



Proposal for Parking Enforcement Services

City of San Bruno Police Department



Submitted by:

LAZ Parking
1730 South Amphlett Boulevard, San Mateo, CA, 94402



October 27, 2021

Lieutenant Gene Wong
San Bruno Police Department
1177 Huntington Ave, San Bruno, CA 94066

Reference: Parking Enforcement Services

Dear Mr. Wong,

LAZ Parking is pleased to submit our proposal for Parking Enforcement and related services for the City of San Bruno Police Department.

Our local presence and proven track record make us the ideal company to serve the San Bruno Police Department for its parking enforcement and parking compliance needs. Providing exceptional service is not just something we do; it is who we are. We trust that this has been clearly demonstrated by our past success throughout California, as well as by our vision for what can be done in the years ahead in the area.

LAZ Parking offers our customers turnkey parking enforcement solutions that are designed to provide fair and consistent enforcement to improve the quality of life in the communities we serve, with reliable and cost-efficient service-led program management. LAZ has a seasoned, experienced, and realistic understanding of the challenges specific to your operations. We take pride in our delivery of superior service to our customers, and we hope to develop a longstanding partnership with the City of San Bruno and the San Bruno Police Department. If we are given the opportunity to serve the City, we are prepared to align our efforts with your enforcement objectives to deliver high-quality results and value for you.

Please do not hesitate to contact me at 714.290.4854 or via email at mmansoor@lazparking.com, should you have any questions or need additional information.

Sincerely,

m. mansoor

Muhammad Mansoor
Vice President



Section 1. EXECUTIVE SUMMARY

UNDERSTANDING OF THE CITY’S INTENT AND OBJECTIVES

The San Bruno Police Department is conducting preliminary research and is looking for a successful partnership with a reputable and financially stable professional company with demonstrated skills and technical ability that provides high levels of customer service and satisfaction to fulfill the parking enforcement needs. The challenge is finding a firm that can mirror department’s processes for screening, hiring and training professionals that can deliver consistent level of service and follow San Bruno Police Department’s pledge to improve the quality of life for everyone who lives, works, and does business in the community. Furthermore, we understand that it is your desire to provide a focused approach to parking enforcement to improve compliance and better response time for calls for service to ensure citizen satisfaction. To achieve this goal, you need stability and consistency in parking enforcement activities so the needs of the department, the citizens and visitors can be addressed in a timely manner. This is the only way to manage a comprehensive parking enforcement program.

OUR QUALIFICATIONS TO ACHIEVE THE CITY’S OBJECTIVES

We have a strong track record of collaborating with our clients, bringing innovation and professionalism to each client we serve. As a company at the forefront of parking systems, LAZ exceeds the minimum qualifications required to support this project. We provide a broad range of experience and proven success we have achieved in wider on street parking markets. Our longstanding relationship with many cities and government agencies across North America is a testament to our commitment to our clients. Our experience in parking enforcement and related services is unmatched, more specifically, our footprint in CA. Collectively, across the United States, LAZ is the premium provider of parking enforcement services. Today, we issue and manage close to 1 million parking tickets per year – more than any other contractor in privatized municipal operations. We have been an effective, committed, and dedicated partner in the overall success of our customers. Our knowledge of local and national parking enforcement standards comes from over 40 years of working with city governments across the United States. As a full-service parking management company, we understand the benefits of a well-managed enforcement program and consistent execution of parking enforcement. LAZ has transitioned multiple comparable enforcement programs in the past. Within CA, we currently provide parking enforcement services for the cities of San Mateo, Palo Alto, Salinas, Inglewood, West Hollywood and Santa Ana.

OUR PROPOSED APPROACH

In keeping with San Bruno PD’s mission “We are dedicated to preserving our community’s peace while adhering to the highest level of ethical standards and professional conduct.”, LAZ is ideally suited to represent San Bruno Police Dept. in its efforts to facilitate effective functioning and development of the community through delivery of quality citywide parking enforcement

WHY LAZ?

Qualifications - Unmatched parking enforcement experience. We issue approximately 1.5 million parking citations annually with an average dismissal rate of < 5%

CA Specific Knowledge – Proven track record with comparable contracts throughout CA

Analytics & Innovation – Offer Data Visualization Tools and Dashboards to monitor KPIs and Performance Metrics

Best in Class Processes – Deployment Strategies, Route Optimization, Online Training, Strict SOPs and Community Outreach Programs

Corporate Resources – Financial Stability, Support Services, Audit & Transparency



services. LAZ fully understands the challenging environment of providing on-street enforcement services year-round, in diverse and sometimes challenging conditions. Our expertise centers on supporting large-scale municipal on-street parking operations. We possess the specific processes for screening, hiring, motivating, training, optimizing routes, and maintaining quality controls to meet performance and financial objectives.

HOW OUR PROPOSED APPROACH ACHIEVES CITY'S OBJECTIVES

Our approach to achieving the City's objectives is based on efficiency and automation. LAZ's plan revolves around proven and tested processes for performance measurement. Drawing on our local and international experience, our approach revolves around the following;

Management Team Made up of Seasoned Parking Professionals

To make this program a success right from the start, we have put together a team of professionals with a combined municipal parking experience of over 200 years and hands on knowledge of managing complex parking enforcement programs. This leaves no transition risk and ensures continuity of operations and enhancement of enforcement based on specific CA experience.

Believe staff selection and training is a high priority

We employ multiple methods to carefully select the most qualified enforcement personnel, train and educate the workforce, and provide them with tools needed to succeed. We have the capacity and the flexibility to scale up rapidly to accommodate special events or supplemental enforcement requests with over 150 trained personnel within a 20-mile radius of San Bruno.

Strict Quality Control Procedures

Our proven and field-tested Standard Operating Procedures translate into strict Quality Control efforts. We proudly maintain our ticket accuracy performance above 97 percent. Ticket accuracy equates to fewer administrative hearings, improved program reputation, and enhanced collection revenues. Additional benefits include improved officer productivity, consistency, and customer service.

Technology Driven Solutions

Building upon our existing data capture and reporting methods, LAZ has invested in automated systems with our Business Intelligence tool, which enables our clients and management to view performance measurement in real-time.

CONCLUSION

We love working with progressive and innovative cities like San Bruno who embrace the changes required for growth while still honoring their values. With this attitude, a partnership with LAZ can transform San Bruno parking enforcement program into an efficient program that is manageable, sustainable, profitable. We have done it for other cutting-edge programs including San Mateo, West Hollywood, and Inglewood. If you are ready to improve the overall citizen experience and increase your enforcement activities within the first year of implementation, we are ready to take you there. We are eager to discuss in detail our approach to managing each step towards that goal, and what you can expect along the way. But your biggest expectation should be one of success. Let's make it happen. Let's get San Bruno parking enforcement program on the map of leading enforcement programs in California.



Section 2. MANAGEMENT PLAN AND METHODOLOGY

2.1 UNDERSTANDING OF SCOPE OF WORK AND OBJECTIVES TO BE ACHIEVED

The City of San Bruno is a vibrant mixed residential and commercial community. Parking enforcement services are currently provided and managed by the San Bruno Police Department. In the past 3 years, total citations issued were as follows: [2018 – 14498], [2019 – 17370] and [2020 – 10370]. Street sweeping and timed parking enforcement are the most common parking citations. In 2019, the department lost both of their GO-4 parking enforcement vehicles to collisions. Those vehicles allowed their CSO's to chalk vehicles while driving. Without those vehicles, they couldn't do consistent timed parking enforcement on El Camino Real and could only do timed parking enforcement in the downtown area and City Parking lots by walking a route once or twice a day instead of the three passes they were doing before. In 2018, the City started a *"parked blocking the sidewalk"* education and warning campaign followed by saturated enforcement. Many of the driveways in San Bruno are too short to fully accommodate vehicles; the vehicles extend over the sidewalk and block access for pedestrians. Likewise in 2019, the City started a *"parked the wrong way"* warning campaign followed by a saturated enforcement period which the reason for the increase in citations in 2019. These two violations were not very proactively enforced before these campaigns; however, they are now regularly as they are of great concern to many residents. CSOs are often pulled out of their normal enforcement routes to perform other duties. To ensure consistency in parking enforcement activities, the City is looking for a successful partnership with a reputable company with demonstrated skills and technical ability that provides high levels of customer service and satisfaction to fulfill the parking enforcement needs of the residents and business community.

