



Cover Letter

Cover Letter

Subj: RFP NO. 20250384
TRANSIT CONTRACT DRIVER SERVICES – ANNUAL CONTRACT

Ms. Mills:

Thank you for the opportunity to provide this proposal for providing the subject services. Our firm is a very experienced passenger transportation & parking services provider and government contractor. You'll see in our proposal that we have been providing parking and transportation services for over ten years. Our current operations include shuttle services that are similar to the project requirements, so we're sure we can handle this project. Furthermore, we believe our history of executing larger, more complex operations serving our nation's veterans at healthcare facilities has more than prepared us to serve Charlotte County's Transportation Disadvantaged population. Since our founding we have been awarded 28 contracts for parking & transportation operations across the country. Parking Veterans knows how to successfully complete a contract providing a good experience for patrons and the contracting organization alike.

I will act as the firm's signatory to any contract documents executed with the County and assure you that we are committed to the obligations contained in the offer. Furthermore, I certify that we meet or will provide all of the minimum qualifications and vendor responsibilities set forth in the Scope of Services. Additionally, I acknowledge the receipt and review of all Terms of Contract and Termination, Federal Provisions, and RFP addenda that have been released. Parking Veterans Inc. acknowledges that our offer will be valid for a period of 120 days to provide Charlotte County the services set forth in solicitation until one of the proposals has been accepted by the Board of County Commissioners.

Our company's Federal Tax Identification Number is: 46-4900820.

If you have any questions about our company or our proposal, feel free to contact me directly. We look forward to working with you in the near future.

Respectfully,

John Sparks
CEO, Parking Veterans Inc.
18282 Gramercy Drive



North Tustin, CA 92705
714-699-3541
contracting@parkingveterans.com

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Acknowledgements of RFP Terms and Conditions

Parking Veterans Inc. has reviewed all Charlotte County and Federal Terms & Conditions with no exceptions noted. As regular stewards of public funds; we pride ourselves in adhering to the rules and regulations of our Contract Owner.

Statement of Understanding

Parking Veterans has read, understands, and accepts the Scope of Services with no exceptions noted. The following acknowledgements are provided to demonstrate how Parking Veterans intends to meet or exceed Charlotte County's Service Limits and Description.

Scope of Services Line Items:

Service Limits and Description Acknowledgements

- **1.a. - c.** Upon award, Parking Veterans will establish an ADA compliant business location within Charlotte County and provide address and hours of operation. As always, the County will be welcome to visit and inspect the business office, our drivers, and shuttles any time they deem fit. Additionally, our main offices are located at:
 - Headquarters: 18282 Gramercy Drive, North Tustin, CA 92705 (1 executive)
 - East Coast Operations: 4335 Coquina Drive, Jacksonville, FL, 32250 (1 executive)
- **1.d.** Parking Veterans will assign a local General Manager (GM) and designate at least one position to serve as alternate should the GM not be available, to serve as the contact for the County. As with all of our locations, we will ensure our local GM attends contract performance monitoring meetings on a monthly basis, or as needed, with the County Transit Operations Manager or his/her designee.
- **1.e.** To ensure our Charlotte County GM is knowledgeable in all aspects of County service operations and scheduling procedures, we will ensure they receive all required County training in addition to mandatory initial & ongoing training provided by Parking Veterans Inc.
- **1.f.** As part of our Site-specific Staffing & Scheduling Plans, we will ensure personnel are available to cover all shifts when service is operational including GM (or designee), safety supervisors and drivers.
- **1.g.** Parking Veterans acknowledges and concurs with categorizing the team as safety-sensitive personnel and will ensure it is maintained with at least a minimum of two (2) Safety Supervisors available to cover all shifts during operational hours.
- **1.h.** Upon hiring and onboarding of new and retained employees, Parking Veterans shall identify and provide the County a curriculum vitae (CV) of all members of the Safety and Training team assigned to the County under the terms of this Contract.
- **1.i.** A **Transition Period Plan** with proposed cost per hour can be found in the "Proposed



Fee Schedule and Cost” section of this proposal.

