CITY OF MINOT – REQUEST FOR PROPOSALS
MOT AIRPORT PARKING FACILITIES
Minot, ND
April 21, 2021
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A. COVER LETTER

City Clerk
City of Minot
515 2nd Ave. SW
Minot, ND 58702

Re: THE PARKING FACILITIES MANAGEMENT AGREEMENT - MINOT INTERNATIONAL AIRPORT

Attn: City Clerk

The undersigned, as an authorized representative of LAZ Parking Midwest, LLC submits the attached proposal for the management and operation of an airport parking operation at the Minot International Airport. The proposer acknowledges receipt of the following Addenda: #1, #2, and all attachments.

Based upon the terms, provisions and conditions of the Request for Proposal (RFP) document, the undersigned acknowledges that it has reviewed the information presented and is familiar with the parking facilities at the Minot International Airport (MOT).

The undersigned acknowledges and accepts that if selected to operate and manage the parking facilities at MOT and perform the services in accordance with the terms and conditions contained in this proposal and made part of the Agreement. Proposer also acknowledges that payment will be made on a timely basis to the City as called for in the Agreement.

Should the undersigned become the successful proposer of the Airport Parking Management Services Agreement, the undersigned will execute an Agreement, and deliver it to the Airport Director within ten (10) business days after receipt of the Agreement for execution as well as the required Performance Guarantee.

In addition, the undersigned acknowledges the requirement to bond all staff and contractors associated with the contract against theft and fraud as called for in this RFP.

Authorized Signature

CHRIS J HOWLEY, VICE PRESIDENT
Printed Name
A.1 Executive Summary

On behalf of the entire LAZ Parking organization, we are pleased to submit the enclosed response to the City of Minot RFP for Airport Parking Facilities Management Agreement. LAZ Parking is committed to exceeding the expectations as outlined in the RFP and is uniquely suited to provide world-class parking operations. We are excited about the opportunity of working with the airport staff, City of Minot and building a partnership with the Minot community.

We at LAZ Parking are aligned with the City and Airport Goals to:

A) Generate the maximum annual net operating revenue through the efficient use of staff and technology while providing premium customer response and service.
B) Ensure the most efficient management, staffing, use of technology to minimize staffing, reliability of equipment, and procedures are utilized in the daily operations of the premises.
C) Provide a first-class level of customer service that will further the efforts of the Airport in maintaining and attracting airport parking customers.
D) Assist in the replacement of equipment and repairs to the current systems to improve the customer’s experience and achieve maximum efficiency through use of technology versus labor.
E) Manage all non-revenue transactions and allow only those authorized by the Airport Director, or designee, and account for all transactions to prevent loss of revenue.

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

Experience & Qualifications: LAZ is one of the largest parking companies in the US and is currently the parking partner at more than 3,000 facilities, with 6,000+ dedicated employees, manage in excess of 1,200,000 parking spaces and $1.4 Billion+ in parking receipts in 32 states and 438 cities.

LAZ Parking is also one of the nation’s premier operators specializing in parking services for Airports, Municipalities, and Government Agencies. This affords us a nuanced understanding of the balance that municipal and airport clients must achieve between public accountability and service to the community. Our experience working with complex Airport Parking operations across the country include many domestic Airports and several Canadian Airports. Some of our domestic airport clients are ASE, TUL, AVL, LAX, OAK, SMF, PVD, GSP, MLI, GTR, YUL, MVR, CBX, and SNA. Section D of this proposal has more information on our current airport operations.

Our executives are familiar with the Minot Airport, attended (in person) the mandatory pre-proposal meeting and have crafted a unique solution to increase revenue, accountability and customer service while reducing on-site staffing through the use of technology.

ACDBE: LAZ Parking works with several ACDBE certified firms and vendors throughout the country at our airport operations. We would be happy to work with the City and Airport to identify and incorporate participation of these firms and vendors into the operation.
In Our Proposal: We have outlined in Section B of this proposal our methods and concepts of a more efficient and accountable operation through the use of improved technology. We have proposed eliminating all cashiers from the operation. We are proposing a full time Manager and an Assistant Manager who will be free to handle any issues that may arise but focus on accountability, efficiency, cleanliness and customer and client service. We intend on using our Customer Care Center (CCC – remote call center) to provide 24/7/365 coverage of the operation. Any patron may reach either our management or the Customer Care Center by simply pushing a button on any one of the entries, exits and/or POFs locations to receive immediate assistance with any issues they may have. The system we are proposing allows us to remote vend the equipment and provide information and service as necessary. The system we are proposing also is the latest technology and will provide better accountability for not only the rental car ready return housed within the short-term lot but also monthly card patrons, airport management and personnel as well as anyone else management approves. It provides for a simple validation process, reservations and pre-payment options through a variety of payment options. For additional Rental Car accountability, we are suggesting the Airport add signage to the terminal roadway to direct all rental car users to use the very last short term lot entrance after passing the terminal. We believe our plan and proposed equipment will address and correct many of the current issues facing the operation.

Power BI Analytics: LAZ Parking has created an internal Business Intelligence platform built on the Microsoft Power BI platform. This customizable solution creates dashboards to provide actionable and insightful data visualizations on your parking business including customized reporting, call center statistics, rate band/structure changes, traffic patterns, and parker distribution. LAZ BI shares a clear operating picture with our clients to easily identify trends and assist with decision making.

Equipment: We have proposed replacement of the current, antiquated Amano system with FLASH parking system. The system we are proposing will help integrate all equipment, provide additional payment options, seamless integration with the CCC, LAZ BI as well as FLASH Vision state of the art technology that will allow card access, license plate recognition at entry and exit as well as superior accountability of the rental car facet of this operation. The additional equipment information and pricing are contained in Section B as well as Appendix A and B of our proposal.

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

Sincerely,

CHRIS J HOWLEY
Vice President Business Development
Email: chowley@LazParking.com
Cell: 401.443.0585
March 24, 2021

City of Minot
City Clerk
515 2nd Avenue SW
Minot, ND 58702

RE: Bondability Letter for LAZ Parking Midwest, LLC
PROJECT: RFP for Airport Parking Facilities Management Services Agreement for the Minot International Airport

Dear Mr. Mishkin:

Tokio Marine HCC - Surety Group is a leading provider of surety bonds: comprised of American Contractors Indemnity Company, U.S. Specialty Insurance Company and United States Surety Company. Our underwriting companies are rated AA- (Very Strong) by Standard & Poor's and A+ (Superior) by AM. Best Company.

Tokio Marine HCC is a leading specialty insurance group underwriting more than 100 classes of specialty insurance in approximately 180 countries. Headquartered in Houston, Texas, the company is made up of highly entrepreneurial teams equipped to underwrite special situations, companies and individuals. Tokio Marine HCC is part of Tokio Marine, a premier global company with a market cap of approximately $30 billion.

LAZ Parking is a surety client of Tokio Marine HCC - Surety Group. We understand that you are considering them for future projects. Although we have not set a maximum single bond limit, we will consider the company for payment and performance bonds of $10,000,000 single limit within a $25,000,000 aggregate program. We have reviewed the RFP for the Airport Parking Facilities Management Services Agreement for the Minot International Airport and in the event of award to our client are prepared to issue a performance bond in a form consistent with your requirement in the amount of 100% of the amount of LAZ Parking’s proposed price for service.

The information contained herein is furnished as a matter of courtesy for your confidential use and is merely an expression of opinion as of the date of this letter. If you have any questions please do not hesitate to contact me at 660-269-2150.

Best Regards,

Jessica L. Piccirillo
Attorney-in-Fact

A member of the Tokio Marine HCC group of companies
POWER OF ATTORNEY
AMERICAN CONTRACTORS INDEMNITY COMPANY  TEXAS BONDING COMPANY
UNITED STATES SURETY COMPANY  U.S. SPECIALTY INSURANCE COMPANY

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

S. E. Susanin

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

Surety Bond Number: 123456789
Surety Letter: LAZ Parking Midwest, LLC
Amount of Bond: See Bond Form
Principal: LAZ Parking Midwest, LLC
Obligee: City of Minot, ND

This Power of Attorney shall expire without further action on April 23rd, 2022. This Power of Attorney is granted under and by authority of the following resolutions adopted by the Boards of Directors of the Companies:

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

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

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

IN WITNESS WHEREOF, The Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 23rd day of September, 2019.

Daniel P. Aguilar, Vice President

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

State of California
County of Los Angeles

[Signature]
By:

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

On this 23rd day of September, 2019, before me, Sonia C. Camacho, a notary public, personally appeared Dan P. Aguilar, Vice President of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and that by his signature on the instrument is the person, or the entity upon behalf of which the person acted, executed the instrument.

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

WITNESS my hand and official seal.

signature

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

In Witness Whereof, I have hereunto set my hand and affixed the seals of said Companies at Los Angeles, California this 14th day of April, 2021.

[Signature]
Kio Lo, Assistant Secretary
CITY OF MINOT – RFP MOT AIRPORT PARKING FACILITIES

BID BOND

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

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

(hereinafter called Surety), as Surety, are held and firmly bound unto City of Minot

(hereinafter called Obligee) in the penal sum of

Five Thousand and 00/100 Dollars ($5,000.00)

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

THE CONDITION OF THIS OBLIGATION IS SUCH, That, whereas the Principal has submitted or is about to submit a proposal to the Obligee on a contract for RFP Airport Parking Facilities Management Services Agreement for the Minot International Airport

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

SIGNED, SEALED AND DATED THIS 14th DAY OF April, 2021

LAZ Parking Midwest, LLC

By: ________________________________

U.S. Specialty Insurance Company

By: ________________________________

Principals

Attorney-in-Fact
CITY OF MINOT – RFP MOT AIRPORT PARKING FACILITIES

POWER OF ATTORNEY

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

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

Jessica L. Piccirillo

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

Surety Bond Number: Bid Bond Amount of Bond: See Bond Form
Principal: LAZ Parking California, LLC
Opinee: City of Minot, ND

This Power of Attorney shall expire without further action on April 23rd, 2022. This Power of Attorney is granted under and by authority of the following resolutions adopted by the Boards of Directors of the Companies:

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

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

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereeto affixed, this 23rd day of September, 2019.

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

State of California

County of Los Angeles

By:

Daniel P. Aguilar, Vice President

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

On this 23rd day of September, 2019, before me, Sonia C. Carrejo, a Notary Public, personally appeared Dan P. Aguilar, Vice President of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the above instrument and acknowledged to me that he executed the same in his authorized capacity, and that by his signature on the instrument the person, or the entity upon behalf of which the person acted, executed the instrument.

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

WITNESS my hand and official seal.

Signature

(Seal)

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

In Witness Whereof, I have hereunto set my hand and affixed the seals of said Companies at Los Angeles, California this 14th day of April, 2021.

Corporate Seals

Kuo Lo, Assistant Secretary
B. IMPLEMENTATION PLAN

We have studied the MOT Parking Facilities and surrounding areas, visited the site, and identified, what we believe to be the most efficient method of operation providing for increased accountability which in turn will produce greater revenue capture. This can all be done while improving customer and client satisfaction within the facility by providing 24/7/365 coverage of the operation. Our plan will allow the Airport and City to maximize its return on this very important asset for the Airport.

This is all accomplished through the use of technology and management oversight. We have proposed eliminating all cashiers and staffing the operation with a full time Manager and Assistant Manager who will be free to handle any issues that may arise but focus on accountability, efficiency, cleanliness and customer and client service. We intend on using our Customer Care Center (CCC – remote call center) to provide 24/7/365 coverage of the operation. Any patron may reach either our on-site management or the Customer Care Center by simply pushing a button on any one of the entries, exits and/or POFs locations to receive immediate assistance with any issues they may have. We can work with the existing Amano system, but it is antiquated and cannot provide the level of accountability a new, advanced system can. To reach maximum potential, the FLASH PARCS system we are proposing allows us to remote vend the equipment and provide information and service as necessary. The FLASH PARCS system we are proposing also is the latest technology and will provide better accountability for not only the rental car ready return housed within the Short-Term Lot but also monthly card patrons, airport management and personnel as well as anyone else management approves throughout all the parking facilities. It provides for a simple validation process. The system accepts multiple forms of payment, reservations and pre-payments. Utilizing FLASH Vision, we can easily identify rental car vehicles, Airport authorized vehicles and monthly parkers without needing to pull a ticket. It also creates a constant and immediate license plate inventory of the facility on a real time basis. It will virtually eliminate previous accountability concerns.

For additional Rental Car accountability, in addition to the proposed system, we are suggesting signage be added to the terminal roadway to direct all rental car users to use the vary last short term lot entrance after passing the terminal. This will allow us to segment and better track use, greatly reducing current leakage. We believe our plan and proposed equipment will address and correct many of the current issues facing the operation. This following sections will outline the assets we will provide starting with the expertise of our corporate staff overseeing this project.
B.1 Executive and Regional Support Staff

KEY PERSONNEL

Chris Howley, Vice President Business Development – U.S. Airport Division

Chris has 30 years of experience in parking and more specifically Airport Parking. After graduating from Georgetown University with a Bachelor of Science in Business Administration, he started his career in the hospitality industry with Marriott Corporation. He transitioned to the parking industry where he led and helped to grow a regional South Florida parking firm. Chris then moved to a national parking firm in the early nineties. He held various positions including President of the Hospitality Division, Executive Vice President, Owner and Board Member. In a twenty-five-year career, he led the Airport Division of that firm and grew the company into the largest provider of airport parking and transportation services, managing more than 70 airport operations. Coming out of retirement, Chris joined LAZ Parking in 2019 as a VP of Business Development.

Stuart Vieth, Senior Director – Airport Division

Stuart Vieth’s 30 year operational and administrative career includes 15+ years of parking management at Chicago O’Hare Airport (ORD) where he was responsible for 25,000 public parking spaces, $120 million in parking revenue, a $14 million operating budget and 275 union employees. He also oversaw all ground transportation activities for ORD, which processes over 4 million commercial vehicles per year. He served as LAZ Parking’s General Manager for the largest underground parking garages in the US, Chicago’s 9,128 space Millennium Garages, where he was responsible for $30 million in revenue and a system of 28 entry / exit gates and 48 Pay-on-Foot machines. Stuart’s experience makes him an important part of the LAZ Parking transition team. He will work closely with our local team members to incorporate the best practices from his many years of Airport parking management experience with the inside knowledge of our regional management team.

Tony DiPaolo, Senior Vice President, Midwest – Chicago

Tony currently serves as Senior Vice President for LAZ Parking’s midwestern region and has been with the company since 2005. He has worked for LAZ Parking in the Boston, Washington, D.C., Chicago, Michigan, Denver, and Indiana markets. Since opening the Chicago regional office in 2006, Tony and his team have developed successful parking operations that include two public-private partnerships – the Millennium Garages and Chicago Parking Meters. He manages a team of more than 450 employees and annual parking revenues that exceed $150 million. He has experience driving value at a variety of parking segments, including event management, public-private partnership, due diligence/operations, centralized monitoring, automated self-park, hospital, and hotel and hospitality operations. He has led teams to open new operations in several new markets. Tony has an MBA in sports management from the University of New Haven and a bachelor’s degree in business administration from the Univ. of Northern Colorado.
CITY OF MINOT – RFP MOT AIRPORT PARKING FACILITIES

Brendon Bowen, Regional Vice President – Minnesota

Brendon joined LAZ Parking in 2018 as the Regional Vice President for Minnesota. Brendon is responsible for operations, business development, executive oversight and strategic leadership for the region. Prior to joining the LAZ team, Brendon worked at another national parking company overseeing operations and business development for DC, Maryland and Virginia. He is experienced in managing parking for hotels, universities, special events, commercial, mixed-use facilities amongst other silos. Brendon invests in his staff and consistently identifies ways to maximize efficiency through providing honest feedback and training. His strong analytical and organizational skills coupled with his desire to succeed and attention to detail has added tremendous value to LAZ Parking. Brendon earns client’s trust through honesty and transparency and driving efficient operational success through providing purpose, direction and motivation to staff at all levels. Brendon is a seasoned leader with over 15 years of management and leadership experience and a desire to succeed. He has successfully led people, projects and programs both within the continental US and abroad while serving in the United States Army. Brendon holds a BS in Political Science from American University and a BBA from Campbell University.

Miranda Castellanos, Human Resources Business Partner – CO/MN

Miranda Castellanos is a Human Resources Business Partner with progressive hands-on experience. Resourceful, adaptable, strategic, and organized team player able to provide business partnership and HR guidance to the executive, management and frontline employee level. She joined LAZ Parking in 2014 in the Texas region as an Administrative Assistant. In 2015 she was promoted to Office Manager / Human Resources Assistant. After two years she was promoted to Human Resources Generalist and in 2020 promoted to Human Resources Business Partner for LAZ Parking Midwest overseeing the states of Colorado and Minnesota.

Chris Bland, Regional Controller - Midwest

Chris joined LAZ in 2019, culminating a 15-year career in Parking operations throughout Columbus, OH. In 2016 Chris earned his CAPP certification, (Certified Administrator of Public Parking), respected worldwide as the leading credential in parking services. In addition to overseeing and implementing various policies and procedures, Chris is responsible for coordinating a number of timely monthly review processes including: financial statement evaluation and delivery; incentive fee and rent threshold calculations; property contracts and terms; third party aggregator sales, and several other key functions. Furthermore, Chris is accountable for developing and analyzing annual budgets and quarterly forecasts. With vast experience in operations, accounting and management, Chris embodies a consistency and efficiency resource to the Midwest region. Chris graduated from The Ohio State University with a bachelor’s degree in Interactive Communication Processes with a minor in Psychology. Area of Expertise: Financial Management in Parking and Transportation.
CITY OF MINOT – RFP MOT AIRPORT PARKING FACILITIES

David Kilfoyle, Vice President of Operational Audit – Corporate Office

Dave joined LAZ Parking in 2017 as Vice President of Operational Excellence and Audit, bringing with him extensive knowledge and experience operating parking locations of all types and sizes. His expertise has led to innovations that have taken the LAZ Audit Program to the next level. Under Dave’s leadership, the new Audit Program has evolved into a powerful, web-based, comprehensive audit process that uses numerically rated audit templates to quantify results and to influence operations teams to be pro-active in the implementation of revenue controls. Prior to joining LAZ, Dave spent 34 years in operations at SP Plus Parking, where he was responsible for operations across the western United States.

Tony Mele, Vice President Information Technology – Corporate Office

Tony Mele joined LAZ Parking in 2011 and oversees all of the company’s technology functions. He is responsible for the information technology infrastructure and software operations, IT audit and compliance, the Customer Care Center, and the PCI-DSS credit card security program. He brings 16 years of technology experience to the company. Tony started his technology career in North Carolina after serving in the U.S. Marine Corps and as a state law enforcement officer. He has worked in a variety of areas in the tech industry, supporting mid to large size businesses throughout the state of Connecticut. Tony earned his degree in Computer Technology (Electronics and Networking Technology) from ECPI College of Technology in Raleigh, NC. Area of Expertise: Information Technology. Time Dedicated to this project will be on an as needed basis.

B.2 Staffing Plan

Proposed Staffing Schedule

Moving to a fully automated system in an airport environment requires specific expertise. LAZ Parking has this expertise and the technical knowledge to make it happen simply and seamlessly. This allows for greater efficiency in the operation and greater financial return.

Through the use of our Customer Care Center (CCC), which is a 24/7/365 call center, for all patrons using the facility. This eliminates the need for cashiers and allows LAZ Parking to utilize more professionally trained managers and assistant managers to run the operation. As illustrated in the schedule below, we have scheduled either a manager or assistant manager a minimum of eight hours per day. Busier days we provide for 16 hours of coverage. This schedule will be adjusted as the business dictates.

We have included a sample staffing schedule below. We used this schedule in our budgeting and financial assessment of this opportunity all based upon information provided in the RFP, addendum, and through due diligence and research of MOT and its flight schedules, as well as our understanding of the capabilities of the existing PARCS and potential new revenue control system we have proposed in this proposal.
B.3 Job Descriptions

The Manager and Assistant Manager will be hired and trained specifically for the new method of operation. They will receive extensive LAZ, customer service and PARCS system initial training as well as ongoing training through LAZ University. The Manager and Assistant Manager will be hire and retained upon consultation with Airport staff.

Manager

- Understand, implement, and deliver all requirements that are outlined within the contractual agreement between LAZ Parking, the Airport and City.
- Daily, Weekly, Monthly, and Annual reports as required.
- Ensuring that increased revenue, operational efficiency, expenses, accountability and customer satisfaction is maximized by maintaining the highest level of service thresholds.
- Responsible for payroll processing and working with LAZ home office Human Resources Manager to ensure proper compliance.
- Responsible for financial management of assigned location ensuring adherence to budget and revenue enhancements as it relates to staffing, scheduling and operational expenses.
- Responsible for developing client relationships and business retention.
- Managing, planning, scheduling, training, and directing the activities of Assistant Manager, Vendors, and Contractors.

Payroll Detail

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o Coordinate and manage all third-party vendors such as maintenance firms and parking revenue control equipment firms providing service at parking facilities.

o Serve as a liaison to parking patrons and various stakeholder groups who are impacted by the operations of the facility (and vice versa).

o Assist the Airport in implementing and completing other projects, programs, and initiatives.

o Responsible for financial reporting on a daily basis.

o Manage parking agreement.

o Provide exceptional customer service for any patrons requesting assistance.

o Meet regularly with Airport Management to coordinate efforts.

o Overall cleanliness and maintenance of the parking facilities at MOT.

o Additional duties as assigned.

**Assistant Manager**

o Assist with the management and oversight of assigned location as directed by the Manager.

o Daily, Weekly, Monthly, and Annual financial and operational reports as required.

o Ensuring that increased revenue, managed expenses, and customer satisfaction is maximized by maintaining the highest level of service thresholds and initiatives that are aligned with the expectations of our various clients.

o Performing, consolidating and delivering required license plate inventory reports to the Airport once reviewed and approved by Manager.

o Implement and complete other projects, programs, and initiatives that may arise from the operation of assigned location.

o Communicate with local police department and emergency management teams regarding operations.

o Assist with the monitoring, review, and analysis of the market rate structures.

o Provide exceptional customer service for any patrons requesting assistance.

o Overall cleanliness and maintenance of the parking facilities at MOT.

o Additional duties as assigned by Manager.

**LAZ Benefit Programs**

LAZ Parking believes that providing quality benefit packages at a reasonable cost is important to overall employee engagement and because it is the right thing to do.

LAZ Parking offers (salaried and non-union employees only):

- Health Care Benefits – Three packages to choose from, Blue Cross Blue Shield
- Dental Insurance – Two packages to choose from (Guardian PPO and Aetna DMO)
- Vision Reimbursement – Anthem BlueView and LAZ Home Office
- Life Insurance – Anthem
- Short/Long-Term Disability – Anthem
- Employee Assistance Program – Anthem
- Flexible Spending and Dependent Care Accounts – PayFlex FSA
- 401(k) – DWS Retirement program and Morgan Stanley Financial Advisor
CITY OF MINOT – RFP MOT AIRPORT PARKING FACILITIES

- Vacation Time through PTO Program
- Incentive and Bonus Programs
- LAZ Wellness Program

Benefit Programs are conveniently managed online through an employee portal.