2.2 METHODOLOGY AND PROPOSED APPROACH

To meet these objectives, it is LAZ's commitment to provide a knowledgeable, well-trained, and motivated team focused on a balanced approach of fair and consistent parking enforcement. We have dedicated ourselves to providing professional and ethical parking enforcement services with the goal of improving the overall safety and quality of life for residents, visitors, and businesses in the cities we service. LAZ's years of industry experience has given us firsthand knowledge of the most important aspects of providing parking services. We have taken the time to develop and refine best practices for every detail related to the delivery of our services. We make a crucial, noticeable difference by offering better processes with a proactive management style and through a comprehensive employee screening, onboarding, and training process. These capabilities come only through experience, knowledge, forethought, practice, and discipline. The highlighted areas of this section further illustrate our approach to organizing and implementing the parking enforcement services desired by the City and the ways in which we differentiate from our competitors and deliver higher quality.

The City of San Bruno Police Department has identified the primary enforcement responsibilities to include enforcement of no-parking zones, street sweeping, time-restricted parking, and enforcement of metered areas in the future. Additional essential duties could include responding to parking or vehicle complaints such as blocked driveways, conduct traffic control as directed by the department, and participate in special events, and other duties as assigned. LAZ recognizes that fair, equitable, and consistent enforcement of these regulations help improve quality of life within the city. It is important that City streets are not used for long term



parking, taking up much needed parking for residents and businesses. These conditions also invite crimes of opportunity such as thefts of property from motor vehicles and vandalism. LAZ staff will be trained to identify such vehicles and report them to SBPD. As an additional benefit, LAZ parking enforcement personnel will also identify and report any unlawful act, condition, or deficiency that may pose a hazard or danger to the public. This includes missing, damaged, obstructed, or conflicting parking signs and curb markings. We will provide parking enforcement services utilizing the best methods suited for the situation. These services include vehicular patrol to maximize the range of enforcement and foot patrols in high occupancy, congested areas such as business district. Foot patrols will also enable parking enforcement representatives to become better acquainted with citizens and business owners. We put an emphasis on the importance of maximizing enforcement coverage and parking compliance. To achieve this goal, LAZ has strict controls in place that ensure the issuance of quality citations. Quality citations not only address parking issues, but they also help to reduce complaints and encourage compliance. LAZ will first meet with the City to identify parking issues, public concerns, and the City's enforcement policies and practices to develop a focused value based approach to enforcement. LAZ's value-based service ensures everyone is treated fairly and with courtesy while addressing parking problems.

To achieve maximum enforcement, compliance, and revenue generation, LAZ will also rely on our multi-step audit program and Quality Control (QC) process that include sampling of daily citations and corrective actions including retraining of staff for officer errors. With regular quality checks and strict controls, we minimize both officer error and the dismissal rates, which results in maximizing collections on tickets issued. LAZ is aware that enforcement of parking regulations is only one part of the parking enforcement process. The California Vehicle Code affords those who have received a parking citation a fair and impartial adjudication process. LAZ personnel will be properly trained to assist the public with questions regarding the procedure to contest a parking citation. Staff will also be properly trained to participate in court testimony or hearing or subsequent process involving a contested or challenged parking citation. We recognize that proper initial and ongoing training is critical to providing excellent service. Inadequately trained personnel are more likely to make mistakes that unnecessarily inconvenience the public we serve. Citation errors also negatively affect LAZ and the City's credibility. As such, we remain committed to providing our staff with initial and continuing training as described later in this section.

2.3 FAIR AND CONSISTENT PARKING ENFORCEMENT – “CREATING A CULTURE OF COMPLIANCE”

Parking Enforcement is an essential function of any on-street parking system. However, a successful parking enforcement program should not be defined solely by the volume of citations issued or revenue generated through parking violations. At LAZ, we take a comprehensive approach, utilizing our national experience and best industry practices to create a culture of compliance. The ultimate goal of improved compliance and adherence to time restrictions is to generate turnover of the highest demanded parking spaces and to improve quality of life within the City in the case of street sweeping. LAZ's commitment is to provide a customer-centric approach to parking enforcement. Unlike traditional parking enforcement programs, our approach focuses on public education as well as business and community outreach, fostering increased compliance without alienating us from the community. LAZ will provide a team of parking enforcement ambassadors that will not only be trained on the fundamentals of customer service,

but it will also provide a uniformed and highly visible presence for aiding citizens and visitors every day. Some typical examples of our enforcement services include:

- Providing brochures, directions, or a map to someone looking for a particular place of interest (e.g., Restaurant, Administration, Library, etc.).
- Aiding customers with changing flat tires or jump starting a dead battery.
- Calling for Police assistance or reporting suspicious activity.
- Providing a friendly explanation of why a vehicle received a ticket.
- Explaining the appeals process to a citizen or visitor that received a ticket.
- Visiting merchants to discuss any problems or concerns in a proactive and professional manner.
- Actively participating in merchant association and civic meetings.

Another part of our customer-centric approach will be to assist the City with administrative review process to address citations that may be unwarranted. This administrative review will allow us to correct matters associated with inadequate signage, malfunctioning meters, handicap parking and similar violations that should not burden the courts.

2.4 USE OF LPR TECHNOLOGY FOR TIMED PARKING ZONES AND PERMITTED AREAS

Our proposed management plan for San Bruno includes implementation of cutting edge LPR technology and to equip our parking enforcement officers with GPS-enabled license plate scanners and data analytics tools that can identify a parked car that hasn't moved within the restricted time limits and confirm whether a tire has rotated at all. This will also enable our enforcement personnel to cover more curb miles resulting in an increase in patrol passes of each patrol area. Use of LPR technology will allow ***Digital Time Marking*** of vehicles parked in timed parking zones without a need to use physical chalking of tires, a traditional method that is under scrutiny and legal review. Two federal lawsuits have been recently filed claiming that the use of chalk to mark tires for tickets in San Francisco and other cities tickets is unconstitutional because it is violation of drivers' Fourth Amendment right to be free of unreasonable searches and seizures.



2.5 COMPLIANCE WITH SCOPE OF WORK

We understand that the primary goal is to provide parking enforcement services to cover citywide street sweeping routes and enforce all timed parking areas including City lots and city streets with timed parking restrictions. We recognize that some of the City's requirements may evolve over time such as enforcement of Residential Permit Areas and any curbs or lots that are converted to paid parking in the future. We believe that our approach of giving extensive autonomy to our Project Manager and Regional Manager will enable us to respond to evolving requirements quickly and effectively over the term of the contract. Many of the tasks and methodologies described in this section are performed by our staff at our other parking enforcement contracts such as in the neighboring City of San Mateo. We have drawn upon our extensive experience to present the highest quality and most cost-effective operational proposal.



We have a thorough understanding of the work and responsibilities that the provision of parking enforcement services for the City of San Bruno entails. As a full-service enforcement provider, we do not foresee major difficulties in meeting the requirements contained in the scope.

