



Monterey Street Parking Garage Operation

• City of Salinas • November 21st 2025 •



**Northern California
Regional Office**

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COVER LETTER

November 21st 2025

City of Salinas

Ms. Jenny Davila

City of Salinas – Public Works Department

426 Work Street, Salinas, CA 93901

RE: Request for Proposal, Monterey Street Parking Garage Operation

Dear Ms. Davila,

LAZ Parking is pleased to submit this proposal in response to the City of Salinas' Request for Proposals for Monterey Street Parking Garage Operation. As the current operator of the Monterey Street Parking Garage and the City's parking enforcement partner since 2016, LAZ understands the facility, the community it serves, and the City's expectations for safe, reliable, and customer focused operations.

Our team has worked closely with City staff to support downtown vitality and provide a positive experience for Steinbeck Center visitors, Maya Cinema patrons, and the surrounding businesses. At Monterey Street, we have delivered consistent day to day operations, responsive customer service, and careful handling of revenues and reporting. This proposal builds on that history and outlines a seamless continuation of services that protects institutional knowledge and maintains continuity for the City and its customers.

The enclosed response presents a comprehensive, full service operating plan for the Monterey Street Parking Garage, including staffing and supervision, customer service, maintenance and inspections, revenue control, and coordination with City departments and vendors. We highlight a proven local management team, clear performance standards, and trained garage ambassadors who reflect the welcoming character of downtown Salinas. Our approach uses structured daily, weekly, and monthly inspections, documented work orders, and transparent revenue reconciliation to support auditing and financial oversight.

Looking ahead, LAZ is committed to enhancing the existing program with targeted innovations, data driven monitoring, and technology tools that can improve reporting, support real time issue resolution, and further elevate the customer experience. Our goal is to continue serving as a trusted partner to the City of Salinas and to operate the Monterey Street Parking Garage in a way that is efficient, transparent, and responsive to the community's evolving needs.

Thank you for the opportunity to continue serving the City. We look forward to working closely with you and your team to ensure that the Monterey Street Parking Garage remains a safe, welcoming, and well managed asset for downtown Salinas.

Sincerely,

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1. PROPOSAL SUMMARY

LAZ Parking is honored to submit this proposal to continue our valued partnership with the City of Salinas for the operation of the Monterey Street Parking Garage. As the current operator of the Garage and the City's parking enforcement partner since 2016, LAZ brings a seasoned local team, established procedures, and a deep understanding of how this facility supports downtown vitality, the National Steinbeck Center, Maya Cinema, and surrounding businesses. Our work in Salinas has been defined by collaboration, reliability, and a shared commitment to safe, clean, and accessible public parking.

A continued partnership with LAZ ensures no transition risk, seamless continuity of service, and preservation of the City's operational momentum. Our on-site team is already trained, vetted, and familiar with the Garage's operating hours, customer patterns, equipment, and revenue processes. This local knowledge, combined with LAZ's national municipal expertise and disciplined approach to staffing, maintenance, security, and financial controls, uniquely positions us to deliver the outcomes described in the RFP without interruption.

Understanding the City's Objectives & Scope

We understand that the City is seeking a professional, highly accountable partner to provide full-service operation of the Monterey Street Parking Garage, including staffing, day to day management, maintenance coordination, security support, and transparent handling of revenues and expenses. Core City objectives include:

- A safe, clean, and well-maintained Garage that reflects positively on downtown Salinas.
- Reliable opening and closing of the facility in accordance with the published schedule.
- Courteous, customer focused staff who act as ambassadors for downtown and support residents and visitors.
- Strong internal controls over revenue collection, deposits, reconciliation, and reporting.
- Regular inspections, prompt response to maintenance and safety issues, and clear documentation of all work.
- Effective communication and coordination with City staff, law enforcement, equipment vendors, and security providers.

Our proposed operating plan is built around these expectations and the specific requirements in Attachment B of the RFP. LAZ will provide:

- A comprehensive staffing plan that aligns with the Garage's operating hours and activity levels.
- Hiring, background checks, and bonding that meet or exceed the City's standards for all employees, especially those handling money.
- Daily, weekly, and monthly facility inspections documented on standardized forms, plus a work order system that tracks all repairs from identification through completion.
- Procedures to report equipment malfunctions within one hour, handle life safety conditions within the required time frames, and communicate promptly with the City.
- A revenue control program that uses segregation of duties, daily deposits, weekly reconciliations, and detailed monthly operating statements to support audit readiness.

Why LAZ is the Best Qualified Firm

With more than 40 years of municipal parking experience, LAZ Parking is one of the largest and most experienced parking operators in the United States. We manage municipal garages, surface lots, and on street programs for cities across California and the country, giving us a deep understanding of the operational discipline, transparency, and responsiveness that public agencies require.

Key differentiators and strengths for this contract include:

- Proven Partner in Salinas
- Current operator of the Monterey Street Parking Garage and longtime enforcement partner, with a record of meeting City expectations for service, reporting, and collaboration.
- Seamless Continuity
- No startup delay, no learning curve, and minimal administrative burden on City staff. Existing personnel, routes, procedures, and reporting formats remain in place, with enhancements layered in over time.
- Full-Service Garage Operations Expertise
- Extensive experience managing municipal garages of similar size, including staffing, customer service, maintenance coordination, equipment troubleshooting, and support for third party vendors.
- Strong Controls and Accountability
- Documented cash handling procedures, segregation of duties, bonding of all revenue handling employees, and detailed monthly operating statements that align with the City's fiscal responsibilities and audit needs.
- Customer and Community Focus
- LAZ's ambassador approach emphasizes courtesy, education, and clear communication while maintaining consistent application of policies and promoting a welcoming experience for Garage users.
- Safety, Maintenance, and Security Integration
- Structured inspection routines, clear work order and escalation processes, and staff training in emergency procedures and coordination with City police, fire, and security providers.

Implementation & Service Continuity Plan

Because LAZ is already embedded in the City's parking operations, our implementation will be immediate and seamless. There is no need for a formal transition period and no disruption to customers or City staff.

Our commitments include:

- Retain and continue to develop the current Garage operations team, subject to City approval and required screening.
- Maintain existing operating hours, opening and closing procedures, and general traffic flow while aligning all practices with the detailed RFP requirements.
- Implement and document daily, weekly, and monthly inspection checklists and a work order log that will be shared with City staff.
- Continue established communication channels with City representatives for routine coordination, incident reporting, and monthly joint walkthroughs of the facility.

- Apply existing LAZ internal oversight, including regional management review of staffing, safety, and financial controls.

Enhancement Initiatives:

In addition to maintaining a stable, compliant operation, LAZ will introduce targeted enhancements that support the City’s goals:

- Use business intelligence tools to track transaction volumes, occupancy trends, and exception activity, and share these insights during regular check in meetings with City staff.
- Refine staffing patterns over time to match observed demand patterns and event activity, improving service and cost efficiency.
- Strengthen community engagement by training staff to provide wayfinding assistance and basic visitor information for downtown destinations.
- Collaborate with the City on future technology or capital improvements at the Garage, using our national experience to help evaluate options and implementation impacts.

A Proven Partner for Today & Tomorrow

LAZ Parking’s record in Salinas demonstrates reliable service delivery, professional field operations, and a culture of partnership. We understand the importance of operating the Monterey Street Parking Garage in a manner that balances efficiency, safety, customer experience, and public accountability.

By continuing this partnership, the City of Salinas retains a trusted and experienced operator that requires no transition, carries minimal operational risk, and has the resources and expertise to meet the City’s current and future Garage management needs.