- **1.j.** Parking Veterans acknowledges that the County will provide Contractor with access to scheduling software via a designated login username to monitor On-Time Performance, no-shows, and any other information as determined by the County. This login is specific to each user and must not be shared.
- **1.k.** Parking Veterans acknowledges that it shall provide vehicle drivers for service during the service hours at the time of the Contract (Monday – Friday, 6:00am-6:30pm and Saturdays, 8:00am-6:30pm) per the current service area map in Exhibit A. Additionally, we acknowledge current service excludes County-observed holidays and that the schedule is subject to change per notification from Charlotte County.
- **1.l.** Parking Veterans acknowledges the requirement to provide drivers to meet or exceed the demand for transportation and for any extended days or times of service as notified by the County. We welcome the opportunity to show the County the elasticity of our operations.
- **1.m.** Parking Veterans acknowledges the requirement to provide Charlotte County with Driver Schedules a minimum of two (2) weeks in advance. We will ensure schedules are submitted in a Monday through Saturday format. Furthermore, we accept the responsibility to provide the County any deviations from the original schedule provided as soon as possible.
- **1.n.** Parking Veterans will ensure an appropriate level of extra board drivers to ensure continuity of service by utilizing Lean Six Sigma processes and our proprietary staffing formula.
- **1.o.** Parking Veterans acknowledges the County may provide different hours of operation pre, during and post declared emergencies to be determined by the County Transit Operations Manager or his/her Designee. We are standing by to support the community during their time in need.
- **1.p.** Parking Veterans agree to respond to communication from the County within three (3) working days unless a shorter response time is requested by the County or as outlined in this Contract. We pride ourselves in open, timely, and frank communication with our Contract Owners.
- **1.q.** Parking Veterans will provide all reports to the County as outlined in this contract.
- **1.r.** Parking Veterans agrees that it and its employees will communicate with County employees and members of the public in a civil manner. It is important to note that Customer Service, Communication, and Conduct & Behavior are topics included in our initial and ongoing training programs.
- **1.s.** Parking Veterans will notify the County Transit Operations Manager or his/her Designee at least one (1) day in advance of any meeting between the Contractor and any



County Commissioner, regulatory agency or private citizen related to this Contract.

- **1.t.** Parking Veterans will be responsible for employing, training and supervising staff, and employing an appropriate number of staff as outlined in this Contract.
- **1.u. Affirmative Statement of Employee Licensing in the State of Florida.** Parking Veterans Inc. affirms that all staff and employees hired to staff the Charlotte County Transit Contract are properly licensed to drive in Florida. Ensuring all required licenses, qualifications, and equipment are on hand to legally perform the contracted services ultimately reduces liability for our company and, more importantly, Charlotte County.
- **1.v.** Contained in the “References” section of this proposal you will find that our firm exceeds the minimum two years of demonstrated success providing paratransit services. We believe that providing transit service to one of the most sensitive populations (our nation’s Disabled Veterans) positions us a prime choice to provide services to the Transportation Disadvantaged in Charlotte County. Please refer to the “References” section for our years of experience; locations; and references.
- **1.w.** Located in the “Organizational Structure” section we have provided an organizational diagram, as well as the number of employees, and general job descriptions needed to provide Paratransit Services. Additionally, executive level resumes can be found in the “Qualifications & Experiences” section.
- **1.x.** Parking Veterans acknowledges and concurs the County’s right to approve or disapprove the appointment of any managers by the contractor affiliated with the contract.
- **1.y.** Parking Veterans will ensure the GM appointed by shall, at a minimum, have one (1) year of demonstrated success as a GM or similar position, within a paratransit organization.
- **1.z.** Parking Veterans acknowledges that, if selected, our firm and its employees will be deemed an independent contractor and not employees of the County. As such, our organization will not represent ourselves as employees of the County.
- **1.aa.** Parking Veterans acknowledges that it shall not engage in any advertising or marketing activities related to the performance of its services under this Agreement unless preapproved by the County in writing.
- **1.bb.** Parking Veterans acknowledges that it will develop driver schedules. A copy of the drivers’ schedule will be provided to the County at minimum every other Friday via email to the email address provided by County upon Award of this Contract.
- **1.cc.** Parking Veterans will conduct necessary background checks for staff prior to employment, maintaining appropriate staff records, performing all drug and alcohol testing, promptly paying staff and subcontractors, and promptly paying employee benefits, withholding and employment taxes as per outlined in this Contract. Please see