**B.4 Budget**

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**Operating Expenses**

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LAZ Customer Care Center

In order to further elevate service levels and to help monitor or answer calls from the airport lot(s), we’ve proposed implementing 24/7/365 Remote Monitoring Services from our state-of-the-art Customer Care Center.

Whether anyone is onsite or at the airport will no longer matter, as the PARCS system can be retrofitted with intercoms that connect directly to a LAZ Customer Service Agent.

We can integrate with the current Amano Parcs system, but full integration capabilities are achievable with the proposed Flash PARCS equipment. The Customer Service Agent will be able to hear the parker, to assist and troubleshoot almost any issue, in real time, remotely, including transaction assistance, receipt retrieval, opening/closing a gate, or looking up specific account information.

As one of the nation’s largest providers of off-site parking customer care service LAZ Parking is well experienced in providing Customer Care Staffing and Services for our clients and their parking patrons. LAZ currently provides customer care services for over 400 locations nationally servicing more than 10,000 calls a week and providing support for municipal, airport, mass transit, commercial and residential clients.

**24/7/365 MONITORING:** Gates stay down, the facility stays open, and revenue is collected around the clock, resulting in improved returns on your parking technology investments.

**INCREASED REVENUE:** Stronger revenue control programs reduce ticket loss, eliminate “silent partners” and provide the ability to close transactions day or night.

**REDUCED OPERATING EXPENSES:** Automating your facilities allows for more strategic staffing models, reducing or eliminating payroll costs.

**FAST AND FRIENDLY SERVICE:** Our Parking Operations Control Center Staff are consistent, professional and always available to provide courteous issue resolution.

**IMPROVED CUSTOMER SERVICE:** LAZ Parking’s off-site support lets you transform any on-site staff functions into customer service roles, like roving ambassadors.
The LAZ Customer Care Center is a 24/7/365, centralized customer service solution that provides real-time support, management and automation tools.

CUSTOMER CARE CENTER

Enhance the customer experience with *round-the-clock* customer care.
Get the **best of both worlds** – reduced operating expenses and our exemplary customer service.
B.6 Staff Recruitment and Training

HIRING & TRAINING

At LAZ Parking we realize we are only as good as our people. Therefore, we are very particular about who we select to join the LAZ Parking Team. We have developed specific steps to attract and maintain quality people. We utilize several techniques to seek out and attract employees, which included some of the following: employee referrals, local colleges, job fairs, businesses, local churches, advertising, senior citizen groups and local employment.

The following policies will be administered to ensure that the airport will be of only the highest caliber. A summary of our intensive hiring process is explained in detail below:

Preliminary Pre-Interview Screening
At the front-end of the process, LAZ Parking conducts telephone interviewing by trained Human Resources professionals to pre-screen 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 thoroughly check employment and personal references.

Background Checks
All candidates for employment, prior to receiving an employment offer, must successfully pass a criminal background check. Depending on the preference of our client at any given location, candidates may also have to pass a pre-employment drug test.

Criminal Background Checks
LAZ Parking utilizes the services of ADP Screening and Selection Services, to perform background checks (including criminal record searches) and SambaSafety, Inc. to perform 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.
Pre-employment Drug Tests
Pre-employment drug testing is required of all manager candidates for employment. We administer drug screening tests at all locations per client requests.

Screening Reduces Turnover and Improves Customer Relations
Our hiring and pre-screening process helps us identify and retain qualified employees for the long-term, which, reduces turnover costs and gives our clients and parking customers the opportunity to establish the personal relationships and trust for a successful and profitable parking operation.

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

At the start of employment, each employee is on probation for a period of 90 days, during which time the employee's performance, attendance, job skills, and attitude is carefully evaluated. If at any time during the probation period, the new employee fails to meet the requirements specified for the job, the employee may be terminated or offered another assignment. Employees must have self-confidence and a high level of self-esteem, must have good social skills, and must present a good personal appearance. Because LAZ believes that first impressions are lasting impressions, and because LAZ understands that people make the key difference in the service sector, LAZ has developed a four-part training program in which all employees participate.

Employee Training Program Outline
Once an employee has been selected to work at LAZ Parking, they enroll in LAZ University. This includes both new hires and any existing staff that we assume from previous operators. LAZ University promotes Learning & Development throughout the organization. LAZ University is a best-in-class program where employees learn everything from orientation and the basics of parking to advanced subjects about professional development that will help them grow as leaders in their current role or any future career path they may follow.

More than any other parking management firm, LAZ Parking provides the highest level of customer service available in the industry. We believe the way your patrons are treated in the parking facilities is of paramount importance to the overall impression of the parking facility.
LAZ understands that our employees represent the facilities and facility owners and they must project professionalism and friendly, courteous service. Customer service and satisfaction are integral to the service we provide our clients’ customers. As a result, LAZ has invested in extensive training programs, including a Talent Development Manager, and a corporate Vice President of Human Resources and Training, Eric Daigle. We have developed customer service training programs for all LAZ employees that is unique to our industry continuing to use innovative platforms through LAZ University.

LAZ University

LAZ University is a best-in-class program where employees learn everything from orientation and the basics of parking to advanced subjects about professional development that will help them grow as leaders in their current role or any future career path they may follow. Four core competencies sit at the center of the strategy, narrowing the focus for hiring, developing and retaining talent in such a way that our result is a consistent, extraordinary service experience for our clients and customers (what we call the “LAZ Way”).

Our curriculum is designed with the 21st century-learner in mind, built by a “just-in-time” model (similar to YouTube) so that employees have access to brief video and interactive learning at their fingertips. Our philosophy is that learning happens as an experience over time, not as a one-time event, so courses and classes within LAZ University are aligned to on-the-job coaching activities that include real-time immediate feedback. Employees are annually evaluated through a process called “RAP” (Review, Analyze & Plan) during which they set goals that support our mission to “create opportunities for our employees and value for our clients.”

The Four Academies of LAZ U

LAZ University spans across four “Academies”. The four academies are represented by the four columns of LAZ University as shown in the graphic to the right and in the LAZ U logo.

Academy 1 – Parkology

The Parkology Academy is all about the parking business and several of the courses of Parkology are required of all LAZ staff before they begin work. Parkology begins with the fundamentals of LAZ, and then provides job-specific training for the various front-line positions.

All new LAZ team members are given a comprehensive classroom-based orientation program. This includes reviewing the company’s policies and procedures, confirming company and employee expectations, and reviewing the employee benefits program. All of our employees receive the LAZ Ultimate Hospitality Employee Handbook during Orientation. In addition, employees are presented with information concerning their specific responsibilities pertaining to the position for which they are being hired. They will also be given a thorough understanding of the specifics related to the parking operations, and the Owner’s expectations.
Academy 2 – Leadership and Management
The Leadership and Management Academy curriculum helps shape already exceptional LAZ/Ultimate people into LAZ/Ultimate leaders. Courses, eLearning Lessons and Self-Directed Activities are aimed at developing skills needed to become an efficient and effective manager of employees and operations.

Integrated into this Academy is “7 Habits for Managers” program, which is based on the work of Dr. Steven R. Covey. This program is an intensive, application-oriented learning experience that focuses on the fundamentals of great leadership.

Academy 3 – Professional Skills
This Academy gives our LAZ leaders the Professional skills that will help them grow further in their current role or any future career path they may follow. The skills developed here serve to improve their performance across a broad range of competencies, ensuring that they are more effective in their daily duties and onwards in their lives. Professional Skills curriculum features more than 25 topics.

Academy 4 – Client & Customer Relations
Customer Service is at the core of everything that LAZ does. It is in our DNA. Academy 4 takes that critical notion further by extending exceptional Customer Service to include the Client. The curriculum of Academy 4 ensures that LAZ people are highly trained in Customer Service and that their leadership expertise carries over to how they work with clients day to day.
B.7 Uniforms and Additional Information

Uniforms and Professional Appearance
LAZ Parking understands that our employees are often the first and last impression for our clients and customers. Therefore, we are very strict with our employees’ grooming guidelines and demeanor. We expect all our employees to be neat in appearance, wearing appropriate name tags, and wearing clean and properly fitted uniforms which are approved by management prior to commencement of service.

LAZ Parking and our national uniform provider, Cintas, have carefully developed a full-line of uniforms to accommodate a wide-range of services. LAZ will provide each employee with airport-approved uniforms appropriate for summer, winter, cold and foul weather gear. The City of Minot or MOT Airport logo and/or a LAZ parking logo can be displayed and shall be at the discretion of the City. Uniforms will always present a neat and clean appearance. A nametag and a laminated photo ID on a chain will always be worn when LAZ staff are on duty. If possible, LAZ employees would be issued an airport identification badge that would always be worn.

LAZ will work together with the City and Airport to find a look that best represents MOT International Airport and always presents a first-class image to be displayed to the Airport’s valued passengers. Our recommendation is for a more casual uniform that portrays an approachable ambassador look. However, a more formal and official uniform can be provided if desired by the locality. We prefer, if approved by the Airport, to have uniforms at MOT have both the LAZ and Airport’s logos.
QUALITY ASSURANCE
At LAZ, we believe in a comprehensive balanced-scorecard approach to business to ensure that we are managing all aspects of the operation efficiently. Here are a few other metrics that we could provide:

LAZ Parking understands that customer service is the most important aspect of the parking operation for all customers to the parking garage. First and foremost, all of our personnel will be trained in compassionate and efficient service. Tailored Parking Garage Monthly/Weekly Meetings with Management would include regular updates and planning sessions to review the following aspects of the operation along with any other necessary topics or areas deemed necessary:

Customer Surveys
Our proposed customer survey program was developed using best practices in the parking industry, as well as other service industries. We recommend that these surveys be distributed annually to measure our performance and provide suggested areas of improvement that should be focused on. We collect data reports from several channels including paper survey cards handed out at the parking properties and the internet. A rating scale of 1 to 4 will be used with 1 = Very Dissatisfied and 4 = Very Satisfied. We commit that 85% of responses will meet the goals outlined below. We strive to score 3.1 or higher.

Customer Complaint / Problem Resolution Training
LAZ Parking has built our reputation by the excellent customer service we provide to our clients, customers, parkers and visitors. We continuously explore new ways to improve on the experience that people have when they utilize parking facilities which we manage. We pride ourselves on resolving all customer issues, complaints or concerns in a prompt, courteous manner. We provide our staff with continued training and education so that they are prepared and well versed to handle customer complaints. Service Issues can be reported to site manager, regional office, or home office.

- Issues must be acknowledged within **4 hours**
- Issues must be resolved within **4 business days** (some claims may need exception)
- Our process is to LEARN from issues:
  - Listen Attentively
  - Empathize
  - Acknowledge the Concern
  - Respond with Outcome
B.8 Transition Plan

TRANSITION PLAN

The objective of our Implementation Plan is to identify transition initiatives for the parking operations associated with MOT. Communication is the key to a smooth implementation. Our comprehensive plan ensures a smooth and timely transition. From the beginning, our local team will work with the appointed MOT transition teams to refine the timeline of the transition plan and begin to implement the action items. We utilize a regimented transition checklist to ensure every conceivable detail is covered and implemented prior to the transition date.

The implementation goal is to provide a seamless transition from a real and perceived standpoint. Our Transition Team members will work through a pre-opening checklist to develop action plans and MOT standard operating procedures that accommodate all property needs. This systematic approach will ensure that our staff will be prepared to service parkers with professionalism and efficiency from day one.

Transition Team Leaders:

Chris Howley, Vice President Business Development: Contractual Issues, Airport and City Communication, Coordination of Transition Team Efforts

Brendon Bowen, Regional Vice President: Operational Transition, Operation Management, Hiring and Training of Manager and Assistant Manager

Stuart Vieth, Senior Director – Airport: Equipment Updates and Implementation, Operating Procedures, Reporting, Accounting and Revenue Collection.

Goals are more specifically identified as follows:

- Transition is a Non-Event for travelers, visitors, and staff
- Create a true partnership with the MOT Teams
- Implementation is seamless
- Incorporate PARCS changes prior to commencement
- Maintaining revenue flow during transition
- All personnel hired and trained prior to commencement
- No disruption in customer service

Upon Award of Contract

- Introduce the dedicated transition and Implementation team
- Establish Clear Line of Communication with MOT Management
- Established Customized Timelines and Implementation Checklists
- Discuss the proposed operating plan with all stake holders prior to transition
- Order any needed supplies, tickets, phones, and change-over of existing technical services (such as data and phone lines from previous provider), etc.
- Implement recruitment for all staff and accept resumes from existing employees

### Sample Visual Timeline

<table>
<thead>
<tr>
<th>Task</th>
<th>Days prior to opening</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Agreement</strong></td>
<td></td>
</tr>
<tr>
<td>Agreement Preparation &amp; Execution</td>
<td></td>
</tr>
<tr>
<td>Complete Location Information Sheet</td>
<td></td>
</tr>
<tr>
<td>Request Location Numbers</td>
<td></td>
</tr>
<tr>
<td>Order Certificates of Insurance</td>
<td></td>
</tr>
<tr>
<td><strong>Management &amp; Support Personnel</strong></td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td></td>
</tr>
<tr>
<td>Supervisor</td>
<td></td>
</tr>
<tr>
<td>Customer Service Representative/Maintenance</td>
<td></td>
</tr>
<tr>
<td><strong>Accounting</strong></td>
<td></td>
</tr>
<tr>
<td>Finalize Budget</td>
<td></td>
</tr>
<tr>
<td>Obtain Licenses</td>
<td></td>
</tr>
<tr>
<td>Chart of Accounts</td>
<td></td>
</tr>
<tr>
<td>Set up Payroll</td>
<td></td>
</tr>
<tr>
<td>Review Client Report Format</td>
<td></td>
</tr>
<tr>
<td>Notify Vendors and Set Up Accounts</td>
<td></td>
</tr>
<tr>
<td><strong>Administrative</strong></td>
<td></td>
</tr>
<tr>
<td>Order Supplies</td>
<td></td>
</tr>
<tr>
<td>Complete Emergency Contact List</td>
<td></td>
</tr>
<tr>
<td>Set up Location Offices</td>
<td></td>
</tr>
<tr>
<td>Meet with PABC</td>
<td></td>
</tr>
<tr>
<td>Set up NEXTEL’s</td>
<td></td>
</tr>
<tr>
<td><strong>Location Designation Preparation</strong></td>
<td></td>
</tr>
<tr>
<td>Physical Inspection by Field Managers</td>
<td></td>
</tr>
<tr>
<td>List of Equipment On Site &amp; Needed</td>
<td></td>
</tr>
<tr>
<td>Complete Quality Assurance Inspections</td>
<td></td>
</tr>
<tr>
<td><strong>Additional Support</strong></td>
<td></td>
</tr>
<tr>
<td>Payroll, IT, Accounting</td>
<td></td>
</tr>
<tr>
<td>Other City Managers</td>
<td></td>
</tr>
<tr>
<td><strong>Personnel Related Items</strong></td>
<td></td>
</tr>
<tr>
<td>Advertise Positions</td>
<td></td>
</tr>
<tr>
<td>Background Investigations</td>
<td></td>
</tr>
<tr>
<td>Complete New Hire Paperwork</td>
<td></td>
</tr>
<tr>
<td>Develop Final Work Schedules</td>
<td></td>
</tr>
<tr>
<td>Employee Orientation &amp; Training</td>
<td></td>
</tr>
<tr>
<td>Interviews</td>
<td></td>
</tr>
<tr>
<td>On-site Training</td>
<td></td>
</tr>
<tr>
<td>Uniform Approval</td>
<td></td>
</tr>
<tr>
<td>Order &amp; Distribute Uniforms</td>
<td></td>
</tr>
<tr>
<td>Safety Training Seminars</td>
<td></td>
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<tr>
<td><strong>Supplies</strong></td>
<td></td>
</tr>
<tr>
<td>Operational Supplies</td>
<td></td>
</tr>
<tr>
<td>Traffic Cones</td>
<td></td>
</tr>
<tr>
<td>Traffic Vests</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td></td>
</tr>
</tbody>
</table>

#### Three weeks before transition
- Interview, hire and/or transfer Manager
- Review resumes and interview candidates for Assistant Manager position
• Confirm service contracts (equipment, phone, data, etc.)
• Review Objectives and Priorities with MOT Management
• Develop Standard Operating Procedures for Facilities
• Establish a Mutually Acceptable Format for Reporting Financial Information
• Schedule equipment upgrades and/or installation

Two weeks before transition
• Continue Orientation/Training of Manager and Assistant Manager
• Issue uniforms and badges
• Conduct Customer Service Training and attend any MOT orientation and training
• Develop and confirm staff schedules
• Meet with Rental Car companies to discuss new procedures
• Receive all necessary supplies (i.e. tickets, bags, flashlights etc.)

First Day and Beyond Transition
• Have all transition team and on-site personnel report to commence operations
• Ensure all transition and implementation team members are present
• Monitor and review cash handling procedures for compliance
• Conduct field staff assessments
• Perform a weekly review with the client
• Monitor equipment performance and CCC responsiveness and connectivity

Two weeks after transition
• Evaluate ingress and egress and provide feedback to MOT
• Completion of audit & revenue review
• Provide the client with any recommendation to further enhance operation
• On-going field staff assessments & training

One month after transition
• Review of staff performance
• Present first financial statements – review procedures
• Commencement of Airport Staff meetings
• Presentation of review of operation and revised SOP to MOT
• Implement any changes or revised procedures

Three months after transition
• Continue to provide recommendations based on initial operation
• Evaluate any opportunities to enhance revenue, accountability and customer service

Our Commitment
We understand and recognize the many sensitivities regarding a transition of parking services. Because we fully acknowledge the adjustments and challenges of a transition, LAZ will take full responsibility and ownership of the process. We will provide MOT with our full commitment that we will do everything needed to ensure a smooth and successful transition. We will also lead the transition and keep MOT informed, step by step, of our progress.

We will work with the MOT to refine the transition list based on unique operational needs.
B.9 Technology and Equipment

We have partnered with FLASH Parking to provide pricing for a new revenue control system (PARCs). FLASH PARCs systems are in operation in several airports in various climates across the United States. LAZ Parking has found it to be exceptionally user friendly, easy to maintain with minimal maintenance requirements. It is cloud based and all components are “plug & play” so equipment down time is minimal. LAZ Parking will manage replacement parts for all components. It is the most advanced technology and provides solutions that other equipment vendors cannot.

We have used Flash Parking, which is a cloud-based, Microsoft Azure certified platform, extensively across every region in the United States at a variety of different types of operations, including several airport and municipal operations.

Purchase Options

**SaaS:** With our proposal, we have included a traditional purchase option, Software as a Service (SaaS or CapEx), where the hardware and software are paid for upfront by the City/Airport. With the SaaS model, there is annual software fees and Airport/LAZ would be responsible for maintenance of the system, upgrades and replacement parts.

**HaaS:** We have also included an alternative purchase option, Hardware as a Service (HaaS). The HaaS model, which is offered exclusively through Laz’s partnership with Flash Parking, offers a simple month-to-month payment plan with no upfront costs for hardware, installation, warranty, software, or software upgrades. With LAZ, FLASH Parking offers a minimum term of 12-months. The hardware comes with a lifetime warranty and all software, including PCI compliance is covered. The Airport/City must commit to one year (12 months) and then any time after that can cancel the subscription and have the equipment removed.

**FLASH Vision:** As an add-alternate we suggest the installation of FLASH Vision which would provide significant benefits in Rental Car Accountability, monthly parking as well as real time license plate inventory. This service is installed free of charge. The monthly cost is $165.00 per lane. The price reflected above is for all 10 lanes at the Minot International Airport parking facility. LAZ Parking views this as a key element in solving your current accountability issues.

The prices illustrated above and in Appendix 1 are retail pricing. LAZ Parking, through our partnership with FLASH, receives discounted pricing on FLASH equipment. We are willing to pass on discounts to the Airport/City once firm parameters of the system are identified. Appendices 1 and 2 contain brochures, cut sheets and pricing for the proposed system.
Software Platform
FlashParking's cloud-based platform delivers a real 365-degree view of operations from anywhere, anytime, while also providing scalability, redundancy, and worry-free compliance.

Entry/Exit Kiosk
FlashPARCS' Entry/Exit Smart Station brings together all the essential elements needed to manage parking access and revenue control in a single elegant unit.

Pay on Foot Kiosk
The Pay-on-Foot (POF) Smart Station combines both PARCS and valet payment components into a single station, which can be paired with our unique cash acceptance machine.

Your Total Revenue & Access Control Solution

- **1 Machine for ALL Your Needs**
  - Entry | Exit | Pay on Foot | Pay & Display | Pay by Space | Pay by Plate

- **Self-Serve Maintenance**
  - All components are part of a plug-and-play USB-based system.

- **FlashCare Maintenance Kit**
  - Kit includes major replacement parts, minimizes downtime, and reduces your maintenance cost.

- **Cash Acceptance**
  - FlashPARCS offers two types of cash options: Cash Recycler and Exact Change Only.

- **Monthly Parker Module**
  - The module offers an array of access options; guests can create and manage account online.

- **Award-Winning Platform**
  - Named "100 Most Brilliant Companies" by Inc. Magazine.

- **PCI DSS Compliance**
  - As the only Level 1 Service Provider in the industry, the majority of the burden for staying compliant lies with us.

- **Seamless Integrations**
  - Integrated with top hotel FMS, online parking reservation, legacy PARCS systems, and more.

- **Real-time Business Intelligence**
  - Access to over 100+ reports accessible via phone, tablet, or browser.

- **All Across the U.S.**
  - Our Smart Stations are up and running at locations nationwide.
Business Intelligence and Analytics

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

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

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

Business Intelligence with Advanced Predictive Analytics
A Full-Service Offering Includes:

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

**Advanced Analytics with Industry Leading Predictive / Forecasting**

One source of information leads to:

- Data integrity
- Greater accuracy
- Completeness of reporting
- Speed to end user
- Full end to end reconciliation
- Tighter control and security
- Easy smart phone & tablet
- Automated data collections take place daily in an overnight process but can be set to run multiple times a day or near real time. Frequency will be decided on business requirements and on request.
- Full data load and visibility of historical and live booking status including new, cancellations and amendments to bookings by product.
- Information from any parking equipment can be connected. Real-time Valet equipment as well as number plate recognition systems can all feed into central tool to help analyze staff activity, retrieval times and car movements at a granular level.
- Feeds already established and developed from Apps, weather systems, CCTV and social media are available on request to enhance the complete customer experience and better understand trends and behavioral patterns.
- As mentioned above, on-site data collection relating to cash banking and audit tickets will feed daily into the business intelligent system through on-line web daily cash reporting. With an automated connection to bank accounts and payment service providers the complete end to end reconciliation is automated with differences investigated daily.
- All data sources are processes and loaded into LAZ Parking’s database though secure file transfer processes and bespoke API’s developed.
C. OPERATIONS MANUAL OUTLINE (Sample Only)
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- Operator of Parking System
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- System Subcontractors
- Interagency Coordination

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- Revenue Control
- Cardholder Security Standards
- Mystery Shopping
- Customer Complaint Procedures

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- Parking Claims and Incident Reporting
- Abandoned Vehicle and Towing Policy
- Lost Ticket Policy
- Failure to Pay
- Ticket Inventory
- Credit Card Exception Processing
- Overnight Count Procedure
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- Second Phase of the Audit Process
- Surprise Cash Audits
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- Injury and Illness Prevention
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- Building Evacuation Procedure (PMO)
- Hazardous Materials
- Robbery
- Workplace Threats and Violence
- First Aid Kits
- Safe Company Vehicle Use
- Housekeeping
  - Office Safety Rules
  - Safe Lifting Procedures
  - Extreme Temperatures
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- Payment Options
- Facility Amenities
- Feedback

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- Training Overview
- Training by Job Title
- Hiring Process
- Employee Policies
Introduction to Parking System

The purpose of this manual is to provide a day-to-day operational overview for the Greater Asheville Regional Airport Parking Systems.