Contact Information

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2. PROFILE ON THE PROPOSING FIRM

About LAZ Parking

Over Four Decades of Experience

LAZ Parking was founded in 1981 and has been at the forefront of the parking industry ever since, constantly innovating and adapting to the dynamic needs of our customers. Although we employ over 25,000 parking professionals in 42 states and Canada, each of our operations is managed locally. With over three decades of municipal parking experience, including the past 10 years as the incumbent parking operator for the City of Salinas, our Bay Area based team will continue to oversee day to day operations at the Monterey Street Parking Garage. This team is already integrated with City staff, experienced with the facility and downtown demand patterns, and ready to deliver safe, reliable, and customer focused service.

- The **largest privately held parking company in the USA** with a strong presence throughout California
- Recently awarded **multiple municipal contracts in the Bay Area** adding resources and support.
- Unique **municipal parking experience**, managing more than 550,000 parking spaces for over 150 government agencies, cities and counties.
- **Local and regional leaders** dedicated to your success, many with decades of parking experience including hands on experience with the City of Salinas parking program and throughout California.
- **Dedicated Government Services support** team for future program enhancements, effective research, rapid technology implementation and continuous municipal support.



At the core of LAZ Parking’s business model is a commitment to its employees, customers, and the communities it serves. LAZ's unique culture fosters engagement, accountability, and continuous improvement, driving consistently high performance. Additionally, the company places an emphasis on environmental sustainability, diversity, and social responsibility, ensuring its impact extends beyond business operations.

LAZ Parking’s ongoing growth, success, and commitment to serving its clients stem from its dedication to living its mission. The company’s independence; a defining advantage among large operators in the mobility industry empowers LAZ to stay true to its principles and focus on building long-term, mutually beneficial relationships.

Today, LAZ operates over 4,000 locations and manages 1.6 million parking spaces in 538 cities across 42 states. By adhering to its founding principles while embracing technological innovation and corporate responsibility, LAZ continues to set the standard in the mobility industry.

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/ 536
Portfolio Mix:	Managed, Leased, and Owned
Service Lines:	Hospitality, Commercial, Healthcare, Airports, Transportation, Universities, Government, Retail, Events and Venues
12/9/24	



Nationally Recognized

IPMI Accredited Parking Organization with Distinction

LAZ Parking earned the Accredited Parking Organization (APO) with Distinction status in March 2024, recognizing the company's excellence in financial and operational accountability, customer care, employee training, sustainability, and technological innovation. This certification, granted for three years, establishes LAZ as a leader in the parking and mobility industry.



CAPP Certification Program

LAZ Parking promotes the Certified Administrators of Public Parking (CAPP) program, enhancing the expertise of its leadership team. Many of LAZ's managers have earned or are working toward CAPP or CPP certifications, demonstrating a commitment to excellence in the parking industry.



Environmental, Social, & Governance (ESG)

LAZ Parking launched an ESG Division in 2022, aligning with its mission to create opportunities for employees and value for clients. The division focuses on social awareness, wellness, diversity, and sustainable business practices. LAZ collaborates with Quinn+Partners to implement ESG frameworks and achieve Net Zero by 2036. The company's environmental goals include advancing electrification, embracing digitization, and supporting responsible suppliers.



Diversity, Equity, and Inclusion

DEI is a central component of LAZ's ESG strategy. The company is focused on fostering an inclusive environment through diverse policies, performance monitoring, and accountability. LAZ supports small, minority-owned, and women-owned businesses through its Supplier Diversity and Inclusion Plan, promoting equity both within and outside the organization.



LAZ Charitable Foundation

The LAZ Charitable Foundation uplifts underserved communities by supporting housing, education, food security, mental health, and career development. Its mission, "Elevating Humanity," emphasizes empowering individuals, promoting social justice, and creating opportunities for everyone to thrive. Deeply rooted in our DNA, LAZ seeks opportunities to get involved in the communities we serve and are particularly proud of our partnership with Special Olympics Southern California, for whom we host an annual charitable golf tournament and participate in the annual Plane Pull at Long Beach Airport.



Financial Stability, Capacity & Resources

LAZ Parking is a privately held, financially stable company with more than 40 years of continuous operations and a strong national presence. Headquartered in Hartford, Connecticut, LAZ employs over 25,000 team members and manages more than 1.5 million parking spaces nationwide.

Our company maintains the financial capacity and operational resources necessary to support large scale municipal parking programs such as the operation of the Monterey Street Parking Garage. LAZ's balance sheet reflects consistent year over year revenue growth, zero long term debt exposure, and strong liquidity supported by national banking relationships. These resources allow LAZ to invest continuously in technology, equipment, uniforms, and facility management tools without reliance on external financing.

Audited financial statements for the last two fiscal years, including balance sheets and income statements, will be provided under separate confidential cover to substantiate LAZ's financial stability and capacity to fulfill all contractual obligations.

No subcontractors are proposed for this project. All services, including staffing, training, supervision, maintenance coordination, revenue control, and administration, will be provided directly by LAZ Parking using existing local and regional resources, ensuring complete accountability and seamless operational continuity.

Lawsuits or Litigation Disclosure

LAZ Parking affirms that there are no lawsuits, claims, or settlements within the past five (5) years arising from any public project undertaken by LAZ Parking or its subcontractors that would have any material impact on the company's ability to perform the required services under this contract.

Like most national service providers operating in multiple jurisdictions, LAZ occasionally encounters minor employment related or contract interpretation matters that are typical for organizations of our size. None of these have resulted in any findings or settlements that affect LAZ's financial stability, reputation, or capacity to deliver municipal parking services.

To date, LAZ has never defaulted on, been terminated from, or failed to complete any municipal or public-sector contract. Our record of performance and renewal with public agencies including the City of San Francisco, City of Berkeley, City of Palo Alto, and others demonstrates our consistent compliance, accountability, and commitment to our municipal partners.



3. QUALIFICATIONS OF THE FIRM

Past to Present & Beyond

As a full service parking management company with more than four decades of municipal experience, LAZ Parking understands how a well run parking facility supports access, safety, and downtown economic activity. In Salinas, LAZ has partnered with the City since 2016, operating the Monterey Street Parking Garage and providing related parking services that support the National Steinbeck Center, Maya Cinema, and the surrounding business district. This on the ground experience, combined with our broader municipal portfolio, demonstrates our ability to manage garages that are publicly owned, heavily used, and highly visible to the community.



Serving Government Agencies

Our Government Services Division specializes in municipal parking operations, including staffed garages, surface lots, and mixed use facilities for cities, counties, universities, and transit agencies. These programs include responsibilities similar to those outlined in this RFP: day to day operations, staffing and supervision, revenue control and deposit procedures, maintenance coordination, safety and security support, and detailed financial reporting. We bring the systems, training, and oversight needed to operate public parking assets in a way that is reliable, accountable, and responsive to agency expectations.

Similar Projects

In the Attachment D table, LAZ has provided summaries of representative projects with other public agencies and private owners. Each entry describes the scope of work, total project value, the percentage of work performed by LAZ, the period of performance, and client references. Across these projects, LAZ has consistently adhered to agreed schedules and budgets, meeting or exceeding service level expectations while maintaining strong relationships with our clients.

Sub-Contracting

LAZ Parking is submitting this proposal as a single prime firm. We do not have any teaming arrangements, ownership interests, or other business relationships with firms or individuals that we expect may submit proposals in response to this RFP. No subcontractors are proposed for this engagement; all services will be provided directly by LAZ using our local and regional resources.

Government Sector Experience

Our experience, leadership and philosophy have made LAZ Parking one of the nation’s premier operators specializing in parking services for municipalities and government agencies. We have an unmatched track record operating municipal parking systems and currently manage **more than 550,000** parking spaces for **over 150** government agencies, cities and counties.

