



*"Partners in Parking"*

Superior  
Customer Service

Professional  
Management

Enhanced Profitability

Advanced Technology

Comprehensive  
Solutions

Financial  
Transparency

Functional  
Partnership



**CITY OF CORAL GABLES, FLORIDA  
PARKING CASHIERS, ATTENDANTS AND  
SUPERVISORS FOR THE CITY'S  
PARKING FACILITIES  
REQUEST FOR PROPOSAL  
RFP 2016.02MP**



**MARCH 31, 2016**

**PRESENTED BY:  
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LAZ Florida Parking, LLC  
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## B.Proposer's Acknowledgment Form

### CITY OF CORAL GABLES, FL

2800 SW 72<sup>nd</sup> Avenue, Miami, FL 33155  
 Finance Department / Procurement Division  
 Tel: 305-460-5102 / Fax: 305-261-1601

#### PROPOSER ACKNOWLEDGEMENT

<p><b>RFP Title:</b> Parking Cashiers, Attendants, and Supervisors for City Parking Facilities</p> <hr/> <p><b>RFP No.</b> 2016.02MP</p> <p><small>A code of silence is in effect with respect to this RFP. The Code of Silence prohibits certain communication between potential vendors and the City. For further information, please refer to the City Code Section 2-1059 of the City of Coral Gables Procurement Code.</small></p>	<p>Proposals must be received prior to 2:00 p.m., <b>Thursday, March 31, 2016</b>, and may not be withdrawn for a period of up to 120 calendar days after opening. Proposals received by the date and time specified will be opened in the Procurement Office located at 2800 SW 72<sup>nd</sup> Avenue, Miami, FL 33155. All proposals received after the specified date and time will be returned unopened.</p> <p>Contact: Michael P. Pozach          Title: Chief Procurement Officer          Telephone: 305-460-5102          Facsimile: 305-261-1601          Email: <a href="mailto:contract@coralgables.com">contract@coralgables.com</a></p>
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**THIS FORM MUST BE COMPLETED AND SUBMITTED ALONG WITH THE COMPLETE PROPOSAL PRIOR TO THE DATE AND THE TIME OF PROPOSAL OPENING.**

<p><b>Proposer Name</b> LAZ Florida Parking, LLC</p> <p><b>Complete Mailing Address:</b> 404 Washington Ave #720 Miami Beach, FL 33139</p> <p>Indicate type of organization below:          Corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Individual <input type="checkbox"/> Other <input type="checkbox"/></p> <p><b>Bid Bond / Security Bond (if applicable):</b> <u>None</u></p>	<p><b>FED/ or SS Number</b> 26-1172679</p> <p><b>Telephone No.</b> 305-913-4882</p> <p><b>Cellular No.</b> 786-295-7860</p> <p><b>Fax No.:</b> (305) 913-4887</p> <p><b>Email:</b> dzell@lazparking.com</p>
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**ATTENTION: FAILURE TO SIGN (PREFERABLY IN BLUE INK) OR COMPLETE ALL RFP SUBMITTAL FORMS, INSURANCE, ADDENDUM(S) ACKNOWLEDGEMENT AND ALL PAGES OF THE RFP DOCUMENT MAY RENDER YOUR RFP NON-RESPONSIVE.**

THE PROPOSER CERTIFIES THAT THIS SUBMITTAL IS BASED UPON ALL CONDITIONS AS LISTED IN THE RFP DOCUMENTS AND THAT THE PROPOSER HAS MADE NO CHANGES IN THE RFP DOCUMENT AS RECEIVED. THE PROPOSER FURTHER AGREES IF THE RFP IS ACCEPTED, THE PROPOSER WILL EXECUTE AN APPROPRIATE AGREEMENT FOR THE PURPOSE OF ESTABLISHING A FORMAL CONTRACTUAL RELATIONSHIP BETWEEN THE PROPOSER AND THE CITY OF CORAL GABLES FOR THE PERFORMANCE OF ALL REQUIREMENTS TO WHICH THIS RFP PERTAINS. FURTHER, BY CHECKING THE AGREE BOX LISTED BELOW AND BY SIGNING BELOW PREFERABLY IN BLUE INK, ALL RFP PAGES ARE ACKNOWLEDGED AND ACCEPTED AS WELL AS ANY SPECIAL INSTRUCTION SHEET(S) IF APPLICABLE. I AM AUTHORIZED TO BID/ PERFORMANCE OF THIS RFP FOR THE ABOVE PROPOSER.

Agree  (Please check box to acknowledge this solicitation)

David M. Zell   
 \_\_\_\_\_  
 Authorized Name and Signature

Director of Business Development 3/30/16  
 Title Date

## C. Business Profile – Experience and Qualifications of LAZ Parking

### *History of LAZ, Parking - Qualifications and Experience*

**LAZ Parking** was formed in 1981 as a valet parking company servicing the hospitality industry in the New England area. While soliciting to provide valet parking services for the Hilton Hotel in Hartford, LAZ Parking was afforded the opportunity to manage the entire parking operation, which included a 600 space-parking garage. In our first year operating the facility, we improved the net operating income by 50%. Today that same story resonates in each facility we acquire, always with the same results, increased profitability and better service.

Today, LAZ Parking is a national parking company, headquartered in Hartford, Connecticut. The Florida regional office in Miami Beach provides support for satellite offices in Orlando, Tampa, Jacksonville and Ft. Lauderdale. In existence now for 35+ years, LAZ Parking manages over 2,100 locations in 26 states, 300 cities, and maintains gross revenues in excess of \$930 million annually. LAZ Parking's portfolio includes: major entertainment/event parking, residential buildings, hotels & resorts, office buildings, mixed-use projects, on-street/municipal parking, shuttle systems, consulting, hospitals and medical complexes, stand-alone Garages, surface lots, valet parking sites, airports and university parking.



LAZ is the first and only parking operator in the United States to have successfully completed privatization of the parking assets of a first tier U.S. city, Chicago, IL. LAZ Parking, together with its financial partner Morgan Stanley Infrastructure Partners (“MSIP”), entered into long-term parking concession lease agreements with the City of Chicago with up-front concession values of \$563 million 99 year lease/concession of Chicago Downtown Public Parking System at Millennium Park consisting of four underground garages totaling 9,178 parking spaces and \$1.15 billion 75 year lease/concession of Chicago On-street Metered Parking System with over 36,000 spaces. In all, nearly one third of the parking spaces under LAZ management are public agency spaces (State, County and Municipal). Additionally, in 2012, LAZ partnered with QIC Infrastructure in a \$483 million Public Private Partnership transaction for the long term lease of The Ohio State University parking system.

LAZ Parking operates through regional offices headed by officers of the company. Through these offices, LAZ Parking offers its clients the resources of a large company but with the attention and responsiveness more typical of a local company.



## **PARTNERS IN PARKING™**

LAZ Parking trademarked this phrase because it best describes the essence of our company. We are not a typical parking management company. We are truly focused on providing the highest level of client and customer service partnered with a custom operating program that is site specific while exceeding the financial expectations of each of our client’s parking assets. We are proactive rather than reactive, we are creative not complacent. We foster a working relationship that goes beyond a normal vendor relationship. We become your parking partner. We develop unique and innovative parking solutions to assist in making each parking operation we manage an overwhelming success.



### **Our Mission is our Motto**

“Create opportunities for our employees and value for our clients”

**Create Opportunities for Employees.** We are not only providing a job for our employees, we provide opportunities to grow personally and professionally with the ability to advance within the organization. LAZ is proud of our employee’s achievements and their commitment to the company. Many of our staff spent their entire careers within our organization. Our company founders and the majority of our executive team all started as parking attendants.

**Create Value for Our Clients.** We know that our clients can select from a variety of companies to manage their parking and service needs. Likewise, our customers have many choices about where to park their cars. We want to create value for clients and customers so that the choice to select LAZ is an easy one. We can create value by giving honest and dependable service, providing clean, efficient and well-maintained systems, and maximizing the profitability of every location. We encourage our employees to “think like an owner” and we manage all of our locations as if it were our own.

### **Values**

Values are the rules we play by or the non-negotiable behaviors we are committed to following. LAZ upholds the following four core values.

- 1) Respect for Each Individual**
- 2) Commitment to People**
- 3) Honesty & Integrity**
- 4) Trust**



Each of these values is a cornerstone of our culture and we are committed to living up to and communicating them to all our team members each and every day. We hope to prove to the City of Coral Gables that there is a difference in parking companies and what makes LAZ different are our people. Our company has grown by leaps and bounds primarily because we put people first.



## ***Related and Affiliated Firms / Size and Organization of LAZ Parking***



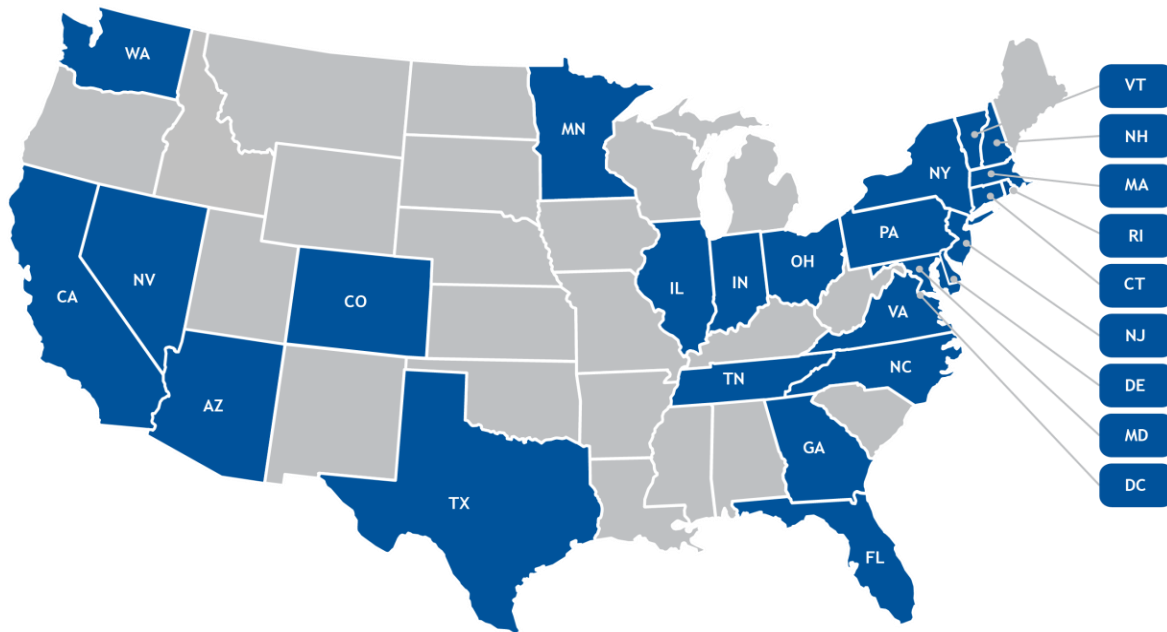
In 2007, LAZ formed a partnership with Europe’s top parking operator, INDIGO fka VINCI Park, a publicly traded company that has built an extremely successful network of innovative parking operations in countries throughout Europe and Canada. INDIGO currently operates over 1,000,000 parking spaces in 300 cities, in 14 countries. This partnership supports LAZ Parking with tangible financial, innovation, and infrastructure expertise from a global leader while LAZ maintains 100% operating control.

Aside from our partnership with INDIGO, LAZ Parking has nine separate operating divisions around the country;

- ❖ **LAZ Florida Parking, LLC** – Established in 1999, our Florida region consists of more than 95 locations throughout the State. We operate in Coral Gables, Daytona Beach, Ft. Lauderdale/Hollywood, Jacksonville, Kendall, Miami, Miami Beach, Naples, Orlando, St. Augustine, South Miami, St. Petersburg /Clearwater and Tampa.
- ❖ **LAZ Parking, LTD, LLC** – Our corporate headquarters provides services throughout Southern New England including Hartford, New Haven, Bridgeport, Norwalk, and Stamford, Connecticut.
- ❖ **LAZ Parking Limited, LLC** – Our regional office in Boston services Northern New England including Massachusetts, New Hampshire and Rhode Island.
- ❖ **LAZ Parking Georgia LLC** – This region encompasses operations in Georgia, Alabama, North Carolina, and South Carolina, with 150 locations and 600 employees.
- ❖ **LAZ Parking Mid-Atlantic, LLC** – This region has over 125 locations and is supported by our city office located in Washington, DC. This region handles operations in the Pennsylvania, Virginia, Maryland, and Washington DC markets.
- ❖ **LAZ Parking New York/New Jersey, LLC** – Our office in Manhattan services Manhattan, Long Island, Westchester County, Rockland County and upstate New York, along with Northern New Jersey.
- ❖ **LAZ Parking Texas, LLC** – Established in June of 2006, this location now operates Victory Park in Dallas, which includes the operations of a W Hotel, along with

residential, retail and event venues in Austin, Dallas, Houston, San Antonio and Albuquerque, New Mexico.

- ❖ **LAZ Parking Chicago, LLC** – Our Midwest office is located in the heart of downtown Chicago. LAZ began operations in December of 2006 at four downtown Garages, which comprise over 9,200 parking spaces. This contract represents one of the largest parking systems in the world.
- ❖ **LAZ Parking California & Sunset Parking Service, LLC** – Our Western Regional Office is comprised of a partnership with Sunset Parking Service. Sunset has served Southern California since 1981, and operates 165 locations, employs 900 people and has a strong presence in the San Diego, Orange County, and Los Angeles markets.
- ❖ **LAZ Ultimate Parking** – In late 2008, LAZ Parking formed a partnership with hospitality parking professional, Ultimate Parking. This acquisition represents the LAZ Parking commitment to enhanced services and value offered to hospitality clients and guests. LAZ Ultimate Parking consists of 180 locations and over 1,150 parking hospitality professionals.



LAZ Parking Fast Facts	
<b>Founded:</b>	1981
<b>Number of Locations:</b>	2,100
<b>Number of Parking Spaces:</b>	815,000
<b>Annual Managed Revenues:</b>	\$930 Million
<b>Number of Employees:</b>	8,300
<b>States / Cities:</b>	26 / 300
<b>Portfolio Mix:</b>	Managed, Leased and Owned
<b>Market Segments:</b>	Hospitality & Valet, Office Buildings, Medical & Hospital, Airport & Transportation, Campus, Government & Municipal, Retail & Mixed Use, Event Parking, Residential Buildings and Shuttle Services
<b>Regional Offices:</b>	Atlanta, Boston, Chicago, Columbus, Dallas, Hartford (Home Office), Los Angeles, Miami, New York, Philadelphia, San Diego, San Francisco, Washington DC

**LAZ Parking’s National, Regional and Local Involvement in the Industry (Municipal Business)**

While no two parking locations are exactly alike, LAZ Parking operates more than **235,000 parking spaces** for municipal, transit and government agencies across the United States.