2.5.1 Task 1 – Parking Enforcement Responsibilities

2.5.1.1 Enforcement Areas

Timed Parking Enforcement Routes

- Route #1 - El Camino Real; Lot 1; Lot 2 (2 hour); Angus Ave; Sylvan Ave; Easton Ave; Lot 8; Kains Ave; Library Lot; Jenevein Ave; San Mateo Ave; Hensley Ave; San Bruno Ave; Green Ave; Easton Ave; Lot 2 (5 hour); Lot 3; Lot 4; Lot 5; Lot 7; Lot 6
- Route #2 – El Camino Real; Lot 1; Lot 2 (2 hour and 5 hour); Lot 3; Lot 4; Lot 5; Lot 7; Angus Ave; Sylvan Ave; Lot 6; San Bruno Ave; Easton Ave; Lot 8; Kains Ave; Library Lot; Jenevein Ave; San Mateo Ave; Hensley Ave; Green Ave; Easton Ave

City Parking Lots – Timed Parking

- **Lot 1** – 415 Mastick Ave/ Taylor Ave - 2 hour
- **Lot 2** - Mastick Ave/ Cypress Ct – Half 2 hour / Half 5 hour
- **Lot 3** – 495 Mastick Ave/ Sylvan Ave SB - 5 hours
- **Lot 4** – 521 Mastick Ave/ Sylvan Ave NB - 5 hour
- **Lot 5** – 571 Mastick Ave/ Angus Ave/ Maryland Pl - 5 hour
- **Lot 6** – 481 Sylvan Ave /Green Ave - 5 hour
- **Lot 7** – 381 W. Angus Ave /Easton Ave - 5 hours
- **Lot 8** - 659 San Mateo Ave - 2 hour

Street Sweeping Enforcement

- 1st & 3rd Mon: 0900-1100 hours, 1100-1300 hours
- 1st & 3rd Tue: 0600-0700 hours, 0900-1100 hours, 1100-1300 hours
- 1st & 3rd Wed: 0500-1330 hours
- 1st & 3rd Thu: 0500-1330 hours
- 1st & 3rd Fri: 0900-1100 hours (Shelter Creek Ln, just one street)

2.5.1.2 General Responsibilities

Parking Enforcement Representative Responsibilities

- Enforce Municipal and State Vehicle Codes related to parking and registration violations issues citations and tows vehicles as required
- Provide traffic control assistance to the Police Department upon request
- Patrol City streets, parking lots, future RPP and parking metered areas for parking violations or abandoned vehicles
- Receive and respond to radio calls for parking related complaints
- Assist citizens with parking and traffic issues or questions
- Report circumstances requiring police action
- Report safety hazards

- Report damaged equipment, unclear signage or street markings, and missing, damaged or conflicting parking signs or traffic control signs
- Report parking abnormalities or abnormal parking patterns
- Provide beat analysis and report malfunctioning parking meters



Day in the Life of a PER. *Daily Enforcement Flowchart Translates into High Quality.*

2.5.1.3 Officers to use ‘San Bruno Responds’ App powered by ACCELA for Calls for Service and to Reporting Deficiencies

Since our officers are out in the field and enforcing regulations, it is important for them to report any irregularities such as faded signs or curbs and respond to any calls for service using the City of Bruno public response app, ‘San Bruno Responds’. Our officers will be required to check the City app once per hour at a minimum and respond to parking issues accordingly as directed by City of San Bruno. LAZ has had experience using similar apps in other California cities including hands on experience with Accela Inc. application which is used in the City of West Hollywood. At our other contracts, we report various deficiencies, including trees blocking signs, abandoned bulky items, broken meters, and missing or damaged signs. LAZ has also worked with handheld software providers to add the City Apps onto all the handhelds, yielding statistics summarized in the sample report in **Exhibit 2-1** below.

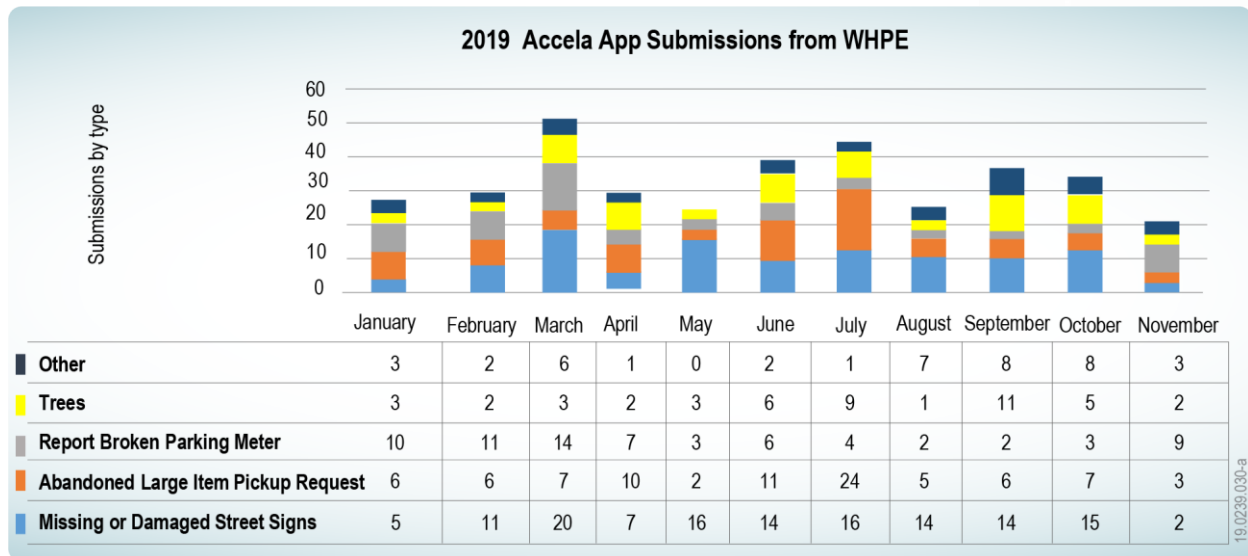


Exhibit 2-1. Accela App Submissions from WHPE

2.5.1.4 Citation Issuance

PERs will be trained on issuing citations electronically using Turbo Data TicketPro handhelds which also has the capability of capturing digital photos of each violation. Our officers will also be trained on completing handwritten citations legibly. Prior to deployment each day, during morning briefing, any out of the ordinary situations are discussed and all exceptions, if any, for any violations will be given to staff by shift lead such as “do no cite” pass-downs by SBPD. Turbo Data has the ability to provide report separating citations issued by LAZ enforcement staff and citations issued by SBPD staff.

2.5.1.5 Level of Service

As part of our due diligence, our team drove all areas of the City multiple times to determine the best staffing schedule that would provide a level of service that promotes a positive parking experience for the constituents and visitors of San Bruno. We understand the scope of the project and can also foresee the need for additional enforcement services that may not have been realized with a minimum level of staffing. We have experienced firsthand an increase in both citation issuance and demand for additional enforcement services in the cities of San Mateo, Palo Alto, Salinas, Inglewood, and Santa Ana, all of these are first time outsourced programs.

In the baseline schedule, the scope of work would be divided among 4 full time PERs with one of them acting as a lead PER. Full time PERs will be on a 40 hours per week schedule with approximately 1,920 annual productive hours. In addition, 2 Part Time PERs from our San Mateo program will be added each 1st and 3rd Monday; and each 1st and 3rd Tuesday to supplement street sweeping enforcement. With dozens of trained officers in the area, we are in a unique position to ramp up staffing and have the ability to scale up quickly should the demand for enforcement increase over time. Cost of any additional enforcement hours will be calculated and billed at the proposed PER Time & Material (T&M) man hour rate as presented in the Cost Proposal.

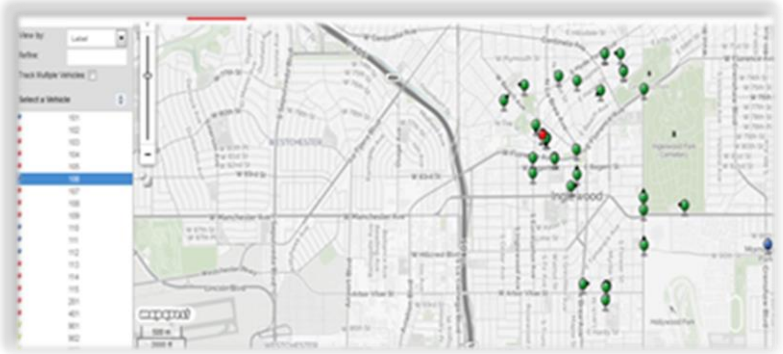
2.5.2 Task 2 – Equipment

2.5.2.1 Vehicles

LAZ will furnish four (4) parking enforcement vehicles for parking enforcement activities based on the proposed staffing plan. With the approval of the City, it is our intent to supply 2021 model Toyota Prius sedans. In addition, it is our plan to consider alternative means of transportation, such as bicycle(s), in areas where automobile enforcement is not practical.

