

<b>ATTACHMENT D: BIDDER RESPONSE FORM</b>		
<p>This form is broken into Seven sections: Section 1. Administrative Response; Section 2. EO 18-03 Response; Section 3. Washington Small Business; Section 4. Certified Washington Veteran-owned Business; Section 5. Management Response; Section 6. Technical Response; and Section 7. Quotation/Cost Proposal. Bidders must respond to all questions in the order and in the expandable space provided. If a question requires Bidder to submit additional documents, please attach them to this document and label them clearly as part of your response to this Attachment D.</p>		
<b>1</b>	<b>BIDDER INFORMATION (ADMINISTRATIVE RESPONSE)</b> Bidder's response to the questions in this Section 1, combined with the information provided in Bidder's Submittal Letter and Certifications and Assurances, comprise Bidder's Administrative Response to this Solicitation. While the Administrative Response is not given a number score, the information provided as part of Bidder's Administrative Response may cause the Bid to be disqualified and may be considered in evaluating Bidder's qualifications and experience.	<b>MAXIMUM TOTAL POINTS</b>
a	Please indicate whether you employ or Contract with current or former state employees. If the answer is yes, provide the following information with respect to each individual: 1. name of employee or contractor; 2. the individual's employment history with the State of Washington; 3. a description of the Individual's involvement with the response to this Solicitation; and 4. the Individual's proposed role in providing the services under this any Contract that may be awarded.	NOT SCORED
	ANSWER: No.	
b	Please list the names and contact information of three individuals you agree may serve as Bidder references and may freely provide information to DSHS regarding the reference's experience and impressions of Bidder. In providing these names, Bidder represents that it shall hold both DSHS and the organizations and individuals providing a reference harmless from and against any and all liability for seeking and providing such reference.	NOT SCORED
	ANSWER: UCI Medical Center, Nelly Cruz <a href="mailto:ncruz@uci.edu">ncruz@uci.edu</a> 747-456-8007 Hartford Health, CT David Fichandler, Vice President of Integration <a href="mailto:david.fichandler@hhchealth.org">david.fichandler@hhchealth.org</a> 860-679-4109 Texas Medical Center, Ashely McPhail <a href="mailto:amcphail@tmc.edu">amcphail@tmc.edu</a> 713-791-8825	
c	Please indicate whether your Response contains any variations from the requirements of the Solicitation Document. If the answer is yes, list each variation with specificity and include the pertinent page numbers containing the variation.	NOT SCORED
	ANSWER: No	
d	Please indicate whether you are requesting that DSHS consider any exceptions and/or revisions to the sample contract language found in Attachment A. If so, state the page of Attachment A on which the text you request to change is found, and state the specific changes you are requesting. DSHS shall be under no obligation to agree to any requested changes, and will not consider changes to contract language or negotiate any new language not identified in response to this question.	NOT SCORED
	ANSWER: LAZ has no exceptions or revisions.	

e	If Bidder considers any information that is submitted as part of its Response to be proprietary, please identify the numbered pages of Bidder’s Response containing such information and place the word “Proprietary” in the lower right hand corner of each of these identified pages.	NOT SCORED
	ANSWER: No, the Bidder does not consider any information submitted as part of its Response to be proprietary.	
f	Please indicate whether you have had a contract terminated for cause or default within the past five (5) years. If so, please provide the terminating party’s name, address and telephone number and provide a summary describing the alleged deficiencies in Bidder’s performance, whether and how these alleged deficiencies were remedied and any other information pertinent to Bidder’s position on the matter. “Termination for Cause” refers to any notice to Bidder to stop performance due to Bidder’s asserted nonperformance or poor performance and the issue was either (a) not litigated; (b) litigated with a resulting determination in favor of the other party; or (c) is the subject of pending litigation.	NOT SCORED
	ANSWER: LAZ has no terminated contracts.	
g	Please identify any prior contracts Bidder has entered into with the State of Washington within the past ten (10) years and identify the dates and nature of the contract and primary agency contact for each.	NOT SCORED
	ANSWER: LAZ has no prior contracts with the State of Washington.	
h	Please indicate whether Bidder has been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services Bidder proposes to provide pursuant to this Competitive Solicitation. If the answer is yes, please list the nature of the allegations, docket number, disposition and date (if applicable) and Bidder’s explanation of how it has changed its practices or operations relative to any alleged deficiencies since that proceeding was filed.	NOT SCORED
	ANSWER: LAZ has not be a subject of a lawsuit.	
i	Please describe your proposed plans for the use of Subcontractors in performing this Contract, listing each Subcontractor, its proposed role, and the estimated percentage of the Contract that will be performed by each Subcontractor. Please indicate whether each Subcontractor self-identifies or is certified as a Washington small business, a minority-owned business, a woman-owned business, a disadvantaged business enterprise, or a veteran-owned business. If the answer is yes, please identify the type of organization(s) and provide details of any certifications. Note that all Subcontractors must be approved by DSHS.	NOT SCORED
	ANSWER: LAZ will not be subcontracting.	
J	Please describe any programs, policies or activities of your organization that support human health and environmental sustainability in your business practices. If a program, policy or activity is specifically applicable to this Contract, please indicate so.	NOT SCORED

**ANSWER: Sustainability Statement and Plan of Action**

At LAZ Parking, sustainability is more than a priority—it is a guiding principle woven into every aspect of transportation operations. LAZ has implemented a comprehensive approach to reducing environmental impact, focusing on sustainable fleet practices, driver training, advanced maintenance procedures, and the integration of cutting-edge technology.

**Fleet & Operations Sustainability**

To mitigate the environmental impact of transportation operations, LAZ has developed robust processes and practices aimed at minimizing emissions and improving efficiency:

**Alternative fuel vehicles.** LAZ has established guidelines for purchasing alternative fuel vehicles and has made a significant investment in transitioning the fleet to these greener options. This includes replacing existing diesel vehicles with hybrid, electric, and other low-emission models.

**Idling reduction program.** LAZ’s idling efficiency strategy is driven by key performance indicators (KPIs) to monitor and measure driver behavior and vehicle performance daily, leading to substantial annual reductions in emissions.

**Driver awareness programs.** LAZ encourages its drivers to utilize transportation services as riders themselves, fostering awareness of eco-friendly commuting alternatives.