Government Agency & Municipal Clients				
Client	Number of Spaces	Enforcement	Meters	Facilities
Washington Metro Area Transit Authority (DC)	59,000			✓
City of Chicago Meters System (IL)	36,000	✓	✓	
New York Housing Authority (NY)	20,000			✓
Massachusetts Bay Transportation Authority (MA)	25,037	✓		✓
Metropolitan Transit Authority (NY)	16,600	✓	✓	✓
City of Chicago Millennium Park Garages (IL)	9,176			✓
Knox County Public Building Authority (TN)	7,793			✓
City of New Rochelle (NY)	5,868		✓	✓
City of Lowell, (MA)	5,566			✓
City of Worcester (MA)	4,075		✓	✓
Harris County (TX)	4,071			✓
Norwalk Parking Authority (CT)	3,763	✓	✓	✓
City of Stamford (CT)	3,399			✓
San Francisco Municipal Transportation Authority (CA)	3,114			✓
State of California (CA)	2,664	✓	✓	✓
City of Syracuse (NY)	2,600			✓
Alameda County (CA)	2,500			✓
City of Wilkes-Barre (PA)	2,453			✓
Delaware Transit Authority (DE)	2,291			✓
Schenectady Redevelopment Authority (NY)	2,200			✓
Southeastern Pennsylvania Transportation Authority (PA)	2,000			✓
City of Binghamton (NY)	2,071			✓
City of Baltimore (MD)	1,440			✓
County of Santa Clara (CA)	1,431			✓
City of South Miami (FL)	1,400	✓	✓	✓
City of Walnut Creek (CA)	1,378			✓
City of Daytona Beach (FL)	1,250	✓	✓	✓
Port Authority of New York (NY)	1,250			✓
Memphis Convention Center (TN)	1,000			✓
City of Charlotte - Mecklenburg County (NC)	1,000			✓
City of Hollywood (FL)	975			✓
City of Berkeley (CA)	949			✓
Malden Redevelopment Authority (MA)	784			✓
Town of Surfside (FL)	400		✓	
<b>U.S. Total Spaces</b>	<b>235,498</b>			
LAZ provides monitoring services for these clients				

LAZ Parking also operates more than **87,000 parking spaces** for institutes of higher learning.

Government Agency & Municipal Clients				
Client	Number of Spaces	Facilities	Enforcement	Special Events
The Ohio State University (OH)	36,585	✓	✓	✓
Kennesaw State University (GA)	20,000	✓	✓	✓
Boston College (MA)	7,500	✓		
University of Delaware (DE)	6,000			✓
University of Connecticut (CT)	5,000	✓		✓
San Diego State University (CA)	2,000	✓		
Yale University (CT)	1,500	✓		✓
University of California Berkeley (CA)	1,431	✓		
Housatonic Community College (CT)	1,300	✓		
Clark Atlanta University (GA)	1,200	✓		
Wake Forest University - Charlotte (NC)	875	✓		
Brown University (RI)	800	✓		
University of Miami (FL)	750		✓	
Thomas Jefferson University (PA)	700	✓		
Community College of Philadelphia (PA)	600	✓		
George Washington University (DC)	350	✓		
Northeastern University (MA)	300	✓		
University of St. Thomas (TX)	150	✓		
Georgia Institute of Technology (GA)	80	✓		
Thomas Jefferson School of Law (CA)	50	✓		
<b>U.S. Total Spaces</b>	<b>87,171</b>			
LAZ provides monitoring services for these clients				

## D. Financial Stability

*LAZ Parking Financial Statements for 2013 and 2014*

Laz Karp Associates, LLC and Subsidiaries

Consolidated Financial Statements  
and Independent Auditor's Report

December 31, 2014 and 2013

**CONFIDENTIAL!**



Laz Karp Associates, LLC and Subsidiaries

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**CONFIDENTIAL!**



Independent Auditor's Report

To the Members  
Laz Karp Associates, LLC

We have audited the accompanying consolidated financial statements of Laz Karp Associates, LLC and Subsidiaries (the "Company"), which comprise the consolidated balance sheets as of December 31, 2014 and 2013, and the related consolidated statements of income and comprehensive income, changes in members' equity and cash flows for the years then ended, and the related notes to the financial statements.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes 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.

*Auditor's Responsibility*

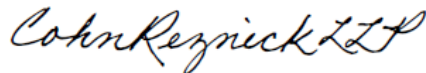
Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, in the accompanying consolidated financial statements referred to above present fairly, in all material respects, the financial position of Laz Karp Associates, LLC and Subsidiaries as of December 31, 2014 and 2013, 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.



Hartford, Connecticut  
April 30, 2015

Laz Karp Associates, LLC and Subsidiaries

Consolidated Balance Sheets  
December 31, 2014 and 2013

Assets

	2014	2013
Current assets:		
Cash	\$ 8,597,513	\$ 8,215,310
Accounts receivable, net of allowance for doubtful accounts of \$185,522 and \$70,916	20,521,555	16,923,548
Prepaid expenses and other current assets	6,676,779	6,706,062
Current portion of other receivables	752,444	833,259
Due from related parties	191,394	199,817
Total current assets	<u>36,739,685</u>	<u>32,877,996</u>
Property, equipment and leasehold improvements:		
Leasehold improvements	759,400	828,528
Equipment	7,436,529	6,169,724
Furniture and fixtures	1,546,567	1,240,677
Vehicles	2,359,664	1,963,033
Computer equipment	1,198,916	1,102,492
Computer software	3,243,477	2,291,922
	<u>16,544,553</u>	<u>13,596,376</u>
Accumulated depreciation and amortization	(10,074,418)	(8,186,176)
	<u>6,470,135</u>	<u>5,410,200</u>
Construction in progress	193,524	514,117
Total property, equipment and leasehold improvements	<u>6,663,659</u>	<u>5,924,317</u>
Other assets:		
Other receivables, net of current portion	993,740	1,416,302
Deposits	1,075,069	1,180,038
Goodwill	14,037,362	14,037,362
Intangibles, net	18,859,970	21,896,858
Total other assets	<u>34,966,141</u>	<u>38,530,560</u>
Total assets	<u>\$ 78,369,485</u>	<u>\$ 77,332,873</u>

**Laz Karp Associates, LLC and Subsidiaries**

**Consolidated Balance Sheets  
December 31, 2014 and 2013**

Liabilities and Members' Equity

	2014	2013
Current liabilities:		
Accounts payable	\$ 7,162,242	\$ 6,178,830
Accrued expenses	15,602,355	13,552,179
Deferred revenue	4,791,154	4,807,319
Current portion of long-term debt and capital lease obligations	6,700,372	6,517,277
Distribution payable	2,850,000	3,250,000
Derivative instruments	120,550	255,291
Total current liabilities	37,226,673	34,560,896
Long-term liabilities:		
Long-term debt and capital lease obligations, net of current portion	14,647,134	19,136,358
Self-insured claims reserve	2,361,049	2,182,397
Straight-line rent accrual	1,836,028	2,278,861
Deferred compensation	6,483,480	-
Total long-term liabilities	25,327,691	23,597,616
Total liabilities	62,554,364	58,158,512
Commitments and contingencies		
Members' equity:		
Accumulated other comprehensive loss	(120,550)	(255,291)
Members' equity	15,935,671	19,429,652
Total members' equity	15,815,121	19,174,361
Total liabilities and members' equity	\$ 78,369,485	\$ 77,332,873

See Notes to Consolidated Financial Statements.

**Laz Karp Associates, LLC and Subsidiaries**

**Consolidated Statements of Income and Comprehensive Income  
Years Ended December 31, 2014 and 2013**

	2014	2013
Parking services revenue:		
Lease contracts	\$ 231,414,660	\$ 204,789,522
Management contracts	34,064,113	31,374,595
Reimbursed management contract revenue	101,981,543	90,505,192
Total parking services revenue	367,460,316	326,669,309
Cost of parking services:		
Lease contracts	203,545,100	181,456,588
Management contracts	2,385,368	1,859,595
Reimbursed management contract expenses	101,981,543	90,505,192
Total cost of parking services	307,912,011	273,821,375
Gross profit	59,548,305	52,847,934
Deferred compensation expense	6,483,480	-
Selling, general and administrative expenses	44,082,529	39,763,312
Operating income	8,982,296	13,084,622
Interest expense, net	(650,277)	(770,056)
Net income	8,332,019	12,314,566
Other comprehensive income:		
Unrealized gain on interest rate swaps	134,741	219,955
Total comprehensive income	\$ 8,466,760	\$ 12,534,521

See Notes to Consolidated Financial Statements.

**Laz Karp Associates, LLC and Subsidiaries**  
**Consolidated Statements of Changes in Members' Equity**  
**Years Ended December 31, 2014 and 2013**

	Members' Equity	Accumulated Other Comprehensive Loss	Total
Balance, December 31, 2012	\$ 17,190,086	\$ (475,246)	\$ 16,714,840
Net income	12,314,566		12,314,566
Unrealized gain on interest rate swaps		219,955	219,955
Member distributions	<u>(10,075,000)</u>		<u>(10,075,000)</u>
Balance, December 31, 2013	19,429,652	(255,291)	19,174,361
Net income	8,332,019		8,332,019
Unrealized gain on interest rate swaps		134,741	134,741
Member distributions	<u>(11,826,000)</u>		<u>(11,826,000)</u>
Balance, December 31, 2014	<u>\$ 15,935,671</u>	<u>\$ (120,550)</u>	<u>\$ 15,815,121</u>

See Notes to Consolidated Financial Statements.

**Laz Karp Associates, LLC and Subsidiaries**  
**Consolidated Statements of Cash Flows**  
**Years Ended December 31, 2014 and 2013**

	2014	2013
Operating activities:		
Net income	\$ 8,332,019	\$ 12,314,566
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	5,332,317	5,367,038
Bad debt expense	241,109	321,625
Loss on disposal of fixed assets	156,948	57,965
Deferred compensation	6,483,480	-
Straight-line rent accrual	(442,833)	186,319
Changes in operating assets and liabilities:		
Accounts receivable	(3,839,116)	(667,081)
Prepaid expenses and other current assets	29,283	(1,455,409)
Due from related parties	8,423	441,145
Deposits	104,969	(404,739)
Accounts payable	983,412	(879,285)
Accrued expenses	2,050,176	2,124,203
Deferred revenue	(16,165)	(4,411)
Self-insured claims reserve	178,652	739,530
Net cash provided by operating activities	19,602,674	18,141,466
Investing activities:		
Capital expenditures	(1,448,242)	(1,351,763)
Other intangible assets	(221,055)	(111,159)
Other receivables	(87,950)	(14,519)
Repayment of other receivables	1,815,311	1,101,880
Net cash provided by (used in) investing activities	58,064	(375,561)
Financing activities:		
Repayments of long-term debt and capital lease obligations	(7,052,535)	(6,389,509)
Cash distributions to members	(12,226,000)	(10,583,245)
Net cash used in financing activities	(19,278,535)	(16,972,754)
Net increase in cash	382,203	793,151
Cash at beginning of year	8,215,310	7,422,159
Cash at end of year	\$ 8,597,513	\$ 8,215,310
Supplemental disclosure of cash flow information:		
Interest paid	\$ 650,277	\$ 770,056
Supplemental disclosure of noncash investing and financing activities:		
Total property and equipment additions	\$ 2,970,664	\$ 2,180,976
Amount financed through notes payable	(12,388)	(188,477)
Amount related to assets under capital leases	(1,510,034)	(640,736)
Total cash paid for capital expenditures	\$ 1,448,242	\$ 1,351,763
Total other receivables advanced	\$ 1,311,934	\$ 671,222
Amounts related to capital lease financing	(1,223,984)	(656,703)
Total cash advanced for other receivables	\$ 87,950	\$ 14,519
Total distributions for year	\$ 11,826,000	\$ 10,075,000
Changes in distributions payable	400,000	508,245
Total cash distributions	\$ 12,226,000	\$ 10,583,245


See Notes to Consolidated Financial Statements.

**Dun & Bradstreet SQR**

A copy of this SQR was emailed to [contracts@coralgables.com](mailto:contracts@coralgables.com) on March 29, 2016

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03-29-2016	11:28:09	LAZ FLORIDA PARKING, LLC	024180071	Supplier Portal Registration Product-Yearly	Sub Total \$91.95
					Tax \$0.00
<b>Total Cost</b>					<b>\$91.95</b>

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## E. Management Team and Key Personnel Qualifications

### Key Personnel with LAZ Parking (National Team)

LAZ Parking		
Name & Title	Role	Experience
<p>Alan Lazowski</p> 	<p><b>Chief Executive Officer</b></p>	<p>Alan Lazowski is Co-Founder of and President of LAZ/Karp Associates, Inc. He attended the University of Connecticut and has completed work in the Graduate School of Design at Harvard University, specializing in Real Estate Investment Analysis. He is the Chairman Elect of the National Parking Association and is on the Board of Directors of Homeward Bound Foundation, The Jewish Community Center and the Advisory Board of First National Bank. He is a member of the Advisory Board of the Hartford Downtown Council and the Urban League.</p>
<p>Jeffrey N. Karp</p> 	<p><b>President and Founder</b></p>	<p>Jeffrey Karp co-founded LAZ Parking in 1981 while attending Northeastern University. He graduated from Northeastern with a degree in psychology.</p> <p>Jeffrey currently is on the board of directors of the Anti-Defamation League, the Save the Harbor Foundation, Club Pivot USA, and the Tulane University Parents Council. He recently was awarded the 2011 Anti-Defamation League’s Torch of Liberty Award. Jeffrey also is a member of the Young Presidents Association, the National Parking Association, and the Northeastern CEO Forum.</p>
<p>Michael Kuziak</p> 	<p><b>Chief Operating Officer</b></p>	<p>Michael J. Kuziak is a graduate of the University of Hartford with a B.S. in Finance and Marketing. Mr. Kuziak oversees the Connecticut based parking company including personnel, operations, finance and new business development. He is the primary owner contact for management clients and works closely with property owners to ensure satisfaction with the operation and marketing of each facility. He served on the Board of Directors for Business for Downtown Hartford and serves in an advisory capacity for various other community groups. Mr. Kuziak has been with LAZ Parking since its inception 35 years ago.</p>

**(Local Team)**

***Chris Walsh - Regional Vice President – Florida***



Christopher has been a leader in the parking industry since 1996 and started his career with LAZ Parking as a Regional Vice President who successfully expanded our Mid-Atlantic presence. He has worked in markets located in Georgia, Maryland, North Carolina, Pennsylvania, South Carolina, Virginia and Washington, D.C. He is currently based in Miami and responsible for premier Florida properties in Miami, Fort Lauderdale, Tampa, Jacksonville, Orlando, Daytona, St. Augustine and Naples. His vast experience in business development activities and operational management encompasses Class A office buildings, hospitals, hotels, stadiums and airports. He also has conducted due diligence activities for numerous acquisitions and privatization deals. Chris managed the Miami International Airport for 3 years. Christopher graduated from LaGrange College with a degree in business administration.