The following is provided as a sample of LAZ Parking’s public sector clients, including the approximate number of spaces for each:

California Partnerships

- City of Long Beach (10,300)
- Long Beach Municipal Airport (1,550)
- City of San Francisco On Street (28,800)
- City of Inglewood, (12,750)
- City of Stockton (6,145)
- City of Burbank (1,475)
- City of Malibu (1,950)
- City of Newport Beach (4,100)
- City of Glendale (3,008)
- City of Los Angeles / LADOT (38,000)
- City of West Hollywood (3,360)
- City of San Francisco Off Street (3,115)
- California State Parks (2,665)
- City of San Mateo (2,610)
- County of Alameda (2,500)
- City of Calabasas (1,100)
- LA Beaches & Harbors (10,000)
- LAX IT (1,500)
- City of San Bruno (1,820)
- City of San Leandro (1,450)
- City of San Marcos (1,200)
- City of South San Francisco (2,100)
- City of Santa Ana (2,500)

National Partnerships

- Washington Metro Area Transit Auth (59,000)
- City of Las Vegas (NV) (3,000)
- Volusia County, FL (2,100)
- City of Baton Rouge, LA (2,000)
- City of Coral Gables, FL (1,775)
- City of Baltimore, MD (1,440)
- City of South Miami, FL (1,400)
- City of Arvada, CO (1,100)
- Cobb County, GA (1,380)
- City of Chicago Meters System (36,000)
- Montgomery County, MD (21,500)
- NY City Housing Authority (20,000)
- NY Metro Transit Authority (16,600)
- City of Lincoln, NE (14,780)
- Rhode Island State Beaches (8,100)
- City of Kansas City, MO (6,600)
- City of Miami Beach, FL (6,000)
- City of New Rochelle, NY (5,868)
- City of Lowell, MA (5,566)
- Norwalk Parking Authority (4,233)
- City of Stamford, CT (3,400)
- Birmingham Jefferson Conv. Complex (2,700)
- City of Syracuse, NY (2,525)
- City of Westminster, CO (2,500)



ATTACHMENT D

SAMPLE TABLE FORMAT - QUALIFICATIONS OF FIRM RELATIVE TO CITY'S NEEDS

Project Name	Client	Description of work performed	Total Project Cost	Percentage of work firm as responsible for	Period work was completed	Client contact information*
SFMTA Garages	San Francisco Municipal Transportation Agency	Parking Management	\$180M	100%	2011 - Present	Rob Malone (415) 705-5535 rob.malone@sfmta.com
<p>Did your firm meet the project schedule (Circle one): <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Give a brief statement of the firm's adherence to the schedule and budget for the project: LAZ Parking has consistently delivered all contracted services for this City on schedule, within budget, and without a single cost overrun or service interruption, demonstrating our disciplined project management and unwavering commitment to operational excellence.</p>						
Parking Management	County of Alameda	Parking Management	\$4.9M	100%	2015 - Present	Ashwin Swenson (510) 224-7326 Ashwin.Swenson@acgov.org
<p>Did your firm meet the project schedule (Circle one): <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Give a brief statement of the firm's adherence to the schedule and budget for the project: LAZ Parking has consistently delivered all contracted services for this City on schedule, within budget, and without a single cost overrun or service interruption, demonstrating our disciplined project management and unwavering commitment to operational excellence.</p>						
Parking Management	City of Stockton	Parking Management	\$1.6M	100%	2020 - Present	Tina McCarty (209) 937-8907 tina.mccarty@stocktonca.gov
<p>Did your firm meet the project schedule (Circle one): <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Give a brief statement of the firm's adherence to the schedule and budget for the project: LAZ Parking has consistently delivered all contracted services for this City on schedule, within budget, and without a single cost overrun or service interruption, demonstrating our disciplined project management and unwavering commitment to operational excellence.</p>						
Parking Management	City of Walnut Creek	Parking Management	\$3.5M	100%	2011 - Present	Mike Vickers (925) 256-3538 vickers@walnut-creek.org
<p>Did your firm meet the project schedule (Circle one): <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Give a brief statement of the firm's adherence to the schedule and budget for the project: LAZ Parking has consistently delivered all contracted services for this City on schedule, within budget, and without a single cost overrun or service interruption, demonstrating our disciplined project management and unwavering commitment to operational excellence.</p>						

* Include Name, Title, and Phone Number



4. WORK PLAN OR PROPOSAL

LAZ Parking (“Contractor”) will provide full-service operation of the Monterey Street Parking Garage, assuming responsibility for management, staffing, revenue control, customer service, maintenance coordination, security support, and overall operational oversight in accordance with the City’s RFP, Scope of Work, and Sample Agreement. As the incumbent operator, LAZ will deliver a seamless continuation of services with no disruption to customers or City staff.

Garage Operations

Hours of Operation

LAZ Parking will operate the Garage in alignment with the hours defined in the RFP:

- Monday – Thursday: 5:30 a.m. to 1:00 a.m.
- Friday: 5:30 a.m. to 2:00 a.m.
- Saturday: 8:00 a.m. to 2:00 a.m.
- Sunday: 8:00 a.m. to 1:00 a.m.

LAZ Parking will open and secure the Garage each day, ensuring all equipment is functional and the facility is safe for use. The City may adjust operating hours based on demand, events, or operational needs. LAZ Parking will implement any such changes upon written direction from the City and update internal schedules and signage as required.

Parking Rates

LAZ Parking will administer the rates established by the City:

- Transient (Hourly): \$1.25 per hour
- Monthly Permit: \$50 per month

No in/out privileges are provided for transient parkers unless directed otherwise by the City. All rate changes will be established and approved by the City Council; LAZ Parking will implement new rates upon written notice and update equipment, signage, and customer communications accordingly.

Staffing Requirements

LAZ Parking will provide staffing necessary to meet the operating hours, customer service expectations, and safety requirements of the Garage.

Staffing Plan

LAZ Parking’s staffing plan (provided under Chapter 6 – Project Staffing) includes:

- Position titles and roles (Garage Manager, attendants, cashiers, maintenance support).
- Coverage by day and shift to match operating hours and peak demand.
- Compensation and benefits assumptions for each position.

- Performance metrics for each classification to support regular evaluations.

All staff will act as ambassadors for the City, assisting the public with wayfinding and general questions about the Garage and downtown.

Hiring & Background Screening

LAZ Parking will be responsible for all recruitment, selection, and ongoing training of personnel, and will comply with all applicable non-discrimination requirements and City policies.

A thorough background investigation will be completed for all potential employees, including, as applicable, criminal and driving history, outstanding violations, prior work history, and skills assessment.

Where required, LAZ Parking will arrange for any additional testing (such as psychological or medical screening) consistent with the City's expectations.

LAZ Parking will provide documentation that background checks have been completed to the satisfaction of LAZ Parking prior to the employee working in the Garage.

LAZ Parking will notify the City's representative via email before any new employee begins work and will not assign staff to the Garage without City approval.

All employees with access to money or revenue handling functions will be bonded by LAZ Parking.

Oversight & Performance

LAZ Parking will be responsible for day-to-day supervision, discipline, and, if necessary, termination of personnel.

The City reserves the right to review employee performance and may request corrective action or require the removal of any LAZ Parking employee when it is determined to be in the City's best interest.

Staff will receive training in customer service, safety procedures, emergency response, equipment operation, and daily operational protocols.

Bilingual skills are encouraged to better serve Salinas' Spanish-speaking community.

Revenue Control & Fiscal Management

Revenue Processing

LAZ Parking will be responsible for the daily processing of Garage revenues and related documentation. "Revenue" under this contract consists solely of:

- Transient parking fees collected at the Garage.
- Monthly parking fees for Garage permits.

Advertising revenue and special event revenue generated directly by the City are excluded.

LAZ Parking will collect, count, and reconcile all daily receipts.

LAZ Parking will prepare daily summaries and maintain appropriate supporting documentation.

Remittance and Direct Costs

All Garage revenues will be remitted to the City with a monthly check, accompanied by a weekly reconciliation summarizing receipts and deposits, consistent with the RFP.