the “Recruitment & Selection” section for more information on employee hiring, background checks, and D&A testing.

- **1.dd.** Parking Veterans will ensure continuous compliance with all Federal Transit Administration (FTA), Florida Department of Transportation (FDOT), and County operating policies and regulations. Our company got our start in the Federal contracting arena. To that point, we are well versed in the concurrent compliance of Federal, State, County, and City regulations.
- **1.ee.** Parking Veterans will prepare all planning documents including Transition Plan, Drug and Alcohol Plan and Policy, Equal Employment Opportunity Plans and Safety Plans to include a System Safety Program Plan.
- **1.ff.** Parking Veterans acknowledges it will be provided access to the County’s video camera system to monitor compliance and reported/unreported safety events.
- **1.gg.** Parking Veterans will remove any employee from service under the provisions of this Contract, who in the opinion of the County Transit Operations Manager or designee violates the policies contained herein, or for any other substantial reason.
- **1.hh.** Parking Veterans acknowledges that complaints (concerns) by passengers and/or the general public are received by the County and documented in a shared format with the Contractor. We concur with the responsibility to evaluate the concerns: Safety-related concerns will be evaluated the same business day, and a resolution provided the same business day. Non-safety related concerns will be evaluated and resolved within one business day. If there is a delay for any substantiated reason, then we will notify the County immediately.
- **1.ii.** Parking Veterans acknowledges the County shall have the right, in its sole discretion, to require staff be reassigned or replaced, should any aspect of our firm’s performance be negatively impacted thereby, or in the event the County determines that customer complaints about staff, policies and/or procedures are excessive.
- **1.jj.** Parking Veterans will tailor its existing policies prohibiting drivers from engaging in unprofessional behavior while operating a County vehicle, with or without passengers onboard, to include, but not limited to, smoking, vaping, eating, drinking, use of cellular and other wireless devices including headphones, earbuds or other listening devices, and improper hygiene.
- **1.kk.** Parking Veterans will establish and enforce a policy for approved radio stations and volume as agreed upon by the County.
- **1.ll.** Parking Veterans will ensure each driver and safety supervisor have an accurate clock or watch (accurately set daily) displaying hours and minutes available and in clear sight during the operation of any vehicle synchronized with the Global Clock. Neither the County vehicle clock nor a cellular phone with a clock are considered a valid time



keeping piece of equipment. This is to be verified at least twice daily via two-way radio, and a check during pre-trip inspection and after a scheduled break is required.

Background Checks/Motor Vehicle Records (MVRs)

- **2.a.** Parking Veterans acknowledges and concurs it will administer a background check of all drivers, including subcontracted drivers, before the driver provides any services under the contract. Furthermore, the County will not be responsible for any direct costs or fees related to background checks, including any testing requirements. Please refer to the “Recruitment & Selection” section of this proposal for more information.
- **2.b.** Parking Veterans will maintain background checks in the employee’s files and concur with the County’s right to review employee files.
- **2.c.** Parking Veterans concurs with the importance of the County providing professional and consistent levels of safe, high-quality services to all customers. Parking Veterans will meet or exceed County standards regarding eligibility to drive a county vehicle. All drivers, including subcontracted drivers, utilized in County service must meet all employment standards listed in the Scope of Services (Para. 2.c.).