Global Positioning System (GPS)

Each vehicle will be equipped with GPS tracking devices. This type of tracking system will provide up to 60-second updates on vehicle and phone movement, driving behavior, and idle times and send alerts to emails and cell phones for infraction of a set rule. The ability to monitor movement and driving behavior and patterns of enforcement officers will allow management to address issues promptly, create efficiencies, and improve officer productivity. Not only does the system provide a live feed of vehicle activity, but also records are archived in case of complaints (e.g., for driving over the speed limit or skipping violating vehicles). The record can be traced back to the driving officer's activity for that day and time.



Safety Lights

All vehicles will be mounted with Alternating Quad Flash Strobe Magnetic Mount in Amber. These lights will be used when staff is patrolling to warn other vehicles about their vehicle's slower movement.

Vehicle Marking

LAZ will obtain City approval prior to ordering decals for the marking of all vehicles. All vehicles will have markings clearly identifying all LAZ vehicles. The rear of all patrol vehicles will have a sign warning of frequent vehicle stops. We propose a sign for driver and passenger side of each vehicle with marking similar to the sample vehicle picture shown here.



The vehicles will also have “CAUTION” and “Frequent Stops” on the rear lid and unit numbers on the rear lid and sides near the rear of the vehicle.

Vehicle Maintenance Plan



complete configuration and set up of each unit at the start of the program. We have also opted to include an extended warranty for the printer which is highly recommended for hassle free operation. Turbo Data solution operates in real-time and sends data immediately to our cloud platform. Additionally, Turbo Data Systems has integrated with most parking PARCS and technology vendors and all major LPR technology vendors. For communication purposes, each smart phone will be set up with a push-to-talk application (similar to a two-way radio) and group texting capability using Microsoft Team for pass downs and group messaging. It is our intent to provide City's designated program representative or command center with one smart phone with the same push-to-talk app as the field personnel to enable two way communication between City and LAZ field personnel.

2.5.2.3 *Parking Enforcement Office*

As requested, we are providing estimated pricing for office location(s) within the City. It will be our recommendation to have contract staff work out of a dedicated



San Bruno Office Lease Survey			
Estimated Budget			
Property Address	Space Details	Estimated Monthly Rent	
1590 El Camino Real, San Bruno, CA 94066	1st Fl, Ste D		\$2,750
	1,100 SF		
	Negotiable		
	\$30.00 /SF/YR		
	Triple Net (NNN)		
881-883 Sneath Ln, San Bruno, CA 94066	1st Fl, Ste 190		\$2,599
	912 SF		
	Negotiable		
	\$34.20 /SF/YR		
881-883 Sneath Ln, San Bruno, CA 94066	2nd Fl, Ste 203		\$3,953
	1,387 SF		
	Negotiable		
	\$34.20 /SF/YR		
881-883 Sneath Ln, San Bruno, CA 94066	2nd Fl, Ste 225		\$4,332
	1,520 SF		
	Negotiable		
	\$34.20 /SF/YR		

office. This will ensure PERs are able to clock in/out, attend daily briefing, to be able to use a computer and have a breakroom to take their lunch breaks. In a few of our contracts, where we share space with City personnel, it becomes a distraction for City staff to see PERs go in and out of their offices. As requested, we have included average cost of office space (facility rent and OPEX) in the pricing options. In our survey, we identified multiple available office options but 4 that are most suitable. Below is a snapshot of the market survey we recently conducted.

2.5.2.4 Other Equipment

LAZ will also provide enforcement personnel with all necessary equipment and supplies needed for parking enforcement services. LAZ will supply the needed quantity of safety vests, chalking, flashlights, whistles. Each enforcement vehicle will also be equipped with safety kits and cones. For the office, Timeforce (biometrics) clock, computers, printers, and company issued laptop is provided to the Site Manager for remote management of the program while off site.

2.5.3 Task 3 - Hiring of Personnel - Recruiting, Onboarding, and Employee Development

2.5.3.1 Employment Requirements

Building a strong, skilled workforce that understands their roles and responsibilities is just part of what LAZ does. We continue to foster the employees we have throughout our projects and carefully select new employees as positions become available. All new employees will meet all City and LAZ employment requirements. LAZ will comply with all existing Government Code and City of San Bruno policies. LAZ will also comply with all the City's standards and requirements for employees. Further, the City reserves the right to refuse or revoke, at any time, a contractor's employee from performing services in San Bruno with proper reason.



All new employees will go through a thorough pre-screen process, and only candidates with the highest likelihood of being successful will be selected. Our Senior Recruiter will spearhead our recruiting efforts and will solicit directly from multiple resources including local colleges and newspapers. First priority will be given to candidates that are locally based in and around the City and have a commitment to the local community. Once a new employee has been thoroughly screened and joined the LAZ-San Bruno team, we will provide them the tools and training for them to be successful. To be considered for a position, candidates must minimally complete an online job application. Candidates to be offered a position must meet company and City's Personnel requirements. Successful candidates must also meet company's requirements, which include passing a strict prescreening, at LAZ's expense that includes: Pre-employment drug screen, background check, DMV record check, Social Security Number verification, eligibility to work in the United States. After successful completion of employment prescreen, each new hire undergoes a comprehensive training program including employee orientation, LAZ's Ethos and Objectives, detailed and extensive procedures training, and project and employee expectations briefings. Our comprehensive ongoing training plan for the project is outlined further in this section.

2.5.3.2 Wages and Benefits

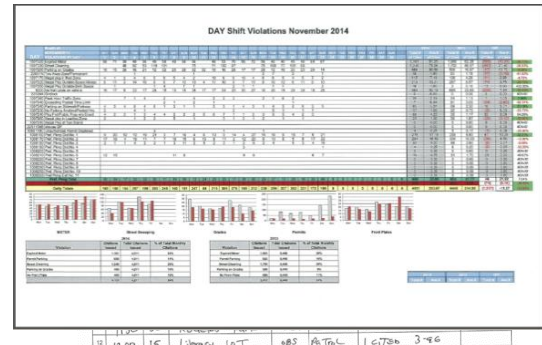
LAZ leads the standard in the parking industry as it relates to wages and benefits. We offer a competitive salary that is typically higher than a conventional parking company and a comprehensive benefits package. This includes medical and dental coverage (Blue Cross/Blue



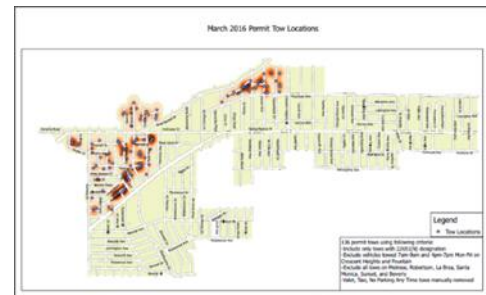
Shield), paid time off, and 401K plan amongst many other benefits our full-time employees enjoy.

2.5.3.3 Record Keeping and Reporting

LAZ has hands-on experience customizing and developing reports that best fit the needs of each of our clients. Each report provides easy-to-understand factors for the reviewer, with a focus on highlighting performance metrics. Upon award of a contract, it is our intent to meet with the City management and share a variety of reports currently in use at our other contracts. In partnership with our municipal clients, we have developed complex reporting mechanisms that provide the operations with a consistent level of oversight.