Short Term Parking
Location: On Airport - AVL
Spaces: 96
Type: Self Park

Garage Parking
Location: On Airport - AVL
Spaces: 1,081
Type: Self Park

Long Term Lots
Location: On Airport - AVL
Spaces: 503
Type: Self Park

Parking System

The Greater Asheville Regional Airport Authority has selected LAZ Parking as the Airport Parking Facility operator. LAZ Parking is a subsidiary of LAZ Parking LTD, which is headquartered in Hartford, Connecticut.

LAZ Parking is one of the largest national parking companies in the United States. It was formed 36 years ago, LAZ Parking is headquartered in Hartford, CT, with operations in 338 cities and regional offices in San Francisco, San Diego, Los Angeles, Atlanta, Boston, Asheville, New York, new Jersey, Baltimore, Washington DC, Miami, Dallas and San Antonio. As LAZ Parking has continued to grow, our founders and the three original partners are still deeply involved in the company, bringing their strengths to various aspects of our parking business. The success of our business stems from building strong client relationships, empowering employees to “Think like an Owner” and never losing touch with our roots.

In the fall of 2007, LAZ Parking formed a partnership with the world’s largest parking operator, INDIGO Park. This transaction represents a mutual growth strategy by both parking leaders. INDIGO Park has built an extremely successful network of parking operations in countries throughout Western and Eastern Europe and Canada. INDIGO Park currently operates over 1 million parking spaces in 750 cities in 16 countries. This joint venture between LAZ and INDIGO Park has enabled LAZ Parking to support INDIGO Park’s growth in the United States by giving it the benefits of the top-quality management and a successful track record of significant growth. The sister companies share best practices and people, learning from one another and implementing new ideas throughout the world of parking.

Organizational Chart of Parking System
D. REFERENCES – Similar Airport Clients

LAZ Parking and its team has served commercial airports since 2005. Below please find a list of airports where we have current operations. In addition, each of our team members has managed extensive on and off airport parking and landside operations in their previous and present parking careers. Our team has managed parking and transportation operations for all types and sizes of airports, from the busiest and most challenging airports to small regional airports.

**Aspen-Pitkin County Airport (ASE) – Parking Management & TNC Management**

<table>
<thead>
<tr>
<th>Spaces / Date</th>
<th>585 / August 2017 – Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>0233 Airport Rd, Aspen, CO 81611</td>
</tr>
<tr>
<td>Revenue</td>
<td>$839,000</td>
</tr>
<tr>
<td># of employees</td>
<td>2</td>
</tr>
<tr>
<td>PARCS</td>
<td>Flash Parking, Entry 2, Exit 3</td>
</tr>
</tbody>
</table>

LAZ Parking transitioned the paid parking program at Aspen Pitkin Airport on August 1, 2017. We installed new PARCS equipment to improve revenue control and increase revenue. We are in process of rolling out our LAZgo reservation system and making many other improvements. We have seen a 40% increase in revenue since taking over. We also negotiated contracts for and manage the contracts and billing / collection for the Taxi and TNC revenue, as well as the holding area and curb for Taxis and TNCs.

**Contact:** Jennifer Mitchley, Procurement & Accounting Specialist  
**Phone:** (970) 920-5384  
**Email:** jennifer.mitchley@aspenairport.com

**Tulsa International Airport (TUL) – Parking, Valet & Shuttle Management**

<table>
<thead>
<tr>
<th>Spaces / Date</th>
<th>4,624 / July 2019 – current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>7777 E. Apache St., Tulsa OK 74115</td>
</tr>
<tr>
<td>Revenue</td>
<td>$9,526,414</td>
</tr>
<tr>
<td># of employees</td>
<td>60</td>
</tr>
<tr>
<td>PARCS</td>
<td>Tiba</td>
</tr>
</tbody>
</table>

Our operations for Tulsa International Airport transitioned July 1, 2019. We were awarded the contract to operate the parking, valet, and shuttles operations consisting of a three (3) level covered long term parking facility, a surface shuttle lot with shuttle operations, taxi queuing system, reserved parking spaces, valet parking and employee parking surface lots. LAZ is also responsible for the operation of shuttle buses and golf carts.

**Contact:** Fabio Spino, Chief Financial Officer  
**Phone:** (918) 838-5068  
**Email:** fabiospino@tulsaairports.com
Asheville Regional Airport (AVL) – Parking & Shuttle Management

Spaces / Date | 2,234 / November 2017 – current
Location | 61 Terminal Dr #1, Fletcher, NC 28732
Revenue | $5.3 Million
# of employees | 31
PARCS | TIBA, Entry 6, Exit 3; New equipment installed in early 2018

In 2017, LAZ Parking was awarded the contract to manage parking operations at Asheville Regional Airport. We also managed temporary shuttle operations during garage construction. We transitioned this operation on Nov 1, 2017. LAZ is responsible for managing and overseeing the transition, 24/7 operations, 31 employees, and maintenance operations.

Contact: John Coon, Director of Operations and Maintenance
Phone: (828) 209-5102
Email: jcoon@flyavl.com

Airport Experience

Los Angeles International Airport (LAX)
- Operating since June 2016
- Long Term Parking and Busing
- 5,300 spaces 1,879 current
- $18 Million in revenue

LAX-it TNC/Taxi & Shuttle Management
- Operating since July 2018
- Taxi & Ride App. Shuttle service
- 356 employees
- Avg. 25,000 vehicles per day

T.F. Green International Airport (PVD)
- Operating since July 2018
- Parking & Shuttle Management
- 63 employees
- 7,127 Spaces, $26M revenue

Tulsa International Airport (TUL)
- Operating since July 2019
- 5,724 spaces, 60 employees
- Parking management, Valet & Shuttle Management
- $9 million in revenue

Montreal Trudeau International Airport (YUL)
- Operating since 2007
- Self-Park, Valet Parking, Shuttle Service
- 13,500 Spaces
- $57M revenue
CITY OF MINOT – RFP MOT AIRPORT PARKING FACILITIES

Oakland International Airport (OAK)
- Operating since 2012
- Increased Revenues almost $6M from take over to 2016
- Increased NOI by $1.3M in FIRST YEAR
- 8,383 Spaces, $40M revenue

Toronto Pearson International Airport (YYZ)
- Operating since 2014
- Valet more than 300 vehicles per day
- Parking, Curbside and Carwash
- 25,000 Spaces, $150M revenue

John Wayne Airport (SNA)
- Operating since April 2017
- 10,065 spaces, $95M revenue
- Self Park and Valet Management
- Shuttle Service & TNC Curbside

Sacramento International Airport (SMF)
- Operating since April 2016
- $63 million in revenue
- 18,409 Spaces
- Parking and Busing

Calgary International Airport (YYC)
- Operating since April 2019
- $43 million in revenue
- 12,173 Spaces
- Parking & Shuttle Management

Martha’s Vineyard Airport (MVY)
- Operating since April 2018
- Parking, Valet & Curbside Management
- 250 spaces, 3 lots, $221,000 revenue
- Seasonal staffing model

Winnipeg Richardson International Airport (PVD)
- Operating since June 2018
- Parking, Valet & Shuttle Management, Information Booth
- 61 employees
- 3,710 Spaces
- $9 million in revenue

Saskatoon John G. Diefenbaker International Airport (YXE)
- Operating from October 2018
- Parking & Shuttle Management
- 2,048 Spaces
- 51 employees

Quebec City International Airport (YQB)
- Operating since July 2014
- $4.5 million in revenue
- 2,000 Spaces
- Parking Management
Asheville Regional Airport (AVL)
- Operating since November 2017
- 2,234 spaces, $5M revenue, 31 employees
- Parking Management & Shuttle Management
- PARCS: TIBA installation December 2017

Greenville-Spartanburg International Airport (GSP)
- Transitioned February 1, 2018
- 4,356 spaces
- $14 million in revenue, 29 employees
- Parking, Shuttle, Valet Management

Aspen-Pitkin County Airport (ASE)
- Operating since August 2017
- Parking Management & TNC Management
- 588 spaces
- $839,000 revenue

Cross Border Xpress (CBX)
- Operating since December 2015
- 4,209 spaces, 95-150 seasonal
- LAZ provides parking management, transportation and curbside management, terminal operations services
- $11 million in revenue

Teterboro Airport (TEB)
- Operating since June 2016
- Seasonal: June-October
- Valet parking for charter/private jet customers
- 100 spaces

Quad City International Airport (MLI)
- Operating since April 2020
- Remote Customer Care
- 1-10 Call Center Staff
- 3,000 spaces

Golden Triangle Regional Airport (GTR)
- Operating since July 2020
- Remote Customer Care
- 1-4 Call Center Staff
- 1,000 spaces
E. EXCEPTIONS TO CONTRACT

Below are our suggested changes to the Contract. We are open to negotiate language that is mutually beneficial for all parties.

1. The General Liability limit of $1.5M may be satisfied with a combination of primary and excess/umbrella coverage.
2. Operator’s obligation to pay the City the Minimum Annual Guarantee (MAG) will be suspended in the event of three consecutive months that enplanements drop below 85% of the previous year’s enplanements. If this event occurs, Operator is still obligated to pay the percentage rental fees.
3. The 100,000-enplanement limit in the first year will increase to 85% of the previous year’s enplanements coinciding with the increase of the annual Minimum Annual Guarantee (MAG) adjustment.
F. REQUIRED FORMS

Please refer to the following pages for the below requested information in the RFP:

F. 1  Required RFP Forms

F.2  North Dakota Registration

F.3  Sample Insurance Certificate
QUALIFICATION AND BUSINESS INFORMATION QUESTIONNAIRE
THE PARKING FACILITIES MANAGEMENT AGREEMENT
MINOT INTERNATIONAL AIRPORT

It is the intent of the City that proposers possess certain experience and qualifications to ensure a quality AIRPORT PARKING FACILITIES MANAGEMENT SERVICES AGREEMENT at the Minot International Airport.

Statements contained herein must be complete and accurate. Omission, inaccuracy, or misstatements may be cause for rejection of the proposal.

Proposers shall have engaged in the management and operation of comparable airport parking lot facility at a minimum of three (3) airports for a minimum period of two (2) years immediately preceding submission of a Proposal without having been notified of a default in the execution of the contract and which during such time such the parking facility have been operated 24 hour per day/7-day per week with annual gross revenue collection of at least $1,000,000.

I. Name of Proposer

Name of firm (exactly as it is to appear on the Agreement):

LAZ Parking Midwest, LLC

Principal office address: 15 S. 9th St., Suite 255 
Minneapolis, MN 55402

Telephone & Fax number: (612) 383-7416

Form of business entity: (check one)

X Limited Liability Company

Corporation

Partnership

Individual

Joint Venture

II. Corporation Statement

Limited Liability

If a corporation, complete the following:

Date of incorporation: Dec 08, 2008  Place incorporated: Connecticut

Is the corporation authorized to do business in North Dakota? (Check one)

X Yes  No  If so, as of what date? April 13, 2021
QUALIFICATION AND BUSINESS INFORMATION QUESTIONNAIRE
THE PARKING FACILITIES MANAGEMENT AGREEMENT
MINOT INTERNATIONAL AIRPORT CONTINUED:

II. Corporation Statement Continued:
Limited Liability
The corporation is held: (check one): ______ Publicly ______ Privately

Furnish the name and title of each officer of the corporation:

OFFICERS:

__________________________
Alan B Lazowski, Chief Executive Officer

__________________________
Michael J. Kuzia, Chief Operating Officer

__________________________
Jeffrey N. Karp, President & Secretary

__________________________
Michael Harth, Chief Culture Officer

__________________________
Nathan P. Owen, CFO

__________________________
Henry Pierz, Treasurer
III. PARTNERSHIP STATEMENT

If a partnership, complete the following: Not Applicable

Date of organization: General partnership or
Limited Partnership

Partnership Agreement recorded? Yes No

Date Book Page County

Is the partnership authorized to do business in North Dakota? Yes No

Name, address, and partnership share of each general partner:

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>% SHARE</th>
</tr>
</thead>
</table>

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IV. Joint Venture Statement

If a joint venture, answer the following: Not applicable

Date of organization: Joint venture recorded? Yes No

Date Book Page County

Has the Joint Venture done business in North Dakota? Yes No
QUALIFICATION AND BUSINESS INFORMATION QUESTIONNAIRE
THE PARKING FACILITIES MANAGEMENT AGREEMENT
MINOT INTERNATIONAL AIRPORT CONTINUED:

Name and address of each Joint Venture member and percent of ownership of each:

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>% SHARE</th>
</tr>
</thead>
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V. Financial Information

A. Financial Statements

Submit an Audited Annual Financial Statement for the last two qualifying years of managing a Parking Lot Facility, prepared & audited by a Certified Public Accountant, in accordance with generally accepted accounting principles (GAAP), reflecting your past and current financial condition. Please See Appendix of Proposal

B. Surety Information

Have you ever had a bond or surety canceled or forfeited?

[ ] Yes   [X] No  If yes, state name of bonding company, date, amount of bond, and reason for such cancellation or forfeiture.

C. Refusal of Awarded Proposal

Have any persons listed under the corporation, partnership, and joint venture statements ever been awarded a management agreement and refused to enter into same?

[ ] Yes   [X] No  If yes, explain.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
D. Bankruptcy Information

Have any persons listed under the corporation, partnership, and joint venture statements ever been declared bankrupt or entered into a Creditor's Composition Agreement?

_____ Yes  X  No  If yes, state date, court jurisdiction, amount of liabilities, and amount of assets as applicable.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

VI.  Financial References

List at least three (3) persons or firms with whom you have conducted significant financial transactions during the past three (3) years. If firms are used, give the name of the department and/or person who may be contacted.

**Reference No. 1**

Name:  Chris Guthrie

Firm:  Bank of America, N.A.

Title:  Vice President, Commercial Real Estate Banking

Address:  225 Franklin Street, Boston, MA 02110

Phone:  (617) 346-4478
QUALIFICATION AND BUSINESS INFORMATION
QUESTIONNAIRE
THE PARKING FACILITIES MANAGEMENT AGREEMENT
MINOT INTERNATIONAL AIRPORT CONTINUED:

VI. Financial References Continued:

Reference No. 2
Name: Brandon Cowan
Firm: Huntington National Bank
Title: Vice President, Business Banking
Address: 7 Easton Oval, Columbus, OH 43219
Phone: (614) 899-8246

Reference No. 3
Name: Sandra C. Mauriello
Firm: Wells Fargo Commercial Banking
Title: Assistant Vice President, Wholesale Relationship Associate
Address: 4 Corporate Drive, Suite 495, Shelton, Ct 06484
Phone: (203) 225-2104

VII. Operational References

List at least three (3) persons or firms who have knowledge of your ability to operate a similar airport parking facility, and can speak specifically to your operational experience and results. Do not use officers, agents, or employees of the City, or persons included as financial references.

Reference No. 1
Name: Jennifer Mitchley
Firm: Aspen/Pitkin County Airport
Title: Procurement and Accounting Specialist
Address: 0233 E. Airport Road, Suite A, Aspen, CO 81611
Phone and e-mail: (970) 920-5384, jennifer.mitchley@aspenairport.com
QUALIFICATION AND BUSINESS INFORMATION
QUESTIONNAIRE
THE PARKING FACILITIES MANAGEMENT AGREEMENT
MINOT INTERNATIONAL AIRPORT CONTINUED:

Reference No. 2
Name: John Coon
Firm: Asheville Regional Airport
Title: Director of Operations and Maintenance
Address: 61 Terminal Drive, Suite 1, Asheville, North Carolina 28732
Phone and e-mail: (828) 209-5102, jcoon@flyavl.com

Reference No. 3
Name: Fabio Spino
Firm: Tulsa International Airport
Title: Chief Financial Officer
Address: 7777 Airport Drive, Suite 211, Tulsa, OK 74115
Phone and e-mail: (918) 838-5068, fabiospino@tulsaairports.com
QUALIFICATION AND BUSINESS INFORMATION
QUESTIONNAIRE
THE PARKING FACILITIES MANAGEMENT AGREEMENT
MINOT INTERNATIONAL AIRPORT CONTINUED:

VIII. Operational Information Continued:

B. Have any agreements held by the proposer, or any person listed under the
corporation, partnership, or joint venture statements ever been canceled in the last ten
(10) years?

_______ Yes  X  No

If yes, please provide details. ____________________________________________

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

IX. Other Required Information

A. Provide a letter from your legal counsel setting forth any litigation within the last ten
(10) years that proposer is, or has been involved in, which relates to its inability to enter into
a Management Agreement with any airport owner. Insurance claims litigation is not
included in this request. LAZ Parking Midwest, LLC has not been involved in litigation in the past
ten years that has prevented it from entering in to a Management Agreement with an Airport Owner.

B. If your company is a Disadvantaged Business Enterprise (DBE), as defined in 49
CFR Part 23, provide documentation of certification as a DBE. If you are not a DBE, but
intend to become certified, provide a narrative detailing your qualifications for obtaining DBE
certification. LAZ Parking Midwest, LLC does not qualify for DBE certification.
**FOREIGN BUSINESS LIMITED LIABILITY COMPANY**
**CERTIFICATE OF AUTHORITY APPLICATION**
**SECRETARY OF STATE**
(See SFN 19381)

**FILING FEE: $135**

**Limited Liability Company Name**
Laz Parking Midwest, LLC

**Principal Executive Office Address**
ONE FINANCIAL PLAZA, 14TH FLOOR
C/O LAZ PARKING
HARTFORD, CT 06103

**Mailing Address**
1 FINANCIAL PLZ
FL 14
HARTFORD, CT 06103-2601

**Registered Agent in North Dakota**
CORPORATION SERVICE COMPANY
Commercial Registered Agent

**Physical Address**
1709 N 19TH ST STE 3
BISMARCK, ND 58501-2121

**Mailing Address**
1709 N 19TH ST STE 3
BISMARCK, ND 58501-2121

**Formation Location and Date**
State or country where organized: CONNECTICUT
Existence of limited liability company in jurisdiction of origin: Perpetual (indefinite)

**Business Purpose**
Parking management services
This limited liability company is not a series limited liability company.

**Managers and Governors**

<table>
<thead>
<tr>
<th>Name of Manager or Governor</th>
<th>Complete Mailing Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALAN B LAZOWSKI</td>
<td>ONE FINANCIAL PLAZA, 14TH FLOOR C/O LAZ PARKING HARTFORD, CT 06103</td>
</tr>
</tbody>
</table>

**Signature**

I, the undersigned, am authorized by the company to sign this application, know the contents, and believe the statements contained within to be true. I understand that if I make a false statement, I may be subject to criminal penalties.

Alan B. Lazowski
Sign Here

04/07/2021
Date
Office of the Secretary of the State of Connecticut

I, the Connecticut Secretary of the State, and keeper of the seal thereof, DO HEREBY CERTIFY, that articles of organization for

LAZ PARKING MIDWEST, LLC

a domestic limited liability company, were filed in this office on December 08, 2008.

Articles of dissolution have not been filed, and so far as indicated by the records of this office such limited liability company is in existence.

[Signature]
Secretary of the State

Date Issued: April 07, 2021

Business ID: 0956843
Express Certificate Number: 2021231062001

Note: To verify this certificate, visit the website http://www.concord.sots.ct.gov
Certificate of Authority
of
Laz Parking Midwest, LLC

SOS Control ID#: 0005493465

The undersigned, as Secretary of State of the state of North Dakota, hereby certifies that an application by

Laz Parking Midwest, LLC

for a Certificate of Authority to transact business in this state, duly signed and verified as required by North Dakota statutes governing a foreign limited liability company, has been received in this office and is found to conform to law.

ACCORDINGLY, the undersigned, as such Secretary of State, and by virtue of the authority vested in him by law, hereby issues this Certificate of Authority to

Laz Parking Midwest, LLC

to transact business in this state under the name of

Laz Parking Midwest, LLC

Filed date: April 13, 2021

Alvin A. Jaeger
Secretary of State
### Certificate of Liability Insurance

**Date (MM/DD/YYYY):** 7/30/2020

#### THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFER NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**Important:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

#### PRODUCER

Amity Insurance Agency, Inc.
500 Victory Rd.
Marina Bay
North Quincy MA 02171

#### INSURED

LAZ Parking Midwest, LLC
15 S. 9th Street
Suite 255
Minneapolis MN 55402

#### COVERAGES

**CERTIFICATE NUMBER:** 20-31

**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

<table>
<thead>
<tr>
<th>INSURER</th>
<th>NAIC #</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>23035</td>
</tr>
<tr>
<td>B</td>
<td>42404</td>
</tr>
<tr>
<td>C</td>
<td>32603</td>
</tr>
<tr>
<td>D</td>
<td>28932</td>
</tr>
<tr>
<td>E</td>
<td>20281</td>
</tr>
<tr>
<td>F</td>
<td>10120</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>INSURER(S) AFFORDING COVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>C</td>
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<tr>
<td>D</td>
</tr>
<tr>
<td>E</td>
</tr>
<tr>
<td>F</td>
</tr>
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</table>

#### COVERAGE CHART

<table>
<thead>
<tr>
<th>TYPE OF INSURANCE</th>
<th>GENERAL LIABILITY</th>
<th>AUTOMOBILE LIABILITY</th>
<th>WORKERS' COMPENSATION</th>
<th>GARAGEKEEPERS LIABILITY</th>
<th>CRIME/EMPLOYEE DISHONESTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIMITS</td>
<td>EACH OCCURRENCE</td>
<td>DAMAGE TO THIRD PARTY PREMISES</td>
<td>EACH OCCURRENCE</td>
<td>EACH OCCURRENCE</td>
<td>EACH OCCURRENCE</td>
</tr>
<tr>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>(Ex occurrence)</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>EXCLUDED</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td></td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
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<td>$1,000,000</td>
<td>$1,000,000</td>
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<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
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<tr>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td></td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
</tr>
</tbody>
</table>

#### DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES

(Mandatory in NH)

Any Proprietor/Partner/Executive Officer/Member Excluded?

If yes, describe under DESCRIPTION OF OPERATIONS below.

