



City-Wide Parking Enforcement

• City of Salinas • October 24th, 2025 •





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Regional Office**

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COVER LETTER

October 24th, 2025

Ms. Jenny Davila

City of Salinas – Public Works Department
426 Work Street, Salinas, CA 93901

Subject: Proposal for City-Wide Parking Enforcement Services

Dear Ms. Davila,

LAZ Parking is pleased to submit this proposal to continue providing professional parking enforcement services for the City of Salinas. Since 2016, LAZ has proudly partnered with the City to enhance parking compliance, support downtown vitality, and deliver exceptional service to residents and visitors alike. Our long-standing relationship with the City has been defined by collaboration, operational efficiency, and measurable results that align with Salinas’ mobility and quality-of-life goals.

Under the leadership of Project Manager Mike Harper, who has managed the City’s enforcement program since its inception, LAZ has consistently demonstrated the ability to adapt, innovate, and deliver high-performance operations. Working hand in hand with City staff, we have successfully implemented service adjustments, enhanced enforcement coverage, and maintained strong coordination with the City’s citation processing provider.

As we look ahead, LAZ is excited to build on this strong foundation. Our proposal outlines a seamless transition into the next term, leveraging our regional resources, proven training programs, and technology-driven operational strategies to further optimize enforcement, improve compliance, and strengthen community engagement. We are committed to continuing our trusted partnership with the City of Salinas and to delivering a program that remains 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 to ensure that Salinas’ parking program continues to thrive.

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 (“City”) for the provision of citywide parking enforcement services. Since 2016, LAZ has proudly served as the City’s parking enforcement provider, delivering reliable, customer-focused, and efficient operations that have enhanced parking compliance, supported public works programs, and contributed to a cleaner, safer, and more accessible Salinas. Over nearly a decade, LAZ has worked hand-in-hand with City management to continuously refine routes, improve efficiency, and strengthen enforcement consistency. This successful collaboration is a testament to our shared commitment to operational excellence, transparency, and community service.

A continued partnership with LAZ ensures **no transition risk, seamless continuity of service, and preservation of the City’s operational momentum**. Our dedicated on-site team is already fully trained, vetted, and familiar with Salinas’s neighborhoods, business districts, and parking regulations. This local knowledge—combined with LAZ’s unmatched municipal experience and investment in cutting-edge enforcement technologies—positions us uniquely to build upon the City’s success without interruption.

Understanding the City’s Objectives and Scope

LAZ understands that the City seeks a professional and highly motivated partner to deliver consistent, citywide parking enforcement services covering commercial districts, residential permit areas, school zones, and street sweeping routes. The City’s goals include maintaining clean streets, supporting local business turnover, enhancing compliance with parking regulations, and improving revenue recovery through efficient and courteous enforcement.

Our approach is centered on the City’s expectations of:

- **Professionalism and accountability** in every interaction.
- **Accurate, consistent, and timely enforcement** aligned with Public Works and community needs.
- **Comprehensive training and supervision** to ensure compliance with City standards.
- **Data-driven reporting and performance tracking;** and
- **Flexibility** to adapt to changing parking policies or expansion of enforcement areas.

LAZ’s program will continue to meet and exceed these expectations through well-trained personnel, rigorous supervision, real-time reporting tools, and constant coordination with City departments and PMB, the City’s citation processing vendor.

Why LAZ is the Best Qualified Firm

With over **40 years of municipal enforcement experience**, LAZ Parking is the largest and most experienced private parking operator in the United States, managing over 1.5 million on-street citations annually for cities and public agencies nationwide. Our municipal partners include Berkeley, Palo Alto, San Mateo, South San Francisco, San Leandro, and numerous others across California. We understand the operational discipline, responsiveness, and professionalism that cities demand from their contractors.

Key Differentiators and Strengths:

- **Proven Partner in Salinas:** Nearly 10 years of uninterrupted, successful service with a strong partnership model and exemplary performance.
- **Seamless Continuity:** No startup delay, no transition cost, no learning curve—ensuring uninterrupted enforcement and minimal administrative burden on City staff.
- **Quality & Accountability:** 97%+ citation accuracy, robust quality assurance, and daily performance tracking.
- **Community-Centric Enforcement:** LAZ’s “Ambassador Approach” emphasizes courtesy, education, and fairness while maintaining enforcement consistency.
- **Technology Integration:** Compatibility with PMB systems, handheld devices with photo and voice documentation, and automated reports powered by Microsoft BI.
- **Training & Professionalism:** Comprehensive training programs in local ordinances, customer service, courtroom procedures, and conflict resolution—tailored specifically to Salinas’s policies.
- **Proven Compliance & Renewal Record:** 100% renewal rate for our municipal contracts, a reflection of our clients’ trust and satisfaction.

Implementation and Service Continuity Plan

Because LAZ is already embedded within the City’s parking ecosystem, our implementation will be immediate and seamless. The existing field officers, supervisors, and vehicles will continue operations with no disruption. Our Project Manager, **Mike Harper**, will remain the primary point of contact, supported by regional management and LAZ’s national municipal operations division.

Immediate Continuity Commitments:

- Retain all trained and cleared enforcement personnel currently serving the City.
- Maintain existing routes, schedules, and reporting protocols while introducing incremental improvements.
- Continue partnership with PMB for citation processing and data synchronization.
- Provide consistent, visible presence in residential, commercial, and school zones.
- Continue weekly and bi-monthly meetings with City staff to align operational goals and address emerging needs.

