign tasks and duties
- Site walk through and thorough review of current parking operations, facilities, shuttle routes
- Coordinate transition plan with LAZ Parking transition team and ACV staff
- Review our recommended operational recommendations with ACV staff
- Evaluate and revise existing staffing schedules if needed
- Prepare PARCS equipment status and contract
- Begin Team Rhythm Meetings
- Begin Rhythm Meetings with ACV staff

Stage 2

- Submit updated recommendations to supplement existing operations and our recommendations
- Order necessary supplies, telecom, forms
- Technical support training on Revenue Control Accounting and Inventory Systems
- Notify existing contractors of operator change & negotiate new contracts
- Forward all Insurance Certificates to Airport administrators
- Hire additional new employees prior to transition, if needed
- Employee orientation, LAZification and customer service training
- Uniform fitting for all employees

Stage 3

- Delegation of management and supervisory job assignments
- Submit parking transaction and revenue report samples to ACV
- Installation/training of automated payroll/time attendance system
- Installation of automated cash deposit system
- Develop Final Standard Operating Procedures (SOP) to meet ACV guidelines
- Distribution of Uniforms

Stage 4

- Commencement of operations
- PCI compliance site audit
- Conduct comprehensive operational and procedural audit for review by ACV
- Submit Standard Operating Procedures (SOP) to your management
- Analysis of operating procedures and report to your management
- Implementation of approved operational & revenue enhancement programs
- Submission revenue and rent reporting to ACV staff
- Ongoing meetings with transition team, parking manager and ACV staff
- Roll Out of Reservation System and other technology

One benefit of partnering with LAZ Parking is our streamlined approach to contract transition and implementation. We have the depth of resources, team experience, and infrastructure to guarantee a seamless full transition to the new contract with no disruption in services or employee support.

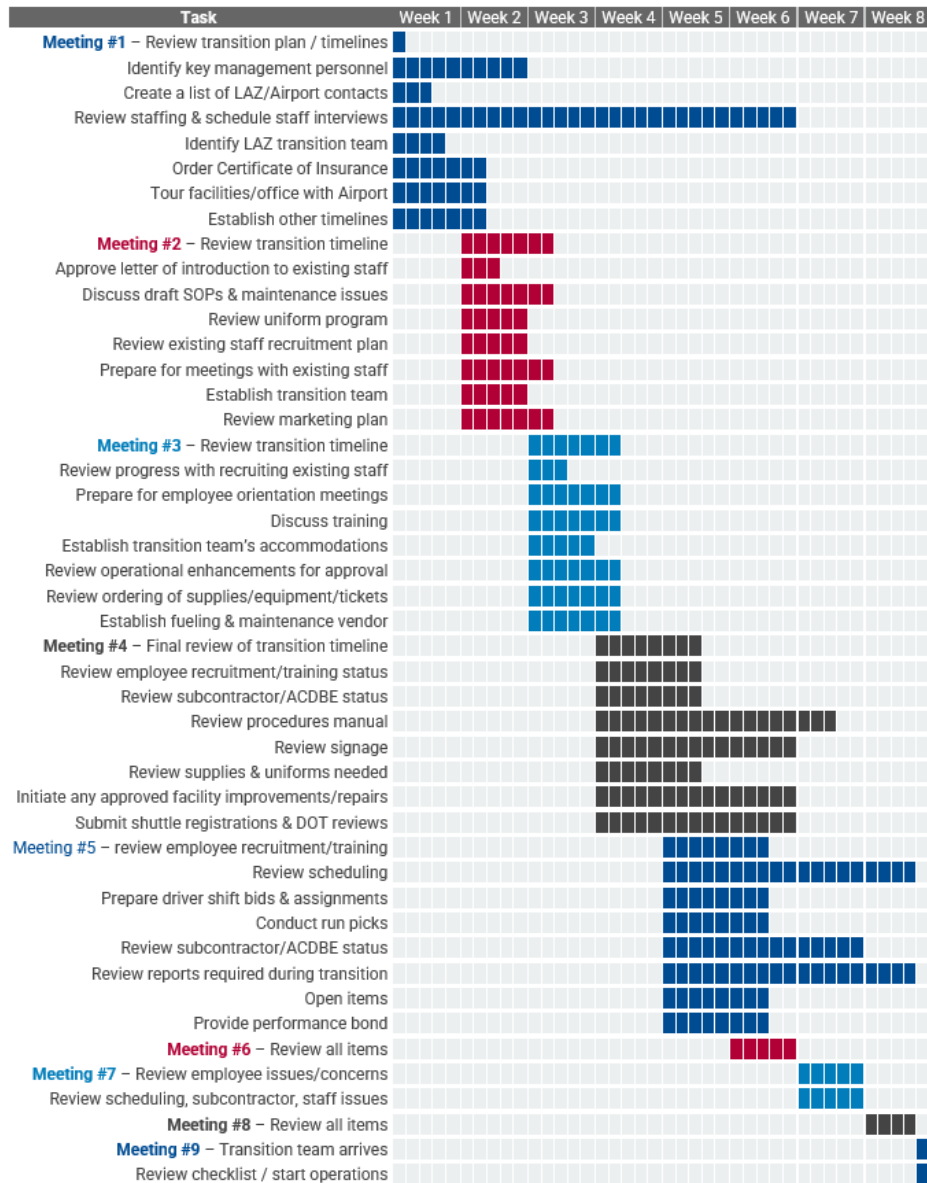


LAZ Parking understands the importance of a seamless and efficient transition. We know that we must keep a consistent positive experience during each phase of transition. LAZ Parking will begin working on the strategic transition upon contract announcement. The goal is to provide a seamless transition that modernizes the parking system, reduces expenses, and drives higher value.

Execution is critical to ensure that customers do not experience negative changes to the program, only positive enhancements. From the beginning, our team will work with the county to strategize the transition timeline plan and implement action items. We utilize a customizable transition checklist to ensure every detail is included and implemented prior to the transition date. Checklists can be customized to fit the unique needs of each client. The LAZ team will meet with leadership and prepare a daily and weekly transition plan. We believe in frequent communication and interaction through face-to-face meetings with clients to create a smooth, seamless process as well as being proactive to prepare for any unexpected challenges.



Transition Timeline Sample



Our transition team members will work through a pre-transition checklist to develop action plans and standard operating procedures customized to accommodate our clients' operational needs. This systematic approach ensures the LAZ team is prepared to service all aspects of the county parking program with professionalism and efficiency from day one.

Suggestions of strategic milestones include:

- Transition is a non-event for patrons
- Create a true parking partnership with Mason
- Implementation is seamless
- Maintain revenue flow during transition
- All personnel hired and trained prior to commencement
- Immediate improvement of customer service
- Establish excellent lines of communication with our contacts



POST-TRANSITION FOLLOW-UP

LAZ Parking is 100% committed to working with all the great employees that currently make the parking operations at ACV so successful. After the transition is complete, as part of our post transition follow-up, our team will continue meetings with your staff until ACV is satisfied that we have completed all proposed enhancements, met all contract requirements, and fulfilled the needs of the employees through transition. We will work diligently to meet the needs of California Redwood Coast-Humboldt County Airport (ACV) and we are confident that we can exceed your expectations. We owe our record of success to the team leaders and members who make our company special. As such our transition team will draw upon their vast experience serving airports to provide the absolute best in service.

By selecting LAZ Parking, the transition will be seamless, and only positive improvements will be seen and felt by the public. You will not find a more dedicated, knowledgeable, and hardworking team to manage the airport parking operations at California Redwood Coast-Humboldt County Airport (ACV).

FIRST YEAR BUDGET (W/AM OPTION)

With Only GM

RFP Project No. AV2023-001 (ACV): Budget	
	Year 1
Gross Revenue	\$1,116,306
Sales Tax (9.25%)	\$ 103,258
CC Fees (3.5%)	\$ 39,071
Adjusted Gross Revenue	\$ 973,977
ACV Rental	\$ 776,578
Net to LAZ	\$ 197,399
Direct Expenses	
Salary & Wages	\$ 77,000
Payroll Taxes	\$ 8,432
Workers Comp	\$ 3,080
Health Care Benefits	\$ 12,000
Uniform & Badges	\$ 300
Office Supplies	\$ 2,100
Ticket Expense	\$ 2,400
Equipment Maintenance	\$ -
Insurance	\$ 1,948
Telephone, Computer & Internet	\$ 4,200
Audit	\$ 7,000
Employee Recruiting & Testing	\$ 250
Region & HQ Expenses	\$ 3,600
Customer Call Center	\$ 5,400
Start Up/Travel	\$ 10,000
Other	
Total Direct Expenses	\$ 137,709

With GM & AM

RFP Project No. AV2023-001 (ACV): Budget	
	Year 1
Gross Revenue	\$1,116,306
Sales Tax (9.25%)	\$ 103,258
CC Fees (3.5%)	\$ 39,071
Adjusted Gross Revenue	\$ 973,977
ACV Rental	\$ 776,578
Net to LAZ	\$ 197,399
Direct Expenses	
Salary & Wages	\$ 117,380
Payroll Taxes	\$ 12,853
Workers Comp	\$ 4,695
Health Care Benefits	\$ 12,000
Uniform & Badges	\$ 300
Office Supplies	\$ 2,100
Ticket Expense	\$ 2,400
Equipment Maintenance	\$ -
Insurance	\$ 1,948
Telephone, Computer & Internet	\$ 4,200
Audit	\$ 7,000
Employee Recruiting & Testing	\$ 250
Region & HQ Expenses	\$ 3,600
Customer Call Center	\$ 5,400
Start Up/Travel	\$ 10,000
Other	
Total Direct Expenses	\$ 184,126



REFERENCES

The performance information provided with each reference clearly correlated to the Services and requirements set forth in this RFP and all information provided in this Reference Data Sheet is true and correct to the best of the our knowledge.

**EXHIBIT B:
REFERENCE DATA SHEET
(Submit with Proposal)**

REFERENCE DATA SHEET
Provide a minimum of three (3) references with name, address, contact person and telephone number whose scope of business or services is similar to those of Humboldt County (preferably in California). Previous business with the County does not qualify.