#### CERTIFICATE HOLDER

**Name:** Frank Griffin
**Address:** fgriffin@amityins.com
**Phone:** (617) 471-1220
**Fax:** (617) 479-5247

#### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**Authorized Representative:** Frank Griffin/FG

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The ACORD name and logo are registered marks of ACORD
G. APPENDIX

G.1 Proposed FLASH Equipment Pricing Sheets (SaaS and HaaS)
Please Insert Pricing sheets I provided with SaaS pricing first

G.2 Proposed FLASH Equipment Cut Sheets and Brochures
Please Insert Brochures & Cutsheets here

G.3 Audited Financial Statements
Customer Quote

Quote Nbr: Q-2053-4
Date: 3/25/2021 9:15 PM
Expires On: 4/24/2021
Prepared By: Jordan Schware
jordan.schware@flashparking.com

Bill To
Minot International Airport
305 Airport Road Suite 216
Minot, North Dakota 58703
United States

Ship To
Minot International Airport
305 Airport Road Suite 216
Minot, ND 58703
USA
<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
</table>
| FlashPARCS Smart Station Entry | Ruggedized parking station with:  
  - Interactive-customizable touch display  
  - Ticket dispenser  
  - Credit card acceptance  
  - Barcode scanner  
  - RFID reader  
  - Intercom with mic and speaker  
  - BLE Technology (Bluetooth - Add'l Software Module Required) | $15,000.00 | 6   | $0       | $90,000.00 |
| FlashPARCS Smart Station Exit  | Ruggedized parking station with:  
  - Interactive-customizable touch display  
  - Receipt dispenser  
  - Credit card acceptance  
  - Barcode scanner  
  - RFID reader  
  - Intercom with mic and speaker  
  - BLE Technology (Bluetooth - Add'l Software Module Required) | $15,000.00 | 4   | $0       | $60,000.00 |
| FlashMotion Sensor          | Flashmotion- Give transient parkers the ability to wave to receive a ticket. | $150.00    | 6   | $0       | $900.00   |
| FlashPARCS Network Kit      | Network kit with a primary line and 4G/LTE backup for full connectivity network redundancy and network security.  
  Network Kit Includes the following:  
  Firewall  
  8-Port Managed Switch  
  Cell modem | $2,500.00 | 1   | $0       | $2,500.00 |
<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashCare Maintenance Program</td>
<td>Includes:</td>
<td>1</td>
<td>$0</td>
<td>$7,500.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 24/7 Online + 1800 Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- FlashCare Kit with replacement parts for all major components for FlashPARCS Smart Station:</td>
<td></td>
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<tr>
<td></td>
<td>&gt; Ruggedized parking station with:</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>&gt; SmartStation Touch Screen Display (10&quot;)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Ticket dispenser</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>&gt; Credit card acceptance</td>
<td></td>
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<tr>
<td></td>
<td>&gt; Barcode scanner</td>
<td></td>
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<tr>
<td></td>
<td>&gt; RFID reader</td>
<td></td>
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<tr>
<td></td>
<td>&gt; Intercom with mic and speaker</td>
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<td></td>
<td>&gt; Ticket/receipt thermal printer</td>
<td></td>
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<tr>
<td></td>
<td>&gt; Barcode scanner</td>
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<tr>
<td></td>
<td>&gt; Magnetic credit card reader</td>
<td></td>
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<tr>
<td></td>
<td>&gt; RFID proximity card reader</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>&gt; Relay board</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Central USB-peripheral hub</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>&gt; 12V (a.) &amp; 24V (b.) power Supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FlashPARCS - Pay on Foot Smart Station - Credit Card Only</td>
<td>Provide your guests with the ability to pay in advance.</td>
<td>2</td>
<td>$0</td>
<td>$30,000.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ruggedized pay station with:</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>&gt; Interactive-customizable touch display</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>&gt; Credit card acceptance</td>
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</tr>
<tr>
<td></td>
<td>&gt; Receipt dispenser</td>
<td></td>
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<tr>
<td></td>
<td>&gt; Barcode scanner</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Intercom with mic, speaker and camera</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product</td>
<td>Description</td>
<td>Unit Price</td>
<td>Qty</td>
<td>Discount</td>
<td>SubTotal</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td>Cash Machine with Bill Recycler</td>
<td>Cash Machine:</td>
<td>$18,750.00</td>
<td>2</td>
<td>$0</td>
<td>$37,500.00</td>
</tr>
<tr>
<td></td>
<td>Cash Recycler is an add-on to the credit card pay on foot</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- High first-time insertion Acceptance rate</td>
<td></td>
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<tr>
<td></td>
<td>- Advanced sensor technology scans both sides of the bill “optimizing recognition”</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>- Self-centering transport guides that automatically adjust to and perfectly align bills even when fed at an angle</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Single Hardware Platform to reduce support and operation cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Accepts, stacks and outputs cash</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Customer friendly, high speed and high security acceptance</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>- Escrows bills to deliver same cash back to customers</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Pays out in bundles of up to 15 bank notes</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Lockable, removable and durable cashbox</td>
<td></td>
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<tr>
<td></td>
<td>- Electronic memory to record cash loading</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>RECYCLING UNITS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Does not accept coins or dispense coins</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spare Cash Box for Bill Recycler</td>
<td>- Lockable, removable and durable cashbox</td>
<td>$750.00</td>
<td>1</td>
<td>$0</td>
<td>$750.00</td>
</tr>
<tr>
<td>Parking.Pro Magnetic Parking barrier</td>
<td>- Specifically designed for high volume parking applications</td>
<td>$3,750.00</td>
<td>12</td>
<td>$0</td>
<td>$45,000.00</td>
</tr>
<tr>
<td></td>
<td>- Opening / closing times starting at 1.3 sec</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- High functionality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Only 35 W of power consumption (Magnetic.Parking)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Safe control unit according to EN 13849</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 10 million opening and closing cycles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FlashPARCS Magnetic Gate Care Kit for straight gate arm barrier boom kit</td>
<td>Kits include complete gate arm with grey sections, T30 &amp; T40 Torx wrenches</td>
<td>$450.00</td>
<td>1</td>
<td>$0</td>
<td>$450.00</td>
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<tr>
<td>3milID Prox Cards</td>
<td></td>
<td>$1.56</td>
<td>100</td>
<td>$0</td>
<td>$156.00</td>
</tr>
</tbody>
</table>
### FlashPARCS - Hardware

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
</table>
| Cashier Kit for Lanes without Smart Stations With Printer | Credit cards are swiped through an Infinea Tab iPad Sled, while Tickets, Voucher and Validations are scanned with the Infinea Tab Barcode Scanner. With gate control for exiting after payment is completed. Package Includes:  
  - iPad  
  - 1x Infinea Tab M - 2D w/ MSR aî 1x USAePay Encryption  
  - 1x iPad Secure Stand  
  - 1x 6ft USB Extension Cord  
  - 1x MacLock Security Cable  
  - Cash Drawer with Removable and Adjustable Cash Tray & Key Lock  
  - Relay Board  
  - Controller Computer  
  - Epson TM-P20 Mobile iOS Bluetooth printer with cradle charger | $3,999.00   | 1   | $0      | $3,999.00|

**FlashPARCS - Hardware TOTAL:** $278,755.00

### FlashPARCS - Services

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onsite Training</td>
<td>Plus Travel &amp; Expenses</td>
<td>$600.00</td>
<td>3</td>
<td>$1,800</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**FlashPARCS - Services TOTAL:** $0.00

### Shipping and Handling

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shipping and Handling-26 Units</td>
<td></td>
<td>$250.00</td>
<td>$0</td>
<td>$6,500.00</td>
</tr>
</tbody>
</table>

**Shipping and Handling TOTAL:** $6,500.00

### Implementation

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation-7 Days</td>
<td>Setup, Configuration, Commissioning &amp; On-Line training</td>
<td>$900.00</td>
<td>$0.00</td>
<td>$6,300.00</td>
</tr>
</tbody>
</table>

**Implementation TOTAL:** $6,300.00

### Travel and Expenses

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel and Expenses-7 Days</td>
<td>Travel &amp; Expenses</td>
<td>$1,250.00</td>
<td>$0.00</td>
<td>$8,750.00</td>
</tr>
</tbody>
</table>

**Travel and Expenses TOTAL:** $8,750.00
## Installation

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smart Station Installation</td>
<td>Includes:&lt;br&gt;- Data: includes reusing existing data OR pulling new data through the existing pathways&lt;br&gt;- Smart Station Kiosk Installations. Includes bolts &amp; washers &amp; shims as needed.&lt;br&gt;- Existing equipment removal and placing in a designated area within the facility - Disposal at additional cost&lt;br&gt;- Providing and installing new safety and arming loops on all lanes in the scope of the project when new gates are purchased</td>
<td>$28,777.50</td>
</tr>
<tr>
<td>Gate Installation</td>
<td>Includes:&lt;br&gt;- Gate &amp; boom installations done in conjunction with Smart Station installations.&lt;br&gt;- Arming and closing loop channels from gates channels to be scored in conjunction with work (when applicable).</td>
<td>$11,581.50</td>
</tr>
<tr>
<td>Custom Installation and Setup</td>
<td>Loops for bi-directional lanes between each Short Term Lot.</td>
<td>$1,000.00</td>
</tr>
<tr>
<td><strong>Installation TOTAL:</strong></td>
<td></td>
<td><strong>$41,359.00</strong></td>
</tr>
</tbody>
</table>

## FlashPARCS - Software

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashPARCS Software License - 12 Monthly</td>
<td>-Software upgrades for life of Software (includes all PCI upgrades). No surprise fees.&lt;br&gt;-Cloud Born Multi Tenant System&lt;br&gt;-24/7 Online support + online training&lt;br&gt;-Mobile first tech. Change rates, vend gates, real time reporting suite from anywhere.&lt;br&gt;-Scheduled reporting that can be customized and sent to X users.</td>
<td>$540.00</td>
<td>$10,260.00</td>
</tr>
<tr>
<td>Advance Portal for Customer Support Module - 12 Monthly</td>
<td>Includes advance functionality for remote management of parking facilities.</td>
<td>$1,200.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Validation Module - 12 Monthly</td>
<td>Electronic or Printed validations from any browser, or via Mobile App or via Text - for unlimited users &amp; departments.</td>
<td>$90.00</td>
<td>$1,710.00</td>
</tr>
<tr>
<td>Access via Credit Card and Mobile Number - 12 Monthly</td>
<td>Parkers have the option to access parking facility via Credit Card or by entering Mobile Number.</td>
<td>$90.00</td>
<td>$1,710.00</td>
</tr>
<tr>
<td>Cash Acceptance Module - 12 Monthly</td>
<td>Offers the ability to accept cash bills.</td>
<td>$60.00</td>
<td>$1,140.00</td>
</tr>
<tr>
<td>Product</td>
<td>Description</td>
<td>Discount</td>
<td>SubTotal</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>FlashBeacon Access - 12 Monthly</td>
<td>Parkers can take advantage of Bluetooth technology with FlashBeacon by using our FlashParking Mobile App for accessing parking facility, mobile payment, and more.</td>
<td>$90.00</td>
<td>$1,710.00</td>
</tr>
</tbody>
</table>

**FlashPARCS - Software TOTAL:** $16,530.00

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed Network Services with 4G/ LTE Back-up</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>12</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>Real-time Reporting Suite</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>12</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>24/7 Phone and Online Support</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>12</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>Ongoing PCI compliance + Software Updates and general software patches</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>12</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>Mobile App Module (for managing parking operations)</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>12</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>FlashPARCS Warranty Standard</td>
<td>Warranty for the initial 12 months on all parts for each FlashPARCS Smart Station from the date of installation.</td>
<td>$0.00</td>
<td>14</td>
<td>$0</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**FlashPARCS - Managed Services TOTAL:** $0.00
<table>
<thead>
<tr>
<th>Product Type</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashPARCS - Hardware</td>
<td>$278,755.00</td>
</tr>
<tr>
<td>FlashPARCS - Shipping</td>
<td>$6,500.00</td>
</tr>
<tr>
<td>FlashPARCS - Services</td>
<td>$15,050.00</td>
</tr>
<tr>
<td>Installation</td>
<td>$41,359.00</td>
</tr>
<tr>
<td>FlashPARCS - Software</td>
<td>$16,530.00</td>
</tr>
<tr>
<td>FlashPARCS - Managed Services</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$358,194.00</strong></td>
</tr>
</tbody>
</table>

**Taxes not included**
## Optional Products

### FlashPARCS - HaaS

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashVision LPR</td>
<td>Each Lane of LPR and Car Counting Includes: 1 Vivoteck IB9365-HT Ultra Low Light 2MP IP Camera with IR illumination and WDR lens (IP67 Rated) 1 Pentium Local Processing Unit (LPU) for image processing on the edge and communication with cloud dashboard and local equipment (PARCS Equipment/Barriers/etc.) Software license to online dashboard SLA for Read Rate accuracy of 95% or higher Frequent over the air LPR model updates to maintain accuracy Monthly monitoring and pro-active alerts Onsite training and continued support</td>
<td>$165.00</td>
<td>10</td>
<td>$0</td>
<td>$19,800.00</td>
</tr>
</tbody>
</table>

### FlashPARCS - Hardware

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custom Wrapping for FlashPARCS Station</td>
<td></td>
<td>$850.00</td>
<td>14</td>
<td>$0</td>
<td>$11,900.00</td>
</tr>
</tbody>
</table>

### FlashPARCS - Software

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>eParking Online Reservation - 12 Monthly</td>
<td>FlashParking is integrated with all major eParking Online Reservations.</td>
<td>$0.00</td>
<td>$1,140.00</td>
</tr>
<tr>
<td>Onscreen Kiosk Banner Advertising - 12 Monthly</td>
<td>Digital banner adds can be presented onscreen at Entry, Exit or Pay on Foot Smart Stations.</td>
<td>$0.00</td>
<td>$570.00</td>
</tr>
<tr>
<td>Monthly Parkers Access via Mobile Phone (IVR) - 12 Monthly</td>
<td>Registered parkers can access parking facility by calling from their registered mobile phone. Thus reducing call for help volumes.</td>
<td>$0.00</td>
<td>$1,140.00</td>
</tr>
</tbody>
</table>

### Quote Summary - Optional Products

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Discount</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashPARCS - Hardware</td>
<td>$0</td>
<td>$11,900.00</td>
</tr>
<tr>
<td>FlashPARCS - HaaS</td>
<td>$0</td>
<td>$19,800.00</td>
</tr>
<tr>
<td>Product Type</td>
<td>Discount</td>
<td>Subtotal</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------</td>
<td>-----------</td>
</tr>
<tr>
<td>FlashPARCS - Software</td>
<td>$0</td>
<td>$2,850.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$0</strong></td>
<td><strong>$34,550.00</strong></td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>
DISCLAIMERS

FlashPARCS equipment

- Equipment orders are subject to a 50% deposit payment at time of signing to ensure timely delivery of project. FlashParking reserves the right to charge a cancellation fee of 20% of the total of the contract to be paid immediately at time of cancellation.

- The remaining 50% will be invoiced upon successful installation and commissioning of the FlashPARCS equipment, or within two months of equipment receipt by Customer if Customer delays the installation, whichever comes first.

Delivery Lead Time

- Smart Stations and Magnetic Barrier Gates delivered and installed on average within 3-4 weeks for standard installations of 10 units or less - from time of contract signature (contingent upon credit approval and good standing of existing accounts receivable).

- Excludes orders with LED Barriers, Custom Wrapping for Smart Stations, LPR Cameras, AVI Readers or any other third-party equipment as these may have longer lead times from manufacturer.

Cash Machine

- Cash Machine can be delivered and installed on average within 6-8 weeks for standard installations of 10 units or less - from time of contract signature, and after 50% deposit payment is received.

- Bill acceptor manufacturer provides a limited warranty on its equipment that covers all mechanical and electrical components, but excludes parts subject to wear and tear, for a period of two years for parts and RTF (return to factory or authorized service center) labor warranty.

Standard Installation

- Internet connectivity and electricity is required and is to be provided by venue or parking operator.

- Installation quote is based on the information provided by client. All other requirements not provided by the client before installation are subject to review, and additional fees may be assessed to cover the work.

- Assumes a concrete surface on each lane, that the concrete is in good enough condition to install the saw cut loop, it has no major cracks and is not post tension construction. If the location is post tension construction then please inform install team during the kickoff process to send a concrete contractor to perform a surface penetration scan to ensure it is safe to make the cut for the loop, additional fees will apply.

- All work installation services to be performed during normal business hours, Monday through Friday, excluding holidays, by non-union labor.

- Reusing or running one ethernet cable from the network demarcation point to the FlashPARCS Smart Station Kiosk using existing pathway or conduit **

- Mounting FlashPARCS network kit with back-up LTE in each lot or garage (will be pre-configured prior to shipping)

- Removing old entry (ticket/spitter) or exit (exit verifier) machine

- Removing old gate (when applicable)

- Cutting, installing & calibrating new arming and safety loops

- Connecting both loops to the gate

- Bolting down the Smart Station kiosk (they immediately get their configuration from the cloud infrastructure upon powering-up)

- Bolting down gate

- Running 3 pairs of cables from the Smart Station Kiosk to gate for (a) gate vend, (b) arming loop detection, and (c) closing loop detection

- Clean up: placing old machine and gate in a designated area within the facility (Old Equipment disposal not included)

- Testing all components: getting a ticket, and every entry or exit method including real credit card payment transaction, microphone & speakers (placing a support call), barcode scanner, proximity card reader, Bluetooth access, vending gate and loop detection

- Extending or re-routing existing electrical power lines to new SmartStation Kiosk and gate **

** Not to exceed 15 feet

*** Old Equipment disposal not included in price
Exclusions:

- All utility company charges, deposits and fees if any; Repairs for unforeseen underground utilities that may become damaged during installation of underground conduits; Performance and Payment Bonds. All other requirements if any are extra and are subject to review; (All Permit and Inspections are a Pass Through - plus Service Fees if applicable).

Gates

- Gates manufacturer provides a limited warranty on its barriers that covers all mechanical and electrical components, but excludes parts subject to wear and tear, for a period of two years from the date of first use provided that the operating instructions have been complied with, no unauthorized servicing of machine components has taken place, and that no mechanical damage to the machines is evident.

*Merchant services related to the processing of credit card transactions must be sourced and paid for directly by the owner/parking operator. In addition, the following policy related to credit card gateway services applies:

- Magnetic stripe readers (non-EMV): FlashParking uses USAePay as the gateway for magnetic stripe reader applications. The FlashParking software subscription fee includes gateway related charges for the first 5,000 magnetic stripe card reader-based payment transactions, per location/per month. FlashParking will bill at a rate of $49 per location for each additional 5,000 credit card transactions for those months where the gateway transaction volume allowance is exceeded.

- Chip readers (EMV): FlashParking uses Windcave as the gateway for chip reader applications. Windcave requires a separate gateway agreement with the owner/parking operator. Payment gateway transaction fees apply and are payable directly to Windcave (https://www.windcave.com/)

*FlashPARCS Mobile Payments ($0.35 per mobile payment transaction).

*Onsite support available upon request. Fees and response time varies by region.

* All prices are exclusive of taxes, shipping, installation, electrical or civil work, and any other item non specified in this quote unless otherwise clearly stated in the proposal.

Equipment Service Options:

A) Self-Served with 24/7 Remote Hands FlashParking Support Team: FlashParking designed its solutions with simplicity and efficiency as the driving tenets. We supply every customer with a FlashCare maintenance kit containing all the replacements components needed for every machine and gate supplied by FlashParking. Should any of them fail, the client can easily remove the failed part and insert the replacement part with assistance from our remote hands 24/7 support team.

B) Remote/Smart Hands Support: Should you chose not to use our Self-Served with 24/7 Remote Hands FlashParking Support option. FlashParking employs an extensive network of highly vetted, independent repair technicians under the following terms below:

<table>
<thead>
<tr>
<th>Regions</th>
<th>Mon-Fri</th>
<th>Mon-Fri (all Sat)</th>
<th>Sundays and Holidays</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8:00 am–4:00 pm</td>
<td>4:00 pm–8:00 am</td>
<td>All day</td>
</tr>
<tr>
<td>AK, CA, HI, NY, TX, WA &amp; Puerto Rico</td>
<td>$177.80</td>
<td>$267.40</td>
<td>$357.00</td>
</tr>
<tr>
<td>AZ, CO, OR &amp; PA</td>
<td>$141.68</td>
<td>$212.52</td>
<td>$283.36</td>
</tr>
<tr>
<td>Everywhere else (US only)</td>
<td>$130.20</td>
<td>$195.30</td>
<td>$260.40</td>
</tr>
<tr>
<td>Plus Travel</td>
<td>$110/per trip</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Billing is in whole hours only (every fractional hour is billed as an hour). Response time varies by market. On average it can be within 4-6 hours.
Proposal for:
Minot International Airport

Prepared For:
Minot International Airport
Minot International Airport 305 Airport Road Suite 216
Minot, ND 58703
USA

Created By:
Jordan Schware
FlashParking, Inc.
(800) 213-3706
jordan.schware@flashparking.com
FlashParking, Inc.
The total simple approach to parking
3801 S. Capital of Texas Highway, Suite 250
Austin TX 78704
USA
Phone: (800) 213-3706
Email: sales@flashparking.com

Customer Quote

Quote Nbr: Q-20533-3
Date: 3/25/2021 9:23 PM
Expires On: 4/24/2021
Prepared By: Jordan Schware
jordan.schware@flashparking.com

Bill To
Minot International Airport
305 Airport Road Suite 216
Minot, North Dakota 58703
United States

Ship To
Minot International Airport
305 Airport Road Suite 216
Minot, ND 58703
USA
<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
</table>
| FlashPARCS Smart Station Entry  | Ruggedized parking station with:  
  - SmartStation Touch Screen Display (10")  
  - Ticket dispenser  
  - Credit card acceptance  
  - Barcode scanner  
  - RFID reader  
  - Intercom with mic and speaker | $550.00    | 6   | $0      | $3,300.00 |
| FlashPARCS Smart Station Exit   | Ruggedized parking station with:  
  - SmartStation Touch Screen Display (10")  
  - Ticket dispenser  
  - Credit card acceptance  
  - Barcode scanner  
  - RFID reader  
  - Intercom with mic and speaker  
  - Receipt dispenser  
  - Credit card acceptance  
  - Barcode scanner  
  - RFID reader  
  - Intercom with mic and speaker | $550.00    | 4   | $0      | $2,200.00 |
| Parking.Pro Magnetic Parking barrier |  
  - Specifically designed for high volume parking applications  
  - Opening / closing times starting at 1.3 sec  
  - High functionality  
  - Only 35 W of power consumption (Magnetic.Parking)  
  - Safe control unit according to EN 13849  
  - 10 million opening and closing cycles | $145.00    | 12  | $0      | $1,740.00 |
<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashCare Maintenance Program</td>
<td>Includes:&lt;br&gt;- 24/7 Online + 1800 Support&lt;br&gt;- FlashCare Kit with replacement parts for all major components for FlashPARCS Smart Station:&lt;br&gt;  &gt; Ruggedized parking station with:&lt;br&gt;  &gt; SmartStation Touch Screen Display (10”)&lt;br&gt;  &gt; Ticket dispenser&lt;br&gt;  &gt; Credit card acceptance&lt;br&gt;  &gt; Barcode scanner&lt;br&gt;  &gt; RFID reader&lt;br&gt;  &gt; Intercom with mic and speaker&lt;br&gt;  &gt; Ticket/receipt thermal printer&lt;br&gt;  &gt; Barcode scanner&lt;br&gt;  &gt; Magnetic credit card reader&lt;br&gt;  &gt; RFID proximity card reader&lt;br&gt;  &gt; Relay board&lt;br&gt;  &gt; Central USB-peripheral hub&lt;br&gt;  &gt; 12V (a.) &amp; 24V (b.) power Supplies</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>FlashPARCS Magnetic Gate Care Kit for straight gate arm barrier boom kit</td>
<td>Kits include complete gate arm with grey sections, T30 &amp; T40 Torx wrenches</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>FlashPARCS - Pay on Foot Smart Station - Credit Card Only</td>
<td>Provide your guests with the ability to pay in advance.&lt;br&gt;  Ruggedized pay station with:&lt;br&gt;  &gt; Interactive-customizable touch display&lt;br&gt;  &gt; Credit card acceptance&lt;br&gt;  &gt; Receipt dispenser&lt;br&gt;  &gt; Barcode scanner&lt;br&gt;  &gt; Intercom with mic, speaker and camera</td>
<td>$550.00</td>
<td>2</td>
<td>$0</td>
<td>$1,100.00</td>
</tr>
</tbody>
</table>