LAZ Parking will not pay itself from Garage revenue. Payment of management fees and approved reimbursements will be made by the City under the terms of the Agreement.

LAZ Parking will pay direct costs within the parameters defined in the maintenance section (e.g., minor repairs, supplies, approved subcontracted services).

Use of cash for direct costs will be minimized and discouraged.

All direct expenses will be reconciled monthly and submitted to the City via invoice for reimbursement.

Reporting, Audit, and Governance

LAZ Parking will provide monthly operating statements detailing revenues, expenses, and any variances.

The City retains full audit rights and may review all financial records related to Garage operations, including receipts, invoices, and subcontractor agreements.

The City may question or reject unreasonable expenses and may require changes to subcontractors if services are deemed too costly or ineffective.

A quarterly review between the City and LAZ Parking will be held to review financial transactions and operational performance.

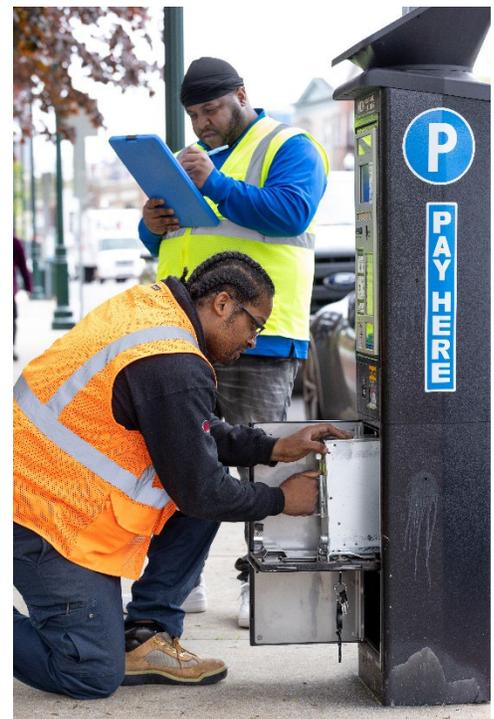
Maintenance Responsibilities

General Maintenance Duties

LAZ Parking will be responsible for day-to-day operation and coordination of:

- Computerized parking equipment and validation systems.
- Signage and wayfinding within the Garage.
- Lighting and basic electrical issues within LAZ Parking's scope.
- Communications equipment used for Garage operations.
- Entry/exit systems and related hardware.
- Other systems that support Garage operations, as defined in the Agreement.

LAZ Parking will coordinate with City staff and City-retained vendors for capital or major repair work outside the operating scope.



Inspection Requirements

LAZ Parking's maintenance staff will perform a daily inspection of the facility to identify operational and safety issues.

LAZ Parking's supervisor will tour the facility on at least a monthly basis to note conditions, review prior work, and identify emerging needs.

LAZ Parking will provide daily, weekly, and monthly inspection forms for use at the Garage, consistent with the RFP.

Repairs & Response Times

All parking equipment malfunctions will be reported within one hour of recognition to both the equipment vendor and the City's representative.

All warranty repairs (such as elevators, exhaust fans, or other covered systems) will be reported immediately to the City.

Maintenance deficiencies posing a safety risk and estimated to cost less than \$1,000 will be corrected within 24 hours, with circumstances reported to the City's representative within 48 hours.

Maintenance deficiencies posing a safety risk and estimated to cost more than \$1,000 will be brought to the City's attention immediately by direct phone contact with the City's representative for direction.

Security

City Responsibilities

The City will retain responsibility for:

- Law enforcement, criminal matters, and code enforcement in and around the Garage.
- Towing of abandoned vehicles and handling of vehicles involved in violations of law.
- Contracting and paying for any security company monitoring alarms and surveillance systems.
- Maintenance and safety checks of fire extinguishers, fire sprinkler systems, alarm systems, and other life-safety infrastructure.
- Providing LAZ Parking with a 24-hour emergency contact list.

LAZ Parking Responsibilities

LAZ Parking will support security and emergency response by:

- Training staff on emergency procedures and the location and use of safety equipment.
- Providing communications equipment (cell phones, two-way radios, etc.) for staff on site.
- Monitoring available camera views and reporting suspicious activity or dangerous circumstances to the appropriate authorities and the City's representative.
- Opening, closing, and securing the Garage each day in accordance with the approved hours of operation.

- Assisting in emergencies by directing traffic, blocking lanes, and controlling public ingress and egress until City personnel or emergency responders arrive and take over.

Customer Service & Operational Excellence

LAZ Parking is committed to delivering a customer experience that reflects well on the City of Salinas and downtown as a whole. Our team will focus on visible presence, quick issue resolution, and clear communication so that every interaction in the Garage is safe, professional, and user friendly. This commitment is reflected in the following practices:

- Providing a consistent, visible staff presence during operating hours.
- Ensuring staff act as ambassadors for downtown Salinas, offering directions and basic visitor information.
- Maintaining clear signage and easy-to-understand public communications regarding rates, hours, and rules.
- Responding promptly to customer issues, complaints, and equipment malfunctions.
- Maintaining a professional, safe, and clean environment at all times.
- Using performance metrics, field audits, and supervisor reviews to drive continuous improvement.



City Rights & Governance

The City of Salinas retains clear oversight authority to ensure that Garage operations meet its financial, service, and policy objectives. LAZ Parking recognizes these governance rights as central to a transparent, accountable partnership and will support the City in exercising them as needed:

- Audit all financial transactions and operating records related to the Garage.
- Request staffing or schedule adjustments to better meet community needs.
- Modify operating hours and direct changes to procedures with reasonable notice.
- Approve or reject monthly revenue and expense reconciliations and associated reimbursements.
- Require the removal or replacement of LAZ Parking personnel whose performance is unsatisfactory.
- Require replacement of subcontractors if their services are ineffective or not cost efficient.

LAZ Parking acknowledges and accepts these rights and will work collaboratively with the City to ensure the Monterey Street Parking Garage operates in a manner that is safe, efficient, transparent, and aligned with the City's downtown and mobility goals.

5. PROPOSED INNOVATIONS

Technical & Procedural Enhancements

LAZ Parking proposes a set of technical and procedural innovations that build on our experience operating municipal garages across California and the country. These enhancements are designed to improve service delivery at the Monterey Street Parking Garage, strengthen financial performance, and position the City for future technology upgrades without committing to a single large, inflexible system.

Modern PARCS Upgrade with Cloud-Based Control

LAZ recommends upgrading the existing Parking Access and Revenue Control System (PARCS) to a modern, cloud-based platform. This would include new entry and exit stations, EMV chip-capable pay equipment, updated server architecture, and more advanced barrier gate logic. In other municipal facilities where LAZ has deployed similar systems, this upgrade has increased equipment uptime, reduced manual interventions, and improved the accuracy and completeness of revenue capture. For Salinas, this means fewer outages, fewer workarounds, and a more reliable experience for customers and City staff.

Revenue Integrity & NOI Improvement

The proposed system provides automated auditing, transaction-level reporting, and real time visibility into revenue. In other cities, these tools have significantly reduced revenue leakage and helped agencies validate that every transaction is properly recorded and deposited. The platform also supports dynamic rate scheduling, which would allow the City to implement future pricing strategies such as event rates, evening rates, or demand-based pricing if desired. Combined with lower maintenance costs from modern hardware and remote diagnostics, these features support stronger net operating income over the life of the contract.

Secure & PCI-Compliant Payment Environment

LAZ will deploy EMV-certified pay-on-foot and pay-in-lane equipment that reduces chargebacks and fraud and meets current PCI DSS standards. Transactions are processed using tokenized, encrypted payment gateways that protect customer data while simplifying compliance for the City. This approach is already in use at other LAZ operated municipal garages and has proven effective in improving payment security, reducing disputes, and maintaining compliance with evolving industry requirements.