NAME OF AGENCY:	Minot International Airport (MOT)
STREET ADDRESS:	305 Airport Road, Suite 216
CITY, STATE, ZIP:	Minot, ND 58703
CONTACT PERSON:	Maria Romanick - Interim Airport Director
PHONE #:	(701) 420-4503
EMAIL:	Maria.Romanick@minotnd.org
FAX #:	
DEPARTMENT NAME:	City of Minot
APPROXIMATE COUNTY (Agency) Population:	69, 919
DESCRIPTION OF SCOPE OF WORK:	Parking Management

NAME OF AGENCY:	Rogue Valley International -Medford Airport (MFR)
STREET ADDRESS:	1000 Terminal Loop Parkway, Suite 201
CITY, STATE, ZIP:	Medford, OR 97504
CONTACT PERSON:	Amber Judd - Airport Director
PHONE #:	(541) 776-7222
EMAIL:	JuddAJ@jacksoncountyor.gov
FAX #:	
DEPARTMENT NAME:	Jackson County
APPROXIMATE COUNTY (Agency) Population:	219,867
DESCRIPTION OF SCOPE OF WORK:	Parking Management



REQUEST FOR PROPOSALS – RFP NO. AV2023-001

PROVISION OF AIRPORT PARKING FACILITIES MANAGEMENT AGREEMENT FOR THE CALIFORNIA REDWOOD COAST-HUMBOLDT COUNTY AIRPORT (ACV)

NAME OF AGENCY:	Long Beach Airport (LGB)
STREET ADDRESS:	4100 E. Donald Douglas Drive, Second Floor
CITY, STATE, ZIP:	Long Beach, CA 90808
CONTACT PERSON:	Dale Worsham - Administrative Officer
PHONE #:	(562) 570-2606
EMAIL:	Dale.Worsham@longbeach.gov
FAX #:	(562) 570-2601
DEPARTMENT NAME:	City of Long Beach
APPROXIMATE COUNTY (Agency) Population:	
DESCRIPTION OF SCOPE OF WORK:	Parking Management

OPERATIONAL REFERENCES

MINOT INTERNATIONAL AIRPORT (MINOT, ND)

LAZ Parking was awarded the contract to operate the public parking facilities at MOT during the summer of 2021. Transition occurred on August 1, 2021. The transition included a full replacement of the PARCS system to an updated Flash Park system and transitioning to a cashier less operation, all while increasing the customer service level and reducing overall costs. Revenue is currently up 33.2% since we began operations in MOT.



Contact: Maria Romanick	maria.romanick@minotairport.com	Phone: 701.420.4503
Address: 305 Airport Road, Suite 216	City, State: Minot, ND 58703	
Date: August 1, 2021	Spaces: 1,509	
Revenue: \$1,200,000	Employees: 2	
Equipment: FLASH	Services: Parking Management	

ROGUE VALLEY INTERNATIONAL-MEDFORD AIRPORT (MEDFORD, OR)

LAZ Parking was awarded the contract to manage parking at Rogue Valley International - Medford Airport in June 2023. As part of their responsibilities, LAZ will oversee the transition and 24/7 operations. They have also introduced innovative ideas for improving operational efficiencies and increasing the Airport's parking revenue. To achieve this, they are leveraging technology to enhance efficiency and raise customer service standards.



Contact: Amber Judd	JuddAJ@jacksoncountyor.gov	Phone: 541.776.7222
Address: 1000 Terminal Loop Parkway, Suite 201	City, State: Medford, OR 97504	
Date: June 1, 2024	Spaces: 1,524	
Revenue: \$3,100,000	Employees: 8	
Equipment: Amano McGann Overture	Services: Parking Management	

LONG BEACH AIRPORT (LGB)

LAZ Parking was awarded the contract to manage the parking operations at Long Beach Airport. LAZ oversees the 24/7 parking operations, including managing monthly tenant parking. Also, LAZ helped the Airport procure and install a new PARCs system and lead a new Navigator Program for in-person customer service.



Contact: Dale Worsham		dale.worsham@longbeach.gov		562.570.2606	
Address:	4100 E Donald Douglas Dr.	City, State:	Long Beach, CA 90808		
Date:	May 2023	Spaces:	3,912		
Revenue:	\$9,000,000	Employees:	21		
Equipment:	FLASH	Services	Parking Management		



March 15, 2023

RE: LAZ Parking Reference

The Minot International Airport (MOT) recently overhauled its parking operations by transitioning to a fully-automated PARCS operation as well as a change in the operator and the operating agreement. The success of this major transition is attributed to the professionalism and expertise of LAZ Parking and their excellent team. From the initial stages of the bid process to the final implementation of the equipment and operation as a whole, LAZ far exceeded the expectations and requirements.

LAZ presented MOT with opportunities for improvement in equipment, customer experience, and the potential for increased revenue with the implementation of automated PARCS equipment. Because of their industry knowledge, LAZ was able to provide MOT with access to technologically advanced Flash PARCS equipment. The new PARCS equipment allows for more efficient operations and improved revenue control management.

Leading up to and throughout the transition, LAZ worked diligently at keeping MOT informed and often included MOT in communications to best prepare for the overnight transition of operations. The amount of work done "behind the scenes" by LAZ was evident in the successful transition and in the days following as numerous situations were mitigated and solved seamlessly.

Through continuous communication such as monthly meetings and frequent check-ins, LAZ continues to support MOT well. MOT is grateful for the opportunity to work with LAZ and we look forward to the continued successful partnership.

A handwritten signature in blue ink that reads "Maria Romanick".

Maria Romanick, C.M.
Airport Operations and Maintenance Manager



305 Airport Road, Suite 216 • Minot, North Dakota 58703 • 701.857.4724 • 701.857.4710 Fax •
MOTairport.com





JACKSON COUNTY

Airport Authority

Rogue Valley International-Medford Airport

Amber Judd
Airport Director

1000 Terminal Loop Pkwy, Ste 201
Medford, OR 97504
Phone: (541) 776-7222
Fax: (541) 776-7223
JuddAJ@jacksoncountyor.gov
www.jacksoncounty.org

January 2, 2024

Subject: Letter of Recommendation for LAZ Parking

I am writing to express my satisfaction and commendation for the exceptional services provided by LAZ Parking Airport Services at Rogue Valley International-Medford Airport. Over the course of our partnership, LAZ Parking has demonstrated outstanding commitment, service improvements, and exemplary leadership. They truly are a valued partner.

LAZ Parking has consistently elevated the parking services at our airport, implementing notable improvements that have positively impacted our passengers. Their commitment to efficiency and customer satisfaction is evident in the seamless parking experience they provide. The introduction of innovative technologies and streamlined processes has significantly enhanced the overall parking service quality.

The LAZ Parking team has exhibited exceptional professionalism, dedication, and a proactive approach to addressing challenges. Their leadership has been instrumental in fostering a positive work environment, resulting in a team that is both motivated and customer-focused. It is evident that LAZ Parking prioritizes excellence in all aspects of their operations.

One of the key strengths of our partnership with LAZ Parking lies in their collaborative and communicative approach. They have consistently demonstrated a willingness to engage in regular and open dialogue, actively seeking feedback to improve their services further. This collaborative spirit has allowed us to work together seamlessly, ensuring a parking solution that aligns with the evolving needs of our airport and passengers.

I would recommend LAZ Parking based on their exemplary service improvements, outstanding leadership, and collaborative partnership. It has been a pleasure working with LAZ Parking, and we look forward to continuing this successful collaboration.

Should you require any further information or have additional questions, please do not hesitate to contact me.

Sincerely,


Amber Judd



long beach
airport

where the going is easy®

To whom it may concern:

As the Commercial Development Officer for Long Beach Airport (LGB), I wholeheartedly endorse our operations and collaboration with LAZ Parking. LAZ's transition into managing LGB's parking facilities last May represented not just a change in operations but a transformative shift in the guest experience, something that has been acknowledged by both our customers and stakeholders alike.

The shift in parking management to LAZ brought about a profound change in the "culture of customer service" at LGB through its management team and hiring and training of LAZ staff. This change has been overwhelmingly positive, reflecting our core belief that the right partnerships can transform service delivery for the better.

LAZ's approach to its partnership with LGB has always been fundamentally collaborative. LAZ's local and executive management team has been engaged and responsive to all our needs. LAZ understands that the success of the airport and its services is a shared responsibility, one that benefits from open communication, flexibility, and a shared vision. This was especially evident in our joint efforts on special projects that enhanced the airport's ambiance and customer experience. A notable example of this is the wall art project, which not only beautified the parking areas but also created a sense of place and engagement among travelers.

A couple of months after transitioning the parking operation, LAZ implemented the "Navigator" program, a service designed to assist passengers and visitors to the airport with directions, luggage handling, airport information, and any other travel needs they may have. The introduction of the Navigator program is a testament to LAZ's commitment to exceeding expectations. This initiative has significantly improved the customer service experience, making navigation and the use of airport facilities more accessible and user-friendly for all airport visitors.

I can say that hiring LAZ to manage LGB's parking operations have made our airport a better place and experience for our customers and LGB staff alike. As you pursue this change in your organization, I am confident that LAZ's excellence will be evident.

Sincerely,

Dale Worsham
Administrative Officer
(562) 570-2606
dale.worsham@longbeach.gov

4100 E. Donald Douglas Drive, Second Floor, Long Beach, CA 90808
T 562.570.2600 F 562.570.2601 lgb.org



Craig Simon
Director of Aviation
csimon@portoakland.com

November 14, 2024

To Whom It May Concern:

LAZ Parking has been under contract with the Port of Oakland to operate the public parking lots at Oakland International Airport (OAK) since December 2012. While LAZ had limited experience operating airport public parking facilities at that time, the Port staff was impressed with their vast experience and successful track record managing a wide range of comparable parking operations across multiple markets. In February 2023, LAZ secured the Parking Management Services contract at OAK for a third time, again through a highly competitive RFP- contract solicitation process, due to their continual commitment to OAK with excellent and responsive service under the Parking Management contract.