**FlashPARCS - HaaS TOTAL:** $8,340.00

### FlashPARCS - Hardware

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashPARCS Network Kit</td>
<td>Network kit with a primary line and 4G/LTE backup for full connectivity network redundancy and network security. Network Kit Includes the following: Firewall 8-Port Managed Switch Cell modem</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>3millID Prox Cards</td>
<td></td>
<td>$1.56</td>
<td>100</td>
<td>$0</td>
<td>$156.00</td>
</tr>
<tr>
<td>Product</td>
<td>Description</td>
<td>Unit Price</td>
<td>Qty</td>
<td>Discount</td>
<td>SubTotal</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----</td>
<td>----------</td>
<td>----------</td>
</tr>
</tbody>
</table>
| Cashier Kit for Lanes without Smart Stations With Printer | Credit cards are swiped through an Infinea Tab iPad Sled, while Tickets, Voucher and Validations are scanned with the Infinea Tab Barcode Scanner. With gate control for exiting after payment is completed. Package Includes:  
- iPad  
- 1x Infinea Tab M - 2D w/ MSR a| 1x USAePay Encryption  
- 1x iPad Secure Stand  
- 1x 6ft USB Extension Cord  
- 1x MacLock Security Cable  
- Cash Drawer with Removable and Adjustable Cash Tray & Key Lock  
- Relay Board  
- Controller Computer  
- Epson TM-P20 Mobile iOS Bluetooth printer with cradle charger | $3,999.00  | 1   | $0       | $3,999.00 |

FlashPARCS - Hardware TOTAL: $4,155.00

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onsite Training</td>
<td>Plus Travel &amp; Expenses</td>
<td>$600.00</td>
<td>3</td>
<td>$1,800</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

FlashPARCS - Services TOTAL: $0.00

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shipping and Handling</td>
<td></td>
<td>$250.00</td>
<td>$0</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Shipping and Handling TOTAL: $0.00

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td>Setup, Configuration, Commissioning &amp; On-Line training</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Implementation TOTAL: $0.00

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel and Expenses</td>
<td>Travel &amp; Expenses</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Travel and Expenses TOTAL: $0.00
## Installation

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gate Installation</td>
<td>Includes:&lt;br&gt;- Gate &amp; boom installations done in conjunction with Smart Station installations.&lt;br&gt;- Arming and closing loop channels from gates channels to be scored in conjunction with work (when applicable).</td>
<td>$0.00</td>
</tr>
<tr>
<td>Smart Station Installation</td>
<td>Includes:&lt;br&gt;- Data: includes reusing existing data OR pulling new data through the existing pathways&lt;br&gt;- Smart Station Kiosk Installations. Includes bolts &amp; washers &amp; shims as needed.&lt;br&gt;- Existing equipment removal and placing in a designated area within the facility - Disposal at additional cost&lt;br&gt;- Providing and installing new safety and arming loops on all lanes in the scope of the project when new gates are purchased</td>
<td>$0.00</td>
</tr>
<tr>
<td>Custom Installation and Setup</td>
<td>Loops for bi-directional lanes between each Short Term Lot.</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

**Installation TOTAL:** $1,000.00

## FlashPARCS - Software

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashPARCS HaaS Package - Monthly</td>
<td>-Software upgrades for life of Software (includes all PCI upgrades). No surprise fees.</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>-Cloud Born Multi Tenant System</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-24/7 Online support + online training</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Mobile first tech. Change rates, vend gates, real time reporting suite from anywhere.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Scheduled reporting that can be customized and sent to X users.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Validation Module - Monthly</td>
<td>Electronic or Printed validations from any browser, or via Mobile App or via Text - for unlimited users &amp; departments.</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Advance Portal for Customer Support Module - Monthly</td>
<td>Includes advance functionality for remote management of parking facilities.</td>
<td>$100.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Access via Credit Card and Mobile Number - Monthly</td>
<td>Parkers have the option to access parking facility via Credit Card or by entering Mobile Number.</td>
<td>$0.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>FlashBeacon Access - Monthly</td>
<td>Parkers can take advantage of Bluetooth technology with FlashBeacon by using our FlashParking Mobile App for accessing parking facility, mobile payment, and more.</td>
<td>$0.00</td>
<td>$150.00</td>
</tr>
</tbody>
</table>
## Custom Software - Monthly

**Cash Machine with Bill Recycler**

- **Cash Machine:** Cash Recycler is an add-on to the credit card pay on foot
- High first-time insertion Acceptance rate
- Advanced sensor technology scans both sides of the billâ€™s optimizing recognition
- Self-centering transport guides that automatically adjust to and perfectly align bills â€œeven when fed at an angle
- Single Hardware Platform to reduce support and operation cost
- Accepts, stacks and outputs cash
- Customer friendly, high speed and high security acceptance
- Escrows bills to deliver same cash back to customers
- Pays out in bundles of up to 15 bank notes
- Lockable, removable and durable cashbox
- Electronic memory to record cash loading RECYCLING UNITS
- Does not accept coins or dispense coins

*Includes Software and Spare Cash Box.*

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custom Software - Monthly</td>
<td>Cash Machine with Bill Recycler</td>
<td>Included</td>
<td>1</td>
<td>$0.00</td>
<td>$1,400.00</td>
</tr>
</tbody>
</table>

### FlashPARCS - Software TOTAL:

$1,700.00

---

## FlashPARCS - Managed Services

### Product

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real-time Reporting Suite</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>24/7 Phone and Online Support</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>Ongoing PCI compliance + Software</td>
<td>Updates and general software patches</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>Mobile App Module (for managing parking operations)</td>
<td>for Term of Software Fee</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>Managed Network Services with 4G/LTE</td>
<td>Back-up</td>
<td>Included</td>
<td>1</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>FlashPARCS Warranty Standard</td>
<td>Warranty for the initial 12 months on all parts for each FlashPARCS Smart Station from the date of installation.</td>
<td>$0.00</td>
<td>0</td>
<td>$0</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

### FlashPARCS - Managed Services TOTAL:

$0.00

---

Page 7 of 11
## Quote Summary

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Discount</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashPARCS - HaaS</td>
<td>$0</td>
<td>$8,340.00</td>
</tr>
<tr>
<td>FlashPARCS - Hardware</td>
<td>$0</td>
<td>$4,155.00</td>
</tr>
<tr>
<td>FlashPARCS - Shipping</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td>FlashPARCS - Services</td>
<td>$1,800</td>
<td>$0.00</td>
</tr>
<tr>
<td>Installation</td>
<td>$0</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>FlashPARCS - Software</td>
<td>$100</td>
<td>$1,700.00</td>
</tr>
<tr>
<td>FlashPARCS - Managed Services</td>
<td>$0</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,900</td>
<td><strong>$15,195.00</strong></td>
</tr>
</tbody>
</table>

**Taxes not included**
### Optional Products

**FlashPARCS - HaaS**

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashVision LPR</td>
<td>Each Lane of LPR and Car Counting Includes: 1 Vivotek IB9365-HT Ultra Low Light 2MP IP Camera with IR illumination and WDR lens (IP67 Rated) 1 Pentium Local Processing Unit (LPU) for image processing on the edge and communication with cloud dashboard and local equipment (PARCS Equipment/Barriers/etc.) Software license to online dashboard SLA for Read Rate accuracy of 95% or higher Frequent over the air LPR model updates to maintain accuracy Monthly monitoring and pro-active alerts Onsite training and continued support</td>
<td>$165.00</td>
<td>10</td>
<td>$0</td>
<td>$1,650.00</td>
</tr>
</tbody>
</table>

**FlashPARCS - Software**

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Discount</th>
<th>SubTotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>eParking Online Reservation - Monthly</td>
<td>FlashParking is integrated with all major eParking Online Reservations.</td>
<td>$0.00</td>
<td>$100.00</td>
</tr>
<tr>
<td>Onscreen Kiosk Banner Advertising - Monthly</td>
<td>Digital banner adds can be presented onscreen at Entry, Exit or Pay on Foot Smart Stations.</td>
<td>$0.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>Monthly Parkers Access via Mobile Phone (IVR) - Monthly</td>
<td>Registered parkers can access parking facility by calling from their registered mobile phone. Thus reducing call for help volumes.</td>
<td>$0.00</td>
<td>$100.00</td>
</tr>
</tbody>
</table>

**Quote Summary - Optional Products**

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Discount</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>FlashPARCS - HaaS</td>
<td>$0</td>
<td>$1,650.00</td>
</tr>
<tr>
<td>FlashPARCS - Software</td>
<td>$0</td>
<td>$250.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$0</strong></td>
<td><strong>$1,900.00</strong></td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>
DISCLAIMERS

FlashPARCS equipment

- Equipment orders are subject to a 50% deposit payment at time of signing to ensure timely delivery of project. FlashParking reserves the right to charge a cancellation fee of 20% of the total of the contract to be paid immediately at time of cancellation.

- The remaining 50% will be invoiced upon successful installation and commissioning of the FlashPARCS equipment, or within two months of equipment receipt by Customer if Customer delays the installation, whichever comes first.

- Orders for NON-FlashHaaS (FSH) Equipment are subject to a 50% deposit payment at time of signing to ensure timely delivery of project. FlashParking reserves the right to charge a cancellation fee of 20% of the total of the contract to be paid immediately at time of cancellation. The remaining 50% will be invoiced upon successful installation and commissioning of the FlashPARCS equipment, or within two months of equipment receipt by Customer if Customer delays the installation, whichever comes first.

Delivery Lead Time

- Smart Stations and Magnetic Barrier Gates delivered and installed on average within 3-4 weeks for standard installations of 10 units or less - from time of contract signature (contingent upon credit approval and good standing of existing accounts receivable).

- Excludes orders with LED Barriers, Custom Wrapping for Smart Stations, LPR Cameras, AVI Readers or any other third-party equipment as these may have longer lead times from manufacturer.

Standard Installation

- Internet connectivity and electricity is required and is to be provided by venue or parking operator.
- Installation quote is based on the information provided by client. All other requirements not provided by the client before installation are subject to review, and additional fees may be assessed to cover the work.
- Assumes a concrete surface on each lane, that the concrete is in good enough condition to install the saw cut loop, it has no major cracks and is not post tension construction. If the location is post tension construction then please inform install team during the kickoff process to send a concrete contractor to perform a surface penetration scan to ensure it is safe to make the cut for the loop, additional fees will apply.
- All work installation services to be performed during normal business hours, Monday through Friday, excluding holidays, by non-union labor.
- Reusing or running one ethernet cable from the network demarcation point to the FlashPARCS Smart Station Kiosk using existing pathway or conduit **
- Mounting FlashPARCS network kit with back-up LTE in each lot or garage (will be pre-configured prior to shipping)
- Removing old entry (ticket/spitter) or exit (exit verifier) machine
- Removing old gate (when applicable)
- Cutting, installing & calibrating new arming and safety loops
- Connecting both loops to the gate
- Bolting down the Smart Station kiosk (they immediately get their configuration from the cloud infrastructure upon powering-up)
- Bolting down gate
- Running 3 pairs of cables from the Smart Station Kiosk to gate for (a) gate vend, (b) arming loop detection, and (c) closing loop detection
- Clean up: placing old machine and gate in a designated area within the facility (Old Equipment disposal not included)
- Testing all components: getting a ticket, and every entry or exit method including real credit card payment transaction, microphone & speakers (placing a support call), barcode scanner, proximity card reader, Bluetooth access, vending gate and loop detection
- Extending or re-routing existing electrical power lines to new SmartStation Kiosk and gate **

** Not to exceed 15 feet
*** Old Equipment disposal not included in price
Exclusions:
• All utility company charges, deposits and fees if any; Repairs for unforeseen underground utilities that may become damaged during installation of underground conduits; Performance and Payment Bonds. All other requirements if any are extra and are subject to review; (All Permit and Inspections are a Pass Through - plus Service Fees if applicable).

*Merchant services related to the processing of credit card transactions must be sourced and paid for directly by the owner/parking operator. In addition, the following policy related to credit card gateway services applies:
• Magnetic stripe readers (non-EMV): FlashParking uses USAePay as the gateway for magnetic stripe reader applications. The FlashParking software subscription fee includes gateway related charges for the first 5,000 magnetic stripe card reader-based payment transactions, per location/per month. FlashParking will bill at a rate of $49 per location for each additional 5,000 credit card transactions for those months where the gateway transaction volume allowance is exceeded.
• Chip readers (EMV): FlashParking uses Windcave as the gateway for chip reader applications. Windcave requires a separate gateway agreement with the owner/parking operator. Payment gateway transaction fees apply and are payable directly to Windcave (https://www.windcave.com/)

*FlashPARCS Mobile Payments ($0.35 per mobile payment transaction).

*Onsite support available upon request. Fees and response time varies by region.
* All prices are exclusive of taxes, shipping, installation, electrical or civil work, and any other item non specified in this quote unless otherwise clearly stated in the proposal.

Equipment Service Options:

A) Self-Served with 24/7 Remote Hands FlashParking Support Team: FlashParking designed its solutions with simplicity and efficiency as the driving tenets. We supply every customer with a FlashCare maintenance kit containing all the replacements components needed for every machine and gate supplied by FlashParking. Should any of them fail, the client can easily remove the failed part and insert the replacement part with assistance from our remote hands 24/7 support team.

B) Remote/Smart Hands Support: Should you chose not to use our Self-Served with 24/7 Remote Hands FlashParking Support option. FlashParking employs an extensive network of highly vetted, independent repair technicians under the following terms below:

<table>
<thead>
<tr>
<th>Regions</th>
<th>Mon-Fri</th>
<th>Mon-Fri (all day Sat)</th>
<th>Sundays and Holidays</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8:00 am–4:00 pm</td>
<td>4:00 pm–8:00 am</td>
<td>All day</td>
</tr>
<tr>
<td>AK, CA, HI, NY, TX, WA &amp; Puerto Rico</td>
<td>$177.80</td>
<td>$267.40</td>
<td>$357.00</td>
</tr>
<tr>
<td>AZ, CO, OR &amp; PA</td>
<td>$141.68</td>
<td>$212.52</td>
<td>$283.36</td>
</tr>
<tr>
<td>Everywhere else (US only)</td>
<td>$130.20</td>
<td>$195.30</td>
<td>$260.40</td>
</tr>
<tr>
<td>Plus Travel</td>
<td></td>
<td></td>
<td>$110/per trip</td>
</tr>
</tbody>
</table>

Billing is in whole hours only (every fractional hour is billed as an hour). Response time varies by market. On average it can be within 4-6 hours.
Future-proof your organization with FlashParking.

WHO IS FLASHPARKING?
FlashParking is the leader in parking technology. We provide tech-forward parking solutions and a broad ecosystem of products to diversify your revenue and turn your static asset into a mobile hub. Our straightforward business strategy starts with listening to our clients, understanding their pain points with legacy infrastructure, and ultimately designing solutions with future-ready technologies that position your operation for success in the mobility ecosystem of today and tomorrow.

WHAT DO WE OFFER?
We have the desire to meet the needs of the consumer as a way to increase revenue and decrease cost for the owner/operator. We built our solution to provide you with best-in-class technology that continually evolves and is easily accessed through a Hardware-as-a-Service purchase model (HaaS). Once a capital expense, hardware and software on the HaaS model become an operating expense with no barriers to entry, zero long-term contracts, and minimal upfront costs. That way you stay up-to-date with the latest technology and your equipment does not become obsolete in 5-7 years.

- FlashOS is the backbone of the FlashParking solution
- PARCS, Valet and Event management software is already enabled in your environment and standing by for any future activation
- Business Analytics through FlashIQ and real-time reporting available anywhere, anytime
- The broadest ecosystem of partner products in the industry
- No expensive maintenance contracts with either DIY or nationwide service

PARKING SYSTEMS
HARDWARE
INTEGRATIONS
WHAT IS DIFFERENT ABOUT FLASHPARKING?

FlashParking was born in the cloud, which means that we have the most experience in the industry working in a true cloud environment, with redundancy built-in to keep you running. Our equipment connects directly to the cloud via an Ethernet line, which means validations, rate pushes, on-line management, payments and reporting are done in real time. This also means our architecture is extremely flexible, allowing for easy scale up/scale down.

FLASHPARING IS THE ONLY TECHNOLOGY PROVIDER FOR TODAY AND TOMORROW

- We have installed over 3,000 kiosks and work with most industry leading partners
- Servicing 5M+ parkers per month
- With 100K+ parkers per month using our FlashBeacon Bluetooth technology
- And processing over $1B across 3000+ locations.

Parking operators and asset owners have seen immediate value in our cloud-born platform—which allows for real-time revenue and pricing decisions while delivering a true mobile customer experience. With hundreds of partnerships and growing, we are uniquely positioned to provide a seamless experience for you and your consumers now and in the future.

It’s time to rethink parking. With the FlashParking flexible system, you can retire outdated, complex systems and move to a technology-driven solution designed to delight and engage your customers.

READY TO ACCESS A FUTURE-PROOF PLATFORM?

Talk to your FlashParking account representative or reach out to sales@flashparking.com to learn more about how FlashOS is powering the evolution of assets into connected hubs.
Future-proof your organization. No matter how simple or complex your needs, FlashOS transforms your underutilized parking structures into flexible, reliable revenue streams while delighting your customers.

OVERVIEW
Current parking assets have issues such as costly maintenance contracts, old machines in need of replacement, expensive OS upgrades, and accountability concerns. In addition, old parking business models rely heavily on car-only traffic and are ill-equipped to be flexible.

There is a better way. Enter FlashOS. FlashParking is leading the industry in the transition from traditional parking systems to a tech-forward, connected hub where all forms of transportation merge to provide a convenient and differentiated experience for your customers. Just like you, we want to serve more than just parking. By building a custom solution based on FlashOS, you can have a true mobility hub, where technology, intelligence and connectivity merge.

FLEXIBLE ARCHITECTURE THAT ADAPTS QUICKLY
With FlashOS as the backbone, you can build a data-based experience that is customized per location. Instead of costly on-site server updates, features can be rolled out and updated remotely. FlashParking provides a comprehensive suite of PARCS, valet and event management software already enabled in your environment and standing by for any future activation.

The figure below shows a high-level view of the FlashParking reference architecture for a multi-site system.
“The results we’ve seen with FlashParking, have been an almost overnight increase in two key areas: visibility and accountability.”

Randy Smith
Weston Urban, CEO

### FEATURES & BENEFITS

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependable and Flexible.</td>
<td>Born in the cloud, FlashOS is the only operating system that builds in redundancy in order to keep you up and running. It also provides a flexible platform that scales up and down, without costly upgrades.</td>
</tr>
<tr>
<td>Reliable revenue stream.</td>
<td>With a 99.99% uptime and a 61% reduction in support calls, you don’t need to worry about frustrating support and maintenance concerns. Instead of worrying about legacy systems, you can spend your time implementing business change initiatives.</td>
</tr>
<tr>
<td>Real-time software updates.</td>
<td>As operational demands evolve and new technology emerges, software updates can be pushed remotely.</td>
</tr>
<tr>
<td>Lower costs.</td>
<td>You no longer have to worry about costly OS updates, onsite service, EOLs or upgrade issues. Software update fears disappear.</td>
</tr>
<tr>
<td>Reporting Suite available anywhere.</td>
<td>Through simple dashboards and predictive alerts, you can quickly deploy resources and proactively resolve issues before they impact your customers. From any location on any device.</td>
</tr>
<tr>
<td>Fast response times.</td>
<td>Quick maintenance times keep your occupancy levels up, such as reducing entry and exit times, while reducing costs.</td>
</tr>
<tr>
<td>Transformational Business Intelligence.</td>
<td>FlashOS comes standard with business intelligence software which serve you innovative insights about your rapidly changing customers.</td>
</tr>
<tr>
<td>Future ready system.</td>
<td>You won’t need to wait for your customers to ask for new technology, such as touchless pay, you will know before they do and can quickly adapt to changing needs through our already-on software.</td>
</tr>
<tr>
<td>Ecosystem compatibility.</td>
<td>The open-API nature of FlashOS gives it unparalleled integration capabilities with existing programs, and the ability to replicate those integrations at new locations.</td>
</tr>
<tr>
<td>Unlock the future.</td>
<td>Scale your operations and unlock new revenue streams with a virtually infinite number of partners.</td>
</tr>
</tbody>
</table>

It's time to rethink parking. With FlashOS and the FlashParking flexible system, you can retire outdated, complex systems and move to a technology-driven solution designed to delight and engage your customers. Our software technology is already helping other parking assets transform into diversified revenue sources with lower costs. Those industry leaders who share our vision of the mobile hub will reap the benefits of future proofed revenue streams. Are you ready for the future?

### READY TO ACCESS A FUTURE-PROOF PLATFORM?

Talk to your FlashParking account representative or reach out to sales@flashparking.com to learn more about how FlashOS is powering the evolution of assets into connected hubs.
Empower your future decisions with simplified, accessible data.

Don’t settle for latent, fragmented reporting from legacy suppliers. You deserve better. FlashParking imagines a world where data can be accessed anytime from anywhere. This doesn’t just keep you better informed, it allows you to make quick business decisions and maximize your revenue opportunities. With the power of our cloud-native FlashOS, we are able to deliver reliable and robust reporting and AI-driven data analytics. All of this powerful reporting comes standard with FlashParking. This changes everything.

**REPORTING SUITE: EMPOWER YOUR SITES WITH REAL-TIME REPORTING**

What if your data worked for you instead of you working hard for your data? Choose from standard reporting templates or configure your own report; either way, access what matters to your business. Your customized reporting can be accessed anytime, anywhere or scheduled to arrive in your inbox routinely.

Gain immediate insights at the site level and at the portfolio level to help you make decisions faster.

- **Equipment health status**
  Check gate health, paper status and more without having to be onsite. Everything you need, at your fingertips.

- **Dynamic Pricing**
  Check for occupancy surges and give customers a live look at pricing. Leverage your phone to make quick decisions based on occupancy and current events.

- **Standard or customized trend reporting**
  Make short or long-term decisions based on customer interactions down to the lane level.