**Transportation Telematics & Reporting**

LAZ has implemented a world-class transportation telematics platform that supports sustainable operations by providing actionable data through a comprehensive reporting suite. This platform empowers LAZ to monitor and optimize:

- Fuel efficiency.
- Driver behavior and operational practices.
- Fleet emissions and performance.
- Route optimization for reduced fuel consumption and travel times.

These insights inform decision-making, ensuring the fleet operates at maximum efficiency while aligning with sustainability goals.



	<p><b>Maintenance &amp; Readiness Procedures</b>          LAZ’s fleet maintenance readiness program ensures vehicles operate at their highest efficiency levels, reducing both fuel consumption and emissions. The program emphasizes preventive maintenance, optimized part inventory, and streamlined operational workflows, ensuring minimal downtime and maximum fleet utilization.</p> <p><b>Driver Training &amp; Behavioral Optimization</b>          Sustainable operations rely on driver awareness and performance. LAZ’s driver training programs incorporate eco-driving techniques that emphasize smooth acceleration, efficient braking, and reduced idling. These practices directly contribute to lowering fuel consumption and enhancing overall fleet sustainability.</p> <p><b>Paperless Office &amp; Records Management</b>          In addition to fleet sustainability, LAZ has embraced paperless practices to minimize environmental impact. Digital systems for records management, reporting, and operational workflows eliminate unnecessary paper usage while improving efficiency and transparency.</p> <p><b>Success Stories &amp; Practical Application</b>          LAZ has successfully implemented these sustainable strategies across multiple locations, achieving measurable reductions in emissions and fuel consumption while improving operational efficiency. For example:              A 20% reduction in fuel usage was achieved at a site by transitioning to alternative fuel vehicles and implementing route optimization strategies.              Driver behavior monitoring and eco-driving training led to a 15% decrease in idling time, reducing emissions and enhancing vehicle longevity.</p> <p><b>Commitment to Sustainability</b>          By combining innovative technologies, forward-thinking operational practices, and driver engagement, LAZ is committed to helping you achieve its sustainability goals. LAZ’s strategies will not only enhance the efficiency of transportation services but also demonstrate leadership in environmental stewardship, aligning with the values and vision for a greener future.</p>	
<b>2</b>	<b>BIDDER EO 18-03 CERTIFICATION</b>	5

EO	<p>Are your employees required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver?</p> <p><b>Please Note:</b> Points for this question will be awarded to bidders who respond that they do not require these clauses and waivers. If you certify here that your employees are NOT required to sign these clauses and waivers as a condition of employment, and you are the successful Bidder, a term will be added to your Contract certifying this response and requiring notification to DSHS if you later require your employees to agree to these clauses or waivers during the term of the Contract.</p>	
	ANSWER: LAZ includes a binding arbitration agreement with a class and collective action waiver in all new hire packets.	
<b>3</b>	<b>BIDDER CERTIFICATION – WASHINGTON SMALL BUSINESS</b>	10
	<p>Are you a Washington Small Business as defined under <b>RCW 39.26.010</b>?</p> <p>According to <b>Chapter 39.26.010 RCW</b>, to qualify as a Washington Small Business, Bidder must meet three requirements:</p> <ul style="list-style-type: none"> <li>a. <i>Location.</i> Bidder’s principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm’s headquarters where business decisions are made and the location for the firm’s books and records as well as the firm’s senior management personnel.</li> <li>b. <i>Size.</i> Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars (\$7,000,000) annually as reported on Bidder’s federal income tax return or its return filed with the Washington State Department of Revenue over the previous three consecutive years.</li> <li>c. <i>WEBS Certification.</i> Bidder must have certified its Washington Small Business status in Washington’s Electronic Business Solution (<a href="#">WEBS</a>).</li> </ul>	
	ANSWER: No.	
<b>4</b>	<b>BIDDER CERTIFICATION – CERTIFIED WASHINGTON VETERAN-OWNED BUSINESS</b>	10
	<p>Are you a Certified Washington Veteran-Owned Business as defined under <b>RCW 43.60A.190</b>?</p> <p>According to <b>Chapter 43.60A.190 RCW</b>, to qualify as a Certified Washington Veteran-Owned Business, Bidder must meet four requirements:</p>	

	<p><i>a. 51% Ownership. Bidder must be at least fifty-one percent (51%) owned and controlled by:</i></p> <ol style="list-style-type: none"> <li><i>1. A veteran is defined as every person who at the time he or she seeks certification has received a discharge with an honorable characterization or received a discharge for medical reasons with an honorable record, where applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;</i></li> <li><i>2. A person who is in receipt of disability compensation or pension from the Department of Veteran’s Affairs; or</i></li> <li><i>3. An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.</i></li> </ol> <p><i>b. Washington Incorporation/Location. Bidder must be <u>either</u> an entity that is incorporated in the state of Washington as a Washington domestic corporation <u>or, if not incorporated,</u> an entity whose principal place of business is located within the State of Washington.</i></p> <p><i>c. WEBS Certification. Bidder must have certified its Veteran-Owned business status in Washington’s Electronic Business Solution (<a href="#">WEBS</a>).</i></p> <p><i>d. WDVA Certification. Bidder must have provided certification documentation to the Washington Department of Veterans’ Affairs (WDVA) and be certified by WDVA and listed as such on WDVA’s website (<a href="#">WDVA – Veteran-Owned Businesses</a>).</i></p>	
	ANSWER: No.	