They have contributed significantly to successful airport-parking marketing programs, customer-service, and facility improvements through the pro-active recommendations made by their on-site Operations team. During the most recent contract term (expired January 2023) LAZ was an effective partner who contributed to OAK successfully “weathering” the significant downturn in airport-parking business due to the COVID-19 pandemic through managing operating expenses against operational need. As the parking business returned to OAK, LAZ recommended and implemented effective approaches to help OAK restore and grow parking revenues, including numerous marketing campaigns and assisting OAK to launch a Pre-Booking system. In addition to the success of on-site personnel, LAZ corporate staff has shown a continuous sincere interest in establishing a solid operational track record and maintaining a good client - relationship with the Port.

If other airports are considering LAZ Parking and need reassurance about their commitment to new markets, they should feel confident based on LAZ’s performance and ongoing dedication to the Port of Oakland at OAK. LAZ has demonstrated an unwavering commitment to establishing and maintaining strong client relationships while adapting to the unique needs of our airport.

If you have any questions do not hesitate to contact me directly.

Sincerely,

A handwritten signature in black ink that reads "Jon Cimperman".

Jon Cimperman
Airport Operations Manager, Landside (Airport Parking + Ground Transportation) Oakland International Airport
Jcimperman@portoakland.com
(510) 563-6590

530 Water Street ■ Jack London Square ■ P.O. Box 2064 ■ Oakland, California 94604-2064
Telephone: (510) 627-1100 ■ Facsimile: (510) 627-1826 ■ Web Page: www.portofoakland.com



INSURABILITY AND BUSINESS LICENSES



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/8/2024

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).

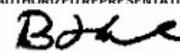
PRODUCER McGriff Insurance Services LLC 150 S. Warner Road, Suite 460 King Of Prussia PA 19406		CONTACT NAME: Susie Guarino PHONE (A/C, No, Ext): 610-233-4846 FAX (A/C, No): E-MAIL ADDRESS: susan.guarino@mcgriff.com	
INSURED LAZ Parking California, LLC 5901 Christie Ave., Suite 202 Emeryville CA 94608		151LAZKARP	
		INSURER(S) AFFORDING COVERAGE NAIC #	
		INSURER A: National Union Fire Ins Co of Pitt. PA 19445	
		INSURER B: AIU Insurance Company 19399	
		INSURER C: Allianz Global Risks US Insurance Co 35300	
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 1306925359 **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	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	3609369	7/31/2024	7/31/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY	Y	Y	3135689	7/31/2024	7/31/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	Y	SEE SCHEDULE	7/31/2024	7/31/2025	EACH OCCURRENCE \$ 100,000,000 AGGREGATE \$ 100,000,000 \$
B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y	N/A	14111734	7/31/2024	7/31/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Garagekeepers Liability	Y	Y	3135689	7/31/2024	7/31/2025	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 30 Days' Notice of Cancellation provided, 10 days for non-payment of premium. . If agreed upon in a written contract or agreement, the certificate holder is included as an additional insured for general liability, but only with respect to the operations of the named insured. This insurance is primary and non-contributory to the additional insureds if agreed upon in a written contract or agreement. Waiver of subrogation applies in favor of the additional insureds if agreed upon in a written contract or agreement.

CERTIFICATE HOLDER LAZ Parking California, LLC 5901 Christie Ave., Suite 202 Emeryville CA 94608	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)

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Airport Parking Facilities Management
 Insurability and Business Licenses



ADDITIONAL REMARKS SCHEDULE

AGENCY McGriff Insurance Services, LLC		NAMED INSURED	
POLICY NUMBER See COI (Acord 25)		See COI (Acord 25)	
CARRIER See COI (Acord 25)	NAIC CODE	EFFECTIVE DATE: 7/31/2024	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: Acord 25 **FORM TITLE:** Certificate of Liability Insurance

Additional Insurers Affording Coverage:

- Insurer letter C: Allianz Global Risk US Insurance Company (NAIC 35300)
- Insurer letter D: Federal Insurance Company (Chubb) (NAIC 20281)
- Insurer letter E: Everest National Insurance Company (NAIC 10120)
- Insurer letter F: Endurance Assurance Corporation (NAIC 11551)
- Insurer letter G: American Guarantee and Liability Insurance Company (Zurich) (NAIC 26247)
- Insurer letter H: Westfield Specialty Insurance Company (NAIC 16992)
- Insurer letter I: Great American Assurance Company (NAIC 26344)

C: Excess General Liability	USL03085024	7/31/2024-7/31/2025	Aggregate \$4,000,000
D: Primary Umbrella Liability	79863543	7/31/2024-7/31/2025	Aggregate \$25,000,000
E: Excess Liability	XC5EX02069241	7/31/2024-7/31/2025	Aggregate \$7,500,000
F: Excess Liability	EXC30065353300	7/31/2024-7/31/2025	Aggregate \$7,500,000
G: Excess Liability	AEC011173110	7/31/2024-7/31/2025	Aggregate \$15,000,000
H: Excess Liability	XSL345214K01	7/31/2024-7/31/2025	Aggregate \$10,000,000
I: Excess Liability	EXC5772941	7/31/2024-7/31/2025	Aggregate \$10,000,000
D: Excess Liability	78187246	7/31/2024-7/31/2025	Aggregate \$25,000,000





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/1/2024

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 RSC Insurance Brokerage, Inc. 180 Glastonbury Blvd. Suite 401 Glastonbury CT 06033	CONTACT NAME: Imani Barnes	FAX (A/C, No):	
	PHONE (A/C, No, Ext): (212) 297-2386	E-MAIL ADDRESS: ibarnes@risk-strategies.com	
INSURED LAZ Parking California, LLC 1000 Van Ness Suite 100 San Francisco, CA 94101	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : HDI Global Specialty SE		41343
	INSURER B : Starr Surplus Lines Insurance Co		13604
	INSURER C :		
	INSURER D :		
	INSURER E :		

COVERAGES CERTIFICATE NUMBER: 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
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/POP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N / A If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber/E&O			FRL-H-P-CT-0000951-02	7/31/2024	7/31/2025	Limit: \$ 5,000,000 Retention: \$ 250,000 Layer: \$5M xs \$250K SIR

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

B. Carrier: Starr Surplus Lines Insurance Company - Coverage: Excess Cyber/E&O
 Policy Number: 1000635107241
 Policy Period: 7/31/2024 – 7/31/2025 Limit: \$5M - Layer: \$5M xs \$5M

CERTIFICATE HOLDER SAMPLE	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 <i>RSC Insurance Brokerage Inc.</i>

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Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

Entity Name: LAZ PARKING CALIFORNIA, LLC
Entity No.: 201004810090
Registration Date: 02/04/2010
Entity Type: Limited Liability Company - Out of State
Formed In: CONNECTICUT
Status: Active

The above referenced entity is active on the Secretary of State's records and is qualified to transact intrastate business in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the date of this certificate and does not reflect documents that are pending review or other events that may impact status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of November 14, 2024.

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 265997134

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at bizfileOnline.sos.ca.gov.



BA20240214575



STATE OF CALIFORNIA
Office of the Secretary of State
STATEMENT OF INFORMATION
LIMITED LIABILITY COMPANY

California Secretary of State
1500 11th Street
Sacramento, California 95814
(916) 653-3516

For Office Use Only
-FILED-
File No.: BA20240214575
Date Filed: 2/1/2024

B2464-4893 02/01/2024 12:45 PM Received by California Secretary of State

Entity Details	
Limited Liability Company Name	LAZ PARKING CALIFORNIA, LLC
Entity No.	201004810090
Formed In	CONNECTICUT
Street Address of Principal Office of LLC	
Principal Address	ONE FINANCIAL PLAZA, 14TH FLOOR HARTFORD, CT 06103
Mailing Address of LLC	
Mailing Address	ONE FINANCIAL PLAZA, 14TH FLOOR HARTFORD, CT 06103
Attention	
Street Address of California Office of LLC	
Street Address of California Office	None
Manager(s) or Member(s)	
Manager or Member Name	Manager or Member Address
LAZ KARP Associates LLC	ONE FINANCIAL PLAZA HARTFORD, CT 06103
Agent for Service of Process	
California Registered Corporate Agent (1505)	CSC - LAWYERS INCORPORATING SERVICE Registered Corporate 1505 Agent
Type of Business	
Type of Business	PARKING MANAGEMENT/VALET
Email Notifications	
Opt-in Email Notifications	Yes, I opt-in to receive entity notifications via email.
Chief Executive Officer (CEO)	
CEO Name	CEO Address
Alan Lazowski	One Financial Plaza, 14th floor, Hartford, CT 06109
Labor Judgment	
No Manager or Member, as further defined by California Corporations Code section 17702.09(a)(8), has an outstanding final judgment issued by the Division of Labor Standards Enforcement or a court of law, for which no appeal is pending, for the violation of any wage order or provision of the Labor Code.	
Electronic Signature	
<input checked="" type="checkbox"/> By signing, I affirm under penalty of perjury that the information herein is true and correct and that I am authorized by California law to sign.	
<i>Alan Lazowski</i>	02/01/2024
Signature	Date





EXCEPTIONS TO SPECIFICATIONS AND/OR SAMPLE AGREEMENT

LAZ Parking has some suggestions and options that are not necessarily exceptions to the Agreement but will help clarify certain language.

OPTIONS

Option 1

We can manage this operation with one staff person (General Manager). Our suggestion is that for optimal coverage and customer/client service that we are able to provide two (2) staff members (General Manager & Assistant Manager).

Because of this, we propose that HCDA could elect to have us provide the staff members full-time in return for the top tier (93.0% over \$1,000,000) be eliminated and/or converted to 90.0%. This operation will be less profitable for LAZ, but we are willing to take that risk for better customer/client service and bet on our ability to create future revenue growth for the operation.

Option 2

LAZ Parking is willing to finance the PARCs purchase for the County over the term of the agreement (either 5 or 10 years) and will bill the airport back monthly during the term. We only ask that language be included that would repay LAZ Parking any unamortized portion of our investment in any event of termination or closure.

Option 3

LAZ Parking would be welcome to cover the warranty on the equipment for any of the years we will be operating under this agreement.