Fast, Contactless & Flexible Payment Options

To improve throughput at the gates and enhance the customer experience, LAZ proposes full support for contactless and mobile payments, including Apple Pay, Google Pay, tap-to-pay cards, and, where appropriate, license plate based transactions. Faster payment and exit speeds reduce queuing, particularly during peak movie times and special events, and create a smoother arrival and departure experience. These tools integrate with LAZ's existing mobile payment ecosystem, offering customers a consistent and predictable way to access and pay for parking across multiple channels.

Real-Time Operational Visibility for the City

The upgraded system includes a cloud-based dashboard that provides both LAZ and City staff with real time insight into occupancy, revenue, equipment status, and alarms. Automated alerts can be configured for conditions such as gate malfunctions, low paper, cash collection thresholds, and connectivity issues. This has been highly effective in other cities at shortening response times, improving coordination between City staff and LAZ, and allowing agencies to make data driven operational adjustments rather than relying on anecdotal feedback alone.

Enhanced Customer Experience & Wayfinding

LAZ will enhance the customer journey inside the Garage through improved signage, clearer wayfinding, and intuitive payment interfaces. Updated messaging at entries, pay stations, and exits will reduce confusion about rates, hours, and rules. Refined gate logic and user-friendly screens help customers complete transactions quickly and confidently. Optional features, such as QR code entry or exit and license plate recognition (LPR) based validation, can be added over time as the City's strategy evolves.

Scalable Platform for Future Technologies

The proposed PARCS and infrastructure are designed to be modular and scalable. This allows the City to add features such as expanded LPR enforcement, EV charging integrations, or digital validation platforms without replacing the entire system. In other LAZ operated facilities, this modular approach has allowed cities to phase in new tools as budgets and policy priorities permit, rather than committing to all upgrades at once.

Operational Efficiency & Predictive Maintenance

By enabling remote monitoring and support, the new platform reduces technician downtime and allows many issues to be diagnosed and resolved without a site visit. Predictive maintenance alerts identify components that are nearing failure so they can be serviced proactively, extending equipment life and reducing emergency repair costs. Enhanced cash management and auditing tools streamline the reconciliation process and improve overall control of the revenue stream. These efficiencies translate into fewer service disruptions, lower operating risk, and a more stable Garage environment for the City and its users.



Together, these innovations provide a **practical, phased roadmap** for **modernizing** the Monterey Street Parking Garage. They draw on proven solutions that LAZ has already implemented in similar public facilities while giving the City of Salinas flexibility to adopt enhancements at the pace and scope that best align with its financial and policy objectives.

6. PROJECT STAFFING

LAZ Parking will staff the Monterey Street Operations Manager with an experienced, fully local team led by Garage Manager Maria Chavez-Venegas. This team provides full coverage across the posted hours of operation, handles day to day customer service and cash handling, and supports inspections, basic maintenance, and incident reporting. All staff are LAZ employees; no subcontracted labor is proposed. An organizational chart and resumes for key personnel are included in this chapter.

Monterey Street Parking Garage: Staffing Table

Name	Title	Responsibilities
Maria Chavez-Venegas	Operations Manager	Overall garage operations, staff scheduling, cash control, inspections, primary City contact.
Gloria L. Almaraz	Lead Attendant	Shift lead, opening/closing support, cash drawer balancing, customer service.
Stephanie Lopez	Lead Attendant	Shift lead, training support, issue escalation, customer service.
Isaiah M. Avila	Parking Attendant	Frontline customer service, walkthroughs, equipment checks, basic cleaning.
Oscar Chavez	Parking Attendant	Frontline customer service, walkthroughs, equipment checks, basic cleaning.
Guadalupe Contreras	Parking Attendant	Frontline customer service, walkthroughs, equipment checks, basic cleaning.
Eduardo Espitia	Parking Attendant	Frontline customer service, walkthroughs, equipment checks, basic cleaning.
Aide S. Rocha	Parking Attendant	Frontline customer service, walkthroughs, equipment checks, basic cleaning.

Key personnel (Operations Manager and Lead Attendants) will remain dedicated to this facility for the duration of the contract, subject to City approval of any future changes.

Organizational Summary

Under LAZ’s structure, all Monterey Street Parking Garage staff report directly to Garage Manager Maria Chavez, who in turn reports to Regional Operations Management for oversight and support. This alignment ensures clear accountability, quick decision making, and consistent communication between the City and LAZ. This proven structure ensures that the City of Salinas receives safe, reliable, and customer focused garage operations every day.

Organizational Chart

LAZ Parking brings an extensive history of success in parking facility operations and customer service, backed by decades of experience managing municipal garages and public parking programs throughout California. Our national platform provides strategic resources, technical expertise, and analytical support that strengthen every local partnership we maintain.



The team shown in the organizational chart represents the professionals who will continue leading the Monterey Street Parking Garage operation, ensuring safe, efficient day to day performance, exceptional service quality, and seamless communication with City staff. The chart highlights Garage Manager Maria Chavez’s onsite leadership, supported by regional operations, technology, finance, and government services resources. Biographies of key management personnel are also provided on the following pages and demonstrate the depth of experience and long-term commitment that LAZ brings to the City of Salinas.

Local Management Team



Maria Chavez, Operations Manager

Maria Chavez brings over 20 years of experience in parking operations and facility management. She began her career in 2004 as a parking cashier and quickly advanced to Assistant Manager, gaining valuable experience in daily operations, staff coordination, and financial procedures. Her strong work ethic and attention to detail paved the way to her current role as Parking Lot Manager. Maria oversees a team of seven employees, ensuring smooth operations, consistent service, and adherence to company standards. She manages all financial administration, including revenue tracking, reconciliation, and reporting, and creates staff schedules that align with operational needs. She also maintains regulatory compliance and ensures a safe, clean, and well-managed environment for both customers and staff. Maria’s hands-on approach, industry knowledge, and commitment to excellence continue to drive the success of the facility she manages.



Anthony Hamilton, Director of Operations

Anthony brings more than 12 years of progressive experience in parking operations and municipal enforcement management. Beginning his career as a parking cashier, his strong work ethic and leadership have propelled him into regional management, where he now oversees multiple LAZ Parking operations across Northern California, including enforcement programs throughout the Peninsula and South Bay. Anthony provides ongoing regional operational support to the City of Salinas enforcement program, ensuring consistency, efficiency, and adherence to City performance standards. His experience spans municipal enforcement, commercial parking, special events, hospitals, luxury hotels, and large mixed-use developments. Known for his ability to manage complex, high-volume operations with professionalism and precision, Anthony excels in optimizing service delivery, strengthening client relationships, and implementing strategic initiatives that drive operational success across LAZ’s Northern California portfolio.



Steve Mooney, PTMP, Regional General Manager

Steve Mooney joined LAZ Parking’s Northern California management team in 2021, bringing over 17 years of experience in the transportation and hospitality industries. His background includes commercial parking operations, municipal on-street enforcement, stadium and special event parking, and luxury hotel valet management. Steve began his career with The Ritz-Carlton Hotel Company, where his leadership and commitment to service excellence led to multiple management roles. Since transitioning to the parking and transportation sector in 2013, Steve has built a strong reputation for developing high-performing teams, strengthening client relationships, and driving operational efficiency across diverse portfolios. Steve continues to provide strategic and operational support for LAZ’s municipal and commercial programs throughout Northern California, including ongoing oversight assistance for the City of Salinas enforcement program.



Cindy Hefner, Regional Vice President

Cindy joined LAZ Parking in 2014 and brings over 18 years of parking industry experience and a proven record of operational excellence and leadership. As Regional Vice President, she provides strategic direction and operational support to ensure contract performance and client satisfaction in the region. Her expertise spans automated parking systems, enforcement operations, valet, and self-park management. Cindy’s focus on efficiency, team development, and service quality has driven consistent growth and client retention throughout her career. She plays an active role in supporting the City of Salinas parking enforcement program, working closely with the Contract Manager to sustain operational excellence and ensure alignment with the City’s goals.