We currently use LAZ's proprietary Business Intelligence (BI) tool for performance reporting. In this section, we have shared some sample reports currently in use at our other parking enforcement contracts. To limit the number of pages to our response, we are sharing a few samples of these reports, but as stated above, we look forward to meeting with City management to discuss their preference as to which reports are best suited for San Bruno parking enforcement program. LAZ will maintain project files and records per City's record retention policy and throughout the term of this contract. All project records (electronic and paper) will include operations and maintenance guidelines. These include officer shift logs, citation activity reports, meeting agendas and minutes; management and staffing plans; staffing reports and schedules; updates to these documents; project staff training; plus, all manuals, systems maintenance records, training records, systems plans and installation records, and other correspondence. **Activity Reports and Program Status Reporting.** These reports range from a simple daily officer shift log to a more comprehensive weekly/monthly citation activity report, and from officer productivity report to violation trend report. Through citation mapping and violation heat maps are other ways we provide our clients a visual review of daily, weekly, and monthly citation activity and violation capture.



2.5.4 Task 4 – Training

2.5.4.1 *Commitment to Training and Personnel Development:*

LAZ is well aware of the impact initial and ongoing training have on the performance of our enforcement officers. We believe well-trained officers will ensure a high rate of enforcement resulting in increased compliance and reduce negative backlash from citizens who may protest effective enforcement, thus reducing the demands on both LAZ and City staff. We will provide extensive in-house training with a formal induction program for new employees, continuing on-the-job training, and participation in training offered by LAZ University. Our training program will meet the City's training requirements. LAZ staff working at this project will go through a 24-hour classroom style Initial Training and 40 hours of on-the-job training including field training with supervisory staff. As needed, we will also provide re-training and/or follow-up training required to correct deficiencies in



performance. LAZ will also provide staff with at least eight (8) hours of annual refresher courses and training. Topics will include, but are not limited to, Standard Operating Procedures (SOPs), changes in the law, new aspects of the City's parking program, refresher or expanded training in customer relations, and conflict resolution. Continuing training, subject matter, and schedules will be reviewed and approved by the City representative prior to any training taking place.

Initial Training: All new hires will go through the Initial Training, which will include: New Hire Orientation (4 hours), Parking Enforcement Basics (4 hours), Customer Service/Conflict Resolution Training/Ambassador Program (8 hours), Physical layout of the City, SOP Training including Handheld/Ticket Writing, tasks and responsibilities under regular and emergency operating conditions, and parking enforcement programs and policies adopted by the City of San Bruno (8 hours), Field Training: 40 hours

Annual Refresher Training includes but is not limited to: Ambassador Program. Customer Service Training, Conflict Resolution, Harassment Awareness Training, Parking Enforcement Program, Legal Update. SOP training.

Standard Operating Procedure (SOP)

LAZ will conduct SOP training with an ambassador approach and cover the following topics:

- Enforcing parking meter, permit, posted sign violations and other parking regulations
- Marking, tagging, towing and impoundment of vehicles
- San Bruno Municipal Code and California Vehicle Codes related to parking enforcement
- City and Department Policies and procedures
- Emergency protocol and workplace safety
- Customer service delivery and expectations
- Courtroom procedures and testimony techniques

- Responding to calls for service

2.5.5 Task 5 - Uniforms

As ambassadors of the City, we recognize the importance of employee appearance. LAZ will provide complete uniform for our staff and all equipment needed to do their jobs well and safely. LAZ will provide staff with sufficient number of uniform shirts and pants to make sure they maintain a professional appearance at all times. We have a national agreement with one of the largest uniform companies. Through their uniform rental program, we will issue 11 shirts and 5 pants to full-time employees. All staff will be issued jackets and hats for inclement weather. The uniform company will also be responsible for the cleaning of the uniform. They will drop off a clean set of uniforms weekly and pick up soiled uniforms.

Additionally, LAZ will provide staff with photo identification, name tags, and badges that clearly state the company name and the staff person's name. Subject to City approval, LAZ will provide:

- Blue security style shirts,
- OR
- Blue ambassador style blue polos
- Dark blue trousers
- Black shoes
- Silver color name plate
- High visibility traffic safety vests, highly visible rain gear, dark blue or black baseball cap
- Standard LAZ ID badges containing the employee's picture and LAZ employee ID number



2.5.6 Task 6 – Optional Services

It is our understanding that City may require LAZ to provide traffic control services for special events as an optional service. We provide traffic control services at other major contracts, most notably, in San Mateo, Salinas, Inglewood and West Hollywood. We provide traffic control services for all special events, for citywide events, in case of traffic collisions, non-working traffic signals, DUI checkpoints, and for street closures for crime investigations. We provide customized traffic control training to all enforcement personnel. Each PER is also supplied with whistles, white gloves, and reflective traffic safety vests. All these items including traffic cones are kept in each enforcement vehicle so they can promptly respond to any calls for service for traffic control. Billing rates for Special Event enforcement and traffic control services will be the same as PER hourly rate(s) provided in this proposal. For special events requiring more than 5 traffic control officers, we will be prepared to bring officers from neighboring programs, San Mateo and San Francisco.



2.6 MOBILE PAYMENT TECHNOLOGY

Mobile parking payment apps are now in every major city, and the option to pay for parking with your phone is beginning to be the norm. There are a lot of competing apps out there, but which mobile payment technology vendor is the right fit for San Bruno? The good news is that the City of San Bruno has already recognized the need to move to a paid parking system and that option is currently being reviewed. It will be our recommendation to go with Pay-by-Phone, a vendor with the largest footprint in the area because of their longstanding contract with San Francisco and SFMTA. Introducing Pay-by-Phone in San Bruno will enhance the customer experience by offering multiple modes of payments. In addition, LAZ will work with the City to introduce our proprietary frictionless payment option using our LAZ text-to-park, an AppLess technology, that is expected to encourage contactless and frictionless payments. Features of LAZ Text to Park include those shown below.



**GIVE CUSTOMERS MULTIPLE
WAYS TO PAY**



**MOBILE ENFORCEMENT
AND REPORTING**



**REDUCED EQUIPMENT
AND EXPENSES**



2.7 VIRTUAL PERMIT PROGRAM

Per City's request, we requested a proposal from Turbo Data System for a fully integrated parking permit program. The Turbo Data Systems, Inc.



(TDS) Parking Permit program is designed to allow residents to apply for and purchase parking permits, and to allow the City to track their parking permit program online using the Permit Manager. The system allows for annual permit renewals; either by letter generation and mailing, and/or electronic notification. The system is cloud-based based with a "self-service" ability for residents to purchase their permits. The applicant can register for an account and upload required documents which can then be verified by the City or TDS. Upon approval, the applicant will be notified to submit a permit request for the district/zone that they live in. The permit management system is scalable and designed to handle multiple permit types: Virtual Permits – Use Vehicle plate Multiple physical permits and multiple combinations (stick-on, hangtag) Guest Permits Multiple Residential Zones/Districts Annual residential permits Business parking permits Oversize Vehicle Permit pricing can be tier-structured, prorated or allow for special exceptions, discounts, pickup, delivery, etc. The system will allow both TDS and designated City staff to issue and administer permits as needed. *Budgetary proposal provided by Turbo Data is being submitted as an exhibit to this proposal.*



Section 3. FIRM'S BACKGROUND, EXPERIENCE AND HISTORY

3.1 NATIONAL STRENGTH

LAZ Parking is a national parking company, headquartered in Hartford, CT, with regional offices across the U.S. We operate through these regional offices headed by officers of the company. This organizational structure enables LAZ to offer its clients the resources of a large company but with the attention and responsiveness more typical of a local company.

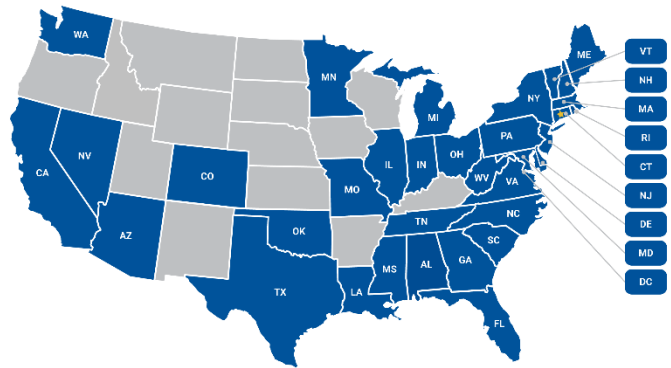
We are the second largest parking company in the US, with the broadest experience and finest employees in the industry.