Drug & Alcohol Policy and Testing Program (D&A)

- **3.a.** Parking Veterans acknowledges that personnel performing safety-sensitive functions, as defined by the Federal Transit Administration (FTA) and Department of Transportation (DOT) regulations, will include, at a minimum, Drivers, Safety Supervisors and Behind-the-Wheel Trainers personnel.
- **3.b.** Parking Veterans will develop, implement and manage a D&A testing program that complies with 49 CFR Part 40, as amended and CFR Part 655, as amended.
- **3.c.** Parking Veterans will submit a copy of the D&A testing plan to the County within 30 calendar days of contract execution.
- **3.d.** Documentation of test results will be maintained in accordance with Federal requirements and shall be made readily available for inspection by the County.
- **3.e.** Parking Veterans will provide the County with a monthly compliance letter certifying its compliance with the program.
- **3.f.** Parking Veterans will ensure that all safety-sensitive positions adhere to its drug and alcohol testing program that complies with 49 C.F.R. Part 655.
- **3.g.** The contractor will produce any documentation necessary to establish its compliance with Part 655 and permit any authorized representative of the United States Department of Transportation or its operating administrations, relevant Florida state agencies, and the County to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 C.F.R. Part 655 and review the testing process and test results.
- **3.h.** Parking Veterans will conduct random drug and alcohol tests at the annual testing rates required by the Federal Transit Administration.
- **3.i.** Parking Veterans acknowledges and concurs with the County's zero tolerance for positive D&A tests and also agrees to implement the same policy
- **3.j.** Parking Veterans will establish consequences for breath alcohol test results of 0.02 or greater but less than 0.04 that will include at a minimum the following: immediate



removal of the employee from all safety sensitive functions for a minimum period of at least eight (8) hours or until the employee can pass an alcohol test with a BAC of less than 0.02, whichever comes first.

- **3.k.** Parking Veterans concurs that consequences for an employee who refuses to submit to a drug or alcohol test, has a verified positive drug test result, or has a confirmed alcohol test result of 0.04 or greater, must include, at a minimum, immediate and permanent removal of the employee from any safety sensitive function as it pertains to the County.
- **3.l.** Parking Veterans acknowledges all D&A tests must be performed by a doctor or nurse practitioner; chiropractors are not allowed under the DOT testing guidelines.
- **3.m.** Parking Veterans will provide the County unannounced access to its D&A program for auditing.
- **3.n.** Parking Veterans will report to FTA for the Drug and Alcohol Management Information System (DAMIS) reporting and also will provide the County a copy of the submitted DAMIS report once submitted.
- **3.o.** Parking Veterans acknowledges and concurs that failure to comply with any requirement outlined in 49 CFR Parts 40, 653, 654 and 655, or failure to submit any required certification or documentation shall be considered a material breach of contract and grounds for contract terminations.

Identification Cards (I.D.)

- **4.a.** Parking Veterans acknowledges the County will issue identification cards to safety-sensitive employees after reviewing and approving all required documentation.
- **4.b.** Parking Veterans will ensure all contracted drivers and supervisors immediately notify County management of a lost or stolen I.D. card.
- **4.c.** Parking Veterans will ensure the return of I.D. cards within three (3) days of termination or resignation.
- **4.d.** Parking Veterans acknowledges that I.D. cards not returned within the timeframe will be reported to the County Security Manager.
- **4.e.** Parking Veterans will ensure I.D. cards are to be used only by the safety-sensitive employee assigned to the card.

Training Requirements

Parking Veterans acknowledges and concurs with all training requirements located in the Scope of Services (Para. 5.a. - o.). **Our intention is to meet or exceed these requirements with our current training regiment supplemented with any County training courses not already offered by our organization. A sample of our training topics can be found in the “Employee Resources” section of this proposal.**

Equipment Operation

Parking Veterans acknowledges and concurs with all equipment operation laws, regulations, and requirements per the Scope of Services (Para. 6.a. - j.). Several of our existing policies spanning our training program and employee handbook address these items. We will ensure we



supplement any missing items and develop a specific approach for our Charlotte County operations.