SUGGESTIONS

Suggestion 1

LAZ Parking would like to discuss LAZ retaining the revenue from the operation and wiring HCDA their full share of the revenue twice per month. This provides several benefits for both parties. A) Our cost of capital is reduced, allowing us to work within the pre-set percentage fees. B) Greatly simplifies accounting processes for the ACV/HCDA. This eliminates the Airport accounting staff having to daily receive and account for revenue, receive and review our invoices and then have to remit to LAZ all while we have to wait for payment. C) Auditing and revenue tracking becomes much easier.

Suggestion 2

All manual LPI requirements are removed from the Agreement. The system we are proposing provides live real time LPI which the HCDA can access at any time. There is no need to waste the time to manually perform the process.

Suggestion 3

We would like to discuss reducing the performance guarantee. There are several reasons we would be happy to elaborate on.

Suggestion 4

We would request clarifying language be added to the Agreement to allow for primary and excess insurance coverage for Commercial General Liability and Professional Liability Insurance.



PROJECTED EXPENSE BUDGET

FIRST YEAR BUDGET

With Only GM

RFP Project No. AV2023-001 (ACV): Budget	
	Year 1
Gross Revenue	\$1,116,306
Sales Tax (9.25%)	\$ 103,258
CC Fees (3.5%)	\$ 39,071
Adjusted Gross Revenue	\$ 973,977
ACV Rental	\$ 776,578
Net to LAZ	\$ 197,399
Direct Expenses	
Salary & Wages	\$ 77,000
Payroll Taxes	\$ 8,432
Workers Comp	\$ 3,080
Health Care Benefits	\$ 12,000
Uniform & Badges	\$ 300
Office Supplies	\$ 2,100
Ticket Expense	\$ 2,400
Equipment Maintenance	\$ -
Insurance	\$ 1,948
Telephone, Computer & Internet	\$ 4,200
Audit	\$ 7,000
Employee Recruiting & Testing	\$ 250
Region & HQ Expenses	\$ 3,600
Customer Call Center	\$ 5,400
Start Up/Travel	\$ 10,000
Other	
Total Direct Expenses	\$ 137,709

With GM & AM (Option)

RFP Project No. AV2023-001 (ACV): Budget	
	Year 1
Gross Revenue	\$1,116,306
Sales Tax (9.25%)	\$ 103,258
CC Fees (3.5%)	\$ 39,071
Adjusted Gross Revenue	\$ 973,977
ACV Rental	\$ 776,578
Net to LAZ	\$ 197,399
Direct Expenses	
Salary & Wages	\$ 117,380
Payroll Taxes	\$ 12,853
Workers Comp	\$ 4,695
Health Care Benefits	\$ 12,000
Uniform & Badges	\$ 300
Office Supplies	\$ 2,100
Ticket Expense	\$ 2,400
Equipment Maintenance	\$ -
Insurance	\$ 1,948
Telephone, Computer & Internet	\$ 4,200
Audit	\$ 7,000
Employee Recruiting & Testing	\$ 250
Region & HQ Expenses	\$ 3,600
Customer Call Center	\$ 5,400
Start Up/Travel	\$ 10,000
Other	
Total Direct Expenses	\$ 184,126

Note:

Highlighted: ACDBE Participation

DISADVANTAGE BUSINESS OPPORTUNITY GOALS (ACDBE)

LAZ Parking will greatly exceed the HCDA ACDBE Goal as set out in this RFP opportunity. The ACDBE participation goal established for the parking management contract consideration is 0.19%. We will be at or around 50%. This will benefit the airport for grants and funding.

OUR DBE PARTNERS

LAZ Parking makes every effort to screen and select local, minority and ACDBE certified businesses to participate in our airport agreements. These firms will help maximize ACDBE Participation to assist the County in reaching and exceeding its goals. In addition, we will actively continue to seek local SBA and M/WBE firms to participate in other areas of the operation.

LAZ Parking partners with reputable, reliable ACDBE Firms. For this opportunity we have teamed with:



Image Concepts is a California certified ACDBE firm for uniform purchases. We anticipate a first-year spending of \$600 with Image Concepts.



We also have a state of California certified ACDBE partner that provides credit card processing services. With our provider/partner ICS (**International Card Solutions**) we expect a first-year spending of \$39,000 on ACDBE.

FIRST YEAR ACDBE PARTICIPATION

	<u>Estimated Supplies & Services</u>	<u>Estimated ACDBE Spend</u>	<u>Participation %</u>
Year One:	\$76,269	\$39,371	51.6%

This would bring the total ACDBE participation to several times the of the Airports goal of 0.19% goal set out in Addendum #1. ACDBE participation to help the airport reach and exceed its goal for federal funding. The ACDBE certification documents and forms are included **below**.

Certified Profile

CLOSE WINDOW 

[Print](#)

Business & Contact Information

BUSINESS NAME PureSky, LLC, DBA International Card Solutions
OWNER Mr. Justin Clayborne
ADDRESS 525 West Main Street
 Suite 105
 Belleville, IL 62220 [\[map\]](#)
PHONE 404-938-3342
FAX 404-938-3342
EMAIL justin@internationalcardsolutions.com
WEBSITE <http://www.internationalcardsolutions.com>
ETHNICITY Black American
GENDER Male

Certification Information

CERTIFYING AGENCY California Department of Transportation
CERTIFICATION TYPE ACDBE - Airport Concessionaire Disadvantaged Business Enterprise
CERTIFIED BUSINESS DESCRIPTION Credit Card Processing Services
 Administrative Management and General Management Consulting Services

Commodity Codes

Code	Description
CA WCC C8714	CONSULTANT, BUSINESS/MANAGEMENT
CA WCC H6090	FUNCTIONS CLOSELY RELATED TO BANKING
NAICS 522320	Credit card processing services
NAICS 541611	Administrative Management and General Management Consulting Services

Additional Information

WORK DISTRICTS/REGIONS All work districts/regions
CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER 51613

This profile was generated on 11/4/2024

Business & Contact Information

BUSINESS NAME **Image Concepts**
 OWNER **Ms. Kelly Pond**
 ADDRESS **3820 SACRAMENTO DRIVE
 LA MESA, CA 91941 [\[map\]](#)**
 PHONE **619-895-0677**
 EMAIL **pondiego@aol.com**
 WEBSITE **<https://ImageConcepts-Uniforms.com>**
 ETHNICITY **Caucasian**
 GENDER **Female**
 COUNTY **San Diego (CA)**

Certification Information

CERTIFYING AGENCY **California Department of Transportation**
 CERTIFICATION TYPE **ACDBE - Airport Concessionaire Disadvantaged Business Enterprise**
 CERTIFIED BUSINESS DESCRIPTION **MEN'S & BOYS' FURNISHINGS; MISC APPAREL & ACCESSORIES; APPAREL, PIECE GOODS, & NOTIONS; NONSTORE RETAILERS; Textile and Fabric Finishing Mills; Cut and Sew Apparel Contractors**

Commodity Codes

Code	Description
CA WCC D2320	MEN'S & BOYS' FURNISHINGS
CA WCC D2380	MISC APPAREL & ACCESSORIES
CA WCC F5130	APPAREL, PIECE GOODS, & NOTIONS
CA WCC F5960	NONSTORE RETAILERS
NAICS 313310	Textile and Fabric Finishing Mills
NAICS 315210	Cut and Sew Apparel Contractors

Additional Information

WORK DISTRICTS/REGIONS **All work districts/regions**
 CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER **33768**

This profile was generated on 11/4/2024

SECURITY BOND/PERFORMANCE GUARANTEE



U.S. Specialty Insurance Company
 501 S. Figueroa Street, Suite 1800, Los Angeles, California 90017
 main 210 549 0900 fax 210 549 0415

BOND NO. N/A
 PREMIUM \$0.00
 BID DATE: 12/2/2024

BID BOND

KNOW ALL MEN BY THESE PRESENTS, That we, LAZ Parking California, LLC

(hereinafter called Principal), as Principal, and U.S. Specialty Insurance Company, a corporation,
 organized and existing under the laws of the State of Texas and authorized to transact a general surety business in the
 State of California

(hereinafter called Surety), as Surety, are held and firmly bound unto Humboldt County Department of Aviation
3561 Boeing Avenue, Room #206A, McKinleyville, CA 95519

(hereinafter called Obligee) in the penal sum of _____
Five Thousand and 00/100 Dollars (\$ 5,000.00)

for the payment of which the Principal and the Surety bind themselves, their heirs, executors, administrators, successors
 and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, That, whereas the Principal has submitted or is about to submit a
 proposal to the Obligee on a contract for _____
RFP No. AV2023-001 - Airport Parking Facilities Management Agreement for the California Redwood Coast -
Humboldt County Airport (ACV), Humboldt County, CA

NOW, THEREFORE, if the said contract be awarded to the Principal and the Principal shall, within such time as may be
 specified, enter into the contract in writing, then this obligation shall be void. If the Principal shall fail to do so, then the
 undersigned shall pay the obligee the damages which the obligee may suffer by reason of such failure up to and not
 exceeding the penal sum of the bond.