Enhancement Initiatives:

- Deploy enhanced business intelligence dashboards to provide the City with actionable insights.
- Expand community engagement efforts to promote voluntary compliance and education.
- Introduce ongoing field audits and performance scorecards to drive accountability.
- Support the City’s street sweeping and residential permit programs with optimized route planning.

A Proven Partner for Today and Tomorrow

LAZ Parking’s record in Salinas speaks for itself: reliable service delivery, professional field operations, and a culture of collaboration and responsiveness. We understand the importance of balancing enforcement with community service and are proud to have been an extension of the City’s efforts to maintain clean, safe, and accessible streets.

Choosing to continue this partnership ensures the City of Salinas retains a trusted, experienced, and proven partner; one that requires no transition, carries no operational risk, and brings unmatched expertise to meet the City's present and future parking enforcement needs. We look forward to continuing this partnership and building upon the foundation of success we have established together.

Contact Information

Primary Contact:

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Corporate Contact:

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Vice President, Government Services

C (714) 290-4854

949 South Coast Drive, Suite 515 | Costa Mesa | CA 92626

2. PROFILE ON THE PROPOSING FIRM(S)

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 15,000 parking professionals in 42 states, 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 local Bay Area based team will be responsible for providing citywide parking enforcement services. This team is already integrated, experienced and ready to serve you.

- 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
<small>12/9/24</small>	

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, and 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 15,000 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 programs such as the City of Salinas's parking enforcement contract. 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 new technology, vehicles, uniforms, and enforcement tools without reliance on external financing.

Financial statements (including audited balance sheets and income statements for the last two fiscal years) 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, equipment, 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.

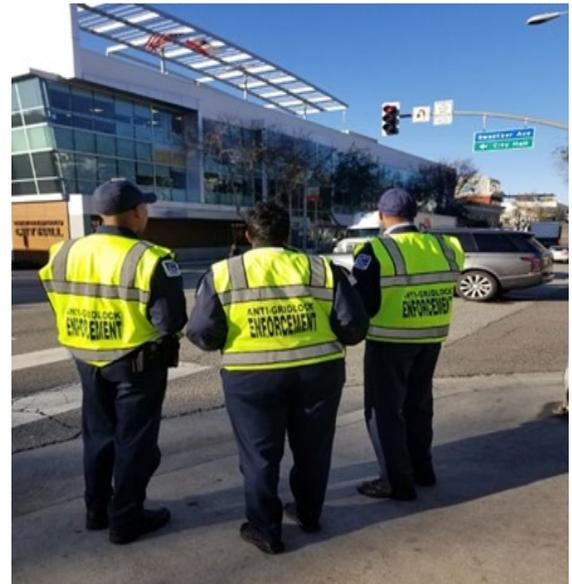
3. QUALIFICATIONS OF THE FIRM

As a full-service parking management company with more than four decades of municipal experience, LAZ Parking fully understands the transformative impact of a well-managed parking program on community accessibility, quality of life, and economic vitality. Since 2016, LAZ has proudly partnered with the City of Salinas, delivering professional, consistent, and customer-focused parking enforcement services that have strengthened compliance, supported Public Works initiatives, and improved neighborhood livability. Across California, LAZ has earned a reputation as the trusted partner of choice for dozens of cities nationwide; each partnership reflecting our ability to adapt to local needs, maintain operational excellence, and deliver measurable results.



Our Government Services Division is recognized nationally for its unparalleled expertise in municipal parking operations. We currently manage more than 550,000 parking spaces and issue over 1.5 million citations for public agencies across the United States, providing enforcement, permit management, and technology integration services for municipalities, transit authorities, and state and federal agencies. Our government portfolio includes high-demand downtowns, residential permit zones, and citywide enforcement programs comparable in scale and complexity to Salinas.

Our comprehensive approach combines data-driven enforcement, advanced technology, and community engagement to promote compliance and improve the parking experience for residents, businesses, and visitors. LAZ's services encompass full lifecycle parking management; from enforcement and citation issuance to permit administration and mobile payment integration supported by robust revenue integrity controls, transparent reporting, and superior customer service. We bring the resources of a national operator with the accountability and responsiveness of a local partner, ensuring each program operates efficiently, cost-effectively, and in full compliance with City policies and state laws.



With extensive experience managing long-term municipal contracts, LAZ has developed industry-leading systems for performance measurement, staff training, and service quality assurance. Our focus on sustainability, safety, and operational integrity ensures that every dollar entrusted to us delivers visible community benefit. For the City of Salinas, LAZ offers not only proven capability but also a deep, ongoing commitment to being a responsive, innovative, and reliable partner dedicated to enhancing the City's parking enforcement program today and into the future.

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)



Unparalleled Parking Enforcement Experience

LAZ Parking is a national leader in municipal parking enforcement with a dedicated Parking Enforcement Business Segment operating within our Government Services Division. Since 1988, we have delivered reliable, professional enforcement services to municipalities across the United States, issuing nearly 1.5 million citations each year while maintaining an industry-leading accuracy rate with fewer than three percent of citations dismissed. This level of performance reflects our commitment to precision, accountability, and service quality.

With more than four decades of experience supporting local governments, LAZ has successfully transitioned numerous enforcement programs from internally managed or police-led operations to efficient, transparent, and technology-enabled contracted services. These partnerships have allowed cities to strengthen compliance, reduce administrative costs, and improve community satisfaction through professionalized operations and clear communication with the public.

Today, LAZ manages more than 150 government contracts nationwide and maintains a record of 100 percent contract renewals, a reflection of our clients' trust and the consistent results we deliver. Our expertise includes the design and operation of complex enforcement programs that require extensive coordination with city departments, law enforcement, and public works divisions to align with local objectives and maintain community confidence.