Government Services Team



Carrie Ann Verge, Director of Finance & Compliance

Carrie Ann Verge joined LAZ Parking in 2021 as part of the acquisition of Serco Parking Services. In her role as Director of Finance, she plays a vital role in ensuring the financial oversight and compliance of our national municipal portfolio. With over two decades of experience in the Transportation Industry, Carrie Ann has a strong background in supporting and managing government, state, and local contracts. She has a proven track record in developing price-to-win strategies, conducting P&L forecasting and analysis, ensuring contract compliance, and overseeing internal audits. Carrie Ann holds a Bachelor of Science degree from Middle Tennessee State University (MTSU). Her expertise and dedication make her an invaluable asset to our team, contributing to our continued success.



Peter Cho PTMP, Senior Operations Manager

During his 24 years of parking management experience, Peter has been instrumental in providing measured leadership and guidance to his operational team by implementing proven systems to achieve optimal efficiency. Peter has implemented multiple municipal programs including first-time outsourced enforcement programs. He has worked closely with clients to develop policies and procedures that provide the operations with a consistent level of service. Peter has led the transition of several enforcement programs, most notably, Santa Ana, Newport Beach, San Marcos, San Leandro and San Mateo. His local knowledge and in-depth experience working in similar environments makes him a valuable resource to City of Salinas. Peter will serve in the dual role of a Transition Manager and then as the Operations Resource Manager for this program



Conor Buckley, VP - Municipal Operations

Conor joins the LAZ Family from Passport where he was one of their most tenured and trusted Client Success and Sales Executives. Conor prides himself on adopting the client's perspective to secure a full analysis and delivery of enterprise solutions. Since 2015, Conor has worked closely with some of Passport's largest and most complex municipal clients, including the cities of Toronto, Portland, Boston, and Montreal. As an Account Executive, Conor has built lasting partnerships with public and private parking operators by offering innovative technology and scalable solutions that are focused on client success. His impact on the industry goes beyond helping cities adopt technologies that address their parking and mobility needs. Conor has worked directly with Parking Authorities and City Councils throughout North America to gain approval and support for modern curb management policies and practices aimed at improving accessibility, reducing congestion, and enhancing customer experience. Conor is from Chapel Hill, NC, and received his bachelor's degree from the University of North Carolina, Wilmington. Conor will provide an extra layer of technical support to the City of Salinas City-Wide Parking Enforcement program, with a main focus on ensuring the success of the City-Wide Parking Enforcement program.



Muhammad Mansoor PTMP, VP - Municipal Operations

In his 22-year parking career, Muhammad has led the implementation of multiple parking enforcement programs throughout CA. He started his parking career with Central Parking System. While at Central Parking, he was responsible for the management of multiple municipal parking management contracts including Newport Beach, Santa Ana, Long Beach, Anaheim, Carson, and Riverside. Since joining LAZ, Muhammad has spearheaded transitions of 8 new CA based contracts in the past five years, namely, Inglewood, Palo Alto, Salinas, Santa Ana, Manhattan Beach, San Leandro, San Marcos, and San Mateo. As a subject matter expert across a broad range of parking programs, Muhammad is often called on to assess operational efficiencies and the application of new technologies. Muhammad will provide regional project oversight required to ensure City of Salinas needs are met throughout the life of the contract. Muhammad has access to all LAZ's parking contracts, bringing best practices and lessons learned to City of Salinas and to the City-Wide Parking Enforcement program.



Robert Maroney PTMP, Executive VP - Government Services

Rob Maroney joined LAZ Parking in 2015 as the Vice President of Government Services. Rob is responsible for overseeing and supporting our rapidly expanding Government Services market, which includes municipal agencies and public private partnerships. With over 20 years of experience, Rob brings extensive experience in government operations, management, and consulting. He started his career in municipal government, and during his 12+ year career with Norfolk, VA, he served as the Director of Parking. Rob was also the Director of Parking and Transportation for Virginia Commonwealth University, overseeing the university's parking, transportation, and fleet management programs. Rob has access to all municipal contracts currently managed by LAZ and will bring his expertise to the City of Salinas City-Wide Parking Enforcement program, if LAZ is awarded this contract.

Resumes

Anthony Hamilton

Newark, CA

ahamilton@lazparking.com

(510) 301-4215

Experience

LAZ PARKING

Regional Director of Operations

2024-Present

- Build and maintain strong client relationships, ensuring contractual obligations, operational delivery, and client expectations are consistently met or exceeded
- Drive financial performance through P&L oversight, budget forecasting, variance analysis, expense management, and revenue optimization
- Lead, mentor, and develop managers, supervisors, and frontline employees; identify and cultivate high-potential talent to support organizational growth and succession planning.
- Recruit, hire, train, and onboard employees using the LAZ Way approach; ensure timely orientation and cultural alignment within two weeks of hire.
- Oversee workforce planning, scheduling, payroll compliance, and overtime management to maximize efficiency and control labor costs
- Ensure operational excellence by maintaining compliance with company policies, client agreements, federal/state/local regulations, and audit procedures
- Deliver accurate daily, weekly, monthly, and annual financial and operational reporting to clients and regional leadership
- Champion continuous improvement, process innovation, and technology adoption to increase scalability, efficiency, and customer satisfaction
- Partner with regional leadership, clients, and vendors to execute strategic projects, programs, and initiatives that advance business objectives
- Manage safety, claims, and risk management initiatives, ensuring employees adhere to company SOPs and proper reporting procedures
- Actively participate in leadership, operational, and client meetings to align priorities, resolve challenges, and support long-term success

Regional Portfolio Manger

2023-2024

- Directed comprehensive portfolio management strategies encompassing Commercial, Hospitality, Enforcement, Valet, Traffic, Transportation, and Parking Operations, ensuring optimal efficiency and client satisfaction
- Implemented innovative solutions tailored to streamline operations across diverse sectors, resulting in substantial revenue growth and cost savings
- Conducted rigorous budgeting and forecasting for each sector, aligning financial goals with operational objectives and achieving budgetary targets consistently
- Rolled out and reviewed bonus metrics with managers to ensure compliance with company values, culture, financial targets, client relations, operational standards, audits, safety protocols, and regulatory compliance
- Cultivated and maintained strong client relationships through strategic planning and effective communication strategies
- Led a team of eleven managers specializing in various operational areas, providing guidance and support to enhance team performance and project success

- Collaborated cross-functionally with senior leadership to identify and capitalize on opportunities for business growth and operational improvement

Operations Manager- Valet, Traffic, & Parking Operations

2021-2023

- Implement Parking Access Revenue Control Systems: SKIDATA at Westfield Valley Fair
- Operate a cashless yet ticketless valet system: SMS Valet
- Manage a team of 40+ employees who enhance the customer experience
- Oversees financials and operations of a luxury mall to ensure professional valet, traffic, and parking management
- Weekly meetings with the mall GM & AGM to ensure service, and safety standards are met
- Manage Holiday Traffic needs around the property
- Radio etiquette when communicating with security, mall management, housekeeping, engineering, and team
- Organize daily huddles to review safety, performance expectations, and areas for improvement
- Weekly meetings with supervisors for updates on events in the mall, staffing needs, aging report, revenue goals
- Work close with SKIDATA to repair revenue control systems to maximize revenue at location
- Report recommendations to the center management to maintain a safe, clean, and fun environment for guests
- Implement LAZ Go in our surface lots to monetize the outskirts of the mall
- Build incentive programs to increase productivity and morale in the workplace
- Assist over 2,500 monthly parkers with any changes in their contract, and billing

Education

- BA – Broadcast & Electronic Communication Arts – San Francisco State
- AA – Radio & Television Broadcasting - Chabot College

Resume: Maria Chavez

Salinas, CA

mchavez@lazparking.com

(831) 261-6053

Experience

LAZ PARKING

Facility Manager, Salinas

2023-Present

- Manage daily operations of a busy parking facility, including opening and closing procedures, staff supervision, and customer service.
- Prepare and reconcile daily financial reports, ensuring accuracy of cash and electronic transactions.
- Create and manage staff schedules to align coverage with demand and Garage operating hours.
- Lead a team of 15 employees, providing coaching, feedback, and support to maintain high service standards.
- Ensure the facility remains compliant with LAZ policies, safety requirements, and City expectations.
- Maintain inspection routines and follow up on maintenance items to keep the Garage clean, safe, and operational.
- Train new and existing staff on customer service, cash handling, equipment use, and safety protocols.