Standards for Schedule

Parking Veterans acknowledges that the County's Standards for Schedule per the Scope of Services (Para. 7.a - b.). Our goal is to be on time, every time and will strive for excellence in delivery of services throughout the contract duration.

Bus Drivers (Drivers)

Parking Veterans acknowledges and concurs with the County's standards for Bus Drivers per the Scope of Services (Para. 8.a. - h.). As mentioned before, several of these requirements are already embedded in our policies, however, we will ensure any gaps are filled where necessary.

Driver Training Requirements

Parking Veterans acknowledges and concurs with the County's standards for Drive Training Requirements per the Scope of Services (Para. 9.a. - n.).

Compliments and Concerns

Parking Veterans acknowledges and concurs with the County's standards for Compliments and Concerns and subsequent action items per the Scope of Services (Para. 10.a. - h.).

Vehicle Inspections

Parking Veterans acknowledges and concurs with the County's requirements for Vehicle Inspections per the Scope of Services (Para. 11.a. - c.).

Safety Program

Parking Veterans acknowledges and concurs with the County's requirements for a thorough Safety Program per the Scope of Services (Para. 12.a. - d.).

Safety Events

Parking Veterans acknowledges and concurs with the County's requirements for Safety Events per the Scope of Services (Para. 13.a. - i.).

Reporting

Parking Veterans acknowledges and concurs with the County's requirements for Reporting per the Scope of Services (Para. 14.a. - f.).

Disadvantaged Business Enterprise (DBE)

Parking Veterans acknowledges and concurs with the County's Disadvantaged Business Enterprise (DBE) requirements per the Scope of Services (Para. 15.a. - b.).

Record Retention

Parking Veterans acknowledges and concurs with the County's Record Retention requirements for a thorough Safety Program per the Scope of Services (Para. 16.).



Video Recording System

Parking Veterans acknowledges and concurs with the County's requirements for a Video Recording System on all vehicles per the Scope of Services (Para. 17.).

County Property

Parking Veterans acknowledges and concurs with the County's policy on County Property per the Scope of Services (Para. 18.a. - g.).

Surveys

Parking Veterans acknowledges and concurs with the County's policy on Surveys per the Scope of Services (Para. 19.).

Emergency/Disaster Response

Parking Veterans acknowledges and concurs with the County's policy on Emergency/Disaster Response per the Scope of Services (Para. 20.a. - h.).

Invoicing

Parking Veterans acknowledges and concurs with the County's policy on Invoicing per the Scope of Services (Para. 21.).

Billing and Payment

Parking Veterans acknowledges and concurs with the County's policy on Surveys per the Scope of Services (Para. 22.).

Performance Standards

Parking Veterans acknowledges and concurs with the County's Performance Standards per the Scope of Services (Para. 23.a. - d.).

Additional Contractor Requirements

Parking Veterans acknowledges and concurs with the County's Additional Contractor Requirements per the Scope of Services (Para. 24.a. - e.).

Road Calls

Parking Veterans acknowledges and concurs that the County will be responsible for responding to and reporting Road Calls to Federal and State agencies per the Scope of Services (Para. 25.).

Independent Contractor Status

Parking Veterans acknowledges and concurs with the County's stance on Independent Contractor Status per the Scope of Services (Para. 26.).

Standards, Enforcement and Remedies

Parking Veterans acknowledges and concurs with the County's Standards, Enforcement and Remedies per the Scope of Services (Para. 27.).

Audit Requirements

Parking Veterans acknowledges and concurs with the County's Audit Requirements per the Scope of Services (Para. 28.).



No Assignment

Parking Veterans acknowledges and concurs with the County's No Assignment policy per the Scope of Services (Para. 29.). Our firms and its employees intend to perform 100% of the work as described in Scope of Services.