LAZ's longstanding presence in California includes partnerships with cities such as **Salinas, San Mateo, Palo Alto, San Bruno, South San Francisco, San Leandro in Northern CA** and over a dozen cities in Southern California. These relationships demonstrate our ability to deliver high-performing programs in dynamic, high-density environments where parking enforcement directly supports mobility, safety, and quality of life.

Technology and innovation are central to LAZ's enforcement success. We utilize License Plate Recognition (LPR) systems, electronic handheld citation devices, and fully integrated cloud-based citation management and enforcement systems that streamline operations and increase accuracy. All enforcement data flows into LAZ's Business Intelligence (BI) platform, a unified reporting system that gives our municipal partners real-time insight into enforcement activity, citation trends, and compliance patterns. This allows cities like Salinas to make informed, data-driven decisions and refine parking policies to better serve residents, visitors, and businesses.

LAZ brings a proven record of success, supported by technology integration, advanced training, and real-time operational oversight. Our enforcement programs utilize license plate recognition technology, cloud-based citation management systems, and data-driven reporting tools that provide full transparency and actionable insights. These capabilities will enable Salinas to efficiently manage 24/7 enforcement operations, ensure compliance with municipal codes, and maintain the integrity of its street sweeping and general enforcement programs.

Above all, LAZ's approach to enforcement is citizen centric and community-focused. We emphasize professionalism, consistency, and respect in every interaction while upholding the City's parking regulations and public safety goals. Our proven experience, dedicated personnel, and technology-driven solutions position LAZ Parking as the ideal partner to support the City of Salinas in delivering a modern, efficient, and service-oriented parking enforcement program.

The table below highlights a selection of municipalities where LAZ Parking provides parking enforcement and compliance management services. These programs represent a wide range of enforcement models, from street sweeping and general parking enforcement to citation processing, permit management, and technology integration. Each example reflects LAZ's ability to adapt to the unique needs of our municipal partners and deliver efficient, transparent, and community-oriented enforcement operations consistent with the goals of the City of Salinas.

	ANNUAL CITATIONS ISSUED	OPERATIONS/MANAGEMENT	PARKING ENFORCEMENT	ELECTRONIC HANDHELDS	SMART TECHNOLOGY	LPR TECHNOLOGY	ENFORCE ALL MCS & STATE CVC	PERMIT ENFORCEMENT	ON STREET ENFORCEMENT	OFF-STREET ENFORCEMENT	SURFACE LOTS	STREET SWEEPING ENFORCE	CUSTOMER PHONE SUPPORT	TOWING AND BOOTING	TRAFFIC DISPATCH SERVICES	TRAFFIC CONTROL SERVICES
		California Municipal Enforcement Clients														
City of West Hollywood	200,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City of Inglewood	90,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City of Santa Ana	45,000	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓		
CA State Parks	30,000	✓	✓	✓	✓		✓	✓		✓	✓					
City of Salinas	20,000	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓		
City of Palo Alto	10,500	✓	✓	✓	✓			✓			✓		✓			
City of San Mateo	32,500	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Newport Beach	70,000	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓				
City of San Marcos	10,000	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓		
City of San Leandro	15,000	✓	✓	✓	✓			✓			✓		✓			
City of Burbank	45,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
National Municipal Enforcement Clients																
City of Chicago, IL	550,000	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓			
Montgomery County, MD	150,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	
New York MTA	50,000	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓		
South Miami, FL	45,000	✓	✓	✓	✓	✓	✓	✓	✓		✓			✓		
Norwalk, CT	40,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		
City of Arvada, CO	10,500	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		

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*
San Mateo Enforcement Program	City of San Mateo / San Mateo Police Department	Citywide parking enforcement services.	\$7.1M	100%	Nov 2019 - Present	Sgt. Craig Collum Phone: 650-522-7742 ccollom@cityofsanmateo.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>						
West Hollywood Enforcement Program	City of West Hollywood	Citywide parking enforcement services.	\$14M	100%	July 2020 – Present	Vince Guarino Phone: 323-848-6426 vguarino@weho.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>						
Burbank Enforcement Program	City of Burbank / Burbank Police Department	Citywide parking enforcement services.	\$6.5M	100%	April 2023 - Present	Emil Brimway Phone: 818.238.3106 EBrimway@burbankca.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>						
Santa Ana Enforcement	City of Santa Ana / Santa Ana Police Department	Citywide parking enforcement services.	\$4.7M	100%	July 2018	Yolanda Bautista Phone: 714.245.8225 ybautista@santa-ana.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

4.1. Understanding of the City's Objectives

Since 2016, **LAZ Parking has proudly partnered with the City of Salinas** to deliver professional, courteous, and effective parking enforcement services that promote compliance, maintain public trust, and support the City's quality-of-life goals. Our understanding of the City's objectives is shaped by nearly a decade of hands-on collaboration with City leadership, Public Works, and community stakeholders.

The City's parking enforcement program plays a vital role in:

- Supporting **street sweeping and public works operations** to maintain clean, safe neighborhoods.
- Ensuring **turnover and accessibility in commercial districts**, supporting economic vitality and fairness for local businesses.
- Encouraging **voluntary compliance** through consistent, fair, and transparent enforcement practices.
- Delivering **exceptional customer service** to residents and visitors while maintaining enforcement integrity.
- Promoting **data-driven management and accountability**, enabling the City to make informed operational decisions.