ABM

Cashier

2014-2019

- Processed parking and retail transactions quickly and accurately, maintaining a high level of customer satisfaction.
- Handled cash, credit, and debit payments with a 95 percent accuracy rate in register operations.
- Maintained a clean, organized workstation to support efficient customer flow.
- Assisted customers with questions and basic information about services and facility rules

Skills

- Parking facility operations
- Staff scheduling and supervision
- Cash handling and daily reporting
- Customer service and conflict resolution
- Safety and compliance monitoring
- Microsoft Office / Office 365
- Bilingual: Spanish (fluent), English

7. PROPOSAL EXCEPTIONS

LAZ Parking has reviewed the City of Salinas’s Request for Proposals for Monterey Street Parking Garage Operation, including all conditions, requirements, and the Sample Agreement for Professional Services (Attachment C). After careful review, LAZ Parking does not request any exceptions or changes to the City’s RFP documents or Sample Agreement.

As the current operator of the Monterey Street Parking Garage and a long standing partner to the City, LAZ has been successfully performing under terms that are consistent with those outlined in this solicitation. Our partnership with the City is built on mutual trust, transparency, and strict compliance with contractual and operational requirements.

LAZ fully understands and accepts all provisions in the RFP, Scope of Work, and Sample Agreement, and is prepared to continue performance under these terms without modification. This approach supports seamless contract continuity, uninterrupted garage operations, and the continued success of the City’s downtown parking program.

Accordingly, LAZ Parking respectfully confirms that no exceptions, revisions, or alternative language are proposed to the City’s RFP or Sample Agreement.



8. PROPOSAL COST SHEETS & RATES

This chapter presents LAZ Parking’s proposed pricing for the operation of the Monterey Street Parking Garage in the format requested by the City. Our goal is to provide clear, transparent cost information that demonstrates a fair and reasonable fee structure aligned with the Scope of Work.

LAZ is submitting two cost options for the City’s consideration. Option 1 is an annual operating budget that assumes continuation of the existing PARCS infrastructure. Option 2 is an optional enhanced budget that includes PARCS replacement and related technology upgrades as outlined in Chapter 5 – Proposed Innovations. Both options are presented in the Attachment E table format.

No subconsultants are proposed for this engagement, and no markups will be applied to other direct costs; all services will be performed directly by LAZ Parking. The hourly rates shown in the Attachment E table represent the raw wages paid to LAZ staff for each position. These rates may be used by the City to price additional services consistent with the Scope of Work. LAZ’s two most recent years of audited financial statements, including balance sheet, income statement, and statement of cash flows, are provided under separate confidential cover to demonstrate our financial capacity to fulfill all contractual obligations.

Please see our attached cost proposal, in the format requested by the City. We have also included our audited financial statements via the online portal along with this proposal document.

Annual Budget

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, etc.)	Est. Hours	Hourly Rate	Extended Rate
Task 1	LAZ Parking Operations Manager	1,920	\$ 34.00	\$ 70,720
	LAZ Parking Ambassador Staff	9,950	\$17 - \$22.50	\$ 174,860
	Payroll Burdens	11,870		\$ 68,067
TOTAL NOT TO EXCEED, TASK 1	Total Garage Labor	11,870		\$ 313,647
Task 2	LAZ Management Fee			\$ 500
TOTAL NOT TO EXCEED, TASK 2	Total Management Fee			\$ 6,000
Task 3	Operating Expenses/Including: R&M, operating & cleaning supplies, sanitation, telecom, uniforms, insurance, licenses & compliance, etc.			\$ 70,825
TOTAL NOT TO EXCEED, TASK 3	Total Operating Expenses			\$ 70,825
TOTAL NOT TO EXCEED (TASKS 1 – 3)	Operations Manager (1), Ambassador Staff (3FT/4PT), Management Fee, Operating Expenses			\$ 390,472

Optional Proposed Annual Budget with PARCS

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, etc.)	Est. Hours	Hourly Rate	Extended Rate
Task 1	LAZ Parking Operations Manager	1,920	\$ 34.00	\$ 70,720
	LAZ Parking Ambassador Staff	5,200	\$17 - \$22.50	\$ 113,066
	Payroll Burdens	7,120		\$ 50,976
TOTAL NOT TO EXCEED, TASK 1	Total Garage Labor	7,120		\$ 234,762
Task 2	LAZ Management Fee			\$ 500
TOTAL NOT TO EXCEED, TASK 2	Total Management Fee			\$ 6,000
Task 3	Operating Expenses/Including: New parking access & revenue control equipment, R&M, operating & cleaning supplies, sanitation, telecom, uniforms, insurance, licenses & compliance, etc.			\$ 113,899
TOTAL NOT TO EXCEED, TASK 3	Total Operating Expenses			\$ 113,899
TOTAL NOT TO EXCEED (TASKS 1 – 3)	Operations Manager (1), Ambassador Staff (2FT/1PT), Management Fee, Operating Expenses			\$ 354,661

9. ATTACHMENTS

ATTACHMENT A – PROPOSER’S INFORMATION FORM

Attachment A Proposer’s Information Form

PROPOSER (please print):

Name: LAZ Parking California, LLC

Address: 5901 Christie Ave •Suite 202• Emeryville, CA 94608

Telephone: (510) 250-2052 Email: smooney@lazparking.com

Contact person, title, email, and telephone: Cindy Hefner, Regional VP, NorCal
chefner@lazparking.com (510) 250-2052 x7352

Proposer, if selected, intends to carry on the business as (check one):

Individual Joint Venture

Partnership

Corporation

When incorporated? 12/14/2009

In what state? Connecticut

When authorized to do business in California? 02/04/2010

Other (explain): Limited Liability Company

ADDENDA

To assure that all Proposers have received each addendum, check the appropriate box(es) below. Failure to acknowledge receipt of an addendum/addenda may be considered an irregularity in the Proposal:

Addendum number(s) received: 1; 2; 3; 4; 5; 6;

Or _____ No Addendum/Addenda Were Received (check and initial).

PROPOSER'S SIGNATURE

No proposal shall be accepted which has not been signed in ink in the appropriate space.

Attachment A – Proposer Information continued...

1. If Proposer is **INDIVIDUAL**, sign here:

Date: _____
Proposer's Signature

Proposer's typed name and title

2. If Proposer is **PARTNERSHIP** or **JOINT VENTURE**; at least two (2) Partners shall sign here:

Partnership or Joint Venture Name (type or print)
Date: _____
Member of the Partnership or Joint Venture signature
Date: _____
Member of the Partnership or Joint Venture signature

3. If Proposer is a **CORPORATION**, the duly authorized officer shall sign as

follows: The undersigned certify that he/she is respectively:

 Cindy Hefner and Regional VP, NorCal
Signature _____ Title _____

Of the corporation named below, that they are designated to sign the Proposal Cost Form by resolution (attach a certified copy, with corporate seal, if applicable, notarized as to its authenticity or Secretary's certificate of authorization) for and on behalf of the below named CORPORATION, and that they are authorized to execute same for and on behalf of said CORPORATION.