References

Parking Veterans acknowledges and concurs with the County's requirement to provide references per the Scope of Services (Para. 30.).

Costs

Parking Veterans acknowledges and concurs with the County's requirement to provide proposals on a cost per hour basis per the Scope of Services (Para. 31.). Our Proposed Fee Schedule and Cost can be found later in the proposal.

Six (6) Month Review

Parking Veterans acknowledges and concurs with the County's requirement to conduct a review after the first six months of an executed contract per the Scope of Services (Para. 32.).

Transition

Parking Veterans acknowledges and concurs with the County's requirement for Contractors to provide the County a transition period plan for the period between Award and Start date of contract with the submittal per the Scope of Services (Para. 33.). As mentioned earlier, our Transition Period Plan can be found later in this proposal.

Federal Provisions Acknowledgement

Parking Veterans acknowledges and concurs with all requirements per Part III (Federal Provisions) of the RFP. As mentioned earlier, our firm has successfully completed numerous Federal contracts and are currently servicing several more. We pride ourselves on our track record of procedural compliance and prudent stewardship of Federal funding. You can rest assured Parking Veterans will provide the same level of service to Charlotte County.

Overview

Below you will find Parking Veteran's response to Charlotte County (County) requests for proposal for the Charlotte County Transit Contract Driver Services – Annual Contract. We are confident in our qualifications and experience in providing complex shuttle services to public entities. Upon selection, we intend to provide the same level of service to the County and its constituents.

Qualifications & Experience of Firm and Team Proposed

Company Background & Experience

Our firm has been in business since 2014 and we currently operate parking and passenger shuttle services for the VA in locations across the United States. These operations vary in scope, size, and complexity but all enjoy our dedication to providing an exemplary customer experience.



All shuttle operations include medium passenger capacity (20-30) shuttles, ADA capabilities, transportation to/from offsite parking, regular schedules, continuous service, employee transportation, peak hours, and minimum service time (headway) requirements. We have also provided 24/7 shuttle services for a recent non-VA contract.

Collectively, we operate a fleet of 9 shuttles M-F 5am-8pm transporting VA patients and employees to/from offsite parking and other VA facilities. Our fleet includes large capacity mini buses and vans with ADA/wheelchair capabilities and we provide service on a 15 minute schedule. These are similar to the requirements for the County's shuttle operations, so we are clearly capable and qualified to perform the work required by this solicitation.

In addition to offsite parking shuttle services, we have also been awarded 28 other VA parking services contracts which involve curbside operations serving customers, keeping traffic moving, and restricting access to approved vehicles only. Our operation in Houston had a team of 30 people and our operations in Baltimore, San Francisco, and Salisbury, NC involved teams exceeding the personnel complement we plan to use for Charlotte County's shuttle service and any subsequent valet service or additional transportation services the County may need. Our experience clearly shows we are extremely familiar with establishing operations, valet parking, passenger shuttles, managing large teams, and managing multiple sites. In short, we know how to meet your needs.

- Parking Veterans is a Service Disabled Veteran Owned Small Business (SDVOSB) that focuses exclusively on parking and passenger transportation services. We have twelve (12) active contracts to provide valet parking and shuttle services at VA medical centers. We operate in ten states from coast to coast and north to south. Most of our contracts the past nine years have had options exercised, modifications to extend, or follow-on contracts awarded. Our track record of delivering quality service at a great price has resulted in substantial confidence from contracting officers and Contract Administrators. You can have substantial confidence too.
- Later in this proposal, you will find Resumes for John Sparks (CEO/CFO and 51% owner) and David (Ken) Graham (COO and 49% owner). We are very hands-on owners who directly manage all our operations. Unlike most other companies bidding on this contract, you'll be working with the owners and we take that responsibility very seriously.