***Luis Macedo – General Manager – Florida***



Luis is our General Manager for the Florida region for over 10 years and has been in the parking business for more than twenty-two years. Luis fully understands all parking operations both locally and nationally which include hotel, office building, municipal organizations, special event, valet and institutional parking operations. He has assisted in municipal parking for the City of Miami Beach and Fort Myers previously and currently is responsible for the operations in South Miami, Surfside, and University of Miami. He also assisted with parking operations for Jackson Memorial Hospital, City of Daytona Beach and Miami International Airport. Luis is a graduate of Florida International University.

***David Zell, RPA – Director of Business Development***



David Zell is the Director of Business Development with LAZ Parking. He has over 30 years of combined experience in the parking industry and commercial real estate field. David’s career began with a large parking company and he has held senior management positions with several other parking operators prior to joining the LAZ family. Mr. Zell earned his RPA designation through BOMA (Building Owners & Managers Association) and has managed commercial real estate assets in excess of 3 million square feet. He has operated over 180 different parking facilities from large mix-use developments and office buildings to high-end valet services for hotels and high-rise condominiums. David also directed a large municipal parking program for the City of Louisville, Kentucky.

***Marcela Espinal, Regional HR Manager***



Marcela Espinal is new to the LAZ Family and was hired to oversee the Florida Region. Marcela brings over 15 years of recruiting and human resources Management experience having worked with three national companies in the Hospitality, Food Industry and Retail Market. She is a passionate and result-oriented professional with a strong background in heavy recruitment. Marcela spearheads our initial and ongoing employee customer service training classes. She looks forward to more successes while she continues to grow LAZ parking through out the state of Florida.

***Sandor Dizes, CPA, Controller - Management Accounting***



Sandor joined LAZ Parking in 2011 and oversees LAZ Parking's Management Accounting and Reporting team. He is also involved in the financial and administrative support functions performed by our home office and regional teams. Sandor spent 12 years at two leading regional public accounting firms in the Hartford, CT market where he served as a manager providing business compliance and tax services primarily to closely-held, middle market companies. Prior to joining LAZ Parking, he served as CFO of a private-equity backed third party service provider of digital imaging for Big Box retailers and leading OEM's in consumer electronics. He currently leads a team of 20 highly qualified accountants that service over 650 managed client locations located across the country.

***Carlos Marengo – Municipal Parking Manager***



Carlos has been with LAZ Parking since 2008 and has specialized in municipal parking services. He has managed the parking operations for the South Miami, Surfside and University of Miami's paid parking concessions. He attended Miami-Dade College, has attained the Certified Parking Enforcement Certification, and is knowledgeable with all of the latest enforcement technology available in our industry. Carlos has excellent customer service skills and is fluent in both English and Spanish. Mr. Marengo is actively interacts with the retailers and business using the public parking programs and stays abreast of all local events Carlos Marengo would be our recommended manager for the City of Coral Gables parking program.



## F. Project Understanding, Proposed Approach & Methodology

### *Hiring and Training*

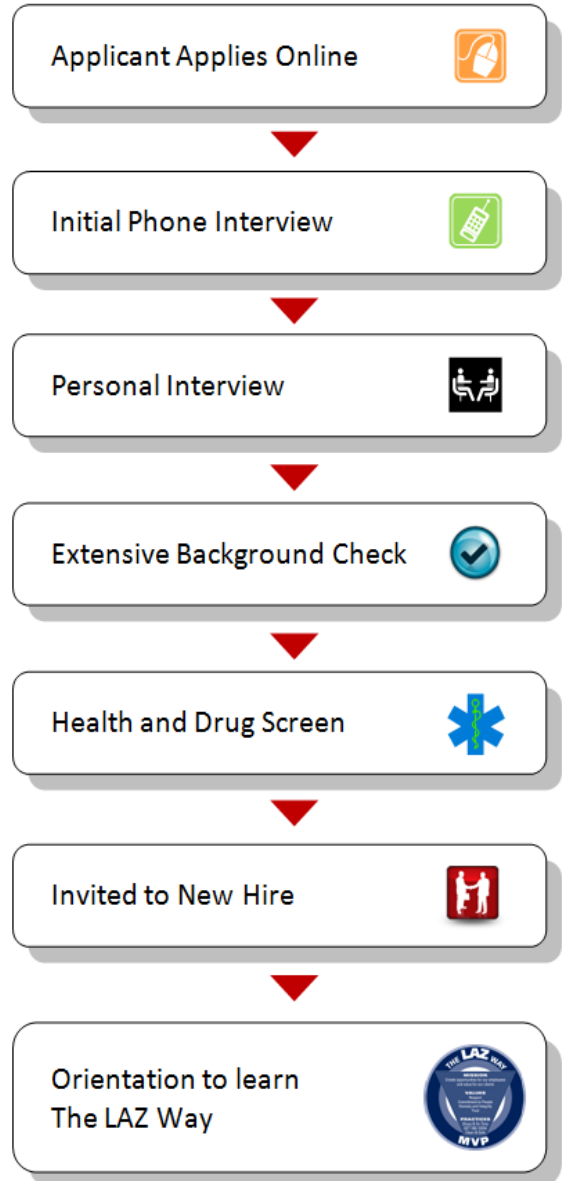
The essence of our organization is with our front line employees. The opinion patrons will have of the City of Coral Gables may very well rest with the interaction that patrons may have with one of our ambassadors. We train our staff to always take a retailer’s approach... **“The customer is always right!”**

In order to strengthen LAZ’s corporate culture, and to promote a consistent sense of teamwork across our national presence with over 9,300 employees, LAZ developed the MVP Program. MVP stands for Mission, Values and Practices. We firmly believe that our company’s success is grounded on living the Mission.

LAZ Parking’s DNA is in valet parking. Even though we operate at over 2,100 locations in the US, valet parking operations are where we started and that makes LAZ extremely customer-centric and responsive. LAZ valet-parks over 1,700,000 cars a year, and unlike other parking companies who simply staff locations, LAZ employees look millions of motorists in the eye as they hand over their keys and entrust us with their vehicles. This personal service and level of trust translates into the way we treat every member of the public at all of our managed locations. Further, our customer service training program applies to all parts of our organization, from executives to managers and cashiers and is reflected in what the public and our clients see in our staff every day. All of our training revolves around the customer experience.

### **Hiring**

While employees from the current operator at the City of Coral Gables Parking System will be considered, LAZ Parking has a comprehensive pre-employment screening program in place to make sure that only the most qualified candidates are chosen for employment. Pre-employment screening is an effective risk-management tool that promotes a safe and efficient workplace by helping to limit the uncertainty inherent in the hiring process. Our pre-screening techniques significantly reduce potential theft, violence, financial loss, sexual harassment and



other workplace problems. It is the policy of LAZ Parking that accident prevention and situational awareness shall be considered of primary importance in all phases of operations and administration. This prevention starts with the pre-employment process and continues throughout the team member's employment with LAZ Parking.

### **Pre-Employment Background Checks and Screening**

**Preliminary Pre-Interview Screening:** At the front-end of the process, LAZ Parking pre-screens candidates before they are invited in for formal interviews. Hiring managers are trained in how to narrow down the potential pool of applicants to qualified individuals, and how to check employment & personal references.

**Employment Verification:** Each potential employee has his/her last 2 jobs verified by their previous supervisor. Dates of employment, job title, and performance are rated and confirmed.

**Criminal Background Checks:** As required by the RFP, all new hires will be required to have a Dade County background check in addition to having their social security number run through the Department of Homeland Security database using E-Verify to verify eligibility to work in the United States. Below are some of the additional checks our employees will undergo if selected:

- Where applicable, we utilize ADP Screening and Selection Services to perform background checks (including criminal record searches, credit history and motor vehicle record searches) on all prospective entry-level and management candidates.
- Screening of all management-level candidates, including supervisors, specifically covers criminal records, motor vehicle driving infractions (if the positions involve driving), educational credentials and prior employment.
- Candidates for non-management positions that involve driving are screened for criminal and motor vehicle driving infractions. If the position does not involve driving, the candidate is screened for a criminal record.
- Pre-employment Drug Tests requires of all candidates seeking employment with LAZ Parking. Employees are required to take a 5-panel drug/alcohol test before working with LAZ Parking Service. This test screens for past exposure to marijuana metabolites, cocaine metabolites, opiates, amphetamines, and phencyclidine.

### **Screening Reduces Turnover and Improves Customer Relations:**

Our hiring and pre-screening process helps us retain qualified employees for the long-term, which, in addition to reducing turnover costs, gives our clients and parking customers the opportunity to establish the personal relationships and trust that facilitates a successful and profitable parking operation.

LAZ will make every effort to ensure that the employees who will wear the LAZ uniform for the City of Coral Gables are selected from only the best, most qualified candidates to fill the positions.



## Training

LAZ Parking believes that first impressions are lasting impressions. We believe people make the key difference in the service sector and have developed the following training-intensive program to help advance our employees into the best in the industry. All new employees have a training session with either their HR Manager or the Regional Vice President to go over important aspects of the job, (i.e. uniform policy, review process, pay scales, policies and procedures on missed days, etc.), and customer relations. Most importantly, all new employees are introduced to LAZ Parking's "Think like an Owner" philosophy. At the front line employee level, this translates into providing service to and solving problems for the customer. Employees are encouraged to demonstrate initiative and make common sense decisions in order to satisfy specific needs of the customer. As employees progress through our training regimen, they earn the ability to advance within the company. LAZ has partnered with the National Parking Association to certify those individuals who have successfully completed the highest level of our internal training as Certified Parking Professional (CPP).



## Orientation

All of the LAZ employees at the Coral Gables facilities will undergo a comprehensive orientation program. This includes reviewing the City's policies and procedures, security and access through and around the parking system. All of our employees will also receive the LAZ Employee Handbook during orientation. In addition, the employee will be presented with information concerning their positions' responsibilities, details concerning the parking systems operations, as well as any specific requirements and expectations Coral Gables may have now or in the future.

**Parkology 101** - designed to give our candidates a background on the unique nature of our company and the passion of our founders to keep a very simple and family oriented approach to our business. With our roots in Customer Service and our passion for people, we teach them about our Servant Leadership Philosophy and how our management is committed to keeping our employees happy. We believe happy employees are motivated to provide outstanding service with a flair for fun and a positive attitude.

**Parkology 102** - starts to lay out the "Rules of the Road" and teaches our employees the importance of focusing on providing exceptional customer service. All employees are tested on the specific guidelines we have set in order to check for retention of our key information and safety policies.



## **Safety Training**

All of our employees are issued a Safety Manual along with a thorough review of safety standards in their initial orientation. Our number one focus is the safety of our employees and customers. No unsafe behaviors are tolerated under any circumstances. Safety training includes some of our most common situations such as, safe driving skills, safety working around vehicles in drive aisles, personal injury avoidance, proper lifting techniques, working in extreme temperatures, proper actions during an emergency situation, working with impaired customers, and avoidance of slip and falls and hazardous situations in general.

## **Online Safety Training**

One of LAZ Parking's founders developed this program, which trains our employees on avoiding Vehicle Theft, Personal Injury, Damage Claims and Loss Claims. All employees go through this online training and are tested on retention. Passing the final exam for each of the sections is required for certification.

## **On the Job Training - Mentor Shadowing**

New employees are scheduled to work with an experienced trainer in the same job category 16 to 24 hours, based on manager and mentor evaluations. Mentors review important procedures within the cashier/valet training guide. This important step assists new employees in adjusting to the specific work environment, and gives the new employee an example of acceptable work habits and teamwork. Mentors are chosen from the field of veteran employees based on their performance.

## **Post-Employment Education**

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

- "GET 100" (Greet, Engage & Thank 100% of the time)
- "How to Become a Better Manager"
- "Motivating Your Employees"
- "Communicating With Employees"
- "Loss Prevention"
- "Property Safety"
- "Time Management"

Great attitudes, quick smiles, and enthusiastic responses are some of the tools for accomplishing our target goal of excellence in customer service that are stressed in our training sessions. We empower our employees to share their smiles and eagerness to assist patrons by providing them with maps of the hospital campuses, local area restaurants, and hotels for distribution to customers. We supply stickers, lollipops or candy to give to those individuals that seem to need a smile. Several parking specific amenity programs are available to our



clients and can be easily adapted to the Coral Gables parking operation. Many of these programs are very cost efficient, easily managed and immensely enjoyed by customers and employees as well.

### **Web Training**

As mentioned earlier, through our LAZ University program we conduct daily and weekly web-based training sessions throughout the country to achieve employee training compliance and operational excellence. From basic mathematics to technical equipment repair and maintenance, the dedicated LAZ Parking training team performs structured “webinars” to ensure a consistent workforce.

### **Customer Service**

At LAZ, we firmly believe that "You never get a second chance to make a good first impression" and how we handle those first impressions sets the tone for our entire relationship with each customer. Our employees are taught that each interaction that we have with a patron, tourist, and resident is one of those "moments of truth" where impressions are formed and remembered.

In every aspect of our business, LAZ Parking upholds the highest levels of customer service and professionalism. LAZ managers and personnel understand and appreciate the fact that they represent not only LAZ, but the City they work in.



Key to ensuring that these principles are delivered consistently and throughout all of our operations is a framework of performance monitoring and accountability that is embedded into our employee training and development regimen.

Employee evaluations will be performed by the Supervisors and reviewed by the Project Manager. The frequency will be for a new employee

at 90 days and then every twelve months. All employee performance is evaluated every twelve months at a minimum and every six months at specific high service level locations. Areas of strength and development are discussed with each employee and may include additional training if needed which will be provided with assistance from the Project Manager. The supervisors assigned to the PBA account will be reviewed and evaluated by the Project Manager, Operations Manager and Vice President every six months.

### **Quality Assurance**

Our quality assurance programs will ensure contract compliance while also measuring how we are doing. This includes the use of mystery shoppers, survey cards, dashboards, reporting, local,

and corporate management involvement and corporate interaction from audit, accounting and other company support functions.