Over 200 standard reports are available; here are just a few examples of standard trend reporting:

<table>
<thead>
<tr>
<th>Location Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive-level summary of tickets processed per price per kiosk. It also provides a payment summary broken down by tender type and includes a sub-report that provides the number of vehicles processed per fee.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location Transaction Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket number, arrival, departure, duration, and payment information can be found in this report. At the end of the report is the total amount transacted as well as an average duration and coupon summary.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact Center Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>This report provides information on support calls made through any kiosk in the system.</td>
</tr>
</tbody>
</table>

“**One of the things that drove me crazy...were the different reporting systems. Now [with FlashParking] our managers get to focus on one system, log on, and can manage all locations from their single location.”**

Nick Aubrey
Park Rite, Managing Partner
FLASHIQ: EMPOWER YOUR FUTURE WITH MARKET INSIGHTS

Don’t invest in the past. Own the future through intelligent data that inspires strategic change. Our FlashIQ intelligence engine provides actionable insights to inform long-term strategies. Go beyond site maintenance and tap into data to help you make strategic decisions that future-proof your business. When you’re ready to introduce new services like EV charging or docking for eScooters, you can access data on the success of those new service introductions as well.

FEATURES & BENEFITS

**Real-Time Intelligence**
Waiting for monthly, weekly, or even daily reports simply doesn’t cut it. FlashIQ displays live data on rates, revenue, occupancy, and equipment health to inform data-based decision making.

**Make Faster Decisions**
With live intelligence, you can communicate occupancy to parkers in real time and display dynamic rate changes accordingly. Seeing how customers react to new pricing and service offerings helps inform long-term strategy.

**Portfolio-Wide Transaction Data**
The ability to have a bird’s eye view is critical for optimizing revenue generation. FlashIQ rolls-up data across an entire portfolio to provide deep visibility into operations.

**Optimize Revenue Generation**
With rolled-up data across an entire portfolio of properties, you have broad, easy-to-digest analyses. From there, strategic initiatives around optimizing revenue generation are formulated from widespread trends and outlying metrics.

**Cross-location Groupings**
Custom groupings of locations from different regions, clientele, or other similarities can be used to surface trends and actionable insights.

**Mine Actionable Insights**
The ability to take a closer look at specific markets allows you to identify patterns and create actionable insights that inform larger strategies.

Data is crucial to transition from an old, dated parking asset into a future ready, connected mobile hub. Even taking the first step, such as adding electric vehicle charging, must be explored after looking at data and trends. All of this insight is powered by the AI-driven FlashIQ engine and allows you to focus on delighting your clients and customers, not your reporting.

Don’t play the commodity game, differentiate yourself by using FlashParking data and analytics.

“We are living in a different world in a different time. Everything is data driven. If you don’t have that data at your fingertips, you can’t make the appropriate decisions...that allow you to drive to the bottom line.”

Ryan Hunt
President of Premier Parking

READY TO ACCESS A FUTURE-PROOF PLATFORM?

Talk to your FlashParking account representative or reach out to sales@flashparking.com to learn more about how FlashOS is powering the evolution of assets into connected hubs.
**OVERVIEW**

**Simple and Flexible Design**
Our Smart Station assembles all the essential elements needed to manage parking access and revenue control in a single elegant unit. Our physical kiosk is identical for entry, exit, pay-on-foot, and multi-space meter. Plus, it is highly customizable to meet the unique demands of each parking facility. Whether it will be used to manage transients, monthlies or valet, the software package is simply configured for each machine's role in the venue. In addition, our machines can be configured to accept credit card, RFID, or cash payments with exact change or bill note recycler (BNR).

**Future-proof Platform**
FlashOS, our mobility hub operating system, powers the logic in all our Smart Stations was purpose-built to run in the cloud, offering enhanced scalability, redundancy, and most importantly—since no on-site servers are needed—minimal maintenance and system upkeep. Cloud-based software also allows for easy system reconfiguration as technology and venue needs evolve.

**VALUE AND BENEFITS**

✅ **Versatile Engineering**
Our unique Smart Station can meet all your needs as we can simply configure the machine as either an entry, exit or as a pay-on-foot, pay-and-display, pay-by-plate, or pay-by-space kiosk. When replacement parts are needed, they are identical in all Smart Stations which minimizes spare parts costs and immediate access.

✅ **Total Reliability**
We provide comprehensive access to monitor and manage all your properties from a single back-end portal via mobile, tablet or desktop. With a 99.99% uptime and a 61% reduction in support calls, you don't need to worry about frustrating support and maintenance concerns.

✅ **Real-time Decision Making**
Manage operations like rate changes, credit card payments, eParking reservations, and electronic validations in real-time via phone or browser.

✅ **Worry-free Compliance**
With FlashParking, you—the parking provider—outsource 98% of the PCI duties to us, the only Level 1 Service Provider in the industry. The result is instant and on-going complete PCI compliance. It's that simple!

✅ **Extreme Weather Rated**
The Smart Stations are UL Certified to withstand all extreme weather conditions and aluminum built to withstand corrosion.

✅ **Extending Your Brand**
The standard shell of the Smart Station comes in a powder-coated silver; properties looking to extend their brand to the parking facility can wrap their Smart Stations in a design of their choosing.
SMART STATION COMPONENTS AND CONFIGURATIONS

All Smart Stations come standard with robust reporting and on-demand dashboards that can be accessed anywhere on any device. The mobile app module allows you to manage parking operations from the palm of your hand. Plus, you get real-time software updates as demands evolve and new software patches are required.

There is also an optional cash acceptance machine with two choices: exact change only or bill note recycler. Reconciled funds are accounted for electronically and stored in a single locked cashbox. The BNR facilitates a closed-loop cash system, allowing facilities to simplify the cash management process and increase profitability.

Beyond the configurations below, there are many payment platform, call-center, analytics and other integrations that can be performed.

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLE Technology</td>
<td>Contactless access</td>
</tr>
<tr>
<td>Camera</td>
<td>Visual communication for video support</td>
</tr>
<tr>
<td>Integrated Intercom with mic &amp; speaker</td>
<td>Two-way audio communication</td>
</tr>
<tr>
<td>LCD Display (10&quot;)</td>
<td>Graphical user interface, touch interaction</td>
</tr>
<tr>
<td>Magnetic stripe reader</td>
<td>Credit card acceptance, encrypted at head</td>
</tr>
<tr>
<td>Barcode Scanner (2D, QR)</td>
<td>Read codes on tickets, phones</td>
</tr>
<tr>
<td>RFID Reader</td>
<td>Read proximity cards</td>
</tr>
<tr>
<td>Thermal printer (2&quot;)</td>
<td>Ticket/receipt dispenser</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>24/7 phone and online support For troubleshooting and problem-solving issues</td>
</tr>
<tr>
<td>FlashCare Maintenance Kit</td>
<td>On-site replacement parts Optional</td>
</tr>
</tbody>
</table>

EXAMPLES OF OPTIONAL HARDWARE

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hoods and Hats</td>
<td>For protection against environment Optional</td>
</tr>
<tr>
<td>Warmers &amp; AC units</td>
<td>For extreme climates Optional</td>
</tr>
<tr>
<td>Hoods and Hats for protection</td>
<td>To protect kiosk from elements Optional</td>
</tr>
<tr>
<td>Credit card with EMV chip</td>
<td>Payment option Optional</td>
</tr>
<tr>
<td>Exact change only cash machine</td>
<td>Cash option Optional</td>
</tr>
<tr>
<td>Bill Note Recycler cash machine</td>
<td>Cash option Optional</td>
</tr>
<tr>
<td>RFID 12&quot; x 12&quot; extender</td>
<td>Extended RFID range Optional</td>
</tr>
</tbody>
</table>

Dimensions: 16"w x 12.41"d x 55"h
Weight: approx. 58 lbs
Voltage: 120V
Operating Temperature: -20 to +140 F
Humidity: 15-95% rh noncondensing
Agency certifications: UL 60950-1/CSA C22.2 N. 60950-1, and UL 60950-22 Outdoor Use
Rating: UL 60950-22 under NEMA 250-2008

Visit us at https://www.flashparking.com/products/integrations/ to view our robust ecosystem of smart parking and mobility integrations and services.

BRANDING

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customized wrapping</td>
<td>Extend brand into garage Optional</td>
</tr>
</tbody>
</table>

READY TO ACCESS A FUTURE-PROOF PLATFORM?
Talk to your FlashParking account representative or reach out to sales@flashparking.com to learn more about how FlashOS is powering the evolution of assets into connected hubs.
PAY-ON-FOOT SMART STATION

SAFE. SECURE. SMARTER.
Bluetooth-enabled, cloud-based pay-on-foot kiosk features flexible software configurations, seamless integrations, and cash acceptance options with best-in-class bill acceptance and recycler.
**OVERVIEW**

**Smart Design**

Our Pay-on-Foot (POF) Smart Station combines the essential PARCS and valet payment components in a single elegant unit, which can be paired with our unique cash acceptance machine.

**Flexible Configurations**

The Pay-on-Foot Smart Station can be configured for PARCS, valet, or both. The POF Smart Station can be set up anywhere often in a garage or lobby as an additional payment station. For valet operations, the Valet POF/Vehicle Retrieval Smart Station allows for guests to request their vehicle and pay.

**Cash Acceptance Friendly**

In addition to credit card payments, we offer cash acceptance options for both the POF and the Valet POF/Vehicle Retrieval Smart Station. Our cash machines offer two options: an exact change only machine or a bill note recycler (BNR) machine that boasts a four-denomination bill recycler, which eliminates the need to empty and re-fill the machine quite as often.

**PAY-ON-FOOT COMPONENTS**

1. Bluetooth beacon reader
2. Integrated intercom (video, mic, and speaker)
3. LCD display and IoT Controller
4. Credit card reader (for payments and access)
5. Barcode scanner (mobile and barcodes)
6. Prox/RFID card reader
7. Ticket/receipt dispenser (pull-tear mechanism)
8. Exact Change or BNR cash machine pairing

**USB-based Components**

Just like the Entry/Exit Smart Station, all peripherals on the POF Smart Station are part of a plug-and-play (USB-based) system and can be swapped out in the existing machine as new technology emerges.

**Easy Maintenance**

Our unique FlashCare Maintenance Kit contains replacements for all major components so operators can quickly replace parts in a matter of minutes with minimal downtime.
Total Reliability
The FlashParking platform runs on the Microsoft Azure Cloud Platform, which today powers 90% of Fortune 500 companies. We provide comprehensive access to monitor and manage all your properties from a single back-end portal via mobile, tablet or desktop.

Headache-free Bill Acceptance and Recycler
Manage operations like rate changes, credit card payments, eParking reservations, and electronic validations in real-time via phone or browser.

Worry-free Compliance
With FlashParking, you—the parking provider—outsource 98% of the PCI duties to us, the only Level 1 Service Provider in the industry. The result is instant and on-going complete PCI compliance. It’s that simple!

Improved Security
All cash transactions are optimized and simplified by a single device. Reconciled funds are accounted for electronically and stored in a single locked cashbox. The BNR facilitates a closed-loop cash system, allowing facilities to simplify the cash management process and increase profitability.

Extreme Weather Rated
The Smart Stations are UL Certified to withstand all extreme weather conditions.

“What we’ve seen with Flash has been really remarkable. It’s been one of the only solutions we’ve ever installed, and not had one service or support call 6 months down the road.”

Ryan Hunt
President for Premier Parking

STANDARD FEATURES
The Pay-on-Foot Smart Station has an extensive list of feature choices to build out the perfect solution for each venue.

- Intercom capabilities to initiate a help call with touchscreen activated Voice over IP (VoIP) two-way intercom system
- 4G/LTE back-up network service
- Bluetooth beacon technology embedded in all Smart Stations
- Robust, real-time reporting suite with on-demand and scheduled reports and dashboards
- Ongoing PCI compliant software updates and general software patches
- Mobile app module (for managing parking operations in the palm of your hand)
- Dual-side bill scanning optimizing recognition
- Self-centering transport guides automatically align bills even when fed at an angle
- Single hardware platform to reduce support and operation costs
- Accepts, stacks, and outputs cash
- Escrows bills to deliver same cash back to customers
- Pays out in bundles of up to 15 bank notes
- Lockable, removable, and durable cashbox
- Electronic memory to record cash loading recycling units
- 24/7 phone and online support

To view a list of featured properties using FlashParking visit: www.flashparking.com/featured-properties

Aspen Airport in Aspen
Icon Brickell Tower in Miami
OPTIONAL FEATURES

Display
- Multi-lingual module
- Display current rate on entry kiosk
- Digital rate display via a monitor

Payment
- Credit card (with EMV Chip Payment option)
- Cash acceptance module
- Web-based validation: secure access for customers, clients, and merchants to validate online or pre-printed validations

Open API Platform with Several Integrations
- Payment platforms and gateways (USAePay and Payment Express)
- Third-party call center solutions including Parker Two Way Video Intercom System
- Analytics and business intelligence (BI) Solutions

SPECS

MEASUREMENTS
Dimensions 16”w x 12.41”d x 55”h
Weight 58 lbs
Color Industrial Gray
Locks Yes
Wrapping Yes, customized wrapping available

ELECTRICAL
Voltage 120V
Current Consumption ~8.5 amps max
Power Consumption ~1020 watts max

PACS HARDWARE CAPABILITIES
Operating Temperature -20° to +140° F
Humidity 15-95% rH noncondensing
Agency Certifications UL 60950-1/CSA C22.2 N. 60950-1, and UL 60950-22 Outdoor Use
Rating UL 60950-22 under NEMA 250-2008

ADDITIONAL INFO
Bluetooth Functionality Yes
Multi-lingual Yes
Communication Options Ethernet/RJ45 with 4G/LTE back-up
FlashCare Maintenance Kit Yes (a kit with all major peripheral components available)

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Austin, TX 78704

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800.213.3706

SUPPORT
support@flashparking.com
888.737.7465
CASH MACHINE WITH BILL NOTE RECYCLER

SAFE. SECURE. SMARTER.
A cash machine equipped with best-in-class Bill Note Recycler delivers a great customer experience and simplifies the operator's job of managing cash.
At FlashParking, we understand that a great parking experience is what keeps customers coming back. Providing multiple methods of payment for customers is key to delivering the optimal parking experience.

With FlashParking’s unique cash machine configuration options, managing cash is a simple task. The cash machine was designed as an add-on component to our Smart Station. Activities associated with loading, emptying, and reconciling cash can increase labor costs. Built to provide all the cash-handling ability of a human cashier with increased security and cash management benefits, the cash machine can reduce labor costs associated with activities like loading, emptying, and reconciling cash.

FlashParking’s cash machine comes in two variations: exact change bill acceptor or Bill Note Recycler (BNR).

**Cash machine Options Pair With:**

- Entry/Exit Smart Station – pre-pay on entry or pay on exit
- Pay-on-Foot Smart Station
- Valet Pay-on-Foot/Retrieval Smart Station – self-pay valet capability
- Multi-space Smart Station – pay by space, pay by plate parking

**OVERVIEW**

**Simple Architecture**
For a streamlined experience, all functionality is operated from the touch-screen display on the paired Smart Station.

**Headache-free Bill Acceptance and Recycler**
The cash machine with BNR boasts 98% first time bill acceptance rates to ensure a frictionless customer experience. The BNR sports up to a 4-denomination bill recycler to minimize the emptying and re-filling of the machine and avoid downtime.

**Improved Security**
All cash transactions are optimized and simplified by a single device. Reconciled funds are accounted for electronically and stored in a single locked cashbox. The BNR facilitates a closed-loop cash system, allowing facilities to simplify the cash management process and increase profitability.

**Key Configuration**
The cash machine can be configured for key access and cashbox removal with a separate key for bill removal. This provides maximum accountability and security throughout the cash management life cycle.

**Assembled in the U.S.**
Our Smart Stations and cash machines are manufactured in Austin, TX, minimizing shipping time and increasing speed of deployment.

**Extending Your Brand**
The standard shell of the cash machine comes in a powder-coated silver; properties looking to extend their brand to the parking facility can wrap their cash machine and Smart Stations in a design of their choosing.
FEATURES

- Accepts, stacks, and outputs global currency
- Customer-friendly, high-speed and high-security acceptance
- Advanced sensor technology scans both sides of the bill for optimal recognition
- Self-centering transport guides automatically adjust and perfectly align bills—even when fed at an angle
- Simple hardware platform reduces support and operation costs
- Escrow bills to deliver the same cash back to customers
- Pays out in bundles of up to 15 bank notes
- Lockable, removable, and durable cashbox
- Electronic memory to record the cash loading of recycling units
- 24/7 phone and online support

SPECS

<table>
<thead>
<tr>
<th>MEASUREMENTS</th>
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<tbody>
<tr>
<td>Dimensions</td>
<td>11.25”w x 15.5”d x 55”h</td>
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<tr>
<td>Weight</td>
<td>Approx. 350 lbs</td>
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<tr>
<td>Color</td>
<td>Industrial Gray</td>
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<tr>
<td>Locks</td>
<td>Yes</td>
</tr>
<tr>
<td>Wrapping</td>
<td>Yes, customized wrapping available</td>
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</table>

<table>
<thead>
<tr>
<th>ELECTRICAL</th>
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</thead>
<tbody>
<tr>
<td>Voltage</td>
<td>120V</td>
</tr>
<tr>
<td>Current Consumption</td>
<td>~8.0 amps max</td>
</tr>
<tr>
<td>Power Consumption</td>
<td>~41 watts max</td>
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<table>
<thead>
<tr>
<th>PARCS HARDWARE CAPABILITIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Temperature</td>
<td>-20° to +140° F</td>
</tr>
<tr>
<td>Humidity</td>
<td>15-95% rH noncondensing</td>
</tr>
<tr>
<td>Agency Certifications</td>
<td>UL 60950-1/CSA C22.2 N. 60950-1, and UL 60950-22 Outdoor Use</td>
</tr>
<tr>
<td>Rating</td>
<td>UL 60950-22 under NEMA 250-2008</td>
</tr>
</tbody>
</table>
For heavily frequented parking facilities

In a multi-storey car park or an underground garage, Parking Pro barriers from Magnetic are the ideal solution for professional parking applications. Thanks to their configuration and security settings, Parking Pro barriers are designed for use in heavily frequented facilities in which the movement of persons can be ruled out. Rapid opening times and the detection of tailgating vehicles ensure reliable processing for users, while low energy consumption, low-maintenance components and simple servicing keeps running costs down permanently. The barrier booms are optimised for use in parking applications: with the boom break-away option, for example, the boom is completely jettisoned in the case of a forced unauthorised passage – and it can be re-attached again without any impairment of function. In addition, visibility can be further increased by means of lighting elements and an expansion set. At the heart of the car park barrier is the innovative MHTM™ drive, characterised by its energy efficiency, lack of maintenance, and long service life – the Parking Pro is designed for 10 million opening and closing cycles.

Professional parking solution
The Parking Pro is the first choice for operators of multi-storey car parks and solution suppliers thanks to its rapid opening times, low operating costs, easy handling, great reliability and extraordinarily long service life.

Innovative drive technology
The MHTM™ drive unit operates without maintenance, energy-efficiently and quietly. Its high torque ensures best possible operation even under extreme weather conditions.

Legal security
All barriers from Magnetic have a conformity declaration in line with the Machinery Directive and a performance declaration according to the EU’s Construction Products Regulation. So operators and installers are always on the safe side regarding liability issues.

Easy access to components
Two simple hand movements suffice: easy access to the control system and drive unit by removing the hood and front panel. This increases user-friendliness and speeds up commissioning and servicing.
Parking Pro
Car park barrier

- Reliable detection of tailgating vehicles
- Low power consumption for economical operation
- Optimum accessibility for particularly easy maintenance
- German Design Award 2014 and red dot design award 2012
- Designed for 10 million opening and closing cycles

<table>
<thead>
<tr>
<th>Technical data</th>
<th>Parking Pro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lane width</td>
<td>max. 3.5 m</td>
</tr>
<tr>
<td>Opening/closing time</td>
<td>1.3 s</td>
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<tr>
<td>Power consumption</td>
<td>max. 95 W</td>
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<tr>
<td>Drive technology</td>
<td>MHTM™</td>
</tr>
<tr>
<td>Voltage</td>
<td>85–264 VAC, 50/60 Hz</td>
</tr>
<tr>
<td>Duty cycle</td>
<td>100%</td>
</tr>
<tr>
<td>Housing dimensions (W x D x H)</td>
<td>315 x 360 x 915 mm</td>
</tr>
<tr>
<td>Enclosure rating</td>
<td>IP 54</td>
</tr>
<tr>
<td>Temperature range</td>
<td>−30 to +55°C</td>
</tr>
<tr>
<td>Weight</td>
<td>40 kg</td>
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</table>

<table>
<thead>
<tr>
<th>Options</th>
<th>Parking Pro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special colours</td>
<td>✅</td>
</tr>
<tr>
<td>Articulated boom</td>
<td>✅</td>
</tr>
<tr>
<td>Boom extension set</td>
<td>✅</td>
</tr>
<tr>
<td>Support post</td>
<td>✅</td>
</tr>
<tr>
<td>Breakaway flange</td>
<td>✅</td>
</tr>
<tr>
<td>Boom drop contact</td>
<td>✅</td>
</tr>
<tr>
<td>Boom interlock</td>
<td>✅</td>
</tr>
<tr>
<td>Boom lighting, red</td>
<td>✅</td>
</tr>
<tr>
<td>Illumination strip, red/green</td>
<td>✅</td>
</tr>
<tr>
<td>Hood light</td>
<td>✅</td>
</tr>
<tr>
<td>Key-operated switch</td>
<td>✅</td>
</tr>
<tr>
<td>Radio module</td>
<td>✅</td>
</tr>
<tr>
<td>Ethernet module</td>
<td>✅</td>
</tr>
<tr>
<td>RS485 module</td>
<td>✅</td>
</tr>
<tr>
<td>CAN module (counting)</td>
<td>✅</td>
</tr>
<tr>
<td>Second detector module</td>
<td>✅</td>
</tr>
<tr>
<td>GSM module</td>
<td>✅</td>
</tr>
<tr>
<td>Safety light barrier</td>
<td>✅</td>
</tr>
<tr>
<td>Battery backup</td>
<td>✅</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Features</th>
<th>Parking Pro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard colours</td>
<td>RAL 2000, 9006, 9007</td>
</tr>
<tr>
<td>VarioBoom barrier boom</td>
<td>Standard</td>
</tr>
<tr>
<td>Control system</td>
<td>MGC Pro</td>
</tr>
<tr>
<td>Integrated 2-channel detector for induction loops</td>
<td>Standard</td>
</tr>
<tr>
<td>Modular expansion of control system</td>
<td>Standard</td>
</tr>
<tr>
<td>Variable I/O assignment</td>
<td>Standard</td>
</tr>
<tr>
<td>No. of digital inputs</td>
<td>8</td>
</tr>
<tr>
<td>No. of relays/digital outputs</td>
<td>6/4</td>
</tr>
<tr>
<td>Input for safety light barrier with test</td>
<td>1</td>
</tr>
<tr>
<td>Selectable closing speed</td>
<td>Standard</td>
</tr>
<tr>
<td>Selectable opening speed</td>
<td>Standard</td>
</tr>
</tbody>
</table>

MAGNETIC AUTOCONTROL GMBH
www.magnetic-access.com
Standard colours

Orange (RAL 2000)
White aluminium (similar to RAL 9006)
Grey aluminium (similar to RAL 9007)

Dimensional drawings

Parking Pro with VarioBoom

Parking Pro with VarioBoom and optional extension set

Parking Pro with optional articulated boom
Magnetic stands for pioneering products – in every way. Our access control systems for vehicles or pedestrians clear the way for thousands of people every day – at car parks, toll gates, stations, airports and in buildings. Our technology is also pioneering, however: with innovative drives, intelligent control systems and well thought-out details it provides maximum safety and longevity. Are you also on the path to Magnetic?