As COO, Ken will be directly responsible for the Charlotte County team and overseeing our daily operations including staffing, training, scheduling, opening, closing, repairs, maintenance, uniforms, customer feedback, and claims. As CFO, John will manage the financial process including payment processing, banking, general accounting, accounts receivable (invoicing), accounts payable, reconciling, and financial reporting. As CEO, John is also responsible for the overall performance of this contract and will ensure that any resources needed to execute the statement of work are provided. Importantly, Ken is based in Jacksonville, FL and can be onsite in Charlotte County when needed.



sparksjg72@gmail.com

JOHN G. SPARKS

714-856-2135

Strategy • Planning • Execution • Results

Visionary executive with proven results leading & managing teams, processes, and systems. Broad business knowledge and cross-functional skills. Strong history of delivering complex, global projects on time & on budget.

MB.A, University of California, Irvine, June 2002 (Irvine Award, Beta Gamma Sigma)

BS Mechanical Engineering, University of Kansas, May 1995 (Pi Tau Sigma)

OWNER & CEO, Parking Veterans Inc., North Tustin, CA

2014-present

Founder and strategic leader for parking services contractor.

- Manage all administration including proposals, contracting, finance, HR, legal, and insurance.
- Oversee daily operations through COO and management team for 10-14 locations coast-to-coast.
- Grew company to over \$4m and 100 people in five years. Served over 3,000 customers daily.
- Established operations in eighteen states.

OWNER & PRESIDENT, Marine Air Inc., Anaheim, CA

2021-2022

Managed operations of \$1m HVAC company.

- Transformed business from manual & paper-based to digital & software-driven.
- Designed and implemented improved processes for sales, service, maintenance, and administration.

SENIOR DIRECTOR, SHARED SERVICES, World Vision International, Monrovia, CA

2017-2021

DIRECTOR, FINANCE TRANSFORMATION, World Vision International, Monrovia, CA

2015-2017

Member of CFO senior staff reporting to VP, Supply Chain and Shared Services at \$3B NGO. Leading the development & deployment of global standard processes for R2R, P2P, H2R, and other end-to-end business processes.

- Implemented process-oriented global transaction processing for over 50 WV offices.
- Setup SS offices in PH & GH to complement our CR office and provide 24 hour, follow-the-sun services.
- Managed growth of global SS team from ~50 to ~200 while keeping costs flat with a \$4M budget.
- Oversaw the introduction of programs to increase employee engagement...field visits, employee of the quarter, Mission Immersion Program, and Lead Like Jesus.
- Added new services and expanded existing services. Building lines of business that are self-sustaining.
- Initiating global governance for end-to-end processes to ensure alignment, quality, and control.
- Champion for continuous improvement using lean six sigma methods and value stream management.

SENIOR DIRECTOR, FINANCE TRANSFORMATION, Experian, Costa Mesa, CA

2011-2015

Reporting to SVP FP&A. Leading finance transformation within North America (\$2.5B) as part of a global effort. Balancing short and long-term priorities to ensure global alignment with local execution.

- Co-led project to provide revenue planning & reporting system for \$2.5B North America operations from business case to completion. Delivered data warehouse and OLAP cube to support standard reporting by customer & product and ad hoc analysis down to invoice line items.
- Led teams to improve operating and capital expense planning & reporting processes & systems.
- Improved AR collections and reduced balances over 90 days old by more than \$9M & reduced annual bad debt write-offs by more than \$4M.
- Coordinated efforts with business, segment, & corporate finance; financial systems support; regional finance teams; Oracle EBS, OBIEE, and Hyperion support; sales operations; technology partners; and others.

LEAN SIX SIGMA LEADER, Beckman Coulter, Brea, CA

2008-2011

CORPORATE MGR, BUSINESS INTELLIGENCE & FINANCIAL SYSTEMS, Beckman Coulter, Brea, CA

2005-2007

GLOBAL FP&A MANAGER AND CONTROLLER, Beckman Coulter, Brea, CA

2002-2005

Founding member of global core leadership team for Lean Six Sigma implementation. Global implementation lead for finance, IT, and other shared services. Led strategic and tactical implementation of global BI/EPM tools (BusinessObjects, SAP BPC, Hyperion, and InfoSphere) used for internal and external reporting and analysis at \$4B global corporation. Oversaw planning, reporting, and analysis for \$1B global manufacturing and supply chain organization. Controller for all shared supply chain functions (logistics, distribution, procurement, facilities, etc.). Managed monthly financial close, planning, and reporting processes including consolidated reporting to group.