### Communications

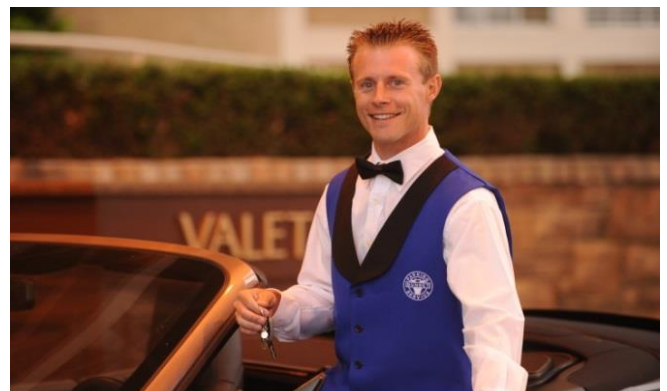
At LAZ, we believe that focusing on communication is crucial in successfully accomplishing objectives. We have a scheduled daily call between our Regional Management staff and local level project managers which we call “The Daily Huddle”. This brief daily call establishes a rhythm of communication between our on-site teams and our management staff which allows us to be informed and proactive. Subsequently, management and Senior Staff have a “Weekly Win Call” where daily huddle highlights are communicated to our Home Office and Partners. Our clients are encouraged to establish a regularly scheduled call with our management team daily, weekly or monthly based on their own availability. Client huddles typically involve a review of the previous month or week’s operational and financial performance, and helps set objectives for the upcoming period prior to the next call.

Following is a sample of some of the topics which are typically discussed on these calls:

- ✓ Facility operations
- ✓ Customer service programs
- ✓ Repair, maintenance programs and recommendations
- ✓ Revenue enhancements
- ✓ Expenses savings
- ✓ Market conditions and trends
- ✓ Client, employee and visitor requests and questions
- ✓ Staff suggestions
- ✓ New training opportunities
- ✓ Security concerns

**Eye Contact:** Make eye connect with each patron to establish a human level of connection and trust with the person. Trust is established when people look one another in the eye, we all know that, but it does not mean that customer service programs focus on teaching their staff the importance of building it into the way they interact with a guest. Our ambassadors are trained to “lock in” with the patron and make that connection. If the patron is in a hurry, we will read that need, but either way, our greeting includes a moment of truth to create a level of trust with the patron. The same is true on the exit, our cashiers are trained to look the guests in the eye and develop a trust level with every interaction.

**Impress Someone:** Anticipate a need, or ask a helping question upon arrival and at exit. Our Hospitality Service Pledge: “Read the Need”. Anyone can deliver average service so we look for ways to impress someone. Perhaps when the guest arrives they will need directions; we’ll offer them, or they just finished a Starbuck’s coffee; we’ll offer to throw the cup away. There are dozens of ways to “Read the Need” or offer a special something for a guest. And, when it comes to service recovery, we teach our staff the importance of turning Challenges into



*Cory Orcutt- 14 years with LAZ Parking*

Opportunities with our belief that whenever we do not live up to a guest's expectations, it becomes an opportunity to show them we are **100% committed to making it right.** LAZ Parking takes great pride in its established Quality Assurance programs which serve to ensure not only contract compliance, but also produce results that will exceed our clients' expectations. The starting point is a format which successfully communicates the contractual obligations and expectations to the entire location staff, from site manager to maintenance crew to part-time staff, as well as those individuals at the regional level responsible for supporting the operation.

### **Secret Shoppers**

An integral part of our Quality Assurance program is the user of "Secret Shoppers" to audit the quality of customer service of our own staff. This program would be employed at the Coral Gables Parking Facilities. The shopper is unknown to the location staff and acts as a parker. The secret shopper verifies ticket and cash transactions and evaluates the facility's overall appearance, cleanliness, lighting, attendants' appearance, attendants' attitude and helpfulness. These reports will be a part of the monthly reporting package for Coral Gables Parking Facilities.



On an annual basis, or more often if requested by the City Gables, customer survey cards would be distributed at various facilities. This will allow LAZ to gauge the effectiveness of our employee training programs and make continuous improvement. The surveys are summarized in a matrix that can then be reviewed with the City of Coral Gables. Parkers' feedback is obtained on issues such as:

- Helpfulness of the LAZ staff
- Ease of parking
- Lot appearance
- Cleanliness
- Level of customer service
- Overall satisfaction

The results will be shared and reviewed with the City. If any items fall below an acceptable level, an action plan would be submitted immediately for approval, and if approved by the PBA, would then be implemented immediately in order to correct any deficiency.

## ***Benefits***

Wage and Benefits Program: A fair wage and benefit program is the start of incentivizing employees to maintain employer loyalty. We also provide monetary reward programs, employee of the month contests, social events and recognition in our employee newsletter; all in an effort to promote a high level of employee morale and keep employee turnover to a minimum. We strongly encourage our management clients to approve incentive bonus programs, wherein employees can participate in fun, friendly competition for monetary and other rewards for achieving high scores on things such as 100% attendance, perfectly completed reports, customer compliments and survey results. Being recognized by your employer in front of your peers is very motivating and rewarding. Below and on the following page is a chart that outlines the benefits provided to employees.

LAZ has transitioned hundreds of different parking contracts over the last thirty-five years of business. These include hospitals, municipalities, university, government and private contracts. Some of these contracts have required us to provide certain benefits, wages and employee amenities which we have standardized on. Although LAZ provides industry leading benefits to our employees, our organization has the flexibility to provide an “equal” if not better amount for existing employees that may be transitioned. Below you will find a chart of many of the benefits offered to our employees. We believe that good employees deserve good wages; subsequently our starting wages are typically higher than the local minimum or prevailing wages for similar work.

**Sample LAZ Parking Employee Benefits Package on the next page**

Benefit	Service	Description	Salary	Hourly
<b>Medical Insurance</b>	90 calendar days	Bi-weekly contribution by employee. May purchase dependent coverage.	X X	X X
<b>Dental Insurance</b>	90 Calendar days	Bi-weekly contribution by employee. May purchase dependant coverage.	X X	X X
<b>Life Insurance</b>	90 calendar days	Bi-weekly contribution by employee. May purchase dependent coverage	X	X
<b>Vacation</b>	1 year 3 years 5 years	1 week paid vacation 2 weeks paid vacation 3 weeks paid vacation	X X X	X X X
<b>Paid Sick Leave</b>	1 year 3 years	2 days per year 3 days per year	X X	X X
<b>Paid Holidays</b>	90 calendar days	New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Day	X	X
<b>Personal Leave</b>	1 year 3 years 5 years	1 day per year 2 days per year 3 days per year	X X X	X X X
<b>Emergency Leave</b>	90 calendar days	3 days off with pay in the event of death of immediate blood relative	X	X
<b>Medical Leave</b>	1 year	Up to 12 weeks recuperative leave of absence	X	X
<b>Military Leave</b>	1 year	On a case by case basis	X	X
<b>Jury Leave</b>	90 calendar days	Time off granted, and jury pay supplemented to equal normal earnings	X	X
<b>Military Re-hire</b>	90 calendar days	Employee re-hired in the event of active duty or reserve component call-up	X	X
<b>401(k) Plan</b>	1 year	50% Company Matching Funds up to 5% of employee salary invested. Vesting is on a basis of yearly employment.	X	X

**Incentive Programs:** LAZ Parking has budgeted for employee incentives awards. This is of critical importance to boost employee morale — excellent performance is rewarded. Our recommended employee incentive program works like this: In order to qualify for the employee incentive program, you must work 20 hours per week, for at least 4 months. Employees are evaluated on absences, punctuality, team work, uniforms, booth cleanliness, accuracy of paperwork, customer service and friendliness and overage/ shortages. Each employee would receive the appropriate bonus based on the total points earned during the period. Points will be given during the specific time period of the program (usually monitored every quarter or 6 months and awarded quarterly or every 6 months) for the following:

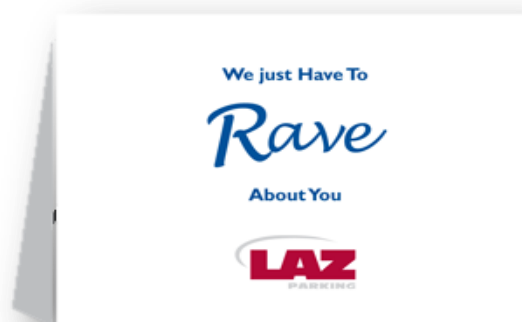
- Zero Absences = 20 points
- Customer letter or e-mail = 15 points
- 100% punctual = 15 points
- Uniform = 10 points
- Accuracy of paperwork = 10 points
- Zero overage/shortage = 15 points
- No write ups = 10 points
- Area/Booth Cleanliness = 5 points

Point Scale & Reward: 95 – 100 points = \$100

89 – 94 points = \$50

We also believe that motivational tools such as employee newsletters, parties, employee of the month and other morale boosting programs are imperative to motivating employees to deliver the highest level of service to your customers.

**Company RAVE Program:** On our weekly regional operations conference call, each region highlights any employee who stands out for their overall dedication or for a specific achievement. These individuals are sent a “RAVE Card” that is personally signed by the LAZ management staff. RAVE stands for **R**ecognizing **A**cts of **V**alue & **E**xcellence.



## Uniforms

In order to present a professional image for our company and our clients, uniforms are an integral part of shaping a customer's first impression. The following are some samples of LAZ Parking uniforms. LAZ has the ability to further design or customize uniforms for any specific location needs and if selected we would work with the City of Coral Gables to select a uniform package that is functional, professional and complementary to the City's design sense.





### *Improved Controls*

**LAZ Parking will operate the City's parking facilities in a prudent cost effective manner with improved controls.**

Nearly a third LAZ Parking's business across the United States is providing parking services for Municipal and Government clients. We understand the demands and constraints this opportunity to work with the City of Coral Gables brings to LAZ Parking. We have many "hats" we must wear in order to do our job correctly. We have provided, on the pricing page, our cost to provide the City of Coral Gables with the services outlined in the RFP.

We will supply all the technology upgrades to integrate the existing parking equipment and camera system which will allow for **24 / 7 monitoring of Garages 2 and 6.** (See also Section F covering our remote monitoring services in greater detail).

On each device in Garage 2 and 6 is a small (hard to read) sticker informing patrons to press the intercom for service or call a toll free number. The call center and monitoring service needs to be a reliable means of assistance for the patrons using the City of Coral Gables parking facilities. What happens if a patron does not have a phone? The LAZ Parking **Centralized Patron Assistance Call Center (CPACC)** is a dependable service the City can rely on to service its parking clients.





## **Personnel Monitoring**

In as much as this contract is a service where the payroll costs are the largest expense. Having a state-of-the-art system in place to track and account for each employee's time is critical. LAZ Parking will utilize a biometric system of time and attendance (thumb print technology) for the City of Coral Gables account.



This unit is a sophisticated, feature-rich biometric time clock system, with the ability to perform job costing and department transfers. In addition, the Velocity 850 offers extended time tracking features such as break and lunch buttons and multiple pay rates. It offers a four-line, backlit LCD display with prompts for entries.

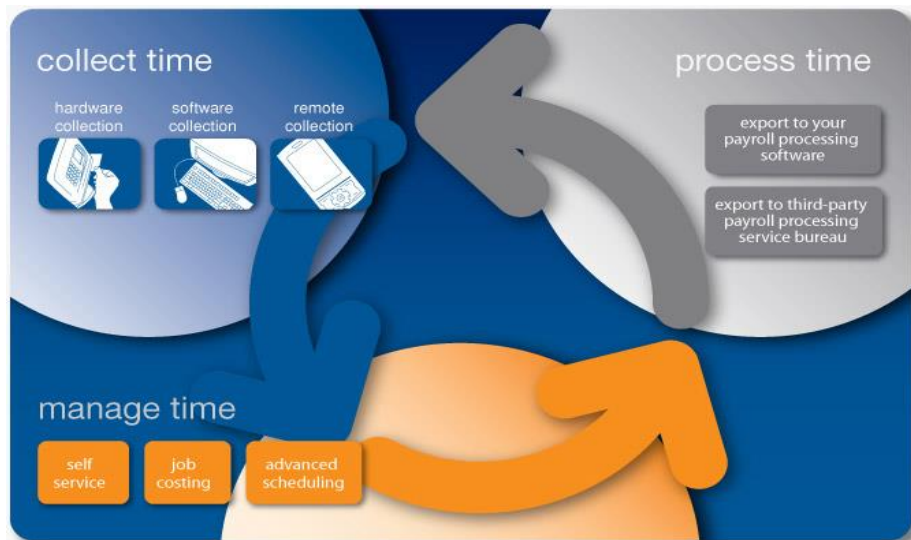
## **Payroll Audit**

- ✓ Our Home Office HR department maintains complete personnel files for every employee.
- ✓ LAZ deploys state of the art on-line biometric time-clocks at all of our locations.
- ✓ Weekly time reports are prepared by supervisors and approved by management.
- ✓ Payroll is processed and reviewed at the Home Office level by the payroll department.
- ✓ Actual payroll hours are compared to budgeted hours each pay period and variances over 5% are flagged for review by management.
- ✓ Overtime hours are minimized by maintaining a sufficiently large part-time and on-call staff.
- ✓ All government reports are prepared by our corporate payroll department in conjunction with the corporate HR department to ensure filing on a timely basis.

LAZ Parking's City of Coral Gables Parking Manager will be responsible for the creating, distributing and managing the daily, weekly and monthly scheduling of all attendants for the contract. These schedules will be created in excel and which will be cross refereed with our automated Timeforce system to track Over Time and consistency in staff.

With TimeForce time & attendance software, we are able to collect time, manage time, and process time to more effectively manage our employee's time and attendance data. We have moved beyond out-dated time clocks and employee time and attendance formats and have embraced an easy to use system that can positively affect all of our time management needs.

TimeForce eliminates calculation and data entry errors, as well as incorrect application of company policies. TimeForce replaces cumbersome tracking procedures and completely eliminates collecting payroll information manually.



**With TimeForce we are able to:**

- Improve employee productivity by replacing all manual time sheet calculations, overtime, shift differentials, and rate calculations with 100% pay rule automation.
- Reduce employee grievances by ensuring a consistent application across the workforce and enforce rules and company policies.
- Restrict unnecessary overtime and other exceptions by having access to this information quickly.
- Assign resources more effectively and reduce the time needed to schedule employees.
- Altogether eliminate the need to calculate time cards.
- Eliminate manual payroll errors.
- Reduce the time required to schedule employees.
- Do away with timecard preparation, collection, filling, and storage.
- Significantly cut down on payroll processing time.
- Lower tardiness rate overall.
- Makes holiday management easy.
- Eliminates unauthorized hours.

- Eliminate the need to calculate vacation, sick, or compensation time accruals.
- Identify and eliminate time abuses (break, meal, buddy punching, etc.).
- Be more productive, efficient and profitable.