Vehicle barriers
Access barriers
Parking barriers
Toll barriers
Special barriers

Pedestrian gates
Turnstiles
Swing gates
Tripod gates
Retractable gates
Wing gates

Terminals
Cars
Trucks

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CASHIER KIT

For locations with cashier booths at the point of exit, cash transactions can be handled without having an in-lane cash machine. The Cashier Kit seamlessly connects to your exit flow to provide a comprehensive cash management tool.
CASHIER KIT

The FlashParking Cashier Kit provides integrated cash handling capabilities that are efficient for cashiers and customers alike. When customers are ready to exit a garage, they can proceed to the exit lane, scan and pay with a card at a Smart Station, or – if there is a cashier booth – present their ticket to the cashier to pay with cash or card. In the latter scenario, the cashier can simply scan the customer's ticket on the iPad, perform a cash transaction using the cash drawer or credit card reader, and complete the payment on the iPad. Subsequently, the exit gate will vend and the ticket will be completed as it would with a standard Smart Station interaction.

Smart Station Integration

The Cashier Kit is typically used in unison with an exit Smart Station to offer customers mobile, card, and cash payment options with the flexibility of being able to operate with or without a cashier. However, it can also be used independently of a Smart Station.

Cash Drawer Options:

There are two cash drawer options: A manual cash drawer and an IP cash drawer.

When the cashier is processing a transaction with a manual cash drawer, the cashier will have to open the cash drawer with a key in order to put cash in or take change out.

With an IP cash drawer, the iPad app will automatically send a signal to the cash drawer to open once the cash tender type is selected, the cashier inputs the amount tendered, and there is change due. This capability requires both the iPad and cash drawer to be wired into an Ethernet connection and an MP200 to be used as the credit card reader for the cashier. There are four options for the IP cash drawer:

- **Smart Station available in the exit lane with Amount Due Screen**
  Cashier Kit includes: iPad, Amount Due Screen, Secure Enclosure, MP200, Charger and Ethernet Adapter, FlashPARCS Controller and IP Cash Drawer

- **Smart Station available in the exit lane with no Amount Due Screen**
  Cashier Kit includes: iPad, Secure Enclosure, MP200, Charger and Ethernet Adapter, IP Cash Drawer

- **Smart Station not available in the exit lane with no Amount Due Screen**
  Cashier Kit includes: iPad, Secure Enclosure, MP200, Charger and Ethernet Adapter, FlashPARCS Controller and IP Cash Drawer

- **Smart Station not available in the exit lane with Amount Due Screen**
  Cashier Kit includes: iPad, Secure Enclosure, Amount Due Screen, MP200, Charger and Ethernet Adapter, FlashPARCS Controller and IP Cash Drawer

Amount Due Screen

For a straightforward customer-facing display of the amount due, an amount due screen can be included in the Cashier Kit.
FlashVision’s LPR offering uses AI-based computer vision to capture license plate information in less than a second with over 95% accuracy.

**License Plate Recognition (LPR)**

For monthly and transient parkers alike, LPR creates a touchless experience with unmatched simplicity. And for facility owners and operators, the remote accessibility and cloud reporting capabilities make this LPR solution easier to manage than any other technology on the market.

Plus, it’s available on the industry’s first Hardware-as-a-Service (HaaS) purchasing model.

**How It Works**

**For Monthly Parkers**
When a vehicle pulls up to the facility, the camera takes a frame grab in less than a second and communicates the identified license plate number. The plate will then be matched with an account in the system, the gate will vend, and an entry will be marked to maintain passback protection.

**For Transient Parkers**
When a vehicle pulls up to the facility, a camera takes a frame grab in less than a second, instantly opening a ticket for that parker and beginning their parking session. Once the parker is ready to leave, they will simply pull up to the exit point, where their license plate will once again be read. An accurate rate will be calculated and pushed to the kiosk for payment. Upon being paid, the ticket will close and the gate will vend.

**How It Compares**

<table>
<thead>
<tr>
<th>FlashVision LPR</th>
<th>Other LPRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ No additional loops needed</td>
<td>✗ Require additional loops</td>
</tr>
<tr>
<td>✔ SLA guarantees accuracy</td>
<td>✗ No SLA</td>
</tr>
<tr>
<td>✔ Infared light</td>
<td>✗ Infared light</td>
</tr>
<tr>
<td>✔ Cloud portal and real-time reporting</td>
<td>✗ Limited or no cloud capabilities</td>
</tr>
<tr>
<td>✔ Robust remote accessibility and controls</td>
<td>✗ Offer some or no remote functions</td>
</tr>
</tbody>
</table>

**Features**
- ✔ <1 second frame grab
- ✔ Remote access and controls
- ✔ Guaranteed SLA with >95% accuracy
- ✔ Available on HaaS purchasing model
- ✔ 24/7 support

**About FlashVision**

FlashVision is a growing platform of Artificial Intelligence (AI)-based computer vision technologies designed to simplify modern parking access, revenue control, and remote management.

**Are You Ready For The Future?**
Go to FlashParking.com/products to learn about how our suite of technology can power the evolution of your asset into a networked mobility hub.
FLASHMOTION
Create a touchless entry experience with a motion-activated sensor for ticket dispensing

OVERVIEW
FlashMotion, an integrated motion sensor in the kiosk, is designed to eliminate the need for parkers to touch and tap screens when they pull up to entry kiosks. All that is required is a swift wave of the hand for a ticket to be issued.

FlashParking’s simplified hardware design and system architecture allows for easy integrations with off-the-shelf components, which helps future-proof your investment.

HOW IT WORKS
FlashMotion sensors can be installed discreetly on the face of existing FlashParking entry kiosks. When parkers pull up to an entry kiosk with a FlashMotion sensor, they will simply wave their hand in front of the machine to trigger the ticket dispenser.

To watch FlashMotion in action, click here.

BENEFITS

- **Contactless**
  When used in conjunction with mobile payments, FlashMotion is part of an end-to-end contactless parking experience that fits today’s consumer demands.

- **Convenient**
  Motion-activated goods and services are second nature to consumers today, so being prompted to wave rather than tap is a simple transition that makes the entire interaction feel safer.

- **Safe**
  Minimizing device contact helps ensure the safety and health of consumers and operator employees.

INVESTMENT

- **FlashMotion embedded sensor**: $150.00 per unit
- **Installation**: Cost is based on the number of units installed per location

READY TO GO TOUCHLESS WITH FLASHMOTION?
Talk to your FlashParking account representative or reach out to sales@flashparking.com to learn more about our suite of SAFEparcs or SAFEvalet solutions.
<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Firewall</td>
<td>Complies with PCI DSS Requirement 1 “NG” traffic inspection for compliance with PCI DSS Requirement 11</td>
</tr>
<tr>
<td>Application Platform</td>
<td>Supports secure, compliant deployment of “below the store level” IoT devices, and “above the store level” services like fuel supply chain management, EPA Compliance management and retail analytics</td>
</tr>
<tr>
<td>Cloud Managed</td>
<td>Managed via a dashboard with integrated enterprise segmentation, problem tracking and geographic dispatch support. Certain information about a site or group of sites can be shared with trusted business partners like service techs. Visualization and management of COTS switch fabric with up to 4095 VLANs.</td>
</tr>
<tr>
<td>Ruggedized for Retail</td>
<td>Dust-proof, drip-proof appliance. Rated for operation in spaces up to 140°F (higher temperature rating available by special arrangement). Wall or Rack Mount</td>
</tr>
<tr>
<td>Indicators</td>
<td>8 LED indicators provide at-a-glance insight into device status.</td>
</tr>
<tr>
<td>Connectivity</td>
<td>3x 10/100/1000, Auto MDI-X Ethernet 2x High Speed RS-232 Isolated to 5000 volts 1x USB 2.0/3.0. IoT sensor bus, reads hundreds of sensors</td>
</tr>
<tr>
<td>Capacity</td>
<td>Manage secure deployments ranging from a single kiosk application (like remote fueling or outdoor parking lot access) all the way up to “Big-Box” applications with thousands of endpoint devices.</td>
</tr>
<tr>
<td>Security and Security Attestations</td>
<td>Technology, People and Process managed to comply with NIST Special Publication 800-53 (NIST SP-800-53 provides a catalog of security controls for U.S. federal information systems). PCI DSS Level 1 service provider. Listed on the VISA and Mastercard Global Registries of PCI DSS-Compliant Service Providers. Audit attestations and comprehensive service and responsibility matrices available upon qualified inquiry</td>
</tr>
<tr>
<td>Enhanced Security Services</td>
<td>Inquire about enhanced security services to extend flow data capture, analysis and retention and customized Managed Detection and Response</td>
</tr>
<tr>
<td>Ephemeral Connectivity for Third Parties</td>
<td>Award winning technology that keeps vendors from maintaining persistent connections to the store while providing needed access or data in a secure manner. Explicitly complies with PCI DSS Requirement 11.3.9</td>
</tr>
<tr>
<td>Power Requirements</td>
<td>Maximum of 8 watts (28 BTU/hr) depending on attached devices (1000 MBit ethernet device attachments use more power than slower devices) 12VDC/1A external power adapter supplied. UPS recommended.</td>
</tr>
<tr>
<td>Physical</td>
<td>Appliance: 15cm (6&quot;) x 20cm (8&quot;) x 4cm (1.5&quot;) 600g (1.2 lbs) Package: 7.5cm (3&quot;) x 18cm (7&quot;) x 30cm (12&quot;) 850g (1.9 lbs)</td>
</tr>
</tbody>
</table>
Power up Your Small Network with Gigabit Speeds

The NETGEAR® family of ProSAFE® Gigabit Smart Managed Switches is purposely designed for SMB customers with high performance, SMB-oriented features and easy management. With 8 10/100/1000 Mbps ports, each capable of powering 2000 Mbps of data throughput in full-duplex mode per port, the GS108T is an ideal solution for extending network connections into conference room, labs, lobbies and department workgroups. It enables SMB networks to support Voice over IP (VoIP), streaming media, multicasting, security, and many other bandwidth-intensive applications like ERP and large file transfers.

The GS108T comes with a comprehensive set of L2 features, such as access control lists (ACL), 802.1x port authentication (MD5), enhanced QoS, rate limiting and IGMP snooping among others to provide a small or medium-sized business with a network that is geared for growth while ensuring performance and reliability.

In addition, the GS108T supports IEEE 802.3af standard for Power over Ethernet (PoE). It can obtain its power from either a PoE source or from an external AC power adapter. This gives an SMB flexibility when installing the switch in places where a power outlet is not present.

The GS108T comes with both an intuitive Web-browser GUI interface and Smart Control Center (Windows PC required), which offer simple Smart Managed Switch management, making it a snap to monitor switch performance, configure ports, even set up port trunks, VLANs, and traffic prioritization. Alternatively, you can use SNMP-based software to manage your Smart Managed Switch. NETGEAR ProSafe Smart Managed Switches are ideal for adding basic management to your unmanaged networks or extending your managed networks.

### Highlights

**Intelligent**
- The GS108T provides cost-efficient solutions that enable SMB customers to better manage their network. Included are performance monitoring, port configuration, VLAN for traffic control, link aggregation for increased bandwidth, IGMP snooping for facilitating multicast applications, and Class of Service (CoS) for traffic prioritization.

**Ideal Advanced Security**
- These Gigabit Smart Managed Switches have advanced features that provide more robust security to SMBs. These include:
  - 802.1x for authentication (MD5)
  - ACL filtering to permit or deny traffic based on MAC or IP addresses

**Advanced Quality of Service**
- Priority queuing ensures that high-priority traffic gets delivered efficiently, even during congestion from high-traffic bursts. Companies implementing network telephony or video conferencing, for example, need to be able to prioritize such voice and video traffic and other real-time applications over less latency-sensitive traffic to ensure reliability and quality. The ability to prioritize traffic ensures quality of latency-sensitive services and applications despite increasing traffic loads. The ProSafe Gigabit Smart Managed Switch provides an extensive set of QoS features:
  - 802.1p-based prioritization
  - Layer 3-based prioritization
  - Rate limiting

**NETGEAR Green**
- Up to 60% lower power consumption
- Auto power-down mode conserves energy when a port is not connected
- Less transmit power when the cable is under 10 m
- Packaging manufactured with at least 80% recycled material
Technical Specifications

Network Protocol and Standards

Compatibility
- IEEE 802.3i 10BASE-T
- IEEE 802.3u 100BASE-TX
- IEEE 802.3ab 1000BASE-T
- IEEE 802.3x full-duplex flow control

Power Supply
- Power consumption: 6W maximum

Network Ports
- 8 10/100/1000Mbps auto sensing Gigabit Ethernet

Physical Specifications

Dimensions: (W x D x H)
- 158 x 105 x 27mm
- (6.2 x 4.1 x 1.1in)

Weight
- 0.56kg (1.23 lb)

Performance Specifications

- Forwarding modes: Store-and-forward
- Bandwidth: 16Gbps full duplex
- Network latency: Less than 15μs for 64-byte frames in store-and-forward mode for 1000 Mbps to 1000 Mbps transmission
- Buffer memory: 512KB embedded memory per unit
- Address database size: 4k media access control (MAC) addresses per system
- Mean time between failures (MTBF): 275,533 hours (~32 years)
- Acoustic noise: 0dB

Electromagnetic Emissions

- CE mark, commercial
- FCC Part 15 Class B
- VCCI Class B
- C-Tick

Environmental Specifications

- Operating temperature: 0° to 104°F (0° to 40°C)
- Storage temperature: -4° to 158°F (-20° to 70°C)
- Operating humidity: 90% maximum relative humidity, non-condensing
- Storage humidity: 95% maximum relative humidity, non-condensing
- Operating altitude: 10,000ft (3,000m) maximum
- Storage altitude: 10,000ft (3,000m) maximum

Status LEDs

- Per port: Link/activity, speed
- Per device: Power

Power Adapter

- 12V, 1.0A power adapter, localized to country of sale
- Alternatively, unit can be powered by IEEE 802.3af PSE via Ethernet port
Technical Specifications

Electromagnetic Immunity
- EN 55024

Safety
- CE mark, commercial
- cUL IEC 950/EN 60950
- CB

Administrative Switch Management
- IEEE 802.1Q Static VLAN (64 groups, Static)
- Protected ports
- IEEE 802.1p Class of Service (CoS)
- Port-based QoS
- DSCP-based QoS
- DiffServ
- IEEE 802.3ad Link Aggregation (manual or LACP)
- IEEE 802.1w Rapid Spanning Tree Protocol (RSTP)
- IEEE 802.1s Multiple Spanning Trees Protocol (MSTP)
- IEEE 802.1tab Link Layer Discovery Protocol (LLDP)
- LLDP-MED
- SNMP v1, v2c, v3
- RFC 1213 MIB II
- RFC 1643 Ethernet Interface MIB
- RFC 1493 Bridge MIB
- RMON group 1, 2, 3, 9
- Auto voice VLAN
- DHCP Filtering
- Auto denial-of-service (DoS) protection
- HTTP and HTTPS
- Ping and traceroute
- Green features: Power saving by cable length (<10 m)
- Power saving when link down
- RFC 2131 DHCP client
- DHCP filtering
- IEEE 802.1x with Guest VLAN
- Jumbo frame support
- Port-based security by locked MAC addresses
- MAC and IP-based ACL
- Storm control for broadcast, multicast and unknown unicast packets
- IGMP snooping v1/v2
- Port-based egress rate limiting
- SMTP
- Port mirroring support (Many to one)
- Web-based configuration
- Configuration backup/restore
- Password access control
- TACACS+ and RADIUS support
- Syslog
- Firmware upgradeable

Warranty*
- NETGEAR Lifetime Warranty
- Lifetime 24x7 Online Chat Technical Support
- 90 days (24/7) Live Phone Technical Support
- Lifetime Next Business Day (NBD) Hardware Replacement

ProSUPPORT OnCall 24x7, Category 1** Service Packages
- PMB0311 (1 yr.)
- PMB0331 (3 yrs.)
- PMB0351 (5 yrs.)

Package Contents
- ProSAFE® 8-port Gigabit Smart Managed Switch (GS108Tv2)
- AC adapter
- Rubber footpads
- Wall-mount kit
- Resource CD
- Installation guide

Ordering Information
Australia & Asia
GS108T-200AUS

Europe General
GS108T-200GES

North America
GS108T-200NAS

UK
GS108T-200UKS

Japan
GS108T-200JPS

* IEEE 802.3af PoE capable devices.

* This product comes with a limited warranty that is valid only if purchased from a NETGEAR authorized reseller, and modifications to product may void the warranty; covers hardware, fans, and internal power supplies—not software or external power supplies; see http://www.netgear.com/about/warranty/ for details. Lifetime technical support includes basic phone support for 90 days from purchase date and lifetime online chat support when purchased from a NETGEAR authorized reseller. This product was tested for quality and its components may be recycled. For indoor use only.

** The NETGEAR OnCall 24x7 contract provides unlimited phone and email technical support for your networking product. For ProSAFE products purchased prior to 06/2014, also includes next-business-day hardware replacement.
NETGEAR®

4G LTE Modem Data Sheet

LB1121

Highlights

• Simple LTE connectivity solution
• 4G LTE speeds with 3G fallback—Up to 150 Mbps downloads
• Connect optional 4G/3G antennas for better signal reception
• Power-over-Ethernet (PoE) for remote locations

Overview

The NETGEAR LTE Modem 1121 is a simple LTE connectivity solution for all your devices and equipment. Simply connect this LTE Modem directly to your router, switch or computer to provide an automatic 4G LTE or 3G fallback broadband connection, with download speeds of up to 150 Mbps. Power-over-Ethernet is ideal for remote locations, without the need to plug in a power adapter. Designed for simple connectivity, the LTE modem is compact, convenient, and easy to setup.

Key Features

Super-fast Connectivity with 4G LTE & 3G
Get secure and super-fast 4G LTE connectivity with 3G/2G fallback for broadband failover. Get up to 150 Mbps download and 50 Mbps upload speeds.

Wired Connections
Gigabit Ethernet WAN port for connection pass-through. Power-over-Ethernet for remote locations.

Better Signal Reception
Two connectors available to connect optional 4G/3G antennas for better signal reception.
Use Cases

We all depend on a fast, always-on broadband connection, and planning ahead to ensure everyone stays connected is essential.

Using the NETGEAR 4G LTE Modem for broadband connectivity enables Internet access at fast speeds with the convenience of portability and flexibility. Unlike other connectivity sources, the NETGEAR 4G LTE Modem can be easily installed in a matter of minutes, and it’s ideal for a wide range of environments including locations where wireline option is not readily available, and where PoE infrastructure is available.

Some typical applications include:

• LTE connectivity for business’ needs
• Kiosk — wire-free connection
• Enterprise/office locations with PoE sources
4G LTE Modem

**Package Contents**
- 4G LTE Modem (LB1121)
- Power adapter
- Ethernet cable
- Quick start guide

**Specifications**
- Dimensions: 4.7 (W) x 3.9 (D) x 1.2 (H) in
- Weight: 0.4 lb

**Band Support**
- LTE Category 4 (up to 150 Mbps): B2, 4, 5, 12
- UMTS DC-HSPA+ - (up to 42 Mbps): B2, 5

**Interface**
- 1 Gigabit WAN Ethernet RJ-45 port
- Internal WWAN antennas with support for optional TS9 external antennas
- 3FF (micro) SIM card slot

**LEDs**
- Power
- LTE Signal Quality (5 LED bar graph)
- LAN

**Power Adapter**
- 12V DC, 1A

**Key Features**
- Built-in Gigabit WAN connection for flexible home and office connectivity
- Fast 4G LTE speeds up to 150 Mbps for downloads and 50 Mbps for uploads
- Provides 4G to 3G fallback support
- Power-over-Ethernet (PoE)
- SMS message alerts for firmware updates, data usage, and failover to LTE
- TR-069 for remote management
- Two TS-9 connectors available to connect optional 4G/3G antennas for better signal reception
- Direct IP pass-through for secure enterprise VPN configuration
- Manage settings via a browser-based web UI
- LEDs on device to check network status instantly
- Portable, light and compact design for you to take anywhere

**System Requirements**
- Compatible 3G/4G LTE Mobile Service (3FF Micro-SIM)
- Microsoft Windows 7, 8, 8.1, 10, Vista, XP, Mac OS® (10.6.8. and newer) and other operating systems running a TCP/IP network (for accessing Web Management User Interface)
- Compatible browsers such as Microsoft® Internet Explorer® 5.0, Firefox® 2.0, Safari® 1.4, or Google Chrome™ 11.0 browsers or higher (for accessing Web Management User Interface)

**Support**
- 90-day complimentary technical support*

**Warranty**
- www.netgear.com/warranty

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This product comes with a limited warranty that is valid only if purchased from a NETGEAR authorized reseller.

*90-day complimentary technical support following purchase from a NETGEAR authorized reseller.