LAZ recognizes that the City's program is not just about enforcement; it's about stewardship, public service, and maintaining the balance between regulation and accessibility. Our approach is built to meet these goals through seamless continuity, operational excellence, and community-oriented service delivery.

4.2. Service Delivery Approach

As the incumbent provider, LAZ brings a fully operational, trained, and equipped team that already understands the City's enforcement environment, geography, and regulations. This allows us to continue service **without any transition period or learning curve**, ensuring uninterrupted enforcement from day one of the contract.

Our service approach is anchored on five key pillars: continuity, professionalism, accountability, transparency, and adaptability.

Task 1: Program Continuity and Transition Management

- **Seamless Service Continuation:** LAZ's current enforcement team, vehicles, and systems are fully in place, allowing operations to continue without disruption.
- **Route Review and Optimization:** Within the first 15 days, LAZ will conduct a comprehensive route analysis to ensure efficient coverage of street sweeping areas, school zones, business districts, and residential permit zones.
- **Coordination with PMB:** As the City's citation processing vendor, Parking Management Bureau (PMB) will remain fully integrated with LAZ's handheld citation systems for uninterrupted data transfer and reporting.
- **Kickoff and Calibration:** An operational kickoff meeting will be held with City staff to review enforcement priorities, communication protocols, and performance benchmarks for the new contract term.

Task 2: Daily Parking Enforcement Operations

- **Coverage and Schedules:** Enforcement operations will continue **Monday through Friday, from 5:00 a.m. to 3:30 p.m.**, in alignment with the City's street sweeping and maintenance schedule.
- **Focused & Consistent Enforcement:** Officers will monitor time-restricted, residential permit, and street sweeping zones, issuing citations for violations while maintaining a respectful and educational approach with the public.
- **Patrol Efficiency:** Route optimization software and GPS tracking will ensure balanced coverage and efficient patrol patterns throughout the City.
- **Supervisor Oversight:** Field supervisors will conduct random audits, ride-alongs, and field evaluations to maintain quality control and accountability.
- **Special Requests:** LAZ will respond promptly to City requests for targeted enforcement (e.g., during events, street maintenance, or community complaints).



Task 3: Personnel Recruitment, Training, and Management

- **Experienced Local Team:** LAZ will retain and expand upon its existing enforcement team led by our current Project Manager, many of whom are long-standing employees familiar with Salinas's neighborhoods and community expectations.
- **Comprehensive Training:** Every officer undergoes training in Salinas's Municipal Code, citation issuance procedures, customer service, conflict resolution, defensive driving, and safety.
- **Customer-Centered Approach:** Our "Ambassador Enforcement" philosophy emphasizes education, respect, and positive community interaction, reinforcing compliance through understanding, not confrontation.
- **Ongoing Development:** Officers receive quarterly refresher courses on operational updates, legal changes, and de-escalation tactics to maintain peak performance and professionalism.
- **Performance Monitoring:** Supervisors will use a structured performance review system with metrics such as accuracy rate, coverage efficiency, and customer interaction quality.

Task 4: Equipment, Vehicles, and Technology

- **Fleet Management:** LAZ's dedicated enforcement vehicles will remain deployed in Salinas. Each vehicle will be clearly marked per City standards, equipped with amber safety lighting, and maintained to ensure reliability and public safety.
- **Handheld Technology:** Enforcement officers use state-of-the-art handheld ticket writers with photo capture and GPS time-stamping for citation integrity and dispute resolution.
- **Integration with PMB:** Data is automatically uploaded to PMB's system, allowing real-time visibility into citation issuance, trends, and compliance rates.
- **Preventative Maintenance:** Regular inspection schedules ensure all vehicles and devices remain operational with no downtime. Replacement equipment is deployed immediately if needed.

Task 5: Quality Assurance, Reporting, and Communication

- **Dedicated Project Manager:** **Mike Harper** will continue as the on-site Project Manager, serving as the primary liaison to City staff and responsible for daily operations oversight.
- **Real-Time Performance Monitoring:** LAZ's Business Intelligence (BI) dashboard aggregates citation, patrol, and coverage data, providing actionable insights and performance metrics.
- **Regular Reporting:** Weekly operational reports and monthly performance summaries will be provided to the City, covering citation activity, complaints, staffing, and KPIs.
- **Performance Audits:** Supervisors and regional management will conduct regular audits to ensure compliance with City standards, safety requirements, and customer service expectations.
- **Open Communication:** LAZ maintains 24/7 availability for City staff to address urgent requests or operational adjustments.



Task 6: Community Engagement and Customer Service

- **Ambassador Philosophy:** LAZ's officers act as City ambassadors, helping visitors, answering questions, and reinforcing the City's commitment to service and fairness.
- **Public Education:** LAZ will support the City in public education campaigns related to parking rules, street sweeping schedules, and voluntary compliance programs.
- **Complaint Resolution:** All complaints are logged, reviewed, and resolved promptly, with documented outcomes shared in regular City reports.
- **Partnership Culture:** Our local team collaborates closely with Public Works, Police, and other City departments to ensure coordinated enforcement and shared success.

4.3. Meeting the City's Schedule and Deliverables

Because LAZ is the incumbent provider, **service continuity will be immediate upon award**, eliminating transition time or onboarding delays.

Implementation Timeline Overview

- **Day 1–5:** Contract execution, kickoff meeting, and operational continuity verification.
- **Day 6–15:** Route review, schedule optimization, and initial quality audit.
- **Day 16–30:** Full deployment of updated BI dashboard and reporting framework.
- **Ongoing:** Weekly reports, bi-monthly coordination meetings, and continuous improvement reviews.