<b>5</b>	<b>BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT (QUALIFICATIONS) RESPONSE)</b>	20
	<b>DESIRED EXPERIENCE AND QUALIFICATIONS</b>	
1	<p>Please describe the experiences, skills and qualifications your organization possesses that are relevant to an evaluation of your ability to perform the Contract that is the subject of this Solicitation. Please ensure that your answer to this question includes all information that you wish DSHS to consider in determining whether you meet the minimum Bidder qualifications set forth in the Solicitation Document. Please include any relevant experience that distinguishes your organization or makes it uniquely qualified for the Contract.</p>	
	<p><b>ANSWER: Transportation Executive Summary</b></p> <p><b>Transportation Expertise</b> - With a nationwide presence spanning 100 transportation operations, LAZ has extensive experience managing complex and high-volume transit environments. From airport shuttle services to municipalities and corporate transportation programs, LAZ delivers reliable, efficient, and customer-focused solutions. Our expertise includes fleet management, route optimization, compliance with industry regulations, and the integration of advanced technology for real-time monitoring and reporting. By fostering a people-first culture, we prioritize safety, training, and continuous improvement, ensuring exceptional service for passengers and seamless operations for our clients.</p> <p><b>Technology</b> - LAZ provides safe, efficient, and customer-focused shuttle bus services. To ensure timely delivery of passengers and stellar customer service, we will implement the following methods, programs, and initiatives. Telematics Approach: Our comprehensive technology platform integrates key service elements, optimizing safety, efficiency, and customer satisfaction in one solution.</p> <p><b>Hiring and Training</b> - Effective recruitment is critical to the success of any operation. Hiring skilled, experienced employees who align with company culture and job requirements enhances productivity, increases efficiency, and improves overall performance. A strong staffing strategy reduces turnover, as engaged employees are more likely to remain long-term, contributing to organizational stability and a positive reputation.</p> <p><b>Safety Programs</b>- Safety is a cornerstone of LAZ's operations, driven by comprehensive programs that protect employees, passengers, and the public. With our commitment to people each employee's safety training begins at the point of candidacy. Employees first complete an assessment which guides their training path which includes receiving a Safety Manual during orientation, along with training that covers defensive driving, injury prevention, and emergency response. Operators adhere to strict safety guidelines</p>	

<p>that include compliance with traffic laws, prohibition of impaired or distracted driving, and mandatory seatbelt use</p> <p><b>Commitment to Compliance &amp; Sustainability</b> -LAZ is committed to reducing the environmental impact of its transportation fleet through a variety of practices designed to minimize air pollution. To optimize these practices, LAZ has implemented a world-class transportation telematics platform with a comprehensive reporting suite to track sustainable practices and technologies.</p> <p><b>Performance</b></p> <p>LAZ is dedicated to providing safe, efficient, and customer-focused shuttle bus services. To ensure timely delivery of passengers and stellar customer service, we will implement the following methods, programs, and initiatives:</p> <p><b>Telematics Approach:</b> Our comprehensive technology platform integrates key service elements, optimizing safety, efficiency, and customer satisfaction in one solution.</p> <p><b>Monitoring Efficiency, Reporting, Lowering Costs, Creating A Positive Customer Experience</b></p> <p>LAZ Parking has an extensive range of innovative technological solutions. We customize solutions to fit the needs of each of our clients and ensure that we choose the best platform to enhance the customer experience. For enhanced Safety, Customer Service, and Compliance, LAZ has chosen Samsara.</p> <p><b>Samsara</b></p> <p>Samsara is a best-in-class telematics company known worldwide for providing an advanced all-in-one telematics solution that goes beyond basic GPS tracking. The chart below is a snapshot of the offerings that can be leveraged through the installation of Samsara Technology.</p>	
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## Shuttle Bus Services & Safety Commitment

### Advanced Telematics in One



#### COMPLIANCE

Simplify regulatory compliance and avoid violations

- Electronic Driver Qualification Files
- Electronic Inspection Reports
- Hours of Service



#### TELEMATICS

Manage our fleet in real-time, from one dashboard

- Real-Time GPS
- Routing & Dispatch
- Customer Facing Vehicle Tracking



#### EFFICIENCY

Reduce costs and boost productivity

- Registration Tracking
- Efficiency Reports
- Live Link Sharing
- Messaging



#### MAINTENANCE

Maximize uptime and minimize maintenance costs

- Preventative Maintenance
- Engine Diagnostics



**WORKFLOWS** Automate key workflows across our operations

- Shift Workflows
- Digital Records
- Intuitive Driver App



#### REPORTING

Turn real-time data into actionable insights and reports

- Pre-Built Reports
- Custom Reports
- Benchmarking



#### DATA & INTEGRATIONS

Connect data across key apps and systems

- Developer Overview
- App Marketplace
- Open API



**SUSTAINABILITY** Improve sustainability and reduce environmental impact

- Fuel Management
- Electric Vehicles
- EV Suitability



#### SAFETY

Protect our team with coaching and AI-enabled cameras

- AI Dash Cams
- Driver Coaching
- Safety Reports



#### EQUIPMENT MONITORING

Track and manage equipment, trailers, and other assets

- Trailer Tracking
- ATV Tracking
- Other LAZ Asset Tracking



#### SITE VISIBILITY

Manage facilities and remote sites with video security

- Remote Visibility
- Incident Investigation
- Automated Alerts



#### SECURITY

Identify and act on important security risks

- AI Security Cameras
- Geofence Alerts
- Driver Panic Button

*LAZ is dedicated to providing safe, efficient, and customer-focused shuttle services. Our approach includes regular safety protocols, optimized scheduling, customer service training, and real-time tracking through telematics and GPS.*

***Telematics & Driver Behavior Monitoring:** We leverage Samsara's CM32 Dual-Facing AI Dash Cam for advanced driver behavior monitoring. This technology:*

- Reduces high-risk behaviors (e.g., distracted driving).
- Provides real-time HD video uploads to analyze driver actions and road conditions.
- Helps in accident fault determination and coaching drivers.

*The system improves safety, reduces claims, and provides deep insights into fleet operations, ensuring the highest standards of safety and efficiency.*

**Fleet Technology**

LAZ Transportation has an extensive offering of innovative technology solutions. We customize solutions to fit the needs of each of our clients and ensure that we choose the best platform to enhance the customer experience. For enhanced Safety, Customer Service, and Compliance, LAZ has chosen the following additional offerings for Texas A&M–Commerce.

**Vehicle Gateway**

The Vehicle Gateway provides **live GPS tracking**, engine diagnostics, a built-in **WiFi hotspot, advanced analytics**, and more. When used with the Samsara Driver App, the Vehicle Gateway supports FMCSA-compliant ELD capabilities. It also serves as the hub for our AI Dash Cams to upload HD video footage to the Samsara Dashboard. Real-time GPS tracking

- Built-in 4G LTE WiFi hotspot
- Rich vehicle diagnostics & configurable alerts: fault codes, fuel levels, idling, and more
- Easily share live locations and
- ETAs with customers
- Routing & dispatch tools
- Two-way driver messaging
- Digital document capture and management workflows
- Analytics for utilization, route performance, fuel, and more



**AI Dash Cam**

The CM32 Dual-facing Dash Cam automatically uploads HD video footage to the Samsara Cloud. With live scene analysis and a built-in speaker for driver coaching, the CM32 is purpose-built to reduce high-risk behaviors, like distracted driving and tailgating, lower safety-related costs, and provide deep visibility into fleet operations.