LAZ Parking California, LLC
Corporation Name (type or print)
By: Cindy Hefner & Muhammad Mansoor Date: 11/20/25
Regional VP, NorCal & VP, Enforcement & Municipal Operations
Title: _____

City of Salinas – Parking Enforcement RFP

COMPANY RESOLUTION
OF
MEMBERS OF LAZ PARKING CALIFORNIA, LLC

THE UNDERSIGNED, LAZ KARP ASSOCIATES, LLC, being the sole member of LAZ PARKING CALIFORNIA, LLC, a limited liability company organized and existing under the laws of the State of Connecticut and authorized to do business in the State of California ("the "Company") hereby represents that:

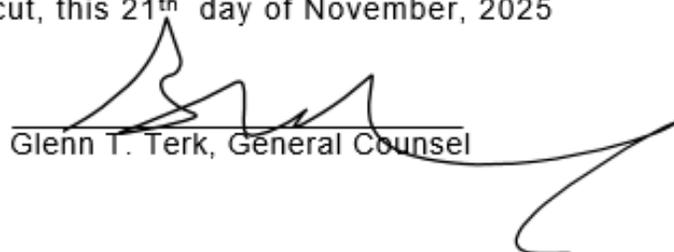
A Meeting of the Members of the Company was held on November 21, 2025.

At said meeting after motion duly made and seconded, the following Resolutions were unanimously adopted:

RESOLVED, that the Company is hereby authorized to sign any and all documents, contracts and agreements in regard to the Monterey Street Parking Garage Operation RFP

FURTHER RESOLVED, that Cindy Hefner, Regional Vice President and Muhammad Mansoor, Vice President, are authorized to sign such documents, contracts and agreements and such documents, contracts and agreements shall be binding upon the Company.

DATED at Hartford, Connecticut, this 21th day of November, 2025



Glenn T. Terk, General Counsel

Articles of Organization

ARTICLES OF ORGANIZATION Limited Liability Company-DOMESTIC C.G.S. §§34-120; 34-121

FEE: \$120.00
Make checks payable to
"Secretary of the State"

Website Address: www.concord.sots.ct.gov Telephone:
Mailing Address: Connecticut Secretary of the State, C
Courier Delivery Address ONLY: (i.e. FedEx, UPS, etc)

FILING #0004065352 PG 01 OF 02 VOL B-01354
FILED 12/14/2009 11:58 AM PAGE 02768
SECRETARY OF THE STATE
CONNECTICUT SECRETARY OF THE STATE

USE INK. COMPLETE ALL SECTIONS. PRINT OR TYPE. (Attach a 2 x 2 inch photograph of the organizer.)

1. Complete name of Limited Liability Company-**REQUIRED**: (Must include business designation i.e. LLC, L.L.C., etc.)
LAZ Parking California, LLC

2. Description of business to be transacted or purpose to be promoted-**REQUIRED**:
See attached Exhibit A

3. LLC's principal office address-**REQUIRED**: (No P.O. Box)
c/o LAZ Karp Associates, LLC
15 Lewis Street
Hartford, CT 06103

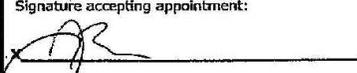
4. Mailing address, if different than #3:

5. Appointment of statutory agent for service of process-**REQUIRED**: Complete A or B, not both

EITHER A. If agent is an individual:

Print or type full legal name:
John Beck

Business Address: (No P.O. Box)
c/o Siegel, O'Connor, O'Donnell & Beck,
P.C., 150 Trumbull Street
Hartford, CT 06103
If none, MUST state "NONE"

Signature accepting appointment:


CT Residence Address: (No P.O. Box)
464 South River Road
Tolland, CT 06084

OR B. If agent is a business:

Print or type name of business as it appears on our records: _____

CT Business Address: (No P.O. Box)

Signature accepting appointment on behalf of agent:
X _____

Print name & title:

6. Manager or member information-**REQUIRED**: (Must list at least one manager or member of the LLC.)

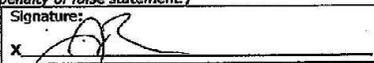
Name	Title	Business Address: (No P.O. Box)	Residence Address: (No P.O. Box)
LAZ Karp Associates, LLC	Member	15 Lewis Street Hartford, CT. 06103 If none, MUST state "NONE"	NONE

If none, MUST state "NONE"

7. Management -Place a check next to the following statement **ONLY** if it applies
 Management of the limited liability company shall be vested in a manager or managers.

8. Execution-**REQUIRED**: (Subject to penalty of false statement.)

Print or type name of organizer: John Beck

Signature:
X 

Date: 12/14/09

- An annual report will be due yearly in the anniversary month that the LLC was formed/registered and can be easily filed online @ www.concord.sots.ct.gov. If you are no longer transacting business in Connecticut you must file the appropriate document with our office.
- Contact your tax advisor or the Taxpayer Service Center at the Department of Revenue Services as to any potential tax liability relating to your business, including questions about the Business Entity Tax.
- Taxpayer Service Center: (800) 382-9463 or (860) 297-5962 or go to www.ct.gov/drs

Revised 12/07/09

SCHEDULE A

**ATTACHMENT
TO
ARTICLES OF ORGANIZATION
OF
LAZ Parking California, LLC**

Item 7:

Nature of Business:

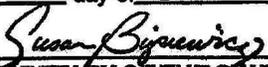
- (a) To accomplish any lawful business whatsoever, or which shall, at any time, appear conducive to or expedient for, the protection or benefit of the Company and its assets;
- (b) To exercise all other powers necessary to or reasonably connected with the Company's business which may be legally exercised by limited liability companies under the Connecticut Act;
- (c) To engage in all activities necessary, customary, convenient and incident to any of the foregoing.

G:\Agreements\JWB\Miscellaneous Client Agmts\Attachment to Articles of Organization.doc

STATE OF CONNECTICUT
OFFICE OF THE SECRETARY OF THE STATE } SS. HARTFORD

I hereby certify that this is a true copy of record
in this Office

In Testimony whereof, I have hereunto set my hand,
and affixed the Seal of said State, at Hartford,
this 22nd day of December A.D. 2009



SECRETARY OF THE STATE

AUDITED FINANCIALS 2023 & 2024

Laz Karp Associates, LLC and Subsidiaries

Consolidated Financial Statements
and Independent Auditor's Report

December 31, 2024 and 2023

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Laz Karp Associates, LLC and Subsidiaries

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Independent Auditor's Report

To Management
LAZ Karp Associates, LLC

Opinion

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

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

Basis for Opinion

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

Responsibilities of Management for the Consolidated Financial Statements

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

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

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

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

In performing an audit in accordance with GAAS, we:

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

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

CohnReznick LLP

Hartford, Connecticut
April 2, 2025

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Laz Karp Associates, LLC and Subsidiaries

**Consolidated Balance Sheets
December 31, 2024 and 2023**

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

See Notes to Consolidated Financial Statements.

Laz Karp Associates, LLC and Subsidiaries

**Consolidated Balance Sheets
December 31, 2024 and 2023**

Liabilities and Members' Deficit

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

See Notes to Consolidated Financial Statements.

Laz Karp Associates, LLC and Subsidiaries

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

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

See Notes to Consolidated Financial Statements.

Laz Karp Associates, LLC and Subsidiaries
Consolidated Statements of Comprehensive Income
Years Ended December 31, 2024 and 2023

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

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See Notes to Consolidated Financial Statements.

Laz Karp Associates, LLC and Subsidiaries

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

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

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See Notes to Consolidated Financial Statements.

Laz Karp Associates, LLC and Subsidiaries

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

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

See Notes to Consolidated Financial Statements.

Laz Karp Associates, LLC and Subsidiaries

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

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

See Notes to Consolidated Financial Statements.