## ***Housekeeping and Maintenance***

### **GARAGE MAINTENANCE – THE FIRST AND LAST IMPRESSION**

Good maintenance of a parking facility is paramount to the overall impression of any property. LAZ Parking's philosophy of maintenance can be summed up as "The White Glove Inspection." Every manager is trained on the basics of facility management. It starts with personnel and then requires comprehensive training to develop a complete maintenance crew. After careful hiring and training, control and follow up, one very important management dimension stressed in our management training is to assure quality maintenance is being followed.

With the use of a detailed maintenance check list, our managers are able to control and monitor the daily, weekly and monthly tasks of our people. These check lists are modified after a comprehensive walk through of the facility with our clients (typically the project engineer) and customized to cover all aspects of a particular property (see sample reports on the following pages).



LAZ Parking provides general maintenance, including, but not limited to, cleaning, routine touch-up painting, replacement of light bulbs, and minor repairs to equipment, as well as landscaping, preventive maintenance and degreasing. It is recommended that once a year (preferably spring) a thorough power washing be completed in the Garage. Additionally, regular sweeping (once per month) would help keep the facility clean. Our maintenance program will contain a daily, weekly, and monthly maintenance schedule to help in defining the timing and priority of the tasks. The Project Manager will perform daily inspections to ensure proper maintenance and LAZ Parking's Operations and General Managers will perform monthly inspections as an additional quality control measure.

#### **Maintain the Facilities in an Exceptionally Clean Manner**

Our team provides a maintenance plan that will insure the parking facility is consistently kept clean. We use a checklist along with manager inspections to insure that the facility gets the level of attention it requires. Maintenance/janitorial tasks are performed at intervals (daily / weekly / monthly / quarterly / annually) appropriate to the facility and the standards set within the parking industry. This information will be provided to office management for proper execution.

#### **Maintain the Parking Equipment for Ease of Use**

The parking equipment will be kept in proper working order. Our team will complete training with the parking equipment's manufacturer or designated local representative so we can be assured that the equipment is maintained to the highest standards.

**Light Bulbs**

LAZ Parking will be responsible for reporting burnt-out light bulbs in the booths and in the facility and shall inspect all light fixtures at least weekly.

**Litter Removal**

Litter will be removed from the parking structure on a daily basis, or more frequently if required.

**Oil and Grease Removal**

Maintenance personnel shall treat oil deposits and grease daily in the parking facilities.

**Additional Repairs**

LAZ Parking is responsible for daily preventative maintenance and regular minor maintenance on revenue control equipment in accordance with manufacturer's specifications. At a very minimum, such work will include the following items:

- Check and replace ribbons in ticket dispensers
- Clean and check all clocks to be sure the times are correct
- Replace broken or damaged gate arms
- Check and replace all ribbons and receipt tapes on computers, as necessary, to maintain a clear print out

**GARAGE – DAILY MAINTENANCE CHECKLIST (sample)**

<b>Daily Maintenance Task List</b>	
<b>Employee:</b> _____	<b>Location:</b> <b>Date:</b> _____
<b>Manager:</b> _____	<b>Time:</b> _____
	<b>INITIAL:</b>
<b>Clean Lot</b>	
<u>Trash pickup i.e. bottles, wrappers etc.</u>	_____
<u>Empty trash cans</u>	_____
<u>Inspect and clean sidewalks</u>	_____
<u>Clean cigarette butts and cob webs</u>	_____
<u>Entrance &amp; exit areas clean</u>	_____
<b>Daily Sweep and Prep</b>	
<u>Sweep corners, behind curb stops and hard to reach areas</u>	_____
<u>Sweep entrance/exit area</u>	_____
<u>Add oil-dry to slippery areas</u>	_____
<u>Use blowers for leaves, etc..</u>	_____
<b>Office Maintenance</b>	
<u>Clean office daily</u>	_____
<u>Empty trash cans</u>	_____
<u>Clean windows</u>	_____
<u>Clean restrooms</u>	_____
<b>Booth</b>	
<u>Clean windows inside and out</u>	_____
<u>Empty trash containers</u>	_____
<u>Inventory supplies</u>	_____
<b>Signs</b>	
<u>Clean signs</u>	_____
<u>Replace signs</u>	_____
<u>Check for visibility</u>	_____
<b>Lights</b>	
<u>Replace burned out lights</u>	_____

**Inspection**

**Safety & trip hazards & other potential risks**

**PM maintenance equipment**

**Order maintenance supplies**

**Align wheel stops or other traffic directors and cones**

**Entrances/Exits/Booths**

**Clean area**

**Mop or vacuum booths**

**Drainage**

**Squeegee ponding areas**

**Check drain for clogging**

**Facility Perimeter**

**Clean debris around the facility perimeter**

**Notify management of any landscaping issues**

**Weed suppression**

**Comments:**

**GARAGE – MONTHLY INSPECTION CHECKLIST (sample)**

<b>Location &amp; Address:</b>	Garage #1 / 245 Andalusia	<b>Manager:</b>	DMZ
<b>PARKING FACILITY – GENERAL</b>			
Number of Levels :	8	Vehicle Capacity:	282
Clearance:	8 Feet		2 Inches
			N/A?
Is clearance bar installed and secure?		Yes	X No
Is clearance clearly marked at all entrances?		Yes	X No
Is clearance consistently posted throughout garage?		Yes	X No
Are stalls/areas with low clearance marked?		Yes	X No
How?			
Are there fire extinguishers on each level of the garage?		Yes	X No
Have they been recently serviced?		Yes	X No
Service Date:	May and September		
Are all exits clearly marked?		Yes	X No
Are disclaimer signs posted and visible?		Yes	X No
Does the disclaimer on signs match the ticket disclaimer?		Yes	X No
Is the parking surface in good condition?		Yes	X No
Are there any drainage problems?		Yes	X No
Are there areas where dripping water exists?		Yes	X No
Are wheel stops in good condition?		Yes	X No
Number of wheel stops damaged or missing	6 Many mis-aligned		
Is stall striping in good condition?		Yes	X No
Are directional arrows present and in good condition?		Yes	X No
Is lighting adequate?		Yes	X No
Are bulbs/tubes all working?		Yes	X No
Are fixtures clean?		Yes	X No
Are dark areas present in corners of obscure garage areas?		Yes	No X
Are stairwells adequately lighted?		Yes	X No
<b>OFFICE/BOOTH AREAS</b>			
Are all booth doors in proper working order?		Yes	No na
Do booth doors lock?		Yes	X No na
Are electrical cords in good condition?		Yes	X No
Is equipment in good working condition?		Yes	X No
Are all chairs/stools in good condition?		Yes	X No
Do they provide adequate support?		Yes	X No
Is there a first-aid kit available?		Yes	No X
Are chemicals stored in the booth/office?		Yes	No X
Are chemicals properly stored?		Yes	X No
Are material safety data sheets (MSDS) available?		Yes	No X
Are booths protected from vehicle damage?		Yes	X No
Are computers used at this location?		Yes	X No
Are surge protectors used?		Yes	X No
Are the computer and equipment secure when the office/booth are closed?		Yes	X No
Are computers kept free of dirt and dust?		Yes	X No
Is data backed up regularly?		Yes	X No
<b>STORAGE AREAS</b>			
Are there storage areas other than the office/booth area?		Yes	No X
Are flammable liquids properly stored?		Yes	No na
Are all supplies stored in an orderly manner?		Yes	No na
Are extension cords used in the storage area?		Yes	No na
Is lighting adequate and properly maintained?		Yes	No na
Is the storage area clean?		Yes	No na
Are all items stored in proper containers?		Yes	No na
Is all equipment stored in proper storage containers?		Yes	No na
Are material safety data sheets (MSDS) available for all cleaning solutions/chemicals?		Yes	No na



**EQUIPMENT**

Are ticket dispensers in good working order?	Yes	X	No	na
Are ticket dispenser doors always closed and locked?	Yes	X	No	na
Are there key boxes at this location?	Yes	X	No	na
Are key boxes closed and locked?	Yes	X	No	na
Do gate arms work properly?	Yes	X	No	
Are gate arm boxes closed and locked?	Yes	X	No	
Is gate arm padding present along entire arm?	Yes		No	na
Are gate caution signs present?	Yes	X	No	na
Is gate auto-reverse mechanism functioning properly?	Yes	X	No	na
Are all cash registers working properly?	Yes	X	No	na
Are all time clocks working properly?	Yes	X	No	

**LIABILITY**

Are sidewalks in good condition?	Yes	X	No	
Are curbs in good condition?	Yes	X	No	
Are surfaces in good repair/condition?	Yes	X	No	
Is ventilation well provided (in booths, garage, telephone)?	Yes	X	No	
Are curbs marked and visible?	Yes	X	No	
Are pedestrian walkways provided in the garage?	Yes	X	No	
Are the walkways clearly marked?	Yes	X	No	
Are ramps used as walkways?	Yes	X	No	
Are these areas clearly marked on ramps?	Yes		No	X
Are there handrails on the ramps?	Yes		No	X
Are all pedestrian walkways grooved or covered with non-slip, gritted paint?	Yes		No	X
Are there any low clearances in pedestrian areas?	Yes		No	X
Are the clearances clearly marked?	Yes	X	No	
Are stop signs provided at proper locations in the garage?	Yes	X	No	
Are stop signs provided at all exits?	Yes	X	No	
Are "Caution Pedestrian" signs present at all exits?	Yes		No	X
Are mirrors installed at exits and blind spots for drivers to view pedestrians/vehicles?	Yes	X	No	
Are all oil or other or fluid leaks quickly cleaned up?	Yes	X	No	
Is the fluid disposed of properly?	Yes		No	na
Are all exits clearly marked?	Yes	X	No	
Are all stairwells marked?	Yes	X	No	
Are stairwell doors propped open?	Yes		No	X
Are handrails present in all stairwells?	Yes	X	No	
Are stairwell doors locked/closed from the outside?	Yes		No	X
Do all stairs have non-slip strips applied to them?	Yes	X	No	
Are exit signs to stairwells clearly visible?	Yes	X	No	
Do elevators operate properly?	Yes	X	No	
Are elevators well lighted?	Yes	X	No	
Are elevators equipped with phones?	Yes	X	No	
Are elevators equipped with alarms?	Yes	X	No	
Do the alarms work properly?	Yes	X	No	
Are handicapped stalls present and do they meet code?	Yes		No	
Are traffic directions clearly identified/marked?	Yes	X	No	
Are fire lanes clearly marked?	Yes	X	No	

**Comments:** Rate sign at entrance of facility needs to be replaced

**Person Completing Form:** DMZ **Date**

**Attach your "plan of action" to this report.**



***LAZ Parking will provide Ancillary Services to include:***

On our visits to the parking facilities we were amazed by the number of empty parking spaces in the some of the garages. Garage #6 was by far the worst as there was not a single car from the roof all the way down to the 5<sup>th</sup> floor. LAZ Parking would assist the City of Coral Gables in adding Monthly Parking business into this facility. We have no competing garages in the area and all our marketing efforts would be geared to improving the revenue at this parking facility.



View of 51 Aragon Garage - 6<sup>th</sup> floor at 1:45pm

LAZ Parking will provide superior customer service to each and every patron using the City's parking garages. All employees working at the City of Coral Gables will be bi-lingual (English and Spanish). We will customize our LAZ Training material to be site specific to the City's needs.

We will meet regularly with City staff to support parking services and pricing for special events. We understand Coral Gables has a number of special events in the City from time to time. LAZ understands we need to be flexible in our staffing and maintenance to accommodate these events.

LAZ will work with area restaurants and retailers to help support their businesses. LAZ needs to be an extension of the City Parking Department and be able to offer assistance when needed. Promoting Monthly (Employee) Parking and Validation programs, especially for underutilized garages, is absolutely part of the reason you should hire LAZ Parking. Unlike most of our competitors, we have a dedicated marketing team to assist our clients with maximizing their parking assets.

We will interact with the valet parking companies supporting area business. The valet companies provide an important service for many restaurants and hotels in the CBD. LAZ will work with the City to make sure they are operating as they should be and not storing more vehicles than they are allowed to under their agreement.

## *The LAZ Parking Transition Plan*

Our experienced team has managed transitions and ran parking operations at many cities across the country and is very familiar with major municipal parking operations. We are confident that we will be able to facilitate a smooth and comprehensive transition without impacting service, only enhancing the service and operations.

On the following pages is a summary of our transition plan outline. This succinct plan allows us to effectively coordinate our efforts with the City of Coral Gables staff during all periods of a transition.

### **TRANSITION PLAN SUMMARY**

#### Stage 1

- Finalize and submit to the City the required Permits, Business License and Certificate of Insurance
- Assemble transition managers and team members and assign tasks and duties
- Site walk through and thorough review of current parking operations
- Coordinate transition plan with LAZ Parking transition team and City staff
- Review our recommended operational recommendations with City staff
- Evaluate and revise existing staffing schedules
- Review existing equipment and inventory needs
- Introduction meeting with all employees

#### Stage 2

- Submit updated recommendations to supplement existing operations
- Order supplies, telecom, and request merchant ID numbers for credit cards, forms, etc.
- Technical support training on Revenue Control Accounting and Inventory Systems
- Notify existing contractors of operator change & negotiate new contracts if applicable
- Forward all Insurance Certificates to City administrators
- Hire additional new employees prior to transition
- Employee on boarding process
- Employee orientation and customer service training
- Uniform fitting for all employees

#### Stage 3

- Cross train local workforce to be prepared at the City of Coral Gables
- Delegation of management and supervisory job assignments
- Submit finalized operating budget to City staff
- Installation/training of automated payroll/time attendance system
- Installation of automated cash deposit system
- Credit Card Processor testing
- Develop Standard Operating Policy & Procedures (SOPP) to meet City guidelines
- Inspect existing equipment and perform needed maintenance
- Distribution of Uniforms

#### Stage 4

- Commencement of operation
- PCI compliance site audit
- Conduct comprehensive operational and procedural audit for review by the City
- Submit monthly parking transaction and revenue reports to City officials
- Submit Standard Operating Policy & Procedures (SOPP) to the City contract administrator
- Submit monthly billing statement to City
- Analysis of operating procedures and report to City officials
- Implementation of approved operational & revenue enhancement programs
- Submission revenue and expense reporting to City staff for format approval
- Ongoing meetings with transition team, parking manager and City staff

**Inventory and Transfer Requirements** – The plan shall include a detailed plan, schedule and checklists for the joint inventory and operational status for inventory of all facilities, fixed equipment (including PARCS equipment, Security Gates, etc.), non-fixed equipment, spare parts, manuals, and records. The plan should allow for the joint inventory to be accomplished and agreed upon by the City at least 30 days prior to contract start.