Our well-established structure ensures the City's enforcement operations continue smoothly, consistently, and efficiently from contract award through completion without gaps or performance decline.

4.4. Proven Ability to Deliver

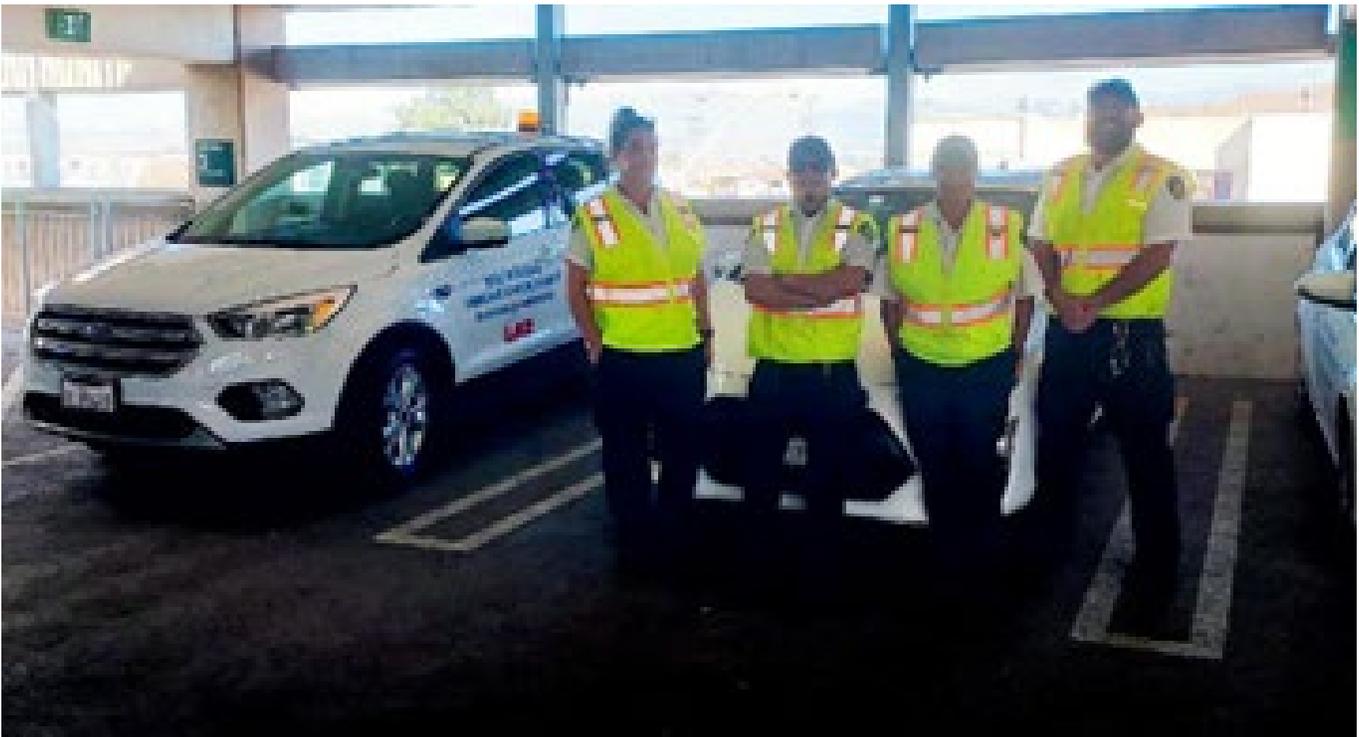
LAZ's nine-year record of performance in Salinas reflects our commitment to operational excellence, collaboration, and accountability. We have consistently met or exceeded City expectations in coverage, accuracy, and responsiveness. Our national resources, combined with our local presence, provide unmatched reliability and depth of expertise.

With a **97%+ citation accuracy rate**, **zero service interruptions**, and a **100% municipal contract renewal rate**, LAZ has demonstrated its ability to deliver on schedule, within budget, and in full compliance with municipal standards. Our strength lies in consistency, proven processes, dependable staffing, and transparent reporting that build trust and deliver results.

4.5. Summary

LAZ Parking's Work Plan is a proven blueprint for successful municipal parking enforcement; one that has already delivered measurable results in the City of Salinas. Our continued partnership ensures no transition risk, immediate operational readiness, and the benefit of a trusted team deeply familiar with the City's policies, geography, and community.

Through advanced technology, disciplined operations, and an ambassador-style service model, LAZ will continue to provide enforcement that enhances compliance, maintains clean and safe streets, and supports the City's broader goals of livability and community pride.



Simply put, no other proposer can match LAZ's continuity, local experience, and established partnership with the City of Salinas.

5. PROPOSED INNOVATIONS

Technical & Procedural Innovations

Introducing Mobile License Plate Recognition (LPR) Technology for Enhanced Enforcement and Data-Driven Management

As the City of Salinas’s parking enforcement partner since 2016, LAZ Parking continually seeks opportunities to leverage proven technology to improve operational efficiency, compliance accuracy, and customer experience. One such innovation we propose for future integration into the City’s enforcement operations is mobile License Plate Recognition (LPR) technology—mounted on enforcement vehicles to automate enforcement of time-limited zones, residential parking districts, and other regulated areas.

Proven Technology – Trusted by Municipal Clients Nationwide

LAZ has successfully deployed mobile and fixed LPR systems across multiple municipal programs nationwide, including San Mateo, Inglewood and West Hollywood, where these systems have dramatically improved efficiency, coverage, and enforcement accuracy. By scanning and matching license plates in real time, LPR technology allows enforcement officers to quickly identify vehicles in violation, confirm parking compliance, and collect valuable data to support broader parking management objectives.