	<p>The CM32 captures smooth, high-definition video of the road and driver simultaneously, enabling operators to clearly see events of interest. With high-end resolution, 30 frame per second capture, and in-cab Infrared LED for unlit nighttime video, the CM32 provides exceptional performance in a scalable camera system.</p> <p>The CM32 analyzes driver behavior and road conditions in real-time, providing unprecedented visibility into leading causes of preventable accidents. Using artificial intelligence on the edge, the CM32 can instantly detect events, such as distracted driving and rolling through a stop sign. With advances in imaging technology, encoding, and wireless data networks, Samsara dash cams brings tremendous quality and features at a fraction of the cost of traditional enterprise-class systems. With no complex wiring or configuration, it's also easy to use. Samsara dash cams install in about ten minutes, and the Samsara Cloud dashboard enables users to access footage without training or IT expertise.</p> <ul style="list-style-type: none"> <li>• Dual-facing camera</li> <li>• Full HD 1080p resolution (720p for in-cab camera)</li> <li>• Ultra-wide-angle lens (121° front-facing and 177° in-cab)</li> <li>• Optimized for low-light and nighttime driving</li> <li>• Infrared LED for in-cab recording at night</li> <li>• Pairs with the Vehicle Gateway to auto-upload all incident footage to the cloud</li> <li>• On-demand video retrieval for up to 60 hours of past driving time</li> <li>• Embedded AI for live scene analysis of rolling stops, distracted driving, and more</li> <li>• Built-in audio speaker for in-cab voice coaching</li> <li>• Compatible with Panic Button to deliver footage directly to managers in emergency situations</li> </ul>	
J	<p>Please provide the names of the key team members you will assign to this Contract, if you are the Successful Bidder, and provide their proposed roles and copies of resumes describing the relevant experience they possess. Bidder should note that if awarded a contract, it may not reassign its key personnel from the Project without prior approval of DSHS.</p>	
	<p>ANSWER: LAZ is a matrix-based organization, an innovative approach to aligning resources across the company. This structure is designed to leverage the expertise of specialized services lines, allowing LAZ to respond more effectively to dynamic and complex operations.</p> <p>Though LAZ has more than 20,000 employees across North America, each location is managed locally. The LAZ's implementation of the matrix-based structure is designed to empower local and regional leaders to make the best decisions, while continuously supporting them at a national level through the strength of the LAZ organization at large.</p> <p>LAZ recruits and retains individuals that thrive in an environment that fosters and encourages:</p>	

**Creating a culture of curiosity.** Encouraging employees to be open to new ideas, eager to learn, and challenge conventional thinking.

**Driving collaboration.** Fostering cross-functional collaboration between colleagues and teams.

**Thinking strategically.** Encouraging strategic thinking to anticipate potential problems and incorporating long-term perspective.

**Embracing technology.** Leveraging technology to streamline communication, project tracking, and deliverables, maximizing the efficiency of workgroups.

**Making practices sustainable.** Establishing sustainable practices by instituting measures that ensure processes are executed in a scalable, repeatable, and measurable way.

**Celebrating success stories.** Recognizing and celebrating when opportunities are created for employees, value is created for clients, or continuous improvements are implemented.

LAZ's servant leadership approach – where leaders prioritize the needs of their team members, empowering them to reach their full potential – reflects the core values of LAZ.



**Local Focus**

**Brian Francis, Director of Operations**

Brian has 10 years of parking management experience and is currently responsible for overseeing the management of five other commercial accounts in Seattle. His duties include improving the profitability and operational quality of those locations and ensuring that on site staff are providing the highest level of service to building tenants as well as clients. He has managed office building garages and multiple residential building garages, demonstrating an attention to detail and a strong focus on customer service. He understands that clear, timely and accurate communication with customers and clients is critical to running a successful operation. He has stood out with his impeccable attention to details and management of high end, service intensive properties such as the Grove in Los Angeles with a staff of over 100 employees.



**Brian Bluma, General Manager**

With over 15 years of in-depth experience in the parking management industry, Brian leads the Seattle region at LAZ Parking, overseeing all operations ranging from commercial accounts to hospitality, shuttle services, and beyond. His comprehensive approach to management ensures operational excellence, strategic growth, and a focus on customer satisfaction. Brian's talent for cultivating strong client relationships and guiding diverse teams plays a crucial role in driving profitability and maintaining high service

quality across all sectors. Having worked in several major markets such as Los Angeles, Chicago, and Las Vegas, Brian has managed high-end properties with a keen focus on operational efficiency and effective communication. His commitment to advancing LAZ Parking's mission of 'Creating opportunities for our employees and value for our clients' is paramount. He fulfills this commitment by delivering unparalleled parking and transportation solutions, ensuring a legacy of excellence and community engagement in the Seattle region.



**Royce Williams, Regional Vice President**

Royce has over 18 years of experience in the parking industry and has been with LAZ Parking since 2005. He has worked in markets across the nation and overseas, including San Diego, Orange County, Los Angeles, Columbus, Cincinnati, Cleveland, Chicago, London and now Seattle. After joining the LAZ family in 2005 as a valet, Royce progressed through several management positions and eventually landed in Columbus, OH. Starting with one location, Royce was able to grow the region through success stories and partnership, and as a result LAZ quickly became the largest parking operator in the Columbus market. His uncanny ability to drive revenue and enhance, not only service expectations, but service delivery is what set LAZ apart. Recently, Royce made the move from London, UK to Seattle and is now actively working towards growing the region. His unique story of opportunity and growth attests to the integrity of LAZ's Mission, to Create Opportunities for Our Employees and Value for Our Clients. He is a Graduate of the University of California Irvine with a BS in Science and is has his Executive MBA from the University of Cambridge.

**National Transportation Leaders**

LAZ's national support teams facilitate efficient communication, knowledge sharing, and resource allocation across regions, enabling LAZ to leverage local expertise, adapt to market dynamics, and capitalize on regional opportunities. Additionally, specialized operations – such as universities and healthcare – have dedicated services lines that enable effective coordination of activities, standardization of processes, and implementation of company-wide strategies, leading to improved performance. National support ensures that regions have access to best-in-class training, practices, and technology to run efficient operations and drive value to our clients.