SIGNED, SEALED AND DATED THIS 22nd DAY OF November, 2024

LAZ Parking California, LLC
 By: Nathan PRINCIPAL

U.S. Specialty Insurance Company
 By: Jessica L. Piccirillo Attorney-in-Fact
 Jessica L. Piccirillo



ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of Connecticut

County of Hartford

On 11/22/2024 before me, Amanda Kelsey Jovino, Notary Public
(insert name and title of the officer)

personally appeared Jessica L. Piccirillo, Attorney-in-Fact, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Signature *Amanda Kelsey Jovino* (Seal)
Amanda Kelsey Jovino, Notary Public
My Commission Expires: 11/30/2027

AMANDA KELSEY JOVINO
NOTARY PUBLIC
MY COMM EXP 11/30/2027
CONNECTICUT



TOKIOMARINE
HCC

POWER OF ATTORNEY
AMERICAN CONTRACTORS INDEMNITY COMPANY TEXAS BONDING COMPANY
UNITED STATES SURETY COMPANY U.S. SPECIALTY INSURANCE COMPANY

KNOW ALL MEN BY THESE PRESENTS: That American Contractors Indemnity Company, a California corporation, Texas Bonding Company, an assumed name of American Contractors Indemnity Company, United States Surety Company, a Maryland corporation and U.S. Specialty Insurance Company, a Texas corporation (collectively, the "Companies"), do by these presents make, constitute and appoint:

Jessica L. Piccirillo

its true and lawful Attorney(s)-in-fact, each in their separate capacity if more than one is named above, with full power and authority hereby conferred in its name, place and stead, to execute, acknowledge and deliver on its behalf:

Surety Bond Number: N/A Amount of Bond: See Bond Form
Principal: LAZ Parking California, LLC
Obligee: Humboldt County Department of Aviation

This Power of Attorney shall expire without further action on April 23rd, 2026. This Power of Attorney is granted under and by authority of the following resolutions adopted by the Boards of Directors of the Companies:

"Be it Resolved, that the President, any Vice-President, any Assistant Vice-President, any Secretary or any Assistant Secretary shall be and is hereby vested with full power and authority to appoint any one or more suitable persons as Attorney(s)-in-Fact to represent and act for and on behalf of the Company subject to the following provisions:

Attorney-in-Fact may be given full power and authority for and in the name of and on behalf of the Company, to execute, acknowledge and deliver, any and all bonds, recognizances, contracts, agreements or indemnity and other conditional or obligatory undertakings, including any and all consents for the release of retained percentages and/or final estimates on engineering and construction contracts, and any and all notices and documents canceling or terminating the Company's liability thereunder, and any such instruments so executed by any such Attorney-in-Fact shall be binding upon the Company as if signed by the President and sealed and effected by the Corporate Secretary.

Be it Resolved, that the signature of any authorized officer and seal of the Company heretofore or hereafter affixed to any power of attorney or any certificate relating thereto by facsimile, and any power of attorney or certificate bearing facsimile signature or facsimile seal shall be valid and binding upon the Company with respect to any bond or undertaking to which it is attached."

IN WITNESS WHEREOF, The Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 18th day of April, 2022.

AMERICAN CONTRACTORS INDEMNITY COMPANY TEXAS BONDING COMPANY
UNITED STATES SURETY COMPANY U.S. SPECIALTY INSURANCE COMPANY

State of California
County of Los Angeles SS:



By: [Signature]
Daniel P. Aguilar, Vice President

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

On this 18th day of April, 2022 before me, Sonia O. Carrejo, a notary public, personally appeared Dan P. Aguilar, Vice President of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and that by his signature on the instrument the person, or the entity upon behalf of which the person acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature [Signature] (seal)



I, Kio Lo, Assistant Secretary of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of a Power of Attorney, executed by said Companies, which is still in full force and effect; furthermore, the resolutions of the Boards of Directors, set out in the Power of Attorney are in full force and effect.

In Witness Whereof, I have hereunto set my hand and affixed the seals of said Companies at Los Angeles, California this 22nd day of November, 2024

Corporate Seals



[Signature]
Kio Lo, Assistant Secretary

Visit tmhcc.com/surety for more information

HCCSPOACON0016W4/2022

Amended
Certificate of Authority

THIS IS TO CERTIFY THAT, Pursuant to the Insurance Code of the State of California,

U.S. Specialty Insurance Company

of Houston, Texas, organized under the
laws of Texas, subject to its Articles of Incorporation or
other fundamental organizational documents, is hereby authorized to transact within the State, subject to
all provisions of this Certificate, the following classes of insurance:

Fire, Marine, Surety, Disability, Liability,
Workers' Compensation, Aircraft, and Miscellaneous

as such classes are now or may hereafter be defined in the Insurance Laws of the State of California.

THIS CERTIFICATE is expressly conditioned upon the holder hereof now and hereafter being in
full compliance with all, and not in violation of any, of the applicable laws and lawful requirements made
under authority of the laws of the State of California as long as such laws or requirements are in effect
and applicable, and as such laws and requirements now are, or may hereafter be changed or amended.

IN WITNESS WHEREOF, effective as of the 29th
day of December, 2004, I have hereunto
set my hand and caused my official seal to be affixed this
29th day of December, 2004



By

John Garamendi
Insurance Commissioner

Victoria E. Stuber
for Ida Zedrow Deputy
Asst. Chief Deputy

NOTICE:

Qualification with the Secretary of State must be accomplished as required by the California Corporations Code promptly
after issuance of this Certificate of Authority. Failure to do so will be a violation of Insurance Code Section 701 and will be
grounds for revoking this Certificate of Authority pursuant to the covenants made in the application therefor and the
conditions contained herein.

FORM CB-3

OSP 06 39061



Construction Services Group

LAZ Parking California, LLC

Obligee: Humboldt County Department of Aviation
Project: RFP #AV2023-001 – Airport Parking Facilities Management Agreement for the California Redwood Coast – Humboldt County Airport (ACV)
ECP: \$5,000
Bid Date: 12/2/2024

Enclosed please find the above captioned bid bond executed, per your request. The bid bond must be signed by an authorized representative of your company, notarized, and sealed with the corporate seal.

We urge you to double-check all signatures, dates, amounts and job descriptions for accuracy. This will avoid the possibility of have a low bid rejected because of a clerical error. Please verify again that the bid bond form we executed is the form required by the specification and/or Owner/Obligee.

In addition, please verify that anything unusual that has been requested by the Owner/Obligee is attached.

The bid bond authorization is based upon your original estimate. **If the actual bid price exceeds this estimate by 10% or more, please contact us for additional authority.**

Please call our office if you should have any questions or need any further assistance.

Good Luck on your Bid!

Sincerely,

Jessica L. Piccirillo

Jessica L. Piccirillo
AVP – Account Manager LEAD

Your BID RESULTS are very important; please EMAIL this information to me within 5 days of the bid opening.

Contractors Name Bid Amount

- 1. _____ \$ _____
- 2. _____ \$ _____
- 3. _____ \$ _____

R & B Ceramic Tile placed _____ & your bid amount \$ _____

Alliant Insurance Services, Inc. • 40 Stanford Dr • Farmington, CT 06032
PHONE (860) 269-2163 • www.alliant.com • piccirillo@alliant.com • CA License No. 0C36861



PROPOSER ATTACHMENTS

Throughout our proposal, LAZ Parking has referenced a variety of supplemental attachments and documentation. These are summarized below and included in the following pages.

CONTENTS

ATTACHMENT 1	Monthly Report Sample	29
ATTACHMENT 2	Sample SOP Table of Contents	40

ATTACHMENT 1: MONTHLY REPORT SAMPLE



One Financial Plaza
14th Floor
Hartford, CT 06103
P: (860) 522.7641
F: (860) 524.8249
www.lazparking.com

Partners in Parking™

MINOT INTL AIRPORT PARKING OPERATIONS OCTOBER 2024

Minot Int. Airport		Loc #		410122		2024-2025 Revt Statements											
Aug 24 - July 25		Month	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Total		
TRANSACTIONS																	
Short Term		2238	1852	2010											6080		
Long Term		1393	1457	1445											4295		
Validations		44	44	27											115		
Rental Car Validation		1907	1692	1695											5294		
Total		5582	5025	5177	0	0	0	0	0	0	0	0	0	0	15784		
REVENUE																	
Short Term	\$	53,854.00	\$ 53,724.00	\$ 60,433.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 168,011.00		
Long Term	\$	107,516.00	\$ 106,921.00	\$ 105,188.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 319,625.00		
Validations	\$	72.00	\$ 209.00	\$ 1,016.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,297.00		
Rental Car Validation															\$ -		
Total	\$	161,370.00	\$ 160,645.00	\$ 165,621.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 487,636.00		
RENT																	
Revenue	\$	161,370.00	\$ 160,645.00	\$ 165,621.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 487,636.00		
Revenue Collected by MOT															\$ -		
Monthly Gross Revenue	\$	161,370.00	\$ 160,645.00	\$ 165,621.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 487,636.00		
Cumulative Gross Revenue	\$	161,370.00	\$ 322,015.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00	\$ 487,636.00		
Percentage Rent Calculation	\$	119,739.51	\$ 119,739.51	\$ 119,739.51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 359,218.53		
Less Money Collected by MOT	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
ACh to Minot Airport	\$	119,739.51	\$ 119,739.51	\$ 119,739.51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 359,218.53		

LAZ Karp Associates, LLC and Subsidiaries
Minot International Airport - North Dakota - 122 & 125
10/31/2024

	August 2024	September 2024	October 2024	November 2024	December 2024	January 2025	February 2025	March 2025	April 2025	May 2025	June 2025	July 2025	TOTAL TO - DATE
REVENUES													
Self Park/Transient	158,934.00	158,185.00	163,721.00										480,840.00
LAZgo Revenue	2,046.00	2,130.00	1,600.00										5,776.00
Monthly Parking	390.00	330.00	300.00										1,020.00
Total Lease Revenue	161,370.00	160,645.00	165,621.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	487,636.00