Benefits of Mobile LPR for the City of Salinas

The integration of LPR into Salinas’s parking program would immediately enhance service delivery and long-term planning capabilities in several key areas:

1. Increased Efficiency and Coverage

- LPR-equipped vehicles can capture thousands of license plates per shift, covering significantly more area than manual patrols.
- Officers can focus on confirming and issuing citations, while the system automatically records time-stamped photographic evidence for accuracy and transparency.
- Routes can be optimized using real-time data to ensure balanced enforcement coverage throughout all City zones.

2. Enhanced Timed Zone Enforcement

- LPR technology automatically records the location and time a vehicle was first observed, enabling precise monitoring of time-limited parking zones.
- This eliminates the need for manual chalking or digital marking, ensuring greater consistency, fairness, and productivity.
- The system’s accuracy minimizes human error, providing an objective and auditable record that strengthens citation integrity.

3. Support for Occupancy and Utilization Studies

- In addition to enforcement, mobile LPR provides the City with valuable analytical data on parking patterns, turnover, and utilization across different districts and times of day.

- This data can be easily visualized through LAZ's Business Intelligence (BI) platform, empowering the City to make data-driven decisions on policy, pricing, and infrastructure investments.
- Over time, these insights help identify high-demand areas, optimize enforcement schedules, and guide parking resource allocation.

4. Foundation for Residential Permit District Expansion

- As the City considers expanding its Residential Parking Permit Districts, LPR offers a scalable solution for efficient permit validation.
- Vehicles registered to permitted residents are automatically recognized and verified, streamlining enforcement and reducing administrative burden.
- LPR minimizes manual permit checks and improves compliance rates while maintaining a positive resident experience.
- The system can easily integrate with existing permit management platforms (such as Passport or PMB), ensuring seamless data flow between enforcement and permit administration.

5. Transparency, Accountability, and Public Confidence

- Each scan includes a GPS location, time stamp, and image, creating an indisputable record that supports fairness and transparency in enforcement.
- The City gains access to accurate performance reports, complaint validation tools, and operational insights, enhancing public confidence in enforcement practices.
- LPR also improves officer safety by reducing the need for manual documentation in high-traffic or constrained environments.

Integration and Implementation Approach

Should the City wish to pursue this innovation, LAZ can implement mobile LPR technology without disruption to current enforcement operations. Our approach includes:

- **Program Implementation:** Launching an initial LPR vehicle within 60 days of approval to demonstrate performance and refine operational settings.
- **Integration with PMB:** Configuring LPR data feeds to integrate with the City's existing citation and permit management system.
- **Officer Training:** Providing comprehensive training to enforcement personnel on LPR operations, data accuracy, and field validation.
- **Data Security and Privacy:** Ensuring all captured data complies with State and City privacy requirements and is retained in accordance with local regulations.

A Future-Ready Parking Program for Salinas

By integrating LPR technology, the City of Salinas would take a proactive step toward a modern, efficient, and data-informed parking management system. This innovation not only enhances current enforcement effectiveness but also builds the technological foundation for future initiatives such as dynamic curb management, residential permitting expansion, and real-time occupancy tracking.

LAZ Parking's experience deploying and managing LPR technology across California ensures the City will benefit from a proven, reliable, and scalable system tailored to Salinas's specific needs. Our commitment to partnership and innovation positions LAZ to help the City advance its mobility goals while maintaining the fairness, integrity, and community-centered approach that have defined our successful collaboration since 2016.

6. PROJECT STAFFING

As the City of Salinas’s long-standing parking enforcement partner since 2016, LAZ Parking maintains a dedicated, experienced team fully assigned to the City’s program. Our staffing model ensures consistent citywide coverage, balanced workloads, and clear accountability through direct on-site supervision and strong communication with City staff.

Staffing Structure

The Salinas enforcement program is led by **Mike Harper**, a highly experienced Project Manager who has overseen the contract since its inception. Mike provides daily oversight of all operations, supervises enforcement staff, coordinates with City departments, and ensures all service standards and performance metrics are met or exceeded.

Below is the current staffing structure for the City of Salinas program:

Position	Name	Role & Responsibilities
Project Manager	Mike Harper	Oversees all contract operations, supervises enforcement officers, manages scheduling and route assignments, ensures compliance with City expectations, and serves as the primary point of contact for the City of Salinas.
Parking Enforcement Officer	Shawna Parker	Provides daily enforcement coverage across assigned beats, ensures adherence to parking regulations, and supports special enforcement assignments.
Parking Enforcement Officer	Anthony Galvan	Conducts patrols, enforces time-limited, permit, and street sweeping zones, and supports customer service and citation accuracy.
Parking Enforcement Officer	Melissa Boen	Responsible for enforcement patrols, documentation accuracy, and community interaction, focusing on compliance and fairness.
Parking Enforcement Officer	Mark Boehme	Ensures consistent enforcement coverage, assists with route optimization, and provides field support during high-demand periods.

All officers are **uniformed, trained, and equipped** to meet City standards and maintain a professional public presence. LAZ ensures full coverage through efficient scheduling, cross-training, and operational oversight.

Daily Enforcement Beats

To ensure equitable citywide coverage and consistent enforcement presence, LAZ divides the City of Salinas into **eight primary enforcement beats**. Each beat is strategically designed to reflect parking demand, zoning priorities, and street sweeping schedules.