#### **SAMPLE - The City of Coral Gables Transition Check List:**

- Confirm Pre Operating Budget with the City
  - Operating accounts set up and funded
- Create transition plan and manual
  - Operations
  - Timeline
  - Marketing
    - Set up meetings with local businesses/universities/attractions
    - City Parking Promotion
    - Advertising
    - Meet-n-Greets with existing parkers
  - Staffing/Human Resources
    - Regional Vice President
    - Director or Operations
    - Staff Accountant
    - Marketing
    - Maintenance Manager
  - Supplies
  - Temporary Office
- Insurance
  - Property
  - Liability

- Documentation
  - Operations and management agreement
  - Create operating entities (legal documentation)

***Below is a sample (30 days) Parking Transition Timeline that will be developed for the City of Coral Gables Parking Facilities***

Sample Transition Plan

Opening Time Line

Days prior to opening -31 -30 -29 -28 -27 -26 -25 -24 -23 -22 -21 -20 -19 -18 -17 -16 -15 -14 -13 -12 -11 -10 -9 -8 -7 -6 -5 -4 -3 -2 -1 0

General	
Transition Meetings	█ -31 to -30, -24 to -23, -17 to -16, -10 to -9, -3 to -2, -1 to 0
Agreement preparation & execution	█ -31 to -30
Complete Location Information Sheet	█ -31 to -30
Request location numbers	█ -31 to -30
Order Certificates of Insurance	█ -29 to -28
Transition Team Arrives	█ -15 to -14

Management & Support Personnel	
Parking Manager	█ -31 to 0
Supervisor	█ -17 to 0
Customer Service Representative/Maintenance	█ -7 to 0

Accounting	
Finalize budget	█ -30 to -29
Obtain licenses	█ -29 to -28
Notify Vendors and set up accounts	█ -28 to -27
Chart of Accounts	█ -27 to -26
Set up payroll	█ -26 to -25
Review client report format	█ -16 to -15
Establish Cash Control Procedures	█ -14 to -13
Establish Armored Car Procedures	█ -12 to -11
Develop Reporting Program	█ -10 to -9
Review credit card procedures	█ -8 to -7
Implement Cash Drop Procedures	█ -6 to -5
Establish Ticket Auditing Procedures	█ -4 to -3
Establish on-site money rooms	█ -2 to -1

Administrative	
Order Supplies	█ -26 to -25, -21 to -20, -14 to -13, -7 to -6, -1 to 0
Complete Emergency Contact List	█ -7 to -6
Set up location Offices	█ -14 to -13, -12 to -11, -10 to -9, -8 to -7, -6 to -5, -4 to -3, -2 to -1
Set up employee parking policy	█ -14 to -13
Establish Lost and Found policies	█ -14 to -13
Set up phones and radios	█ -31 to -30, -7 to -6

Location Designation Preparation	
Physical Inspection by Field Managers	█ -31 to -30
List of equipment on site & needed	█ -30 to -29
Complete Quality Assurance Inspections	█ -26 to -25, -21 to -20, -15 to -14, -9 to -8, -3 to -2, -1 to 0

Additional Support	
Payroll, IT, Accounting	█ -7 to -6
Other Managers	█ -7 to -6



Personnel Related Items	
Intro Letter to existing employees	Start: -29, End: -28
Finalize Org Chart	Start: -27, End: -24
Interviews with existing staff	Start: -14, End: -9
Review Time and Attendance System	Start: -23, End: -21
Advertise unfilled Positions	Start: -29, End: -28; Start: -21, End: -20; Start: -16, End: -15; Start: -12, End: -11
Develop Final Work Schedules	Start: -29, End: -28
Interviews	Start: -28, End: -27; Start: -21, End: -20; Start: -14, End: -13; Start: -12, End: -11
Background Investigations	Start: -27, End: -26; Start: -21, End: -20; Start: -13, End: -12
Complete new hire paperwork	Start: -27, End: -26; Start: -21, End: -20; Start: -13, End: -12
Employee Orientation & Training	Start: -27, End: -26
On-site Training	Start: -27, End: -26
Uniform Approval	Start: -27, End: -26
Order & Distribute Uniforms	Start: -27, End: -26
Safety Training Seminars	

Supplies	
Operational Supplies	Start: -28, End: -27; Start: -21, End: -20
Traffic Cones	
Traffic Vests	
Office Supplies	Start: -21, End: -20

Equipment and Maintenance	
Obtain info on Special Parking Programs	Start: -23, End: -22
Order Spitter Tickets	Start: -22, End: -21
Review Existing Revenue Equipment	Start: -21, End: -20
Review Existing Revenue Procedures	Start: -21, End: -20
Inventory Equipment Replacement Parts	Start: -21, End: -20
Review Current Maintenance Practices	Start: -21, End: -20
Obtain Lot Layout Plans	Start: -20, End: -19
Develop PM Program for Janitorial	Start: -19, End: -18
Develop PM Program for General maintenance	Start: -19, End: -18
Review service requirements for Trucks and Cars	Start: -17, End: -16
Review service requirements for radios & phones	Start: -15, End: -14
Review Floor Plan for Telephone equipment	Start: -13, End: -12

-31 -30 -29 -28 -27 -26 -25 -24 -23 -22 -21 -20 -19 -18 -17 -16 -15 -14 -13 -12 -11 -10 -9



## G. Remote Monitoring Management System

### REMOTE MONITORING

The LAZ Parking Centralized Patron Assistance Call Center (CPACC) program will exceed the monitoring system currently in place at the City of Coral Gables parking Garages 2 and 6.

Current system requirement:

#### **Redundancy / Business Continuity**

1. Command Center must have ISP's (Internet Services Providers) on a separate feeds or an emergency substation at another location that can be utilized in the event of any disruption to main Command Center. **LAZ Parking meets this requirement.**
2. High Availability – Dual routers and firewalls configured with high availability to facilitate an automatic fail-over or similar structure approved by the City's IT Department. **LAZ Parking meets this requirement.**
3. Emergency Power – Battery backup and emergency generator. Must have battery backup for servers and work stations for short term power supply. Must have emergency generator or system that can be rerouted to a subsystem during any disruption to the main Command Center. **LAZ Parking meets this requirement.**
4. Must have on-site and off-site (cloud or off-site data center) to backup all mission critical systems. Off-site data center must be staffed 24 hours per day during any disruption to the main Command Center. **LAZ Parking meets this requirement.**
5. Must have an infrastructure for disaster recovery of a geographical separate location with adequate network infrastructure in place. **LAZ Parking meets this requirement.**

#### **Network Security**

1. Network Security must include appropriate measures for PCI compliance and best practices via firewalls, routers, switches, etc. **LAZ Parking meets this requirement.**
2. Must have VPN tunnels between the command center and all locations. **LAZ Parking meets this requirement.**
3. Proper network segmentation within the command center and remote sites. **LAZ Parking meets this requirement.**

#### **Operation Specifications**

1. Each command center agent must be able to interface with the site via PARCS access voice over IP communications and in-lane cameras. Successful Proposer must utilize existing equipment or add to or replace equipment at the Proposer's expense. **LAZ Parking will invest in and make the necessary upgrades to the meet this requirement.**
2. Integration with PARCS – must have the ability to remotely interact with the site via WPS Network Manager and have access to revenue reporting data via Web Park with

necessary software licenses for each, each agent station must have the ability to simultaneously connect to the PARCS. **LAZ Parking will invest in and make the necessary upgrades to the meet this requirement.**

3. Command Center IT support must have experience with and the ability to connect to PARCS network for remote access. **LAZ Parking meets this requirement.**
4. Command Center must be integrated with and all command agents must have the ability to interact with all major North American PARCS providers to include: WPS (Y), Secom (N), Federal APD (3M) (Y), McGann (Y), Skidata (Y), DataPark (Y), Scheidt & Bachmann (Y), CTR/Zeag (Y) and T2 (N). **LAZ Parking meets this requirement.**
5. Command Center agents must have site specific resources for in-lane operations.
6. At least one (1) Command Center agent per shift must be bi-lingual (English and Spanish) due to the high concentration of Spanish only speaking customers in the City. **LAZ Parking meets this requirement.**
7. Must be able to perform all necessary day to day operations remotely to include: monthly accounts management, validation management, reporting and exception transaction management. **LAZ Parking meets this requirement.**
8. Must be able to push rates to pay on foot station and exit stations in order to capture revenue form unreadable, lost or damaged tickets (depending on the PARCS ability to support this function). **LAZ Parking meets this requirement.**
9. Camera – Command center must be able to support IP cameras from each device. If the proposer intends to use any other type or additional cameras then currently exists, replacement, additions and installation will be at the expense of the successful Proposer. **LAZ Parking will invest in and make the necessary upgrades to the meet this requirement.**
10. Intercoms – must interface with Commend Intercoms. Must have Commend GE300 on site with a LAN License to establish server to server connection with Commend GE800 at command center. If Proposer intends to use anything other than the referenced Commend units, replacement and installation will be at the expense of the successful Proposer. **LAZ Parking will invest in and make the necessary upgrades to the meet this requirement.**
11. Must be able to schedule intercom call (via Commend Software) to be answered at the local site or the command center. **LAZ Parking meets this requirement.**

## **Connections**

1. Main internet connection must be a minimum of 50 MBPS or approved by the City's IT Department. **LAZ Parking meets this requirement.**

## Location / Experience

1. Proposer must have experience providing remote management solutions. **LAZ Parking meets this requirement.**
2. Proposer must have a minimum of 10 locations under remote management operations. **LAZ Parking meets this requirement.**
2. Remote monitoring center must be staffed 24 hours per day, 365 days per year including holidays. A least on staff member per shift must be bi-lingual (English and Spanish). **LAZ Parking meets this requirement.**

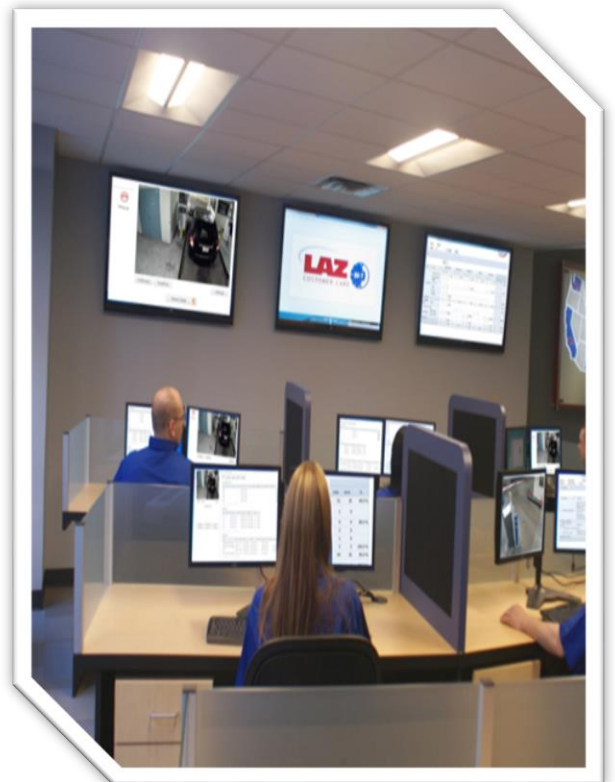
## Reporting

1. Command Center must provide call data reports for all calls received (not only gate vends) on a daily and monthly basis. **LAZ Parking meets this requirement.**
2. Command Center must be able to provide site specific details on hardware issues. **LAZ Parking meets this requirement.**
3. Must be able to report call date by lot device, reason for the call and resolution of the call. **LAZ Parking meets this requirement.**
4. Must be able to analyze all call and provide reports showing call wait times, length of call and command center station identification. **LAZ Parking meets this requirement.**

## LAZ Parking Centralized Patron Assistance Call Center (CPACC) Operations

In the continuing effort to improve upon “*the parking experience*” for the benefit of our valued patrons, as well as provide efficient and tangible value to our clients, LAZ Parking operates a Centralized Patron Assistance Call Center (CPACC) program in the Florida region with bilingual staffing.

The CPACC program is a state-of-the-art support center that provides 24/7 remote operational assistance to patrons utilizing our facilities. From a centralized command center, our program utilizes a variety of real-time communication vehicles (Camera systems, internet access, telephone/intercom/air-phone systems) to speak directly with patrons to provide customer assistance, answer questions, open entry/exit gates remotely, trouble shoot equipment malfunctions and address safety issues at all hours of the day and night.



Some of the tangible benefits the CPACC program provides our clients include:

**Improved Customer Service** – The CPACC program provides real-time “live” assistance to valued patrons requiring assistance and support. Our program creates the opportunity to produce a positive customer service response from a traditionally unpleasant scenario. In addition, daily activity reports generated by the program for each location provide the facility operations team with the opportunity to provide personalized follow up with the patron.

**Security & Safety** – The CPACC team is capable of dispatching area support staff and local authorities upon request to the location to assist patrons or address safety concerns.

**Reporting** – On the following page please find a copy of a standard Daily Action Report for the month detailing our command center’s interaction with patrons. This report can be customized to meet the City’s reporting requirements.