Our portfolio includes major on-street and off-street municipal parking, mass transit parking systems, entertainment/event parking, commercial, residential buildings, hotels and resorts, office buildings, mixed-use projects, hospitals and medical complexes, airports, university parking, shuttle services and valet-oriented parking. Our range of experience makes us uniquely qualified to address the challenges of the parking operations in the City of San Bruno.



LAZ Parking Fast Facts	
Founded:	1981
Number of Locations:	Over 3,200
Number of Parking Spaces:	Over 1.2 Million
Annual Managed Revenues:	\$1.4 Billion
Number of Employees:	13,450
States / Cities:	35 / 444
Portfolio Mix:	Managed, Leased, and Owned
Service Lines:	Hospitality & Valet, Office Buildings, Medical & Hospital, Airport & Transportation, Campus, Government & Municipal, Retail & Mixed-Use, Event Parking, Residential Buildings, and Shuttle Services

07-08-2021





3.2 PUBLIC SECTOR EXPERTISE

The following is a sampling of LAZ Parking's public sector clients, including the approximate number of spaces for each.

- Washington Metro Area Transit Authority (59,000)
- City of Chicago Meters System (36,000)
- City of San Francisco Meters (28,800)
- Montgomery County, MD (21,500)
- New York City Housing Authority (20,600)
- NY Metropolitan Transit Authority (16,600)
- City of Long Beach, CA (10,300)
- City of Inglewood, CA (10,000)
- Rhode Island State Beaches (8,100)
- City of Kansas City, MO (6,600)
- City of Stockton, CA (6,145)
- City of Miami Beach, FL (6,000)
- City of New Rochelle, NY (5,868)
- City of Lowell, MA (5,566)
- Jacksonville Transportation Authority (4,000)
- Norwalk Parking Authority (3,763)
- City of Stamford, CT (3,400)
- City of West Hollywood, CA (3,360)
- San Francisco Municipal Transportation Authority (3,114)
- California State Parks (2,664)
- City of Syracuse, NY (2,525)
- City of Inglewood, CA (2,500)
- Alameda County, CA (2,500)
- City of Wilkes-Barre, PA (2,453)
- City of New London, CT (2,210)
- Delaware Transit Authority (2,200)
- Schenectady Redevelopment Authority (2,200)
- Volusia County, FL (2,100)
- Merrimack Valley Regional Transportation Authority (2,075)
- City of Las Vegas, NV (1,866)

3.3 PARKING ENFORCEMENT EXPERIENCE

Within its Government Services Business Unit, LAZ has a dedicated Municipal On-Street Parking Business Segment that is primarily focused on Parking Enforcement and Curb Management Services. We have delivered reliable Parking Enforcement and related services since 1988. Within its Government Services portfolio, LAZ issues close to **1.5 million citations annually** with an average citation dismissal rate of less than **3%** at contracts across North America. Working collaboratively with cities, counties and police agencies throughout the U.S., LAZ has been intrinsic in developing innovative parking enforcement solutions that integrate seamlessly with the wider parking and transportation networks. We are in a unique position of having managed some of the most complex turnkey parking systems. Our experience and expertise in the techniques and technologies used in parking enforcement are unmatched. A snapshot of our current enforcement programs is provided in the table below.



	SIZE AND COMPLEXITY	ANNUAL CITATIONS ISSUED	OPERATIONS/MANAGEMENT	PARKING ENFORCEMENT	ELECTRONIC HANDHELDS	SMART TECHNOLOGY	LPR TECHNOLOGY	ENFORCE ALL MCs & CVCs	PERMIT ENFORCEMENT	ON STREET ENFORCEMENT	OFF STREET ENFORCEMENT	SURFACE LOTS	STREET SWEEPING ENFORCE	CUSTOMER PHONE SUPPORT	TOWING AND BOOTING	TRAFFIC DISPATCH SERVICES	TRAFFIC CONTROL SERVICES
California																	
City of West Hollywood		200,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City of Inglewood		90,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City of Palo Alto		10,500	✓	✓	✓	✓			✓			✓		✓			
City of Santa Ana		45,000	✓	✓	✓			✓	✓	✓	✓	✓	✓		✓		
City of Salinas		20,000	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓		
City of San Mateo		50,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
Illinois																	
City of Chicago		400,000	✓	✓	✓	✓		✓	✓	✓		✓					
Montgomery County		150,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	

3.4 RELEVANT EXPERIENCE AND CALIFORNIA BASED REFERENCES

With LAZ's proven track record, City of San Bruno receives a partner with experience managing contracts that meet or exceed the size, scope, and complexity of the San Bruno Parking Enforcement program. Listed below are six (6) California based references in sequential order (from longest standing to most current).

REFERENCE #1 – WEST HOLLYWOOD PARKING ENFORCEMENT	
Client's Name	City of West Hollywood, CA
Name of Contact & Title	Vince Guarino, Parking Manager
Contact Information	Tel 323-848-6426 – Email vguarino@weho.org
Period of Performance	07/01/2015 – 06/30/2020 (<i>continuously serving the City since 1992</i>)
Total Contract Value	Base Contract - \$14M
Scope of Services	Turnkey Parking Enforcement Services 24 hours/day-365 days/year (all MCs & CVCs), Vehicle/Bike/Foot Patrol, Traffic Control, Dispatch Services, Front Counter Customer Service, Encroachment/Temp Permit Placement, Towing, Court Appearances.
Key Facts	Project Manager, Deputy PM, Analyst, 5 Supervisor, 3 Dispatchers, 4 Bike Officers, 22 PERs. 10 License Plate Recognition (LPR) equipped vehicles, Virtual



	Permitting Program, Fully Integrated Enforcement System. Enforce street sweeping, gridlock, residential and timed parking. Quality controls (GPS Tracking, Street Surveys, citizen feedback calls, in vehicle recording system).
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REFERENCE #2 – INGLEWOOD PARKING SERVICES	
Client's Name	City of Inglewood, CA / Inglewood Police Department (IPD)
Name of Contact & Title	Tanya Perry, Parking Program Superintendent
Contact Information	Tel 310.412.8745 – Email tperry@cityofinglewood.org
Period of Performance	05/20/2014 – 05/31/2024
Total Contract Value	Base Contract - \$25M
Scope of Services	Turnkey parking enforcement services 24 hours/day-365 days/year (all MCs & CVCs), traffic control services, traffic & crowd control during special events, traffic dispatch services, front counter customer service representatives. Enforcement of parking meters, permits, timed parking, posted signs, curb violations, scofflaw, peak hour enforcement, and special details including school details.
Key Facts	Project Manager, 4 Shift Supervisors, 4 Leads, 22 PERs, 25 Traffic Control Officers. Transitioned a complex parking program in less than 45 days (from in-house to LAZ). Improved citation issuance by 30 percent within the first three (3) months. Improved traffic congestion by effectively controlling traffic around Forum event center. Met all deadlines pertaining to start up deliverables – Procurement of new vehicles, uniforms, safety supplies, radios, equipment, and other related supplies. Currently looking to expand enforcement coverage with the anticipated opening of a new NFL stadium for the LA Rams and LA Chargers.
REFERENCE #3 – PALO ALTO RPPP PARKING ENFORCEMENT	
Client's Name	City of Palo Alto, CA
Name of Contact & Title	Mark Hur, Parking Operations Lead
Contact Information	Tel - 650.329.2520 Email Mark.Hur@CityofPaloAlto.org
Period of Performance	05/01/2015 – 05/31/2020
Total Contract Value	\$2.3M
Scope of Services	Enforcement of citywide Residential Preferential Parking Permit (RPPP) program. Vehicle, bike and foot patrol.
Key Facts	Transitioned a newly developed enforcement program in less than 45 days. Worked closely with Palo Alto PD and City Economic Development teams to ensure a smooth implementation. Spearheaded community outreach activities to raise awareness for residents, business owners and visitors. Continue to host citizen assistance calls and calls for service throughout City's RPP districts. Added



	additional staff to address expanded enforcement coverage to other RPP districts around Stanford University.
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REFERENCE #4 – SALINAS CITYWIDE PARKING ENFORCEMENT	
Client's Firm	City of Salinas, CA
Name of Contact & Title	Mike Garner, Parking Manager
Contact Information	Tel 831.758.7151 – Email mikeg@ci.salinass.ca.us
Period of Performance	10/1/2016 – 10/30/2020
Total Contract Value	\$1.25M
Scope of Services	Citywide parking enforcement. Enforce all MCs and C.V.C. and provide citizen assistance support to Salinas PD and Public Works Dept.
Key Facts	Citation issuance increased by 130% in Year 1 of implementation. Improved response time for service calls and consistent enforcement. Positively impacted parking availability throughout the City. Due to efficient management of the program, City has requested additional staff (essentially staffing levels have double since the inception of the program). Currently working with the City to introduce LPR and an enhanced vehicle towing and booting program.