Monthly Revenue Summary

Location Number: 410122

Region: Minneapolis

Location Name: Minot International Airport-North Dako

Month: October, 2024

Day	Date	Non-Cash Transactions		Total	Ticket Breakdown - Other										Total	American Express	MC/Visa/Discover	Other Credit Card	Cash Deposits	Total Deposits	Over/Short
		RESERVATIONS - Short Term	RESERVATIONS - Long Term		TIME PARKED (0-1HOURS)	TIME PARKED (1-3HOURS)	TIME PARKED (3-6HOURS)	TIME PARKED (6-24HOURS)	TIME PARKED (>24HOURS)	TRANSIENT - LONG	CLOVER Short Term	CLOVER Long Term	T22								
Tuesday	10/17/2024	\$0.00	\$0.00	\$0.00	\$14.00	\$20.00	\$48.00	\$168.00	\$1,042.00	\$3,276.00	\$0.00	\$0.00	\$4,568.00	\$310.00	\$4,256.00	\$0.00	\$2.00	\$4,568.00	\$0.00		
Wednesday	10/23/2024	\$0.00	\$0.00	\$0.00	\$11.00	\$10.00	\$40.00	\$112.00	\$1,315.00	\$1,344.00	\$0.00	\$0.00	\$2,832.00	\$695.00	\$2,137.00	\$0.00	\$14.00	\$2,832.00	\$0.00		
Thursday	10/3/2024	\$0.00	\$0.00	\$0.00	\$17.00	\$15.00	\$8.00	\$70.00	\$1,404.00	\$2,532.00	\$0.00	\$0.00	\$4,046.00	\$736.00	\$3,295.00	\$0.00	\$15.00	\$4,046.00	\$0.00		
Friday	10/4/2024	(\$140.00)	\$360.00	\$220.00	\$39.00	\$35.00	\$48.00	\$70.00	\$847.00	\$2,884.00	\$56.00	\$0.00	\$3,159.00	\$468.00	\$2,689.00	\$0.00	\$2.00	\$3,159.00	\$0.00		
Saturday	10/5/2024	\$0.00	\$0.00	\$0.00	\$23.00	\$30.00	\$48.00	\$70.00	\$785.00	\$2,172.00	\$0.00	\$0.00	\$3,128.00	\$216.00	\$2,912.00	\$0.00	\$0.00	\$3,128.00	\$0.00		
Sunday	10/6/2024	\$0.00	\$0.00	\$0.00	\$16.00	\$10.00	\$32.00	\$112.00	\$1,211.00	\$2,580.00	\$70.00	\$0.00	\$4,033.00	\$526.00	\$3,507.00	\$0.00	\$5.00	\$4,033.00	\$0.00		
Monday	10/7/2024	\$0.00	\$0.00	\$0.00	\$30.00	\$55.00	\$56.00	\$84.00	\$2,868.00	\$6,180.00	\$0.00	\$0.00	\$9,273.00	\$563.00	\$8,708.00	\$0.00	\$2.00	\$9,273.00	\$0.00		
Tuesday	10/8/2024	\$0.00	\$48.00	\$48.00	\$20.00	\$15.00	\$36.00	\$112.00	\$797.00	\$3,744.00	\$28.00	\$84.00	\$4,836.00	\$675.00	\$4,160.00	\$0.00	\$1.00	\$4,836.00	\$0.00		
Wednesday	10/9/2024	\$0.00	\$0.00	\$0.00	\$30.00	\$30.00	\$24.00	\$28.00	\$1,407.00	\$1,406.00	\$0.00	\$0.00	\$2,945.00	\$423.00	\$2,521.00	\$0.00	\$1.00	\$2,945.00	\$0.00		
Thursday	10/10/2024	\$0.00	\$0.00	\$0.00	\$26.00	\$20.00	\$16.00	\$98.00	\$2,201.00	\$3,108.00	\$0.00	\$0.00	\$5,471.00	\$740.00	\$4,730.00	\$0.00	\$1.00	\$5,471.00	\$0.00		
Friday	10/11/2024	\$0.00	\$0.00	\$0.00	\$15.00	\$40.00	\$24.00	\$42.00	\$1,571.00	\$3,948.00	\$0.00	\$0.00	\$4,740.00	\$562.00	\$4,176.00	\$0.00	\$2.00	\$4,740.00	\$0.00		
Saturday	10/12/2024	\$14.00	\$0.00	\$14.00	\$43.00	\$30.00	\$24.00	\$28.00	\$1,528.00	\$2,172.00	\$0.00	\$0.00	\$3,843.00	\$213.00	\$3,530.00	\$0.00	\$0.00	\$3,843.00	\$0.00		
Sunday	10/13/2024	\$0.00	\$0.00	\$0.00	\$14.00	\$30.00	\$24.00	\$98.00	\$2,024.00	\$2,316.00	\$0.00	\$0.00	\$4,506.00	\$1,243.00	\$3,263.00	\$0.00	\$0.00	\$4,506.00	\$0.00		
Monday	10/14/2024	\$0.00	\$0.00	\$0.00	\$38.00	\$30.00	\$40.00	\$126.00	\$3,333.00	\$7,788.00	\$0.00	\$48.00	\$11,423.00	\$1,220.00	\$10,201.00	\$0.00	\$2.00	\$11,423.00	\$0.00		
Tuesday	10/15/2024	\$0.00	\$0.00	\$0.00	\$27.00	\$30.00	\$32.00	\$98.00	\$1,999.00	\$3,468.00	\$0.00	\$60.00	\$5,714.00	\$1,229.00	\$4,485.00	\$0.00	\$4.00	\$5,714.00	\$0.00		
Wednesday	10/16/2024	\$0.00	\$204.00	\$204.00	\$18.00	\$25.00	\$24.00	\$98.00	\$518.00	\$2,556.00	\$210.00	\$0.00	\$3,449.00	\$236.00	\$3,207.00	\$0.00	\$6.00	\$3,449.00	\$0.00		
Thursday	10/17/2024	\$0.00	\$60.00	\$60.00	\$14.00	\$30.00	\$8.00	\$84.00	\$1,195.00	\$2,976.00	\$0.00	\$48.00	\$4,355.00	\$314.00	\$4,036.00	\$0.00	\$5.00	\$4,355.00	\$0.00		
Friday	10/18/2024	\$0.00	\$0.00	\$0.00	\$36.00	\$40.00	\$16.00	\$70.00	\$1,274.00	\$3,540.00	\$0.00	\$0.00	\$4,976.00	\$546.00	\$4,427.00	\$0.00	\$3.00	\$4,976.00	\$0.00		
Saturday	10/19/2024	\$0.00	\$0.00	\$0.00	\$17.00	\$70.00	\$16.00	\$140.00	\$1,165.00	\$3,472.00	\$0.00	\$0.00	\$5,080.00	\$371.00	\$4,707.00	\$0.00	\$2.00	\$5,080.00	\$0.00		
Sunday	10/20/2024	\$140.00	\$0.00	\$140.00	\$17.00	\$15.00	\$24.00	\$84.00	\$2,422.00	\$3,434.00	\$0.00	\$0.00	\$6,196.00	\$824.00	\$5,260.00	\$0.00	\$112.00	\$6,196.00	\$0.00		
Monday	10/21/2024	\$0.00	\$156.00	\$156.00	\$28.00	\$55.00	\$48.00	\$126.00	\$4,508.00	\$6,456.00	\$0.00	\$0.00	\$11,221.00	\$1,145.00	\$10,016.00	\$0.00	\$60.00	\$11,221.00	\$0.00		
Tuesday	10/22/2024	\$0.00	\$0.00	\$0.00	\$11.00	\$20.00	\$16.00	\$42.00	\$940.00	\$4,164.00	\$0.00	\$0.00	\$5,193.00	\$861.00	\$4,332.00	\$0.00	\$0.00	\$5,193.00	\$0.00		
Wednesday	10/23/2024	\$0.00	\$144.00	\$144.00	\$21.00	\$15.00	\$8.00	\$28.00	\$1,138.00	\$2,640.00	\$0.00	\$0.00	\$3,850.00	\$499.00	\$3,251.00	\$0.00	\$0.00	\$3,850.00	\$0.00		
Thursday	10/24/2024	\$122.00	\$60.00	\$182.00	\$22.00	\$20.00	\$48.00	\$98.00	\$1,374.00	\$3,780.00	\$0.00	\$324.00	\$5,666.00	\$418.00	\$5,247.00	\$0.00	\$1.00	\$5,666.00	\$0.00		
Friday	10/25/2024	\$0.00	\$192.00	\$192.00	\$25.00	\$40.00	\$48.00	\$126.00	\$1,115.00	\$3,924.00	\$0.00	\$0.00	\$5,278.00	\$460.00	\$4,866.00	\$0.00	\$132.00	\$5,278.00	\$0.00		
Saturday	10/26/2024	\$0.00	\$0.00	\$0.00	\$23.00	\$50.00	\$16.00	\$70.00	\$2,322.00	\$3,156.00	\$0.00	\$0.00	\$5,637.00	\$398.00	\$5,239.00	\$0.00	\$0.00	\$5,637.00	\$0.00		
Sunday	10/27/2024	\$0.00	\$0.00	\$0.00	\$13.00	\$10.00	\$16.00	\$112.00	\$1,359.00	\$2,316.00	\$0.00	\$0.00	\$4,026.00	\$930.00	\$3,096.00	\$0.00	\$1.00	\$4,026.00	\$0.00		
Monday	10/28/2024	\$0.00	\$144.00	\$144.00	\$27.00	\$40.00	\$56.00	\$70.00	\$4,726.00	\$6,948.00	\$0.00	\$0.00	\$11,867.00	\$1,592.00	\$10,222.00	\$0.00	\$233.00	\$11,867.00	\$0.00		
Tuesday	10/29/2024	\$0.00	\$0.00	\$0.00	\$22.00	\$30.00	\$32.00	\$84.00	\$1,278.00	\$2,976.00	\$0.00	\$0.00	\$4,422.00	\$758.00	\$3,663.00	\$0.00	\$1.00	\$4,422.00	\$0.00		
Wednesday	10/30/2024	\$0.00	\$96.00	\$96.00	\$15.00	\$5.00	\$0.00	\$70.00	\$1,753.00	\$2,568.00	\$0.00	\$0.00	\$4,411.00	\$934.00	\$3,477.00	\$0.00	\$0.00	\$4,411.00	\$0.00		
Thursday	10/31/2024	\$0.00	\$0.00	\$0.00	\$17.00	\$0.00	\$40.00	\$42.00	\$1,594.00	\$1,884.00	\$0.00	\$0.00	\$3,577.00	\$621.00	\$2,955.00	\$0.00	\$1.00	\$3,577.00	\$0.00		
Total		\$136.00	\$1,464.00	\$1,600.00	\$699.00	\$925.00	\$916.00	\$2,460.00	\$51,415.00	\$104,188.00	\$384.00	\$564.00	\$161,721.00	\$20,826.00	\$142,267.00	\$0.00	\$628.00	\$161,721.00	\$0.00		





Super Region / Region

Midwest Consolidated

Location

410122 - Minot Airport - North Dak...