Date	Issue	Vend	Alert	Notes
Feb 29 02:37:38 PM	Other - Call dropped	NO	NO	Lane: Entrance 1,
Feb 29 12:52:27 PM	Services - Online Reservations	YES	NO	spothero 2445730 ticket 25097766 time 643 date 2/29  Lane: Entrance 1 Parker Name = Kyle Smith , Phone Number = 314-323-1661  
Feb 26 10:48:22 AM	Other - No response from caller	NO	NO	Lane: Exit 2,
Feb 26 10:35:00 AM	Other - Call dropped	NO	NO	parker disconnected   Lane: Entrance 1
Feb 24 05:05:44 PM	Payment Issue - Parker needed no assistance	NO	NO	No vend  Lane: Entrance 1
Feb 24 08:05:03 AM	Other - No response from caller	NO	NO	Lane: Entrance 1,
Feb 23 01:34:45 PM	Other - Call dropped	NO	NO	Lane: Entrance 1,
Feb 22 08:50:29 PM	Other - No response from caller	NO	NO	No vend  Lane: Entrance 1
Feb 22 02:02:07 PM	Payment Issue - Manager/attendant assisted	NO	NO	Lane: Exit 2,
Feb 22 08:05:37 AM	Other - No response from caller	NO	NO	Lane: Entrance 1,
Feb 19 05:25:17 PM	Other - No response from caller	NO	NO	No vend  Lane: Entrance 1
Feb 19 12:22:12 PM	Other - No response from caller	NO	NO	Lane: Entrance 1,
Feb 19 10:13:41 AM	Services - Online Reservations	NO	NO	parking panda 4tb2844. call either was disconnected or timed out at 40 secs   Lane: Entrance 1
Feb 19 09:08:50 AM	Other - No response from caller	NO	NO	Lane: Entrance 1,
Feb 19 07:53:47 AM	Monthly Issue - Disabled Card	YES	NO	parker stated fob numbers are in a circle .. ph 516-815-0287  Lane: Entrance 1 Parker Name = Trisha Nussbaum
Feb 18 04:12:44 PM	Payment Issue - Manager/attendant assisted	NO	NO	Lane: Exit 2,
Feb 18 04:10:44 PM	Ticket Issue - Ticket will not return when pressing cancel	YES	YES	vended  Lane: Entrance 1 Parker Name = Amanda Iebes , Phone Number = 7248750029  
Feb 18 11:09:14 AM	Payment Issue - Manager/attendant assisted	NO	NO	Lane: Entrance 1,
Feb 17 05:24:26 PM	Payment Issue - Manager/attendant assisted	NO	NO	Lane: Entrance 1,
Feb 17 04:09:23 PM	Other - No response from caller	NO	NO	Lane: Entrance 1,
Feb 15 08:32:39 PM	Monthly Issue - Forgot Card / Transponder / KeyFob	NO	NO	told parker to pay for his ticket.  Lane: Entrance 1
Feb 12 09:22:22 PM	Payment Issue - Parker needed no assistance	NO	NO	Lane: Entrance 1,
Feb 11 03:28:08 PM	Payment Issue - Parker needed no assistance	NO	NO	Lane: Entrance 1,
Feb 11 02:38:00 PM	Other - No response from caller	NO	NO	Lane: Entrance 1,
Feb 04 02:40:39 PM	Other - No response from caller	NO	NO	no vend  Lane: Entrance 1
Feb 04 01:29:56 PM	Payment Issue - Manager/attendant assisted	NO	NO	gate had auto opened- no vend  Lane: Exit 2 Parker Name = sandra baker
Feb 04 01:28:42 PM	Other - General Questions regarding, rates, hours, etc	NO	NO	Lane: Entrance 1,
Feb 04 01:10:35 PM	Equipment Issue - Gate Stuck/Left Open	NO	YES	parker auto opened came i at 12:12pm  Lane: Entrance 1 Parker Name = sandra baker
Feb 03 10:59:25 AM	Payment Issue - Manager/attendant assisted	NO	NO	spot hero #   Lane: Entrance 1
Feb 01 02:23:55 PM	Other - No response from caller	NO	NO	Lane: Entrance 1,

**Revenue Control** – The CPACC program provides 24/7 customer assistance and access control. This program eliminates the common practice of raising gates during non-peak or overnight hours. In addition, each call supported by CPACC is logged and routed into a Daily Action Report for the specific facility. Each day the facility operations team reviews the Daily Action report for possible exceptions to the revenue stream requiring follow up. The CPACC program provides a control and support mechanism to track all facets of patron assistance including: delinquent account holders, defective access cards, parking equipment malfunctions, etc.

**Operating Efficiency** – The CPACC program reduces the need for on-site parking staff during non-peak and overnight hours to provide excellent customer service. Patrons have the ability to access “live” assistance at the touch of a button.

### **Benefits**

- ✓ 24/7, 365 days a year Customer Service Support
- ✓ Reduced Management Cost
- ✓ Efficiency as it allows Porters and Staff to focus on their job
- ✓ Security and Safety





## H. References (3 minimum – 5 maximum)

### The City of South Miami - Florida

*The City of South Miami has realized steady growth in its parking revenue under LAZ Parking's management. Seven days a week LAZ provides collection, ticket enforcement and maintenance of the City owned equipment for 784 on-street and off-street meters and pay by space meters as well as a 452 space automated parking garage.*

**Contact:**

Alfredo Riverol, CPA, CRFA, CGFM, CGMA  
Chief Financial Officer

(305) 663-6343

[ariverol@southmiamiflorida.gov](mailto:ariverol@southmiamiflorida.gov)



Date of Commencement: October 2006  
Contract Renewed: October 2014 (5 years)

Revenues: Appx \$2,000,000 (meter revenue and citation revenue combined)

Equipment: Digital Pay Stations Luke I and II

Staff: 5 enforcement officers and 2 maintenance persons

Total Spaces Managed: 1,236

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## Harris County Parking Facilities - Houston

*LAZ provides parking management, enforcement oversight, and parking consulting services of the Harris County Parking Facilities. When LAZ took over the operation in 2010 we made technological improvements to the existing system by introducing pay on foot, pay in lane, and digital pay stations to the garages and surface lots in the portfolio. These improvements have created efficiencies in the functionality of the facilities, accountability of revenue and overall better customer service. LAZ has improved top line budgeted revenue by over \$1 million dollars, a 33% increase, in our first year of operation. LAZ Parking provides 24/7 Monitoring Services for this account.*

**Contact:** Desiree Smith – Contract Administrator / FPM

**Phone:** (713) 755-4248

**Email:** [desiree.smith@fpm.hctx.net](mailto:desiree.smith@fpm.hctx.net)



**Date:** October 2010

**Revenue Control:** Amano-McGann revenue and access control including pay on foot and pay in lane technology in Garages and Digital LUKE machines in Surface lots

**Staffing:** 30

**Spaces:** 4,071

**Gross Revenues:** \$4.3M

**Location:** [Annual Budget]

## Norwalk Parking Authority

Norwalk, CT

*When LAZ Parking began operating the Norwalk Parking Authority facilities in 2003, the system was losing over \$600,000. LAZ has turned the operation around and at the end the first year of LAZ operation created a net operating income of more than \$500,000. Today the parking program is completely self-sufficient and contributes annually to the City General Fund. LAZ Parking has introduced state of the art automation technologies as well as payment options that have significantly reduced operating expenses while enhancing the level of customer service. This has resulted in significant increases to net operating income. Through innovative management strategies, we have significantly increased permit sales and hourly parking activities without sacrificing service requirements. Over the past two years, LAZ Parking has been instrumental in retrofitting the lighting in four of the City of Norwalk's parking garages, resulting in increased energy savings and lighting levels. Additionally, LAZ introduced credit card accepting single space meters and License Plate Recognition enforcement, which has increased violation issuance and payment compliance.*

**Contact:** Kathryn Hebert – City Hall Purchasing Department

**Phone:** (203) 854-7712

**Email:** [khebert@norwalkct.org](mailto:khebert@norwalkct.org)



**Date:** January 2003

**Revenue Control:** Amano-McGann, 3 Pay on Foot, 6 Pay in Lane, IPS Meters, CALE pay stations, AutoCite Enforcement Handhelds, Gentech License Plate Recognition

**Staffing:** 30

**Spaces:** 4,000

**Gross Revenues:** \$5.6 million

**Location:** 4 garages, 9 surface lots, On-street Meters and Enforcement Functions, Aquarium Valet Parking Services

## City of Walnut Creek

Walnut Creek, California

*Successfully winning the contract through a highly competitive RFP process, LAZ took over the day-to-day operations of the three 24/7 fully automated City garages beginning October of 2011. LAZ has increased maintenance and upgraded systems, including commissioning a new prepay by credit card system, and will power-wash each of the garages quarterly. Additionally we have added a high level manager and increased training to the parking ambassador program. Other changes include marketing programs utilizing social media like Facebook and Twitter and online bill-pay for monthly customers through PARIS. We have begun to develop new customer service programs, including "parker appreciation days" and free carwash drawings. LAZ Parking's staff also manages parking access to the lots for special events and film crews, which regularly use these highly desirable locations.*

**Contact:** Matt Huffaker

**Phone:** (925) 256-3550

**Email:** [huffaker@walnut-creek.org](mailto:huffaker@walnut-creek.org)



**Date:** October 2011

**Revenue Control:** Scheidt & Bachman Fully Automated- 6 POF, 10 In & Out Lanes, CC In & Out

**Spaces:** 1,292

**Staffing:** 20

**Gross Revenues:**

**Location:** 3 high turnover off-street garages in Walnut Creek, CA

## The Ohio State University

Columbus, OH

*The university set a floor price of \$375 million for the concession of its 35,000 parking spaces — including those at its medical center — After an international highly competitive process, the LAZ/QIC team offered the highest bid at \$483 million with the lowest annual rate increases. Under a ten year management contract, LAZ Parking is responsible for the day-to-day operations and maintenance of the system under defined operating standards and will also oversee the demolition and construction of at least one new parking garage during the concession term. LAZ immediately increased operational efficiencies and enhanced customer service which included a new web site <http://www.campusparc.com/> and will be rolling out a smartphone enabled app in the first quarter of 2013. Parking operation revenues collected for Ohio State Football home games under LAZ supervision and management broke the all-time campus records for each of the first four games of the 2012 season.*

**Contact:** Sarah Blouch – President, CampusParc

**Phone:** (614) 206-0774

**Email:** [sblouch@campusparc.com](mailto:sblouch@campusparc.com)



**Date:** September 2012

**Revenue Control:** 3M (Federal APD), T2 Systems Permitting and Parking Enforcement, Digital Payment Technology pay stations, ELSAG License Plate Recognition

**Staffing:** 47

**Spaces:** 35,000

**Gross Revenues:** \$45 Million

**Location:** 17 garages, 138 surface lots, 153 on-street meters, 46 pay stations and campus-wide parking enforcement functions



## I. Past Performance (letters of Recommendation)



### Harris County Facilities & Property Management

Jim Lemond, Director

1310 Prairie Street, Suite 1330 | Houston, Texas 77002 | Main 713.755.5091 Fax 713.755.8802 | WWW.HCFPM.NET

September 8, 2014

To Whom it May Concern:

I have had the privilege of working with LAZ Parking since October 2010, when LAZ Parking was awarded the contract to manage the parking operations at Harris County. LAZ's creative outlook to the specific concerns and issues of Harris County resulted in immediate changes to accommodate the constant parking needs that our operations require. LAZ's expertise was quantified immediately and was evidenced by a net increase of nearly one million dollars in their first year, and over one-half million dollars the second year. As we continue to see growth in revenue, LAZ continues to present more ideas and opportunities on a regular basis, never wavering or giving up when road blocks arise.

I feel comfortable knowing that managers are always available, and confident that all means are exhausted to ensure requests are handled in an expeditious and professional manner. I am proud to say that I consider LAZ Parking more than just a parking operator, but also our Partners in Parking.

Sincerely,

A handwritten signature in black ink that reads "Desiree D. Smith". The signature is written in a cursive style.

Desiree D. Smith  
Contract Compliance Manager





The City of Daytona Beach  
Business Enterprise Management Department

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The City of Coral Gables  
405 Biltmore Way  
Coral Gables, FL 33134

March 8, 2016

Dear Sir / Madam:

LAZ Parking has provided parking service for the City of Daytona Beach since 2009. In fact, we recently renewed their agreement with us for an additional five year term in March 2015. The LAZ team of professionals has done an outstanding job in operating the City's parking assets. They do an excellent job of maximizing the City's revenue but never lose sight of the important need for customer service to our residents and visitors. In our experience, this is the unique blend of management style that sets LAZ apart from other operators.

Please feel free to reach out to me with any questions you may have concerning LAZ Parking and the City of Daytona Beach.

Sincerely,

Bob Goldberg, Sr.  
City Internal Auditor  
Phone (386)-671-8075



March 29, 2016

City of Coral Gables  
Attn: Mr. Michael Pounds, Chief Procurement Office  
405 Biltmore Way  
Coral Gables, FL 33134

**Re: Laz Parking  
Letter of Recommendation**

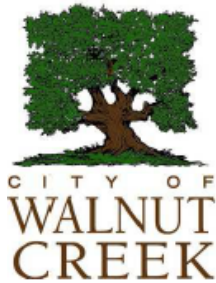
Dear Mr. Pounds:

LAZ has been a vendor for the City of South Miami since 2006 providing all three facets of parking; collections, maintenance, and enforcement. LAZ Parking has been instrumental in improving the City's parking infrastructure for the City and helping with the implementation of new parking technology. They do an excellent job of working with our local restaurants and other retailers to assist with their parking needs.

Please feel free to contact me with any questions or if you need any additional information with relation to LAZ Parking and their service to the City of South Miami.

Sincerely,

Alfredo Riverol, CPA  
Chief Financial Officer



October 1, 2012

Patrick Ryan  
VP, Government Services  
LAZ Parking

SUBJECT: LETTER OF ENDORSEMENT

To Whom It May Concern:

I am pleased to provide my strong support for the LAZ Parking team. Since taking-over the City of Walnut Creek's off-street parking operation in 2011, the City's garages have been what we now fondly refer to as 'LAZified'. Upon inheriting a challenging parking situation, LAZ quickly and thoughtfully found ways to streamline our operation, improve customer service, and develop creative solutions to reoccurring challenges.

In addition to possessing a keen understanding of the challenges and nuances of managing the business of parking, LAZ supports and encourages a culture of fun in their organization. They embody an attitude of 'service with a smile', despite the challenges that often accompany managing any busy parking operation.

LAZ understands and appreciates that at its heart, parking is a customer service based operation. As a result of that customer focused philosophy, I often receive notes of praise regarding the professional and friendly demeanor of the LAZ staff.

In addition to managing the City of Walnut Creek's day-to-day parking operations, LAZ's management team is always willing to pull from their many years of parking experience to help develop creative ways to enhance Walnut Creek's citywide parking operations.

Without reservation, I would recommend LAZ Parking to anyone seeking a professional, experienced and fun parking management team.

Thank you,

A handwritten signature in black ink that reads "Matt Huffaker". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Matt Huffaker  
Assistant to the City Manager



May 12, 2014

To Whom It May Concern,

I am pleased to provide a reference for LAZ Parking. Over the past 20 months, I have had the privilege of getting to know this organization, and as the chosen operator for QIC in the OSU Parking Concession, have been able to watch them in action. It has been very impressive. Not every private operator can easily blend in with a university campus. The politics, dynamic change that occurs constantly, and the numerous competing needs of a very diverse population make operations challenging even for a university operated department.

The LAZ Parking team has been very responsive and adaptive to changing needs and conditions while implementing best practices that not only provides the promised "services equal or better" (to the university operated department that was formerly in place), but has resulted in enhanced services to all customers. They have fostered strong relationships with key stakeholders and have brought new innovation to the parking system.

When you engage LAZ Parking, you not only get the benefit of the local team, but are able to tap into the resources throughout the organization. They take an "all hands on deck" approach to transition, bringing in key staff from all over the country. They have extremely talented staff who are able to maximize implementation of technology and operational efficiencies. During the first month of operation at OSU, the LAZ team evaluated garages to streamline traffic ingress and egress, modified signage to help clarify instructions for customers, and through efficient operations, increased revenue for the University Athletics Department by almost 30% in the first home football game operated (while reducing costs significantly yet providing better service than before). New services have been identified and implemented, delays at garage exits have been eliminated, and enhanced applications to help customers find available parking spaces have been created.