REFERENCE #5 – SANTA ANA PARKING ENFORCEMENT	
Client's Name	Santa Ana Police Department (SAPD)
Name of Contact & Title	Yolanda Bautista, Supervisor – Field Operations/Traffic Division
Contact Information	Tel 714.245.8225 – Email ybautista@santa-ana.org
Period of Performance	07/01/2018 – 06/30/2023
Total Contract Value	\$3.5M
Scope of Services	Citywide parking enforcement service including all MCs and C.V.Cs (Street sweeping, parking meters, RPP, 24/7 operation with commercial street sweeping covered during graveyard).
Key Facts	Transitioned this complex contract in less than 30 days with no service interruptions. Screened, trained and onboarded incumbent staff and implemented all new processes during the transition and met all critical deadlines set forth by Santa Ana PD. Currently working with SAPD to introduce LPR and an ambassador program for downtown core. Continuously provide assistance for special assignments and have provided additional staff under the guidance of SAPD parking supervisor.

**REFERENCE #6 – SAN MATEO PARKING ENFORCEMENT**

Client's Name	Santa Mateo Police Department (SMPD)
Name of Contact & Title	Glen Teixeira, Sergeant, Traffic Division
Contact Information	Tel 650-522-7745 – Email teixeira@cityofsanmateo.org
Period of Performance	12/01/2019 – 12/31/2025
Total Contract Value	\$7.5M
Scope of Services	Citywide parking enforcement service including all MCs and C.V. Cs (Street sweeping, parking meters, RPP, on-street, off-street, City lots & garages).
Key Facts	First time outsourced program. Dramatic improvement in parking compliance citywide and significant increase in citation issuance within 1 st year of program implementation by LAZ. Currently working with the City to improve LPR use for both enforcement and occupancy data collection. Provide traffic control services year-round and assist SMPD with special assignments and have provided additional staff under the guidance of SMPD parking supervisor.

Section 4. TEAM EXPERIENCE AND STATEMENT OF QUALIFICATIONS

We have carefully selected our project team leaders and key personnel while considering our objectives to exceed the desired requirements for each position to deliver on City's service level requirements, mitigate risk, and meet overall project objectives. Our proposed management team include subject matter experts currently providing responsive and efficient support to comparable parking enforcement programs within CA.



Phillip Ballin, *Proposed Project Manager*

Phil has been involved in the management and administration of complex parking enforcement programs since 2014. He currently manages our San Mateo parking enforcement contract and is being proposed as the shared Project Manager for San Bruno because of his extensive work within municipal parking enforcement operations. Phil brings over 14 years of parking industry experience, spending the past 8 years managing parking enforcement operations in the Bay Area. During this time, he has spearheaded various technology implementations while maintaining client satisfaction at some of the most notable high performing parking enforcement programs.



Robert Maroney, Vice President, Government Services

Rob Maroney joined LAZ Parking in 2015 as the Vice President of Government Services. Rob is responsible for overseeing and supporting our rapidly expanding Government Services market, which includes municipal agencies and public private partnerships. With over 20 years of experience, Rob brings extensive experience in government operations, management, and consulting. He started his career in municipal government, and during his 12+ year career with Norfolk, VA, he served as the Director of Parking. Rob was also the Director of Parking and Transportation for Virginia Commonwealth University, overseeing the university's parking, transportation, and fleet management programs. He currently serves on the Board of Directors for the Parking Association of the Virginias and is an active member of several national and regional parking associations. Rob holds a Government and Fine Arts degree from the College of William & Mary and is a Certified Administrator of Public Parking (CAPP).



Muhammad Mansoor, VP, On-Street & Enforcement

A familiar name in the parking industry, Muhammad Mansoor serves as the subject matter expert for LAZ Parking's Government Services. Muhammad ensures high-quality service delivery across our government parking contracts and has direct responsibility over the decisions for all on street parking contracts throughout the U.S. He is an active member of IPMI, NPA and various regional parking organizations. He is also a Six Sigma

Yellow Belt recipient. During his 20-year parking career, Muhammad has led the implementation of cutting-edge technology and helped cities develop the state of design tools and redefine transportation practices to transform urban spaces into urban places and stands by as a subject matter expert ready and willing to assist in this contract. He attended California State University, Long Beach and the Said Business School, University of Oxford.



Peter Cho, Operations & Transition Manager, Government Services

Peter Cho joined LAZ Parking as part of the acquisition of Serco Parking Services in 2021 as the Senior Operations Manager. In this role, Peter provides operational support to all legacy Serco parking programs and ensures consistency and operational compliance throughout LAZ Parking's Government Services programs. A proven leader with over twenty-five years in the Parking Industry. His experience includes working and

transitioning complex municipal and commercial parking programs. As a subject matter expert in Municipal On and Off-Street Parking Operations, Peter is familiar with the latest technology and supports our new and existing operations. His solutions driven approach has helped improve and sustain some of our most complex operations including the City of West Hollywood, CA, City of Inglewood, CA, City of San Francisco/SFMTA, City of San Mateo, CA, City of Santa Ana, CA, City of Chicago, IL and Montgomery County, VA.



Cindy Hefner, General Manager-Bay Area

Cindy Hefner joined LAZ Parking in 2014 as Director of Operations, bringing over 17 years of experience in the parking industry to her operations. She is an accomplished operation executive with hands-on experience in successfully growing sales and revenues, improving customer service, and aggressively controlling expenses in competitive market environments. Cindy has a strong track record in identifying, developing, and executing productivity and system improvements. She offers a wide range of expertise in all areas of

parking, including managed garages, automation operations, hotel, valet, and self-park. Cindy has built a reputation well respected by our clients for excellence in seamless transitions, operational efficiency, implementation of new technology and equipment to maximize revenue. She graduated from Texas Wesleyan University and will be responsible for developing, supporting, and implementing the operations as well as client communication on a day-to-day basis. In addition, she will utilize her ability to implement effective team building skills. Cindy will work directly with the Project Manager to support the transition and ongoing parking operations for the City of San Bruno.

Section 5. PROPOSED PRICING STRUCTURE

5.1 COST FACTORS AND PRICING STRATEGY

The premium services we offer our customers come at a price that represents a maximum value to your business. This is especially true when you consider other service alternatives, low-cost providers that act more as a staffing agency, rather than a strategic partner. Our pricing solution offers best-in-class service with performance monitoring tools, subject matter expertise, long-term solutions, and scalability for future phases of the program. To serve you better, LAZ maintains industry-competitive pricing for all its parking enforcement services contracts. Our pricing considers several factors such as frequency of patrols and amount of detail required; and beat designs are crafted based on enforcement needs. Our pricing is based on a staffing plan that will best serve your enforcement needs in the beginning phase of this program and the service priorities required at your specific project. We can scale up as required as violation trends and heavy enforcement areas are identified, and violation capture rate and a baseline for citation issuance is determined during the first year of operation.