Date Slider

11/1/2023 10/31/2024

Month

All

Day

All

Time of Day / Hour

All

Silo

All

Problem

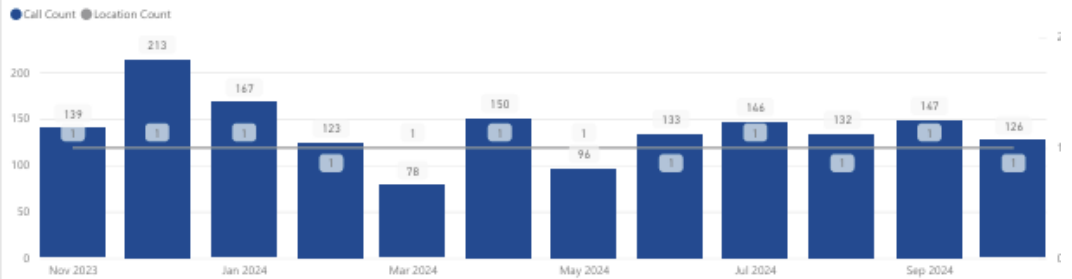
All

Gate Vend

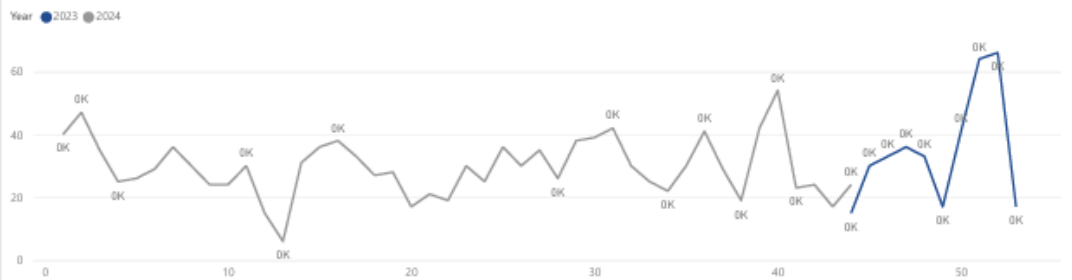
True
 False

Year	Calls	ATCPD	ADOC	% Vend	YTD Calls	PY YTD Calls	YOY YTD TC%
2024	1,298	4.26	159.88	10.40%	1,298	1,440	-9.86%
2023	352	5.77	137.59	11.06%	1,792	1,774	1.01%

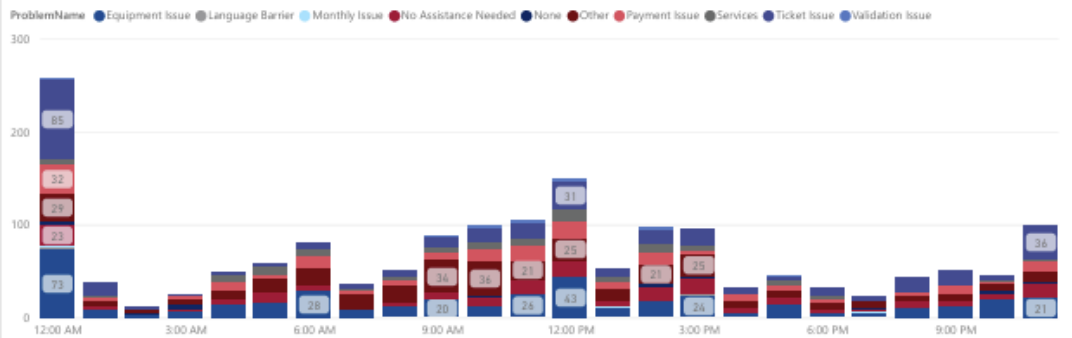
Calls By Month



Calls By Week



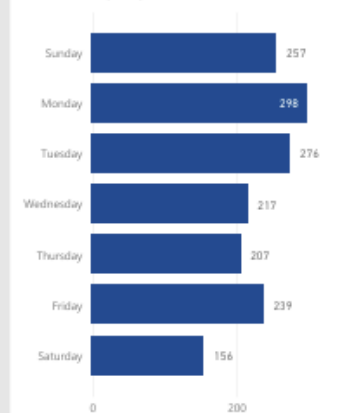
Calls by Time Per Day



Vend Report

ProblemName	False		True	
	Call Count	%RT Call Count	Call Count	%RT Call Count
Equipment Issue	348	83.84%	67	16.14%
Language Barrier	6	100.00%		
Monthly Issue	1	25.00%	3	75.00%
No Assistance Needed	193	100.00%		
None	21	75.00%	7	25.00%
Other	350	98.04%	7	1.96%
Payment Issue	171	85.50%	29	14.50%
Services	70	70.00%	30	30.00%
Ticket Issue	308	91.67%	28	8.33%
Validation Issue	8	72.73%	3	27.27%

Call Count by Day



Time of Day Vend Breakdown

Day	Sunday			Monday			Tuesday			Wednesday			Thursday			Call Count
	Call Count	Vended	% Vend	Call Count	Vended	% Vend	Call Count	Vended	% Vend	Call Count	Vended	% Vend	Call Count	Vended	% Vend	
☐ Morning	59	8	13.56%	85	6	7.06%	59	7	11.86%	58	4	6.90%	56	5	9.26%	
☐ Noon	39	8	20.51%	30	5	16.67%	16	1	6.25%	14	2	14.29%	12	2	16.67%	
☐ Afternoon	60	9	15.00%	60	6	10.00%	57	6	10.53%	38	2	5.26%	43	3	6.98%	
☐ Evening	15	3	20.00%	23	3	13.04%	10			8			4			
☐ Night	84	12	14.29%	100	11	11.00%	134	16	11.94%	99	10	10.10%	94	8	8.51%	

Vend Issue by Lane Breakdown

Lane	Lobby PDF			LT Left Entry			LT Left Exit			LT Right Entry			LT Right Exit			Posted Number			ST Entry 1			ST Entry 2			Reports	
	Reports	Vends	Vend %	Reports	Vends	Vend %	Reports	Vends	Vend %	Reports	Vends	Vend %	Reports	Vends	Vend %	Reports	Vends	Vend %	Reports	Vends	Vend %	Reports	Vends	Vend %		Reports
☐ 2024	84			67	2	2.99%	170	15	8.82%	51	2	3.92%	190	27	14.21%	190	1	0.53%	19	2	10.53%	57	1	1.75%	4	
☐ Jan	10			6	1	16.67%	21	2	9.52%	5			26	5	19.23%	33	1	3.03%				6				
☐ Feb	9			8			17	3	17.65%	4			24	1	4.17%	24						5				1
☐ Mar	12			2			17	1	5.88%	4			14	2	14.29%	11			2	1	50.00%	1				
☐ Apr	6			8			29	1	3.45%	6			20	4	20.00%	27			2	1	50.00%	4				
☐ May	5			2			9			3			14	1	7.14%	18			4			7	1	14.29%		
☐ Jun	9			5			12	4	33.33%	5			14	3	21.43%	12			2			12				1
☐ Jul	5			7			16			7			16	2	12.50%	19			2			6				
☐ Aug	9			15	1	6.67%	15			8	2	25.00%	16	5	31.25%	15			3			5				2
☐ Sep	15			8			21	3	14.29%	4			28	3	10.71%	15			1			7				1
☐ Oct	4			6			13	1	7.69%	5			18	1	5.56%	16			3			4				1
☐ 2023	22			13			45	6	13.33%	19	4	21.05%	60	9	15.00%	63			2			6				1
☐ Nov	6			3			25	4	16.00%	9	3	33.33%	19	3	15.79%	21			1			3				1
☐ Dec	16			10			20	2	10.00%	10	1	10.00%	41	6	14.63%	42			1			3				
Total	106			60	2	2.50%	215	21	9.77%	70	6	8.57%	230	36	14.40%	253	1	0.40%	21	2	9.52%	63	1	1.59%	7	

Location Vend Breakdown

Year	Month	2023																	
		Nov			Dec			Total			Jan			Feb					
Location Final	Call Count	Calls Vended	% Vend	Call Count	Calls Vended	% Vend	Call Count	Calls Vended	% Vend	Call Count	Calls Vended	% Vend	Call Count	Calls Vended	% Vend	Call Count	Calls Vended	% Vend	Call Co
410122 - Minot Airport - North Dakota (Long term lot)	139	18	12.95%	213	21	9.86%	352	39	11.08%	167	21	12.57%	123	10	8.13%				
Total	139	18	12.95%	213	21	9.86%	352	39	11.08%	167	21	12.57%	123	10	8.13%				

ATTACHMENT 2: SAMPLE OF SOP

Operations and Procedures Manual
Airport Parking Facilities

DRAFT Sample



LAZ Parking, LLC

(Parking Office Address)

(Parking Office Phone Number)

www.lazparking.com

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GENERAL OVERVIEW

Introduction to Parking System

The purpose of this manual is to provide a day-to-day operational overview for the Airport Parking System.

Terminal Parking Location:
 Spaces:
 Type:

(Lot/Garage) Parking Location:
 Spaces:
 Type:

Valet Parking Location:
 Spaces:
 Type:

Employee Lot Location:
 Spaces:
 Type:

Parking System

(NAME OF DISTRICT/COUNTY/AUTHORITY) has selected LAZ Parking as the Airport Parking Facility operator. LAZ Parking is a subsidiary of LAZ Parking LTD, which is headquartered in Hartford, Connecticut.