Beat No.	Beat Name / Area	Description of Coverage
1	Downtown	Central business district, retail corridors, and high-turnover parking zones.
2	Hospital	Surrounding medical facilities and adjacent residential areas.
3	Eastside	Residential and mixed-use areas requiring consistent compliance monitoring.
4	Northeast	Primarily residential districts and school zones.
5	Northwest	Residential and arterial streets supporting access to local businesses.
6	Mid-Town North	Mixed commercial-residential corridors, including transitional areas.
7	Southeast	Residential neighborhoods with periodic enforcement and school support.
8	Mid-Town South	Combination of residential and light commercial zones, including secondary corridors.

Each officer is assigned to designated beats daily to ensure balanced workload distribution and comprehensive citywide coverage. Routes and assignments are periodically reviewed and adjusted by the Project Manager in coordination with City staff to address evolving priorities and community feedback.

Organizational Summary

Under LAZ’s structure, all field staff report directly to Project Manager Mike Harper, who in turn reports to Regional Operations Management for oversight and support. This alignment ensures accountability, quick decision-making, and consistent communication between the City and LAZ. This structure refined and proven over nine years of continuous service ensures that the City of Salinas receives efficient, transparent, and community-oriented enforcement coverage every day.

Organizational Chart

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

The following team represents the dedicated professionals who will continue leading the City of Salinas Citywide Parking Enforcement Program, ensuring efficient operations, exceptional service quality, and seamless communication with City staff. The organizational chart below illustrates our structure and highlights the strong local leadership supported by regional and national resources.

Biographies of key management personnel are provided on the following pages, demonstrating the depth of experience and commitment that LAZ brings to the City of Salinas.



Local Management Team



Mike Harper, Project Manager – Salinas Enforcement Program

Mike Harper brings over 20 years of experience in parking enforcement and transportation operations, with a proven record of leading municipal programs across California. He began his career managing toll operations for PRWT Services under the Lockheed Martin Transportation Corridor Agency contract and advanced through senior operational roles at Central Parking System overseeing multiple enforcement programs throughout Southern California. Since 2016, Mike has successfully managed the City of Salinas parking enforcement program, serving as the primary point of contact for LAZ Parking and City staff. His hands-on leadership, deep local knowledge, and commitment to partnership have been instrumental in the ongoing success and responsiveness of the City’s parking program.



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: Michael Harper

Orange, CA

mharper@lazparking.com

(949) 244-0382

Experience

LAZ PARKING

Operations Manager – City of Salinas / On Street Parking Enforcement

2016-Present

- Oversee the enforcement of parking regulations throughout the city
- Educating the public as it pertains to parking regulations,
- Managing eight surface lots, two parking garages, hourly and permit parking
- Achieving high level of customer service and interaction with the public
- Supervising a staff of 5 citation officers
- Hiring, training and mentoring all staff

CPS / SP PLUS

Facility Manager – City of Newport Beach / City of Santa Ana

2014-2016

- Oversee the collection of cash / meter maintenance and property repair, issuance of parking citations for the City of Newport Beach. Over 1500 on street meters, 30 pay stations, 10 surface lots. High summer traffic involving intense customer service including city related special events and requests
- Supervise and responsible for a staff of 20 which includes citation officers, maintenance crew, supervisors
- Responsible for the hiring, training and mentoring of staff
- Oversee the collection and deposit of cash from on street meters and surface
- Responsible for the daily supervision of 8 citation officers for the City of Santa Ana's street sweeping program

Operations Manager – The Toll Roads

2008-2014

- Responsible for 54 miles of toll roads, ten toll plazas, 46 toll lanes while managing a yearly budget of \$3.2 million dollars at a 24/7 operation
- Manage and responsible for a staff of 86 employees including hiring, training and mentoring of staff.
- In FY13 the operation collected over \$32 million dollars in cash tolls while processing over 12 million customer transactions while maintaining an error rate of 0.08% error rate

LOCKHEED-MARTIN / PRWT

Shift Manager – The Toll Roads

1996-2008

- Oversee the day to day operation of the San Joaquin Hills Corridor
- 24/7 operation with a staff of 35 employees
- Responsible for the collection, processing and deposit of high volumes of cash collection and while maintaining a high level of customer service
- Hiring, training and mentoring of staff

R. A. MARTIN CO

Senior Right of Way Agent / Supervisor

1988-1996

- Managed office and field employees handling various power projects in Southern California
- Responsible for procuring property easements, permits, supervised survey teams in the field, and obtaining legal agreement contracts from both public and private property owners
- maintaining a high level of customer service.
- Hiring, training and mentoring of staff

Education

- Fullerton College Fullerton, CA
 - Associate of Arts Degree
 - Fred Pryer management courses

Interests

- Volunteer for animal rescue
- Senior citizen physical rehab
- Camping
- Backpacking

7. PROPOSAL EXCEPTIONS

LAZ Parking has reviewed the City of Salinas’s Request for Proposals, including all stated conditions, requirements, and the Sample Agreement for Services (Attachment C). After careful review, LAZ Parking takes no exceptions or requests for changes to the City’s RFP documents or Sample Agreement.

As the current parking enforcement services provider for the City of Salinas since 2016, LAZ Parking has been operating successfully under the same terms and conditions outlined in this solicitation. Our long-standing partnership with the City has been built on mutual trust, transparency, and compliance with all contractual obligations.

LAZ fully understands and accepts all provisions of the City’s RFP, Scope of Services, and Sample Agreement, and is prepared to continue performance under these same terms without modification. This approach ensures seamless contract continuity, uninterrupted service delivery, and the continued success of the City’s parking enforcement 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 COSTS SHEET & RATES

Please see our attached cost proposal, in the format requested by the City.