**Paula Henry, Vice President - Transportation**



Paula joined LAZ Parking in 2022 as the Vice President of Transportation Services. Paula brings over 25 years of transportation experience to LAZ, having managed large bus and rail operations and fleets in multiple regions that included fixed route and on demand transit, airport shuttles, contracts, charters and school operations. In her role, Paula oversees our rapidly growing shuttle operation, which includes fixed route, hospitals, universities, airports, class A office buildings, large special events and municipalities. Her focus is on maximizing both the client's and LAZ's operating results for each location, growth through new business opportunities and implementing new technologies. Paula attended Western Washington University where she received her bachelor's in urban planning.

**Kristin Martinez, Director - Transportation**




Kristin is a top-performing operations leader with over 20 years of experience in the transportation industry. She is experienced in developing operation strategies and startups, transition planning, organizing, and directing staff. This includes aligning contracts and processes, workforce utilization, cost containment, safety, and compliance with client missions and goals. She responds to and appropriately handles safety and compliance issues that arise with the goal of remedy and best practice implementation.

**Jeries Tadros, Sr. Manager Business Development - Transportation**



Jeries is a seasoned parking and transportation professional with over 17 years of industry experience. He has successfully managed operations across a wide range of property types, including commercial office complexes, residential communities, luxury hotels, and mixed-use developments. In the transportation sector, Jeries has led shuttle programs for corporate campuses, universities, healthcare systems, and private clients. His expertise includes fleet management, route design, driver oversight, and service optimization, with a strong focus on safety, reliability, and client satisfaction.

He holds a Bachelor of Science in Finance and Management from the University of Illinois at Chicago and has overseen a diverse portfolio of more than 40 parking and transportation locations. Jeries is known for his hands-on leadership style, strategic problem-solving, and ability to deliver efficient, customer-focused solutions in complex operational environments.

K	<p>Please describe your method for assuring that your services and deliverables are provided in accordance with high quality standards and for immediately correcting any deficiencies. What data would you propose to report to DSHS which would permit verification of your quality assurance activity, findings and actions?</p>	
	<p><b>ANSWER: Shuttle Specific Training Programs</b></p> <p>All shuttle locations have an assigned driver trainer who is responsible for the driver training program. This program was designed to be adapted to include the training requirements of our clients. This training explicitly trains Drivers in every aspect of safe driving. These are participatory, engaging sessions that include extensive materials for trainers (discussion guides, facilitator’s guides, etc.), a detailed instructor’s manual and Driver workbooks for practice and comprehension. Quizzes and assessment tests are used to document performance and learning, and there is a thorough final driving evaluation. Based on assessment performance, drivers are entered into our full New Driver Training program which includes:</p>  <p><i>New Driver Training</i></p> <p>Get Started – LAZ Policies and Expectations: Drug And Alcohol Policy, Mobile Phone and Seat Belt Use, Random Drug Test Program, Distracted Driving and Artificial Intelligence (A.I.) Camera Integration, Accident Policy and Reporting, Bloodborne Pathogens, Facility Tours, Know Your Vehicle – Overview, Components, And Operation, Your Vehicle, Your Responsibility – Proper Inspections, Maneuvering Your Vehicle Basics, Maneuvering Your Vehicle Intermediate, Maneuvering Your Vehicle – Defensive Driving, Elderly Customers and Customers with Disabilities, The Professional LAZ Driver, Standards Of Behavior, Passenger Relations, Communication Skills and Overview Of the Professional Driver.</p> <p><i>Defensive Driving for All Drivers – Decision Driving</i></p> <p>The Five Principles of Decision Driving: Expand Your Look Ahead Capacity, Get the Birds Eye View, Signal Your Intentions Early, Plan an Escape Route and Take Decisive Action. The result of our detailed approach is a professional LAZ driver who can be trusted to make the best available decisions while operating their vehicle. These decisions include vehicle control skills that enable us to provide a safe transportation environment, as well as skills to properly address a passenger’s needs both tangible and intangible during their journeys.</p>	

*Americans With Disabilities Act & Passenger Sensitivity Training*

LAZ recognizes that some customers are people with disabilities. To ensure our Drivers have knowledge and understanding of the wide range of abilities of passengers and the best methods to interact with and assist them, LAZ includes a comprehensive ADA and passenger assistance training program for Drivers.

*Approach to Passenger Safety & Compliance with ADA Laws*

Our Recruitment Managers look for compassion as the number one trait in potential new employees. We take the responsibility of providing excellent transportation service for our passengers very seriously. To ensure the safety of our passengers during transport, we utilize the strictest ADA standards in the industry for pre-screening



and training of all our personnel.

*In-Service Training*

During the latter portion of training, trainees drive actual shuttle routes and are expected to follow the same procedures as graduated Drivers. This includes, at minimum, driving under the immediate supervision of a Behind the Wheel trainer. This provides the new driver the opportunity to experience customers, maintain a schedule, collect fares, etc., with an experienced Driver on-board to assist and evaluate. Trainees are tested frequently on their knowledge of operational policies and procedures.

*Training Documentation*

LAZ requires the Training Manager to be responsible for maintaining proper documentation of the training received by each employee and the satisfactory completion of each module. The training log will be the source document used to record trainee attendance, hours of instruction and coursework completion. A training certificate is presented to each successful trainee with a copy of the certificate going into the employee's record.

*First Year Training & Refresher Training*

The training program does not end with the last day of the training schedule. As part of the company training program, LAZ has instituted Driver safety monitoring to measure the success of our training program and to determine the need for further training in specific areas. Safety monitoring for Drivers is accomplished by Supervisors who ride along with the Driver and monitor their safety habits. All Drivers are evaluated at least once

during their first six months of employment. Each employee meets annually with a management employee to review performance and discuss potential improvements to the operations.

*Accident Procedure*

LAZ is committed to responding promptly and accurately to all requests for information and to maintaining clear communication with ECMCC. Our notification procedures are as follows:

**Timely Response:** LAZ will provide precise and timely responses to all information requests, ensuring that ECMCC receives the necessary details without delay.

**Deficiency Notifications:** In the event of any deficiencies in facilities, vehicles, or proposed changes to fixed routes, service expansions, alterations, or reductions, LAZ will promptly notify the client. This includes updates regarding any issues with technology or software management systems.