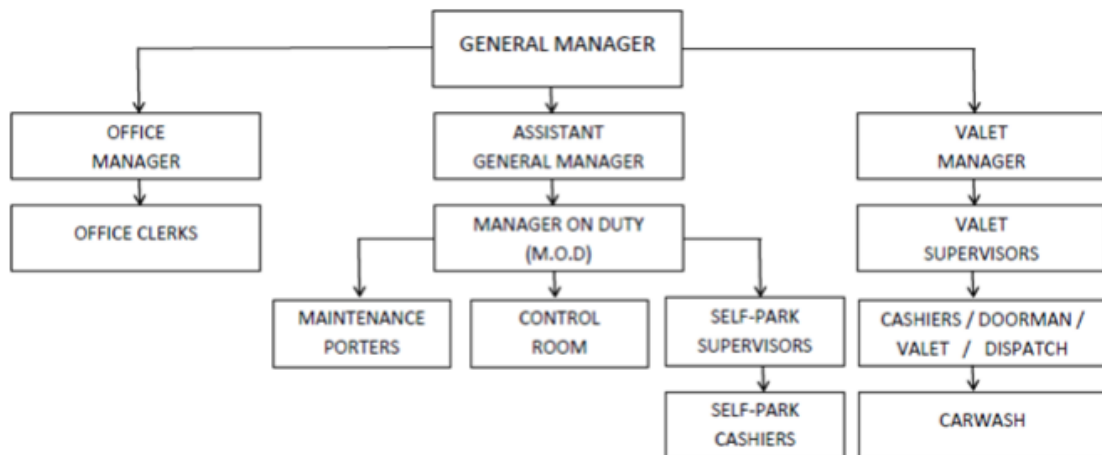
LAZ Parking is one of the largest national parking companies in the United States, It was formed in 1981, LAZ Parking is headquartered in Hartford CT, with operations in 325 cities and regional offices in San Francisco, Los Angeles, Atlanta, Boston, Chicago, New York, New Jersey, Baltimore, Washington DC, Miami, Dallas and San Antonio. As LAZ Parking has continued to grow, our founders and the three original partners are still deeply involved in the company, bringing their strengths to various aspects of our parking business. The success of our business stems from building strong client relationships, empowering employees to "Think like an Owner" and never losing touch with our roots.

In the fall of 2007, LAZ Parking formed a partnership with the world's largest parking operator, INDIGO Park. This transaction represents a mutual growth strategy by both parking leaders. INDIGO Park has

built an extremely successful network of parking operations in countries throughout Western and Eastern Europe and Canada. INDIGO Park currently operates over 1 million parking spaces in 300 cities in 14 countries. This joint venture between LAZ and INDIGO Park has enabled LAZ Parking to support INDIGO Park's growth in the United States by giving it the benefits of the top-quality management and a successful track record of significant growth. The sister companies share best practices and people, learning from one another and implementing new ideas throughout the world of parking.

Organizational Chart of Parking System

The organizational chart of the Airport Parking System reflects a focused, centralized approach to managing the parking system. The following pages include the current organizational chart, job descriptions, and the current names and contact information for each employee



General Job Descriptions and Responsibilities

General Manager

Reports To: Regional Vice President
Oversees: Assistant General Manager, Valet Manager, Revenue Clerk/Office Manager, Janitorial Subcontractor, Car Wash Subcontractor
Budgetary Scope: Overall P&L (Revenue, Operating Expenses, Capital Expenses), Insurance, Banking/Credit Card Expenses, Operation, Marketing

- LAZ Parking's General Manager will have overall management responsibility for the implementation and enforcement of operational, financial, personnel, accounting and maintenance procedures related to the parking and shuttle operations. The General Manager will be responsible for the ongoing coordination between LAZ and Airport Management. The duties and responsibilities of the General Manager will include, but not be limited to, all of the following:
 - Works Monday through Friday, 8AM to 5PM, on call 24/7
 - Reports to Airport Management and the Executive Vice President of LAZ Parking's Airport Division
 - Responsible for the overall management, operation and maintenance of all facets of the parking program
 - Responsible for adhering to all Airport and FAA and local government regulations and laws
 - Responsible for revenue enhancement initiatives to increase profitability to the airport
 - Responsible for overall profitability of location
 - Responsible approving annual budgets for revenue and expenses for locations
 - Ensuring adherence and compliance by LAZ Parking personnel to all established policies, rules, procedures and regulations of LAZ Parking
 - Responsible for negotiations of potential union contract and ongoing relations with Teamsters with support of Vice President for LAZ Parking
 - Evaluation, of daily, weekly and monthly revenue reports to the Airport
 - Regular review of Secret Shopping Reports & Customer Survey results to ensure superior customer service standards are consistently being delivered by all LAZ employees
 - Promote "The LAZ Way" (Motto's, Values & Practices)
 - Possess a high level of interpersonal skills to handle sensitive and complex situations including difficult customers and timely response and resolution of any customer complaints
 - Administer an effective audit and risk assessment program of all parking operations
 - Approval of expense, invoice payment and account payable programs
 - Assist with vendor negotiations
 - Regular daily and weekly communication with approved representatives of the Airport
 - Maintain close liaison with and assuring complete cooperation with Airport staff on matters of accountability, security and daily operational requirements
 - Assist LAZ Parking's Human Resources department with hiring, training, evaluating, and developing employees
 - Meet regularly with management staff
 - Other duties as assigned
 - Responsible for the oversight of the entire Parking System
 - Act as liaison between Airport and the Parking System

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- Act as a liaison between the Community and the Parking System
- Communicate pertinent information to Airport and Home Office Staff
- Supervise all administrative and operational managerial staff
- Review all Facility expenditures and overall budget compliance
- Responsible for interviewing, and hiring, Administrative personnel as necessary
- Communicate with local Sheriff department and emergency management teams regarding Facility operations

Supervisor

Reports To: General Manager
 Oversees: Self-Parking Operations, Maintenance and Porter Operations, Valet Attendants, Revenue Control Equipment, Revenue Reporting and Vehicle Inventory
 Budgetary Scope: Revenue, Payroll, Parking and Operational Related Expenditures

- Organize and narrate parking Management skills for the Cashiers, Valet Attendants
- Manage traffic flow of surrounding areas for parking lots
- Dispatch employees to designated location for cashier operations and traffic control
- Organize and manage the oversight of all self-parking and maintenance employees
- Oversee the timely input of payroll for all Self-Parking employees
- Ensure enrollment in time keeping device for all employees
- Monitor, review, and analyze the market rate structures
- Responsible for research and implementation on major projects

Bookkeeper

Reports To: General Manager and Regional Controller
 Oversees: Administrative staff
 Budgetary Scope: Revenue, Payroll, Parking and Operational Related Expenditures

- Oversee daily operations of the administrative staff
- Assist with special projects/reports as needed for analysis and development
- Responsible for the data entry of all daily paperwork into the daily revenue reporting packet
- Prepare financial reports and analysis including Parking System Management Report
- Prepare daily revenue reporting
- Responsible for the oversight of all group accounts
- Oversees the timely input of payroll for all administrative staff and Control Room employees
- Responsible for all onsite record keeping and storage
- Prints validation tickets and oversees proper payment
- Prints validation tickets and oversees proper payment
- Auditing of daily paperwork, keycards, change fund, etc.

Cashier

The Cashier will work a regular shift collect fees and tickets from exiting customers, will complete a report at the end of the shift to balance revenue with tickets collected.

- Works different time slots
- Reports to Parking Supervisor
- Completes all required paperwork and reports accurately and efficiently to account for all collected parking revenues.
- Greets by/use name, be responsive and timely with correspondence and problem resolution, and display a caring attitude, develop a rapport with the customer base.
- Assist customers in lobbies, lanes, and in the parking office; help direct traffic.
- Promotes good customer relations by consistently providing premier customer satisfaction with a friendly demeanor, can-do attitude, and willingness to help at all times.
- Accepts monthly and debit payments and process credit cards.
- Basic computer skills in the parking revenue control system (add/delete accounts, key in required information from monthly applications).
- Responsible for running any reports related to daily revenue, credit cards, or garage data.
- Must work with or without supervision.
- Responsible for general maintenance of the garage – sweeping, wiping down surfaces and equipment, emptying trash, picking up trash, changing light bulbs, etc.
- Maintain and repair any malfunctioning parking equipment to ensure appropriate access to customers.
- Other related duties as assigned.

Shuttle Driver

The Shuttle Driver will drive a regular shift on an Airport parking shuttle bus, will handle luggage, and will interact with customers.

- Works different time slots.
- Reports to Supervisor.
- Must be able to read, write and communicate effectively in English.
- Must be at least 21 years of age and have a driving record of three years or more.
- Must have a high school diploma or GED.
- Must have complete employment history.
- Must have a current Class B license with endorsements required by applicable federal, state and local regulations.
- Must possess a current DMV Medical Examiners Certificate or be able to pass a FMCSR physical.
- Must have no felony convictions.
- Must have no more than one moving violation within the past 36 months,
- No more than two points by the Department of Motor Vehicles (counted individually or combined) within the immediately preceding two (2) year period.
- May not have more than one preventable at-fault accident within the past 36 months.
- May not have a conviction for DWI, DUI or implied consent within the past seven years.
- No conviction for drug possession or use within the past seven years.
- Never have a conviction for drug trafficking or manufacturing.
- No conviction for assault within the past seven years.

- No pattern of illegal activities within the past seven years.
- No conviction for a sexual offense.
- Must be able to pass a FMCSR pre-employment drug screen.
- Two (2) years customer service
- Proven interpersonal skills dealing with the public
- Strong verbal communication and listening skills
- English speaking skills
- Excellent written communication skills
- Ability to interact professionally and in a friendly manner with internal and external customers on all levels
- Ability to work well with diverse groups
- Ability to deal patiently and in a friendly manner with external customer problems and complaints
- Able to remain courteous when faced with difficult or angry customers
- Must be a team player but able to work independently
- Must be able to work various shifts in an outside environment (job is 100% outdoors)

Valet Attendant

The Valet Attendant greets and creates a welcoming atmosphere for our customers and clients.

- Works different time slots.
- Reports to Supervisor
- Effectively and efficient park customer vehicles; return customer vehicles upon request in a timely manner.
- Greet by/use name, be responsive and timely with correspondence and problem resolution, and display a caring attitude, develop a rapport with the customer base.
- Assist customers into the facility, provide a gracious sense of arrival, and help direct traffic.
- Promote good customer relations by consistently providing premier customer satisfaction with a friendly demeanor, can-do attitude, and willingness to help at all times.
- Take extreme caution and care when valeting car.
- Must work with or without supervision.
- Other related duties as assigned.

Maintenance Attendant

The Maintenance Position will provide cleaning and garbage pick-up in all Airport public parking areas and facilities, will paint as needed, will assist security as needed.

- Works different time slots
- Daily inspections of all facilities.
- Picks up trash from all facilities.
- Removes graffiti from all surfaces.
- Performs weekly inspections of all equipment.
- Performs minor repairs on equipment.