We have also included this form, as well as our audited financial statements, in the required attachments section at the end of this proposal document

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, etc.)	Est. Hours	Hourly Rate	Extended Rate
Task 1	Parking Manager	1,920	\$45.80	\$87,936
	Burdens and Fees	1,920	\$32.80	\$62,976
TOTAL NOT TO EXCEED, TASK 1	Parking Manager (fully burdened)	1,920	\$78.60	\$150,912
Task 2	Parking Enforcement Officer	9,600	\$18.96	\$181,968
	Burdens and Fees	9,600	\$13.53	\$129,840
TOTAL NOT TO EXCEED, TASK 2	Parking Enforcement Officer (fully burdened)	9,600	\$32.48	\$311,808
Task 3	ODCs / Materials to include: vehicles, uniforms, ticket stock, cell phones, and other misc. supplies (Flat Monthly Fee)	N/A		\$103,800
	Burdens and Fees	N/A		
	G&A	N/A		
TOTAL NOT TO EXCEED, TASK 3	ODCs and Materials (fully burdened)	N/A		\$103,800
TOTAL NOT TO EXCEED (TASKS 1 – 3)	Parking Manager (1), Parking Enforcement Officers (), and ODCs / Materials (all fully burdened)	N/A		\$566,520



9. ATTACHMENTS

AUDITED FINANCIALS 2023 & 2024

Laz Karp Associates, LLC and Subsidiaries

Consolidated Financial Statements
and Independent Auditor's Report

December 31, 2024 and 2023

CONFIDENTIAL

Laz Karp Associates, LLC and Subsidiaries

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CONFIDENTIAL

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.

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 _____
Signature Title
Regional VP, NorCal

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: 10/29/2025

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:

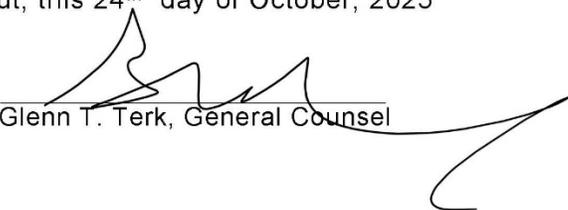
A Meeting of the Members of the Company was held on October 24, 2025.

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 Salinas City-Wide Parking Enforcement 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 24th day of October, 2025



Glenn T. Terk, General Counsel

Articles of Organization

ARTICLES OF ORGANIZATION Limited Liability Company-DOMESTIC

C.G.S. §§34-120; 34-121

Website Address: www.concord.sots.ct.gov Telephic
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

FEE: \$120.00
Make checks payable to
"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
Signature accepting appointment:


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

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

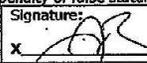
OR B. If agent is a business:
Print or type name of business as it appears on our records:
Signature accepting appointment on behalf of agent:
X _____

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

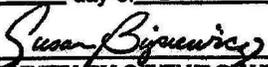
- (a) To accomplish any lawful business whatsoever, or which shall, at any time, appear conducive to or expedient for, the protection or benefit of the Company and its assets;
- (b) To exercise all other powers necessary to or reasonably connected with the Company's business which may be legally exercised 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

ATTACHMENT D – SAMPLE TABLE, 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*
San Mateo Enforcement Program	City of San Mateo / San Mateo Police Department	Citywide parking enforcement services.	\$7.1M	100%	Nov 2019 - Present	Sgt. Craig Collum Phone: 650-522-7742 ccollom@cityofsanmateo.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>						
West Hollywood Enforcement Program	City of West Hollywood	Citywide parking enforcement services.	\$14M	100%	July 2020 – Present	Vince Guarino Phone: 323-848-6426 vguarino@weho.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>						
Burbank Enforcement Program	City of Burbank / Burbank Police Department	Citywide parking enforcement services.	\$6.5M	100%	April 2023 - Present	Emil Brimway Phone: 818.238.3106 EBrimway@burbankca.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>						
Santa Ana Enforcement	City of Santa Ana / Santa Ana Police Department	Citywide parking enforcement services.	\$4.7M	100%	July 2018	Yolanda Bautista Phone: 714.245.8225 ybautista@santa-ana.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



ATTACHMENT E – COST PROPOSAL FORMAT

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, etc.)	Est. Hours	Hourly Rate	Extended Rate
Task 1	Parking Manager	1,920	\$45.80	\$87,936
	Burdens and Fees	1,920	\$32.80	\$62,976
TOTAL NOT TO EXCEED, TASK 1	Parking Manager (fully burdened)	1,920	\$78.60	\$150,912
Task 2	Parking Enforcement Officer	9,600	\$18.96	\$181,968
	Burdens and Fees	9,600	\$13.53	\$129,840
TOTAL NOT TO EXCEED, TASK 2	Parking Enforcement Officer (fully burdened)	9,600	\$32.48	\$311,808
Task 3	ODCs / Materials to include: vehicles, uniforms, ticket stock, cell phones, and other misc. supplies (Flat Monthly Fee)	N/A		\$103,800
	Burdens and Fees	N/A		
	G&A	N/A		
TOTAL NOT TO EXCEED, TASK 3	ODCs and Materials (fully burdened)	N/A		\$103,800
TOTAL NOT TO EXCEED (TASKS 1 – 3)	Parking Manager (1), Parking Enforcement Officers (), and ODCs / Materials (all fully burdened)	N/A		\$566,520