**Notification Timeline:** All notifications will be made within **2 hours**, whenever possible. In extenuating circumstances, notifications will be provided within **24 hours**. All notifications, whether made verbally or in writing, will be documented and submitted in writing for record-keeping.

**Incident Reporting:** In the case of accidents, injuries, or incidents, LAZ will provide immediate notification within the aforementioned timelines, including comprehensive investigation results. We will also include a preventability decision and outline our plan for preventing further incidents or injuries.

LAZ is committed to maintaining transparent and efficient communication with ECMCC, ensuring any issues are addressed swiftly and thoroughly. All claims will be filled with our dedicated claims department

**Service Level Monitoring & Customer Feedback**

At LAZ, all employees, supervisors, and managers are empowered to address customer feedback as a core responsibility. Feedback is reviewed by the General Manager or a designated representative, ensuring all issues are resolved or escalated appropriately.

*Feedback Channels:*

- Website
- Feedback cards
- Customer service hotline
- Suggestion boxes
- In-person at the management office

<p><i>Process Overview:</i></p> <p><b>Initial Response:</b> Employees listen attentively, address concerns courteously, and initiate a “Customer Feedback Form” for all feedback.</p> <p><b>Resolution:</b></p> <ul style="list-style-type: none"><li>a. If resolved: The form is submitted to the supervisor or manager for review.</li></ul> <p><b>If unresolved:</b></p> <ul style="list-style-type: none"><li>b. The employee offers to escalate the issue to a supervisor or manager.</li><li>c. If the customer agrees, the employee contacts a supervisor or manager immediately.</li><li>d. If the customer declines, the employee continues working on a solution and updates the form.</li></ul> <p><b>Follow-Up:</b> If no supervisor is available, the employee informs the customer that a designated representative will contact them within 24 hours. The form is then placed in the designated mailbox for follow-up. All forms must be submitted to the operations manager within 48 hours for final review and follow-up.</p> <p><i>Patron Claims &amp; Complaints</i></p> <p>We promptly investigate and resolve all claims for vehicle loss or damage and service complaints, providing Western State Hospital with the complaint, investigation documentation, and a written resolution.</p> <p>Our <b>Quality Assurance Database</b> efficiently tracks compliments, complaints, and claims, offering key advantages:</p> <ul style="list-style-type: none"><li>Electronic reporting and follow-ups</li><li>Statistical analysis and action tracking</li><li>Progress monitoring for training customers and employees</li><li>Accurate scheduling of staffing levels</li></ul> <p>All transportation-related issues are stored in the database for three years or as requested by the client. We will collaborate with Western State Hospital to implement a customized, electronically trackable complaint resolution process with defined response timeframes.</p> <p><i>Patron Claims &amp; Complaints</i></p> <p>We promptly investigate and resolve all claims for vehicle loss or damage and service complaints, providing the Hospital with the complaint, investigation documentation, and a written resolution.</p>	
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<p>Our <b>Quality Assurance Database</b> efficiently tracks compliments, complaints, and claims, offering key advantages:</p> <ul style="list-style-type: none"><li>Electronic reporting and follow-ups</li><li>Statistical analysis and action tracking</li><li>Progress monitoring for training customers and employees</li><li>Accurate scheduling of staffing levels</li></ul> <p>All transportation-related issues are stored in the database for three years or as requested by the client. We will collaborate with Western State Hospital to implement a customized, electronically trackable complaint resolution process with defined response timeframes.</p> <p><i>KPI's &amp; Reporting</i></p> <p>The KPI and performance measurement process entails the following:</p> <ul style="list-style-type: none"><li>Jointly establish KPIs (OTP, driver performance, safety enhancements and fleet management)</li><li>Data benchmarks</li><li>Development of custom reports and review process</li><li>Implement best practices and review process.</li><li>Monitor and evaluate.</li><li>Continuous joint reviews</li></ul>	
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	<p><i>LAZ Customer Service Metrics: Surveys &amp; Secret Shoppers</i></p> <p>LAZ is dedicated to delivering the highest standards of customer service and program quality. We believe that setting relevant, meaningful Key Performance Indicators (KPIs) is essential to maintaining excellent service levels and clearly demonstrating our success to clients. LAZ takes a balanced scorecard approach to ensure that we are tracking and improving all facets of our business: Quality, Service, People, and Financial Performance.</p> <p>Understanding that customer service is central to shuttle operations, LAZ prioritizes training all personnel in both safety and customer service. Our team is committed to providing friendly, efficient, and reliable service. To ensure we meet our service standards, we measure performance through multiple methods, with customer satisfaction as a primary goal. The most effective ways to assess customer service are through Secret Shopper programs and direct Customer Feedback, allowing us to consistently monitor and enhance the customer experience.</p>	
<p>L</p>	<p>Please describe the measures you employ to assure that your services and deliverables are provided in a cost effective manner that is consistent with quality outcomes and fair employment practices.</p>	
	<p>ANSWER: At LAZ Transportation, our commitment to cost effective service delivery is achieved through a strategic combination of <b>technology, operational efficiency, and people-first employment practices</b>. These measures ensure that all services are delivered at a high standard of quality while being fiscally responsible and socially equitable.</p>	



***1. Cost-Effective Service Delivery***

We employ advanced operational strategies to maximize efficiency and minimize costs without compromising service quality:

**Technology Integration:** We utilize platforms such as **Samsara** and **TripShot** for telematics, real time route tracking, and fleet analytics. These tools help optimize routes, reduce idling, monitor driver behavior, and identify performance inefficiencies directly contributing to reduced fuel consumption and operating costs.

**Preventive Maintenance and Fleet Management:** Through predictive diagnostics and automated vehicle alerts, our maintenance team ensures maximum vehicle uptime and avoids costly repairs.

**Data-Driven Decision-Making:** Real time analytics on ridership, performance, and service delivery inform continuous improvements and allow for rapid response.

***2. Consistent Quality Outcomes***

Cost efficiency is never achieved at the expense of quality. We implement multiple quality assurance programs to maintain exceptional service levels:

**Continuous Safety Training:** All employees receive comprehensive onboarding, defensive driving instruction, ADA sensitivity training, and annual reevaluations to ensure long term service quality.

**Performance Monitoring:** AI dash cams and safety scorecards enable real time and post incident coaching, reducing risks and improving customer experiences.