The LAZ team is very capable of assuming any service need for a municipality, airport or university, and provide services in all areas of parking, including valet. I would be happy to discuss specifics as necessary.

Sincerely,

A handwritten signature in black ink that reads "Sarah M. Blouch". The signature is fluid and cursive.

Sarah M. Blouch  
President



## J. EXPERIENCE MODIFICATION RATING (EMR)

Below please find the LAZ EMR factors - 2015 Actual and 2016 Preliminary



### Mod Factors

#### LAZ KARP ASSOC LLC

**Risk ID** 917224528

**Rating Eff Date** 07/31/2015

**Production Date** 10/30/2015

**Mod Factor** **0.79**

**Status** Final

**ARAP** 1.00 **FLARAP** 1.00 **SARAP** **MAARAP** 1.00

**Comments**

REVISED RATING TO INCLUDE UPDATED DATA FOR: NY, POL. #: WA761D260451023, EFF.: 07/31/2013



### Mod Factors

#### LAZ KARP ASSOC LLC

**Risk ID** 917224528

**Rating Eff Date** 07/31/2016

**Production Date** 02/02/2016

**Mod Factor** **0.80**

**Status** Preliminary

**ARAP** 1.00 **FLARAP** 1.00 **SARAP** **MAARAP** 1.00





## K. HOURLY BILLING RATES (PRICING PAGE)

### SECTION 7

Request for Proposals (RFP) No 2016.02MP

#### 7.0: PROPOSAL PRICING

##### 7.1 PROPOSAL PRICING FORM

Each Proposer shall ensure the attached Proposal Pricing Schedule Form is completed in full, with Proposer providing a detailed list of all costs to provide Services.

Proposers should carefully follow the instructions outlined below, particularly with respect to the format and number of pages allotted to each topic, if applicable. Failure to follow these instructions may be considered grounds for excluding a proposal from further consideration.

Proposer shall submit a Proposal expressing its interest in providing the services described herein. To receive consideration, this Request for Proposal must be submitted in its entirety, with all forms executed. All corrections to prices made by the Proposer must be initialed. Any additional information to be submitted as part of the Proposal may be attached behind the Proposal Pricing Schedule Form, carefully cross-referencing each item number and/or letter.

The City reserves the right to add or delete any service, at any time. Should the City determine to add an additional service for which pricing was not previously secured, the City shall seek the Successful Proposer to provide reasonable cost(s) for same. Should the City determine the pricing unreasonable, the City reserves the right to negotiate cost(s) or seek another vendor for the provision of said service(s).

PROPOSER: LAZ Florida Parking, LLC  
 CONTACT NAME TITLE: David M. Zell, Director of Business Development  
 SIGNATURE: David M. Zell  DATE: March 30, 2016  
 ADDRESS: 404 Washington Ave #720, Miami Beach, FL 33139  
 TELEPHONE: 305-913-4882 FACSIMILE: 305-913-4887 EMAIL: dzell@lazparking.com

Position	Estimated Hours	Hourly Rate	Annual Cost
Cashier	included	with attendant	\$ 0.00
Attendant	22,308	\$ 20.31	\$ 453,075
Supervisor	2,912	\$ 24.92	\$ 72,567
Remote Monitoring	Included	\$ Included	\$ 0.00

TOTAL \$ 525,642.00

Written total: Five Hundred and Twenty-Five Thousand Six Hundred and Forty-Two Dollars





## L. AFFIDAVIT FORMS WITH SCHEDULES

### CONTRACTOR'S AFFIDAVIT

**SUBMITTED TO:** City of Coral Gables  
Procurement Division  
2800 SW 72 Avenue  
Miami, Florida 33155

The undersigned acknowledges and understands the information contained in response to this IFB Schedules A through I shall be relied upon by Owner awarding the contract and such information is warranted by Contractor to be true and correct. The discovery of any omission or misstatements that materially affects the Contractor to perform under the contract shall cause the City to reject the solicitation submittal, and if necessary, terminate the award and/or contract. I further certify that the undersigned name(s) and official signatures of those persons are authorized as (*Owner, Partner, Officer, Representative or Agent of the Contractor that has submitted the attached Response*). Schedules A through I are subject to Local, State and Federal laws (as applicable); both criminal and civil.

- SCHEDULE A – CERTIFICATE OF BIDDER
- SCHEDULE B – NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT
- SCHEDULE C – DRUG-FREE STATEMENT
- SCHEDULE D – BIDDER'S QUALIFICATION STATEMENT
- SCHEDULE E – STATEMENT OF NO-RESPONSE
- SCHEDULE F – CODE OF ETHICS, CONFLICT OF INTEREST, AND CODE OF SILENCE
- SCHEDULE G – AMERICANS WITH DISABILITIES ACT (ADA)
- SCHEDULE H – PUBLIC ENTITY CRIMES
- SCHEDULE I – ACKNOWLEDGEMENT OF ADDENDA

This affidavit is to be furnished to the City of Coral Gables with its IFB response. It is to be filled in, executed by the Contractor and notarized. If the Response is made by a Corporation, then it should be executed by its Chief Officer. This document **MUST** be submitted with the Response.

STATE OF Florida

COUNTY OF Broward

On this 28 day of March, 2016, before me the undersigned Notary Public of the State of Florida, personally appeared David M. Zell  
(Name(s) of individual(s) who appeared before Notary)

And whose name(s) is/are subscribes to within the instrument(s), and acknowledges it's execution.

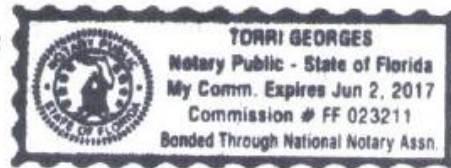
Torri Georges  
NOTARY PUBLIC, STATE OF Florida

Torri Georges  
(Name of notary Public; Print, Stamp or Type as Commissioned.)

NOTARY PUBLIC  
SEAL OF OFFICE:

Personally know to me, or Produced Identification:

\_\_\_\_\_  
(Type of Identification Produced)



**SCHEDULE "A" - CERTIFICATE OF BIDDER**

Neither I, nor the firm, I hereby represent has:

- a. employed or retained for a commission, percentage brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for me or the Contractor) to solicit or secure this contract.
- b. agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out the contract, or
- c. paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for me or the Contractor) any fee, contribution, donation or consideration of any kind for, or in connection with, procuring or carrying out the contract except as here expressly stated (if any):

**SCHEDULE "B" - NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT**

1. He/she is the Director of Business Development - Authorized Representative  
(Owner, Partner, Officer, Representative or Agent)

of the Contractor that has submitted the attached Response.

2. He/she is fully informed with respect to the preparation and contents of the attached Response and of all pertinent circumstances respecting such Response;
3. Said Response is made without any connection or common interest in the profits with any other persons making any Response to this solicitation. Said Response is on our part in all respects fair and without collusion or fraud. No head of any department, any employee or any officer of the City of Coral Gables is directly or indirectly interested therein. If any relatives of Contractor's officers or employees are employed by the City, indicate name and relationship below.

Name: N/A Relationship: N/A

Name: N/A Relationship: N/A

1. No lobbyist or other contractor is to be paid on a contingent or percentage fee basis in connection with the award of this Contract.

### **SCHEDULE "C" - VENDOR DRUG-FREE STATEMENT**

Preference may be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under solicitation a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under solicitation, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section. As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

I hereby certify that the company submitting this solicitation has established a Drug Free work place program in accordance with Sate Statute 287.087



**SCHEDULE "D"- BIDDER'S QUALIFICATION STATEMENT**

The undersigned certifies under oath the truth and correctness of all statements and all answers to questions made hereinafter:

Company Name: LAZ Florida Parking LLC

Address: 404 Washington St #720 Miami Beach, Fl 33139  
Street City State Zip Code

Telephone No: ( ) 305 913 4882 Fax No: ( ) 305 913 4887 Email: lmacedo@lazparking.com

How many years has your organization been in business under its present name?   Years

If Contractor is operating under Fictitious Name, submit evidence of compliance with Florida Fictitious Name Statue:

N/A

Under what former names has your business operated? : LAZ Parking

At what address was that business located? Same

Are You Certified? Yes N/A No N/A If Yes, **ATTACH COPY** of Certification.  
Are You Licensed? Yes N/A No N/A If Yes, **ATTACH COPY** of License

Has your company or its senior officers ever declared bankruptcy?  
Yes   No X If yes, explain: N/A

Please identify each incident within the last five (5) years where (a) a civil, criminal, administrative, other similar proceeding was filed or is pending, if such proceeding arises from or is a dispute concerning the Contractor's rights, remedies or duties under a contract for the same or similar type services to be provided under this IFB:

N/A

Have you ever been debarred or suspended from doing business with any government entity?

Yes   No X If Yes, explain

**SCHEDULE "E" – STATEMENT OF NO-RESPONSE**

NOTE: If you do not intend to bid on this IFB, please return this form immediately. Failure to return this form may result in your name being removed from the list of Bidders for the City of Coral Gables. Please indicate Invitation for Bid name and number on the outside of the envelope.

MAIL TO: CITY OF CORAL GABLES  
2800 S.W. 72nd AVENUE  
MIAMI, FL 33155  
ATTN: PROCUREMENT DIVISION

We, the undersigned have declined to respond for the following reason:

- Insufficient time to respond to the Request from Statement of Qualifications.
- We do not offer these services or an equivalent.
- Our schedule would not permit us to perform.
- Unable to meet specifications.
- Unable to meet Bond requirements.
- Specifications unclear (explain below).
- Unable to meet insurance requirements.
- Other (specify below)

REMARKS:

---

COMPANY NAME: N/A \_\_\_\_\_  
SIGNATURE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
TELEPHONE NO. \_\_\_\_\_  
EMAIL ADDRESS: \_\_\_\_\_

**SCHEDULE "F" – CODE OF ETHICS, CONFLICT OF INTEREST, AND CODE OF SILENCE**

THESE SECTIONS OF THE CITY CODE CAN BE FOUND ON THE CITY'S WEBSITE, UNDER GOVERNMENT, CITY DEPARTMENT, PROCUREMENT, PROCUREMENT LINKS, ORDINANCE NO. 2009-53; SEC 2-1055; SEC 2-677; AND SEC 2-1059, RESPECTIVELY.

IT IS HEREBY ACKNOWLEDGED THAT THE ABOVE NOTED SECTIONS OF THE CITY OF CORAL GABLES CITY CODE ARE TO BE ADHERED TO PURSUANT TO THIS SOLICITATION NO. IFB 2015.10.01

**SCHEDULE "G" - AMERICANS WITH DISABILITIES ACT (ADA)  
DISABILITY NONDISCRIMINATION SWORN STATEMENT**

I, being duly first sworn state:

That the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any sub-contractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and service, transportation, communications, access to facilities, renovations, and new construction.

The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 U.S.C. 12101,12213 and 47 U.S.C. Sections 225 and 661 including Title I, Employment; Title 11, Public Services; Title III, Public Accommodations and Services Operated by Private Entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Sections 5553.501-553.513, Florida Statutes

The Rehabilitation Act of 1973, 229 U.S.C. Section 794

The Federal Transit Act, as amended, 49 U.S.C. Section 1612  
The Fair Housing Act as amended, 42 U.S.C. Section 3601-3631

**SCHEDULE "H" - SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a), FLORIDA  
STATUTES, ON PUBLIC ENTITY CRIMES**

1. I understand that a "public entity crime" as define in Paragraph 287.133(1)(g), **Florida Statutes**, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposal or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
2. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.



**SCHEDULE "I" - ACKNOWLEDGEMENT OF ADDENDA**

Invitation for Bid (IFB) No 2015.10.01 - Citywide Infiltration and Inflow Abatement

1. The undersigned agrees, if this IFB is accepted, to enter in a Contract with the CITY to perform and furnish all work as specified or indicated in the IFB and Contract Documents within the Contract time indicated in the IFB and in accordance with the other terms and conditions of the solicitation and contract documents.
2. Acknowledgement is hereby made of the following Addenda, if any (identified by number) received since issuance of the Invitation for Bid.

Addendum No. 1 Date 3/18/16

Addendum No. \_\_\_\_\_ Date \_\_\_\_\_

Addendum No. 2 Date 3/22/16

Addendum No. \_\_\_\_\_ Date \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date \_\_\_\_\_

**SOLICITATION SUBMISSION CHECK LIST**  
**RFP 2016.02MP**

COMPANY NAME: (Please Print): <u>LAL FLORIDA PARKING, LLC</u>	
Phone: <u>305 913-4882</u>	Email: <u>dzelc@lalparking.com</u>

**-- NOTICE --**

BEFORE SUBMITTING YOUR SOLICITATION, MAKE SURE YOU...

1. Carefully read the SCOPE OF SERVICES/WORK and then fill out the RFP PROPOSER ACKNOWLEDGEMENT PAGE.
2. Provide copies of applicable Licenses / Certifications (Section 3.4).
3. Experience Modification Rating (EMR) Document (Section 1.5 (i))
4. Provide three (3) references (g) and (3) letters of recommendations (h) (Section 1.5)
5. Complete RFP RESPONSE FORM – Statement of no Response, if applicable (Section 6).
6. Complete, verify and submit PROPOSAL PRICING FORM (Section 7).
7. COMPLETE, SIGN AND HAVE NOTORIZED PROPOSER AFFIDAVIT AND PROCUREMENT DOCUMENTS (as applicable).
8. Include Bond, if applicable.
9. Tag the ADDENDA ACKNOWLEDGEMENT AND PROPOSAL PRICING in the ORIGINAL RESPONSE only.
10. Submit ONE ORIGINAL RESPONSE and FIVE (5) PHOTOCOPIES with ONE disk(s) or memory stick of your RFP.
11. Clearly mark the RFP NUMBER AND RFP NAME on the outside of your envelope.
12. Make sure your RFP is submitted prior to the deadline. Late RFP's will not be accepted.

FAILURE TO PROVIDE THE REQUESTED DOCUMENTATION MAY RESULT IN YOUR RFP BEING DEEMED NON-RESPONSIVE. **THIS PAGE IS TO BE RETURNED WITH YOUR RFP.**

# *State of Florida Department of State*

I certify from the records of this office that LAZ FLORIDA PARKING, LLC, is a limited liability company organized under the laws of the State of Florida, filed on October 2, 2007.

The document number of this company is L07000100284.

I further certify that said company has paid all fees due this office through December 31, 2013, that its most recent annual report was filed on March 5, 2013, and its status is active.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Ninth day of July, 2013*



*Ken Detjen*  
**Secretary of State**

Authentication ID: CU6556454737

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>