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NETGEAR, Inc. 350 E. Plumeria Drive, San Jose, CA 95134-1911 USA, www.NETGEAR.com/support
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</table>
Independent Auditor's Report

To Management
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, 2019 and 2018, and the related consolidated statements of 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, the 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, 2019 and 2018, 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
February 28, 2020
Laz Karp Associates, LLC and Subsidiaries  
Consolidated Balance Sheets  
December 31, 2019 and 2018

<table>
<thead>
<tr>
<th>Assets</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$ 1,831,637</td>
<td>$ 5,590,222</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance for doubtful accounts of $562,996 and $330,953, respectively</td>
<td>44,600,726</td>
<td>37,188,993</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>10,296,672</td>
<td>8,544,589</td>
</tr>
<tr>
<td>Current portion of other receivables</td>
<td>2,528,566</td>
<td>1,976,540</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>59,257,601</td>
<td>53,300,344</td>
</tr>
<tr>
<td><strong>Property, equipment and leasehold improvements</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>1,300,378</td>
<td>1,160,041</td>
</tr>
<tr>
<td>Equipment</td>
<td>15,245,814</td>
<td>13,761,587</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>2,310,736</td>
<td>1,992,065</td>
</tr>
<tr>
<td>Vehicles</td>
<td>12,917,860</td>
<td>8,849,728</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>2,333,374</td>
<td>1,592,273</td>
</tr>
<tr>
<td>Computer software</td>
<td>5,928,704</td>
<td>5,573,370</td>
</tr>
<tr>
<td><strong>Accumulated depreciation and amortization</strong></td>
<td>40,036,866</td>
<td>32,929,064</td>
</tr>
<tr>
<td><strong>Construction in progress</strong></td>
<td>(25,532,668)</td>
<td>(20,637,683)</td>
</tr>
<tr>
<td><strong>Total property, equipment and leasehold improvements</strong></td>
<td>14,504,198</td>
<td>12,291,381</td>
</tr>
<tr>
<td><strong>Other assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other receivables, net of current portion</td>
<td>4,580,655</td>
<td>4,082,806</td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>3,580,264</td>
<td>3,276,801</td>
</tr>
<tr>
<td>Goodwill</td>
<td>14,037,362</td>
<td>14,037,362</td>
</tr>
<tr>
<td>Deferred financing costs, net</td>
<td>448,725</td>
<td>515,203</td>
</tr>
<tr>
<td>Intangibles, net</td>
<td>17,776,722</td>
<td>18,067,603</td>
</tr>
<tr>
<td><strong>Total other assets</strong></td>
<td>40,423,728</td>
<td>39,979,775</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$ 116,211,124</td>
<td>$105,888,428</td>
</tr>
</tbody>
</table>
Laz Karp Associates, LLC and Subsidiaries

Consolidated Balance Sheets
December 31, 2019 and 2018

Liabilities and Members' Equity

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$10,167,803</td>
<td>$9,018,919</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>32,290,865</td>
<td>28,687,395</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>6,554,326</td>
<td>6,158,002</td>
</tr>
<tr>
<td>Current portion of long-term debt and capital lease obligations</td>
<td>5,894,522</td>
<td>4,790,104</td>
</tr>
<tr>
<td>Distribution payable</td>
<td>7,000,000</td>
<td>8,400,000</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>61,907,516</td>
<td>57,054,420</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term debt and capital lease obligations, net of current portion</td>
<td>8,781,564</td>
<td>8,262,532</td>
</tr>
<tr>
<td>Contingent consideration</td>
<td>9,389,742</td>
<td>7,906,834</td>
</tr>
<tr>
<td>Self-insured claims reserve</td>
<td>7,245,507</td>
<td>6,024,366</td>
</tr>
<tr>
<td>Lease-related liabilities</td>
<td>5,112,450</td>
<td>2,583,107</td>
</tr>
<tr>
<td>Deferred compensation</td>
<td>17,760,703</td>
<td>13,848,689</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td>48,289,966</td>
<td>38,625,528</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>110,197,482</td>
<td>95,679,948</td>
</tr>
<tr>
<td>Commitments and contingencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members' equity</td>
<td>6,013,642</td>
<td>10,208,480</td>
</tr>
<tr>
<td><strong>Total liabilities and members' equity</strong></td>
<td><strong>$116,211,124</strong></td>
<td><strong>$105,888,428</strong></td>
</tr>
</tbody>
</table>

See Notes to Consolidated Financial Statements.
## Laz Karp Associates, LLC and Subsidiaries

### Consolidated Statements of Income

**Years Ended December 31, 2019 and 2018**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Parking services revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease type contracts</td>
<td>$250,557,055</td>
<td>$338,246,825</td>
</tr>
<tr>
<td>Management type contracts</td>
<td>72,801,999</td>
<td>63,521,525</td>
</tr>
<tr>
<td>Reimbursed management contract revenue</td>
<td>221,736,518</td>
<td>183,130,815</td>
</tr>
<tr>
<td><strong>Total parking services revenue</strong></td>
<td>545,095,572</td>
<td>584,899,165</td>
</tr>
<tr>
<td><strong>Cost of parking services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease type contracts</td>
<td>227,501,083</td>
<td>312,119,837</td>
</tr>
<tr>
<td>Management type contracts</td>
<td>6,702,528</td>
<td>4,647,764</td>
</tr>
<tr>
<td>Reimbursed management type contract expenses</td>
<td>221,736,518</td>
<td>183,130,815</td>
</tr>
<tr>
<td><strong>Total cost of parking services</strong></td>
<td>455,940,129</td>
<td>499,898,416</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>89,155,443</td>
<td>85,000,749</td>
</tr>
<tr>
<td><strong>Deferred compensation</strong></td>
<td>3,912,014</td>
<td>1,014,585</td>
</tr>
<tr>
<td><strong>Selling, general and administrative expenses</strong></td>
<td>63,807,422</td>
<td>62,129,225</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>21,436,007</td>
<td>21,856,939</td>
</tr>
<tr>
<td><strong>Other (expense) income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividend income</td>
<td>43,905</td>
<td>27,188</td>
</tr>
<tr>
<td>Interest expense, net</td>
<td>(523,923)</td>
<td>(688,130)</td>
</tr>
<tr>
<td>Fair value adjustment of contingent consideration</td>
<td>349,173</td>
<td>435,601</td>
</tr>
<tr>
<td><strong>Total other expense</strong></td>
<td>(130,845)</td>
<td>(225,341)</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>$21,305,162</td>
<td>$21,631,598</td>
</tr>
</tbody>
</table>

See Notes to Consolidated Financial Statements.
### Consolidated Statements of Changes in Members’ Equity

**Years Ended December 31, 2019 and 2018**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance January 1, 2018</strong></td>
<td>$ 13,476,882</td>
<td></td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>21,631,598</td>
<td>(24,900,000)</td>
</tr>
<tr>
<td><strong>Member distributions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balance December 31, 2018</strong></td>
<td>10,208,480</td>
<td></td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>21,305,162</td>
<td>(25,500,000)</td>
</tr>
<tr>
<td><strong>Member distributions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balance December 31, 2019</strong></td>
<td>$ 6,013,642</td>
<td></td>
</tr>
</tbody>
</table>

See Notes to Consolidated Financial Statements.
## Laz Karp Associates, LLC and Subsidiaries

**Consolidated Statements of Cash Flows**  
Years Ended December 31, 2019 and 2018

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td>$ 21,305,162</td>
<td>$ 21,631,598</td>
</tr>
<tr>
<td>Adjustments to reconcile net income to net cash provided by operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>9,484,367</td>
<td>7,772,915</td>
</tr>
<tr>
<td>Amortization of deferred financing costs</td>
<td>66,478</td>
<td>93,946</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>660,613</td>
<td>344,283</td>
</tr>
<tr>
<td>Change in fair value of contingent consideration</td>
<td>(349,173)</td>
<td>(435,601)</td>
</tr>
<tr>
<td>Net (gain) loss on disposal of fixed assets</td>
<td>(8,250)</td>
<td>144,905</td>
</tr>
<tr>
<td>Deferred compensation</td>
<td>3,912,014</td>
<td>1,014,585</td>
</tr>
<tr>
<td>Amortization of lease related liabilities</td>
<td>547,378</td>
<td>266,185</td>
</tr>
<tr>
<td><strong>Changes in operating assets and liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(5,996,526)</td>
<td>(10,131,455)</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>(1,752,083)</td>
<td>(544,965)</td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>(303,463)</td>
<td>2,401,208</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>1,333,090</td>
<td>1,815,190</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>2,524,425</td>
<td>4,735,254</td>
</tr>
<tr>
<td>Lease-related liabilities</td>
<td>97,968</td>
<td>-</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>396,324</td>
<td>552,905</td>
</tr>
<tr>
<td>Self-insured claims reserve</td>
<td>1,221,141</td>
<td>992,547</td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td>33,139,465</td>
<td>30,653,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>(3,677,337)</td>
<td>(1,563,983)</td>
</tr>
<tr>
<td>Acquisition of business</td>
<td>(2,500,000)</td>
<td>-</td>
</tr>
<tr>
<td>Other intangible assets</td>
<td>(172,781)</td>
<td>(307,810)</td>
</tr>
<tr>
<td>Proceeds from sale of fixed assets</td>
<td>52,259</td>
<td>-</td>
</tr>
<tr>
<td>Loan costs</td>
<td>-</td>
<td>(228,875)</td>
</tr>
<tr>
<td>Advance of other receivables</td>
<td>(460,631)</td>
<td>(610,543)</td>
</tr>
<tr>
<td>Repayment of other receivables</td>
<td>2,795,492</td>
<td>1,502,037</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(3,962,998)</td>
<td>(1,209,174)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayments of long-term debt and capital lease obligations</td>
<td>(5,524,457)</td>
<td>(4,488,356)</td>
</tr>
<tr>
<td>Payment of contingent consideration</td>
<td>(510,595)</td>
<td>-</td>
</tr>
<tr>
<td>Cash distributions to members</td>
<td>(26,900,000)</td>
<td>(21,025,000)</td>
</tr>
<tr>
<td><strong>Net cash used in financing activities</strong></td>
<td>(32,935,052)</td>
<td>(25,513,356)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net (decrease) increase in cash</strong></td>
<td>3,758,585</td>
<td>3,930,970</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash, beginning of year</td>
<td>5,590,222</td>
<td>1,659,252</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$ 1,831,637</td>
<td>$ 5,590,222</td>
</tr>
</tbody>
</table>
Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Cash Flows
Years Ended December 31, 2019 and 2018

<table>
<thead>
<tr>
<th>Supplemental disclosure of cash flow information</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest paid</td>
<td>$457,445</td>
<td>$594,184</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supplemental disclosure of noncash investing and financing activities</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total property and equipment additions</td>
<td>$5,558,000</td>
<td>$4,707,528</td>
</tr>
<tr>
<td>Amounts financed through notes payable</td>
<td>(222,087)</td>
<td>(62,198)</td>
</tr>
<tr>
<td>Amounts financed through capital leases</td>
<td>(1,658,576)</td>
<td>(3,081,347)</td>
</tr>
<tr>
<td>Total cash paid for capital expenditures</td>
<td>$3,677,337</td>
<td>$1,563,983</td>
</tr>
<tr>
<td>Total other intangible asset additions</td>
<td>$172,781</td>
<td>$677,962</td>
</tr>
<tr>
<td>Amounts financed through notes payable</td>
<td>-</td>
<td>(370,152)</td>
</tr>
<tr>
<td>Total cash paid for other intangible asset additions</td>
<td>$172,781</td>
<td>$307,810</td>
</tr>
<tr>
<td>Total other receivables advanced</td>
<td>$3,845,367</td>
<td>$4,570,130</td>
</tr>
<tr>
<td>Amounts related to capital lease financing</td>
<td>(3,384,736)</td>
<td>(3,959,587)</td>
</tr>
<tr>
<td>Total cash advanced for other receivables</td>
<td>$460,631</td>
<td>$610,543</td>
</tr>
<tr>
<td>Total distributions</td>
<td>$25,500,000</td>
<td>$24,900,000</td>
</tr>
<tr>
<td>Changes in distributions payable</td>
<td>1,400,000</td>
<td>(3,875,000)</td>
</tr>
<tr>
<td>Total cash distributions</td>
<td>$26,900,000</td>
<td>$21,025,000</td>
</tr>
<tr>
<td>Purchase price</td>
<td>$4,842,676</td>
<td>$-</td>
</tr>
<tr>
<td>Contingent consideration</td>
<td>(2,342,676)</td>
<td>$-</td>
</tr>
<tr>
<td>Cash paid for business acquisition</td>
<td>$2,500,000</td>
<td>$-</td>
</tr>
</tbody>
</table>

See Notes to Consolidated Financial Statements.
Laz Karp Associates, LLC and Subsidiaries

Consolidated Financial Statements
and Independent Auditor's Report

December 31, 2018 and 2017
# Laz Karp Associates, LLC and Subsidiaries

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<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
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<td>2</td>
</tr>
<tr>
<td>Consolidated Financial Statements</td>
<td></td>
</tr>
<tr>
<td>Consolidated Balance Sheets</td>
<td>3</td>
</tr>
<tr>
<td>Consolidated Statements of Income and Comprehensive Income</td>
<td>5</td>
</tr>
<tr>
<td>Consolidated Statements of Changes in Members' Equity</td>
<td>6</td>
</tr>
<tr>
<td>Consolidated Statements of Cash Flows</td>
<td>7</td>
</tr>
<tr>
<td>Notes to Consolidated Financial Statements</td>
<td>9</td>
</tr>
</tbody>
</table>
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, 2018 and 2017, 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, the 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, 2018 and 2017, 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.

CohnReznick LLP
Hartford, Connecticut
March 25, 2019
## Laz Karp Associates, LLC and Subsidiaries

### Consolidated Balance Sheets

**December 31, 2018 and 2017**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$ 5,590,222</td>
<td>$ 1,659,252</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance for doubtful accounts of $330,953 and $290,476, respectively</td>
<td>37,188,993</td>
<td>27,401,821</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>8,544,589</td>
<td>7,999,624</td>
</tr>
<tr>
<td>Current portion of other receivables</td>
<td>1,976,540</td>
<td>1,217,037</td>
</tr>
<tr>
<td>Total current assets</td>
<td>53,300,344</td>
<td>38,277,734</td>
</tr>
<tr>
<td><strong>Property, equipment and leasehold improvements</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>11,160,441</td>
<td>900,193</td>
</tr>
<tr>
<td>Equipment</td>
<td>13,311,87</td>
<td>11,845,422</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>1,993,065</td>
<td>1,888,935</td>
</tr>
<tr>
<td>Vehicles</td>
<td>8,849,728</td>
<td>7,414,213</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>1,592,273</td>
<td>1,393,018</td>
</tr>
<tr>
<td>Computer software</td>
<td>5,573,370</td>
<td>4,656,181</td>
</tr>
<tr>
<td>Total property, equipment and leasehold improvements</td>
<td>32,929,064</td>
<td>28,097,962</td>
</tr>
<tr>
<td>Accumulated depreciation and amortization</td>
<td>(20,637,683)</td>
<td>(16,947,465)</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>12,291,381</td>
<td>11,150,497</td>
</tr>
<tr>
<td>Total property, equipment and leasehold improvements</td>
<td>316,928</td>
<td>747,456</td>
</tr>
<tr>
<td><strong>Other assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other receivables, net of current portion</td>
<td>4,082,806</td>
<td>1,774,216</td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>3,276,801</td>
<td>5,678,009</td>
</tr>
<tr>
<td>Goodwill</td>
<td>14,037,362</td>
<td>14,037,362</td>
</tr>
<tr>
<td>Deferred financing costs, net</td>
<td>515,203</td>
<td>380,274</td>
</tr>
<tr>
<td>Intangibles, net</td>
<td>18,067,603</td>
<td>21,310,289</td>
</tr>
<tr>
<td>Total other assets</td>
<td>39,979,775</td>
<td>43,180,150</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$ 105,888,428</td>
<td>$ 93,355,837</td>
</tr>
</tbody>
</table>
Laz Karp Associates, LLC and Subsidiaries
Consolidated Balance Sheets
December 31, 2018 and 2017

Liabilities and Members' Equity

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$ 9,018,919</td>
<td>$ 7,203,729</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>28,687,395</td>
<td>23,952,141</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>6,158,002</td>
<td>5,605,097</td>
</tr>
<tr>
<td>Current portion of long-term debt and capital lease obligations</td>
<td>4,790,104</td>
<td>3,678,579</td>
</tr>
<tr>
<td>Distribution payable</td>
<td>8,400,000</td>
<td>4,525,000</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>57,054,420</td>
<td>44,964,546</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term debt and capital lease obligations, net of current portion</td>
<td>8,262,532</td>
<td>6,389,129</td>
</tr>
<tr>
<td>Contingent consideration</td>
<td>7,906,834</td>
<td>8,342,435</td>
</tr>
<tr>
<td>Self-insured claims reserve</td>
<td>6,024,366</td>
<td>5,031,819</td>
</tr>
<tr>
<td>Straight-line rent accrual</td>
<td>2,583,107</td>
<td>2,316,922</td>
</tr>
<tr>
<td>Deferred compensation</td>
<td>13,848,689</td>
<td>12,834,104</td>
</tr>
<tr>
<td>Total long-term liabilities</td>
<td>38,625,528</td>
<td>34,914,409</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>95,679,948</td>
<td>79,878,955</td>
</tr>
<tr>
<td>Commitments and contingencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members' equity</td>
<td>10,208,480</td>
<td>13,476,882</td>
</tr>
<tr>
<td>Total liabilities and members' equity</td>
<td>$ 105,888,428</td>
<td>$ 93,355,837</td>
</tr>
</tbody>
</table>

See Notes to Consolidated Financial Statements.
Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Income and Comprehensive Income
Years Ended December 31, 2018 and 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking services revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease contracts</td>
<td>$ 338,246,825</td>
<td>$ 307,911,286</td>
</tr>
<tr>
<td>Management contracts</td>
<td>63,521,525</td>
<td>54,847,016</td>
</tr>
<tr>
<td>Reimbursed management contract revenue</td>
<td>183,130,815</td>
<td>162,116,931</td>
</tr>
<tr>
<td>Total parking services revenue</td>
<td>$ 584,899,165</td>
<td>$ 524,875,233</td>
</tr>
</tbody>
</table>

| Cost of parking services       |               |               |
| Lease contracts                | 312,119,837   | 282,358,885   |
| Management contracts           | 4,647,764     | 3,902,645     |
| Reimbursed management contract expenses | 183,130,815 | 162,116,931   |
| Total cost of parking services | $ 499,898,416 | $ 448,378,461 |

| Gross profit                   | 85,000,749    | 76,496,772    |

| Deferred compensation          | 1,014,585     | (123,461)     |

| Selling, general and administrative expenses | 62,129,225 | 56,976,773 |
| Operating income                | 21,856,939    | 19,643,460    |

| Other (expense) income         |               |               |
| Dividend income                | 27,188        | 8,558         |
| Interest expense, net          | (688,130)     | (541,067)     |
| Fair value adjustment of contingent consideration | 435,601 | (165,181) |
| Total other expense            | (225,341)     | (697,690)     |

| Net income                     | 21,631,598    | 18,945,770    |

| Other comprehensive income     |               |               |
| Unrealized gain on interest rate swap | -           | 3,540         |
| Total comprehensive income     | $ 21,631,598  | $ 18,949,310  |

See Notes to Consolidated Financial Statements.
Laz Karp Associates, LLC and Subsidiaries  
Consolidated Statements of Changes in Members’ Equity  
Years Ended December 31, 2018 and 2017

<table>
<thead>
<tr>
<th></th>
<th>Members' equity</th>
<th>Accumulated other comprehensive loss</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, January 1, 2017</td>
<td>$ 14,631,112</td>
<td>$ (3,540)</td>
<td>$ 14,627,572</td>
</tr>
<tr>
<td>Net income</td>
<td>18,945,770</td>
<td>-</td>
<td>18,945,770</td>
</tr>
<tr>
<td>Unrealized gain on interest rate swap</td>
<td>-</td>
<td>3,540</td>
<td>3,540</td>
</tr>
<tr>
<td>Member distributions</td>
<td>(20,100,000)</td>
<td>-</td>
<td>(20,100,000)</td>
</tr>
<tr>
<td>Balance, December 31, 2017</td>
<td>13,476,882</td>
<td>-</td>
<td>13,476,882</td>
</tr>
<tr>
<td>Net income</td>
<td>21,631,598</td>
<td>-</td>
<td>21,631,598</td>
</tr>
<tr>
<td>Member distributions</td>
<td>(24,900,000)</td>
<td>-</td>
<td>(24,900,000)</td>
</tr>
<tr>
<td>Balance, December 31, 2018</td>
<td>$ 10,208,480</td>
<td>-</td>
<td>$ 10,208,480</td>
</tr>
</tbody>
</table>

See Notes to Consolidated Financial Statements.
## Laz Karp Associates, LLC and Subsidiaries

### Consolidated Statements of Cash Flows

**Years Ended December 31, 2018 and 2017**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td>$21,631,598</td>
<td>$18,945,770</td>
</tr>
<tr>
<td>Adjustments to reconcile net income to net cash provided by operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>7,772,915</td>
<td>7,157,459</td>
</tr>
<tr>
<td>Amortization of deferred financing costs</td>
<td>93,946</td>
<td>103,102</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>344,283</td>
<td>156,914</td>
</tr>
<tr>
<td>Change in fair value of contingent consideration</td>
<td>(435,601)</td>
<td>165,181</td>
</tr>
<tr>
<td>Loss on disposal of fixed assets</td>
<td>141,905</td>
<td>47,224</td>
</tr>
<tr>
<td>Deferred compensation</td>
<td>1,014,585</td>
<td>(123,461)</td>
</tr>
<tr>
<td>Straight-line rent accrual</td>
<td>266,185</td>
<td>(141,127)</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(10,131,455)</td>
<td>2,583,926</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>(547,965)</td>
<td>(678,794)</td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>2,401,208</td>
<td>(2,668,723)</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>1,815,190</td>
<td>1,001,817</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>4,735,254</td>
<td>1,437,942</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>552,905</td>
<td>(559,084)</td>
</tr>
<tr>
<td>Self-insured claims reserve</td>
<td>992,547</td>
<td>1,226,902</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>$30,653,500</td>
<td>$28,655,048</td>
</tr>
</tbody>
</table>

| **Cash flows from investing activities** |               |               |
| Capital expenditures            | (1,563,983)   | (1,599,910)   |
| Acquisition of business         | -             | (1,000,000)   |
| Other intangible assets         | (307,810)     | (1,088,833)   |
| Other assets                    | -             | (1,000,000)   |
| Loan costs                      | (228,875)     | -             |
| Advance of other receivables    | (610,543)     | (60,843)      |
| Repayment of other receivables  | 1,502,037     | 1,271,833     |
| Net cash used in investing activities | (1,209,174)   | (3,477,753)   |

| **Cash flows from financing activities** |               |               |
| Repayments of long-term debt and capital lease obligations | (4,488,356)   | (5,047,839)   |
| Cash distributions to members   | (21,025,000)  | (22,019,075)  |
| Net cash used in financing activities | (25,513,356)  | (27,066,914)  |

| Net increase (decrease) in cash | 3,930,970      | (1,889,619)   |
| Cash, beginning                 | 1,659,252      | 3,548,871     |
| Cash, end                       | $5,590,222     | $1,659,252    |
| Supplemental disclosure of cash flow information |               |               |
| Interest paid                   | $594,184       | $429,407      |
Laz Karp Associates, LLC and Subsidiaries

Consolidated Statements of Cash Flows
Years Ended December 31, 2018 and 2017

Supplemental disclosure of noncash investing and financing activities

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total property and equipment additions</td>
<td>$4,707,528</td>
<td>$5,044,498</td>
</tr>
<tr>
<td>Amounts financed through notes payable</td>
<td>(3,143,545)</td>
<td>(3,444,588)</td>
</tr>
<tr>
<td>Total cash paid for capital expenditures</td>
<td>$1,563,983</td>
<td>$1,599,910</td>
</tr>
<tr>
<td>Total other intangible asset additions</td>
<td>$677,962</td>
<td>$1,088,833</td>
</tr>
<tr>
<td>Amounts financed through notes payable</td>
<td>(371,152)</td>
<td>-</td>
</tr>
<tr>
<td>Total cash paid for other intangible asset additions</td>
<td>$307,810</td>
<td>$1,088,833</td>
</tr>
<tr>
<td>Total other receivables advanced</td>
<td>$4,572,130</td>
<td>$1,502,531</td>
</tr>
<tr>
<td>Amounts related to capital lease financing</td>
<td>(3,959,587)</td>
<td>(1,441,688)</td>
</tr>
<tr>
<td>Total cash advanced for other receivables</td>
<td>$610,543</td>
<td>$60,843</td>
</tr>
<tr>
<td>Total distributions</td>
<td>$24,900,000</td>
<td>$20,100,000</td>
</tr>
<tr>
<td>Changes in distributions payable</td>
<td>(3,875,000)</td>
<td>1,919,075</td>
</tr>
<tr>
<td>Total cash distributions</td>
<td>$21,025,000</td>
<td>$22,019,075</td>
</tr>
<tr>
<td>Purchase price</td>
<td>$-</td>
<td>$7,613,180</td>
</tr>
<tr>
<td>Contingent consideration, net of advance</td>
<td>$-</td>
<td>($6,613,180)</td>
</tr>
<tr>
<td>Cash paid for business acquisition</td>
<td>$-</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

See Notes to Consolidated Financial Statements.