**Customer Feedback Systems:** A combination of feedback forms, a dedicated hotline, secret shopper audits, and annual customer satisfaction surveys help ensure we maintain high standards across all touchpoints.

***3. Fair and Equitable Employment Practices***

LAZ prioritizes fair labor practices to build a motivated and high performing workforce:

**Local Hiring and Community Representation:** We recruit from within the communities we serve, promoting diversity and ensuring our workforce reflects the population we serve.

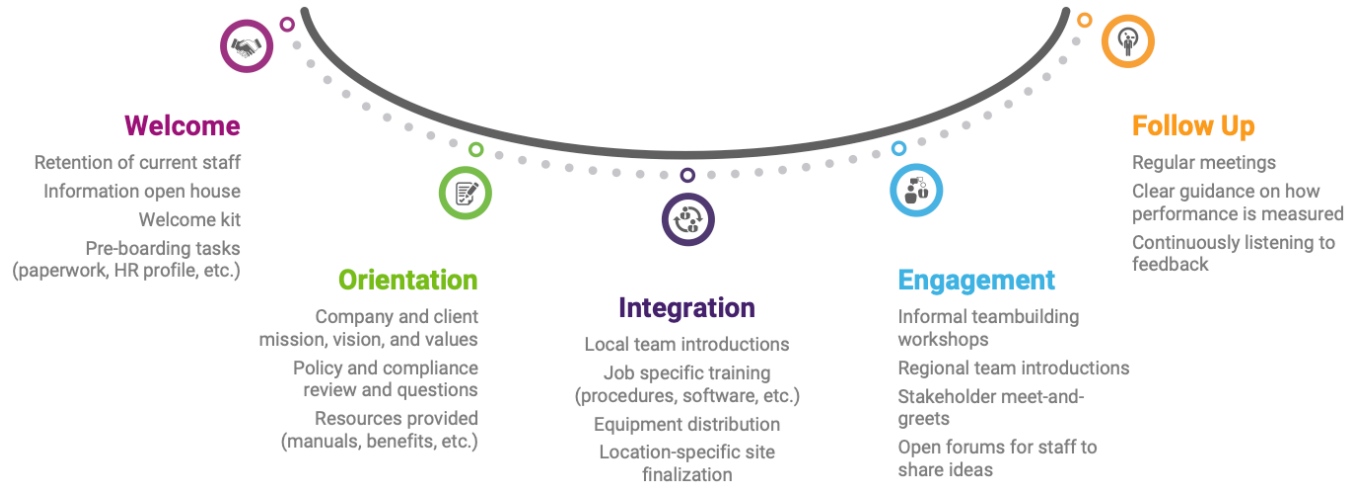
**Employee Benefits and Wellness:** We offer competitive wages, health insurance, 401(k) plans, paid time off, and access to wellness programs. Our Employee Assistance Programs and development initiatives to support staff growth and retention.

**Incentive Programs and Recognition:** Through our RAVE program and performance based bonuses, we recognize outstanding service and motivate employees to consistently deliver their best.

	<p>Our approach to balancing <b>cost efficiency, quality, and employee fairness</b> is a model of sustainable transportation management. By investing in people, leveraging modern technology, and adhering to best practices in operations and HR, LAZ Transportation ensures our services are effective, equitable, and accountable. We would welcome the opportunity to share performance reports with DSHS, including safety metrics, performance benchmarks, customer feedback summaries, and employee satisfaction trends to verify these commitments in action.</p>	
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<b>6</b>	<b>BIDDER'S SOLUTION AND PROPOSED APPROACH (TECHNICAL RESPONSE)</b>	20
A	<p>Does your company currently have the fleet and staffing available to start services on September 6? If not, please provide your solution to the increase in fleet size and staffing.</p>	
	<p>ANSWER: Yes, LAZ is prepared to begin service on September 6 with both the necessary fleet and staffing in place. We have the operational infrastructure, hiring resources, and fleet readiness plan to support a seamless launch.</p> <p><b>Proposed Vehicles</b>          Following the successful award of the contract, LAZ will commence the vehicle procurement process in preparation for the service transition. This process involves strategic considerations to ensure that the vehicle and accessory specifications outlined in the request for proposal are fully met.</p>	

## General Hiring Process



### *Recruiting & Hiring Process*

We understand that the service we provide begins and ends with our front-line employees and how well we train and support them. Therefore, the recruitment process is especially important to ensure we are hiring the team members that will make a difference.

### *Pre – Employment Process*

LAZ has a comprehensive pre-employment screening program in place to make sure that only the most qualified candidates are chosen for employment. Pre-employment screening is an effective risk management tool that promotes a safe and profitable workplace by helping to limit the uncertainty inherent in the hiring process.

### *Current Hiring & Local Process*

LAZ will invest significant resources to retain the personnel already in this system. Our initial and future recruiting efforts will focus on cultivating a workforce that represents the community it serves. Upon award, we will work closely with you to ensure our candidates come from within the city or regional boundaries. We value

	<p>the experience and expertise of the incumbent workforce and consider our field staff the most valuable “asset” in this system.</p> <p><i>Proactive Hiring &amp; Continuous Hiring</i></p> <p>Our local HR team is continuously recruiting and on-boarding to ensure staff fills any turnover. This will allow us to have a large pool of candidates readily available to fill shifts. This proactive strategy mitigates the risk of being short-staffed due to turnover.</p>	
B	<p>What is your company’s plan to continue services in the event of mechanical failure of a shuttle bus or the absence of a driver?</p>	
	<p><i>ANSWER: Preventative Maintenance Procedures</i></p> <p>LAZ’s preventive facility maintenance goal is to conduct all inspections and services proactively, ensuring repairs are not needed unexpectedly. All buses will be ready for service, thoroughly cleaned both inside and out, and prepared for use at the start of each scheduled service.</p> <p>We will outsource quarterly and annual maintenance to efficiently manage the required services for our fleet, covering both minor and major repairs. This will include service due reminders and detailed electronic reports. Our preventive maintenance coordination will cover, but is not limited to, oil and filter changes, engine tune-ups, transmission and differential lubrication, charging system tests, ultraviolet inspections, auxiliary equipment checks, refrigeration unit maintenance, wheel alignments, and glass replacement.</p> <p><b>Backup Vehicle Strategy:</b></p> <p>To prepare for any unplanned mechanical failure, LAZ has two 14 passenger vehicles at our regional office in Seattle. In the event of a failure, a replacement bus can be dispatched immediately to avoid service interruption.</p> <p><b>Driver Availability:</b></p> <p>LAZ will maintain a team of standby drivers who are fully qualified and cross trained to perform all driving responsibilities across assigned routes. Additionally, the supervisor overseeing this location is fully certified and compliant to operate the vehicles and will step in to drive when necessary, ensuring continuous and reliable service in the event of an unexpected driver call-off.</p>	