To allow you maximum flexibility of selecting a price that is the best fit for the City, we are proposing four pricing scenarios;

- Scenario 1 – Parking Enforcement Services – Time & Material (T&M)
- Scenario 2 – Parking Meters – Citywide parking meter deployment
- Scenario 3 – Mobile Automated License Plate Recognition (ALPR)
- Scenario 4 – Parking Enforcement Office – within City limit

5.2 HOURLY LABOR RATES

Our proposed Time & Material (T&M) rates are fully burdened hourly labor rates. Man-hour billable rates are inclusive of direct labor, payroll taxes, workers comp and fringe. Staffing hours are based on 1920 productive hours for 4 Parking Enforcement Representatives (PERs) and 10% allocation of Project Manager hours. Regional Manager oversight will be provided to the City at no additional cost. Proposed rates for “Optional Services” will be the same as PER rate(s).

5.3 OTHER DIRECT CHARGES (ODCs)

All operating expenses in support of this program are including in the hourly man hour rate as well and include the following expenses:


- Electronic Handhelds/Ticket Writers plus Bluetooth printers
- Citation paper stock and envelopes
- Vehicle Expenses – Lease, fuel, insurance, preventative maintenance
- Telephone & Computer Usage – Voice and data plan
- Office and Safety Supplies
- Recruiting expenses – Drug Screens and Background Checks

5.4 STARTUP COSTS

A onetime startup cost is estimated based on our recent experience transitioning comparable programs. These costs include:

- Vehicle branding/wrapping/lightbars
- Startup training
- Implementation travel costs

5.5 COST SUMMARY

Cost Summary						
					Estimated Monthly Payment	
					Term	
					36 months	60 months
Parking Enforcement					\$26,246.81	\$26,246.81
Parking Meters					\$8,720.01	\$5,232.01
		Term				
		36 months	60 months			
CAPEX		\$293,383.60	\$293,383.60			
Financing		7%	7%			
Total Cost		\$313,920.45	\$313,920.45			
Estimated Monthly Payment		\$8,720.01	\$5,232.01			
Mobile ALPR					\$5,341.23	\$3,204.74
		Term				
		36 months	60 months			
CAPEX		\$179,705.00	\$179,705.00			
Financing		7%	7%			
Total Cost		\$192,284.35	\$192,284.35			
Estimated Monthly Payment		\$5,341.23	\$3,204.74			
Office Lease					\$2,750.00	\$2,750.00
Estimated Monthly Payments					\$43,058.06	\$37,433.56
Estimated Annual Cost					\$516,696.69	\$449,202.72

5.6 PARKING ENFORCEMENT SERVICES

San Bruno Parking Enforcement Services

	Annual Cost	Estimated Annual Hours	Billing Rate	Number of FTEs	Status	Annual Productive Hours
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Parking Enforcement

Parking Enforcement Officers	\$ 328,733.44	8,512	\$ 38.62	4	Full Time	8,512
Project Manager	\$ 18,360.16	208	\$ 88.27	1	Shared	208
Regional Manager	\$ -	2,080	\$ -	1	Shared	2080
Total Annual Cost	\$ 347,093.60	10,800				10800

Enforcement Coverage

Route 1	El Camino Real; Lot 1; Lot 2 (2 hour); Angus Ave; Sylvan Ave; Easton Ave; Lot 8; Kains Ave; Library Lot; Jenevein Ave; San Mateo Ave; Hensley Ave; San Bruno Ave; Green Ave; Easton Ave; Lot 2 (5 hour); Lot 3; Lot 4; Lot 5; Lot 7; Lot 6
Route 2	El Camino Real; Lot 1; Lot 2 (2 hour and 5 hour); Lot 3; Lot 4; Lot 5; Lot 7; Angus Ave; Sylvan Ave; Lot 6; San Bruno Ave; Easton Ave; Lot 8; Kains Ave; Library Lot; Jenevein Ave; San Mateo Ave; Hensley Ave; Green Ave; Easton Ave
Street Sweeping Enforcement	1st & 3rd Mon: 0900-1100 hours, 1100-1300 hours
	1st & 3rd Tue: 0600-0700 hours, 0900-1100 hours, 1100-1300 hours
	1st & 3rd Wed: 0500-1330 hours
	1st & 3rd Thur: 0500-1330 hours
	1st & 3rd Fri: 0900-1100 hours (Shelter Creek Ln, just one street)

Operating Expenses

General and Administrative	
Wages and salaries	Included in T&M Rates
Vehicle Lease	Included in T&M Rates
Fuel	Included in T&M Rates
Insurance (Auto_Liability_WC)	Included in T&M Rates
Uniforms & Cleaning Service	Included in T&M Rates
TurboData TicketPro Handhelds	Included in T&M Rates
TurboData Paper Stock	Included in T&M Rates
HR (hiring_onboarding_training)	Included in T&M Rates
	Included in T&M Rates

5.7 LICENSE PLATE RECOGNITION (LPR) TECHNOLOGY

Mobile ALPR Cost Comparison						
		Genetec			Vigilant	
		Authorized Dealer	Route 1		Authorized Dealer	TurboData
Hardware, Shipping, Installation		\$125,280.00			\$102,680.00	
Startup, Commissioning, Travel, Training					\$7,525.00	
Cellular Testing					\$2,000.00	
System Software Support, 4G MiFi (annual)		\$7,876.00			\$13,500.00	
Warranty						
Total Annual Cost		\$133,156.00			\$125,705.00	
Total 5 year Cost		\$164,660.00		\$179,705.00		
Extended Warranty Year 1 - 5		\$53,991.80		Included in above price		

5.8 PARKING METERS

Per City's request, we evaluated multiple parking meter technology options and found MacKay Meters to be the ideal solution for San Bruno.

J.J. MacKay Canada Limited (MacKay Meters) is a recognized world leader in the parking control business. MacKay manufactures both single space and multi space equipment along with supporting accessories and software. Mackay was recently awarded a 5-year agreement by the City of San Francisco and San Francisco Municipal Transportation Agency (SFMTA) to upgrade the entire San Francisco meter system. Beginning early next year, SFMTA will be replacing more than 18,000 parking meters throughout San Francisco. The parking meter hardware upgrade is taking place under a \$70 million contract. This recent contract award provides a unique opportunity for Mackay Meters to offer meter technology and infrastructure improvements to other bay area cities at a highly competitive price as they can utilize their management and technical resources from San Francisco.

Mackay offers industry leading meter technology for an enhanced user experience by providing a wider and brighter screen, accepting contactless payment, and allowing customers to receive a parking receipt via text message.

Cost proposal for converting San Bruno's non-metered spaces to metered spaces require accurate curb mapping. The cost proposal being submitted here is based on an initial study and may require adjustments after further discussion with City staff including public works and traffic engineering. When 'walking' San Mateo Avenue, we counted 138 spaces (we may have missed a few, or double counted a few but have used 138 for this pricing exercise). There are some significant savings to be had by deploying a system that utilizes primarily a Dual Space mkBeacon with some Single Space mkBeacon meters. The thought would be that a Single Space mkBeacon would be used at the end of an area which has an odd number of spaces.



Based on our site visit and our initial assessment, we found the following to be the best option:

- Single and Dual mkBeacons – pricing for 18 single space meters, 60 dual space meters, vault housings and meter poles (with mounting hardware) + 1 year of monthly fees. With the way the street is set up, there are many spots that are conducive to utilizing a Dual space mkBeacon.
- Tangos – pricing for 25 Tango pay stations + 1 year of monthly fees. Using 25 pay stations seemed like a good place to start. Whether you end up with 23 or 27 after a final analysis is done, using 25 is safe.

Things that are not considered in this pricing exercise:

- Extended warranty, Installation, Commissioning and Shipping
- Collection equipment and Paper costs (for Tango pay stations)
- Any decorative pole equipment (for mkBeacons meters)

5.9 RETURN ON INVESTMENT (ROI) ANALYSIS

[illegible]