	<p><b>Dispatch and Communication:</b>          Using live vehicle tracking and real-time dispatch communication, our team can quickly reroute vehicles or reassign staff to minimize service disruptions.          Together, these procedures ensure LAZ can maintain reliable operations and quickly adapt to unexpected issues, safeguarding service quality and customer satisfaction.</p>	
C	<p>What is your company’s plan for inclement weather?</p>	
	<p><i>ANSWER: <b>Extreme Weather Management Plan</b></i></p> <p><b>1. Extreme Weather Preparation:</b> LAZ prioritizes readiness for extreme weather events that may affect operations at Western State Hospital. We leverage our experience in Washington to help inform decision making before, during, and after extreme weather. This includes comprehensive measures such as:</p> <ul style="list-style-type: none"> <li>Conducting regular risk assessments to identify vulnerable areas and potential hazards related to extreme weather, including wildfires, heatwaves, flash floods, and high winds.</li> <li>Developing and regularly updating emergency response plans tailored to each type of extreme weather event, outlining specific actions, responsibilities, and communication protocols.</li> <li>Collaborating closely with local authorities, emergency services, and meteorological agencies to access real-time weather forecasts, alerts, and warnings.</li> <li>Establishing designated evacuation routes, emergency shelters, and communication channels for passengers and staff during extreme weather emergencies.</li> <li>Maintaining a well-stocked supply of emergency supplies, including first aid kits, flashlights, water, non-perishable food items, and protective gear.</li> </ul> <p><b>2. Proactive Weather Monitoring Activities:</b> LAZ employs proactive measures to monitor weather conditions and anticipate potential risks:</p> <ul style="list-style-type: none"> <li>Utilizing advanced weather forecasting tools and software to track weather patterns, monitor meteorological data, and receive real-time updates on weather conditions.</li> <li>Designating personnel to monitor weather alerts, advisories, and warnings issued by local authorities and meteorological agencies.</li> </ul>	

<p>Implementing automated alert systems and notification procedures to inform passengers, drivers, and staff about impending weather-related risks and safety instructions.</p> <p><b>3. Pre-event Preparation (24 hours before the anticipated extreme weather event):</b> In anticipation of extreme weather events, LAZ takes proactive steps to prepare its operations and ensure passenger safety:</p> <ul style="list-style-type: none"><li>Conducting pre-event inspections of vehicles, infrastructure, and facilities to identify vulnerabilities or maintenance issues.</li><li>Communicating with drivers, staff, and subcontractors to provide updated weather forecasts, emergency protocols, and safety instructions.</li><li>Securing outdoor assets, such as signage, equipment, and charging stations, to prevent damage during extreme weather conditions.</li><li>Coordinating with local authorities to align response plans, evacuation routes, and shelter arrangements in case of emergencies.</li></ul> <p><b>4. Service Management and Securing Assets During the Extreme Weather Event:</b> During extreme weather events, LAZ implements service management strategies and asset protection measures:</p> <ul style="list-style-type: none"><li>Implementing adjusted service schedules or route diversions based on weather conditions, road closures, and safety considerations.</li><li>Monitoring vehicle operations, including battery levels, charging status, and onboard systems, to mitigate risks and ensure passenger comfort and safety.</li><li>Deploying additional staff to respond to emergency calls, assist passengers, and address service disruptions.</li><li>Securing assets, such as vehicles, charging infrastructure, and facilities, to prevent damage from extreme weather elements.</li></ul> <p><b>5. Staffing Protocol:</b> LAZ follows a structured staffing protocol during extreme weather events:</p> <ul style="list-style-type: none"><li>Designating key personnel to oversee operations, emergency response, safety, and communication efforts.</li><li>Providing staff members with appropriate training, equipment, and resources to effectively manage weather-related challenges and emergencies.</li><li>Establishing clear roles, responsibilities, and escalation procedures for staff members involved in weather-related incidents, evacuations, or service disruptions.</li></ul>	
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	<p><b>6. Post Extreme Weather Event Activity (24 - 48 hours after the extreme weather event):</b> After extreme weather events, we initiate post-event activities to assess damages, restore services, and ensure passenger well-being:</p> <ul style="list-style-type: none"> <li>Conducting post-event inspections to assess damage, determine repair needs, and prioritize restoration efforts.</li> <li>Communicating with passengers, stakeholders, and authorities to provide updates on service resumption and operational status.</li> <li>Coordinating with maintenance teams, contractors, and suppliers to expedite repairs and restore normal operations.</li> <li>Conducting debriefing sessions and lessons learned reviews to evaluate emergency response effectiveness and identify areas for improvement.</li> </ul>	
D	Will your company offer reduced rates in times when some or all services cannot be rendered?	
	ANSWER: LAZ will only bill the hourly rate in accordance with service hours provided.	

<b>7</b>	<b>BIDDER'S PROPOSED PRICING (QUOTATION OR COST RESPONSE)</b>	50
A	Please identify all allocated costs, together with the total charges Bidder is willing to accept in consideration of the full performance of the Contract.	<b>\$499,503</b>
	<p>ANSWER: TOTAL MAXIMUM BID AMOUNT (hourly rate x 23.5 hours per day x 5 days per week x 52 weeks):</p> <p>PROPOSED HOURLY RATE FOR SHUTTLE/DRIVER FOR THE FIRST YEAR OF THE CONTRACT (Scoring will be based only on the hourly rate):</p> <p>FOR ALLOCATED COST DETAIL, ATTACH A SEPARATE SPREADSHEET OR DESCRIBE DETAILS BELOW</p>	(\$81.75 x 6,110 hours per year)
B	Please fully describe any assumptions Bidder has made that affect its proposed total charges, if those assumptions are not explicitly addressed in Attachment A, Sample Contract.	

	ANSWER: Vehicle maintenance, cleaning, cost of shuttles, fuel, and supplies.	
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