- Led the effort to apply Lean Six Sigma philosophy, methodology, and tools across quote-to-cash, procure-to-pay, corporate shared services (Finance, IT, HR, etc.), and advanced supply chain (Value Engineering, Strategic Procurement, etc.). Routinely developed plans for 50% improvement in lead time, productivity, and other value stream measures. Recurring annual benefits of over \$3.0M.
- Facilitated projects to improve contract management, order processing, product development, production operations, call center operations, IT delivery, supplier effectiveness, facilities management, hiring & onboarding, and other diverse areas.
- Facilitated cross-functional teams that improved order entry, invoice quality, and dispute resolution (reduced uncollected revenue by \$17M) and implemented standard work for collectors using previously underutilized Oracle functionality (reduced overdue accounts by over \$20M).
- Oversaw property tax billing process improvement that eliminated 2 year backlog (\$6M), improved customer satisfaction, and reduced FTEs by over 95%.
- Process owner for BI while implementing global single instance of Oracle E-Business Suite. Led team of analysts and developers who delivered information for 10,000 global users of Oracle Financials, Order Management, Sales, Service, Contracts, Manufacturing, Logistics, Projects, HR, and more. Worked closely with all business functions to understand and deliver local information while building global solutions. Implemented process changes that increased development throughput over 300%.
- Spearheaded redesign of financial planning (operating plan and six quarter rolling forecast) and reporting processes to improve performance, ease-of-use, and flexibility. These efforts resulted in standard, global expense planning processes; eliminated data mapping to give visibility to source data; and built integrated applications to provide drill capability from total company to detailed results.

ADJUNCT FACULTY, University of Redlands School of Business 2002-2012
Professor of business for MBA and BA Business Administration programs.

- Primarily taught Strategy, but also Leadership, Management Accounting, and Corporate Finance.

NAVAL OFFICER (SYSTEMS MANAGER, PROJECT MANAGER, CONSULTANT), U.S. Navy 1995-2002
Program and project leader for RDT&E and operations of high-tech information systems. Advised division manager on finances and operations for 120 engineers and technicians and \$17 million annual budget. Supervised 8-20 operators and technicians. Directed the operations and maintenance of complex information systems worth more than \$100M.

- Overhauled division budget process resulting in a 50% reduction in documentation, simplified and clarified tasking, standardized internal processing, reduced preparation time, and improved customer satisfaction.
- Developed strategic initiatives (workforce & succession planning) and metrics to focus senior management on organization performance & knowledge management.
- Led development and implementation of Earned Value Management for projects to measure both cost and schedule variations, allowing program and project managers to make informed decisions about resource allocation.
- Led the expansion of a new business line. Increased revenue 500% in one year.
- Led team of professionals who operated systems under demanding circumstances. Ensured all team members were trained and qualified. 100% of eligible team members promoted.

Certifications

Certified Management Accountant (IMA) (inactive), Certified Financial Manager (IMA) (inactive)
 Certified Six Sigma Black Belt (ASQ) (inactive)
 Certified Lead Like Jesus Encounter and Biblical DiSC facilitator (leadership development & team building)
 Certified Kaizen team facilitator; Master Trainer – Lean Six Sigma courses, Zodiac business simulation game

Technologies

Oracle: eBusiness Suite, OBIEE, Hyperion SAP: BPC, Business Objects Languages: SQL, VBA

Other Leadership Positions

| | |
|--|--------------|
| BOARD MEMBER , iHOPE Ministries | 2024-present |
| ELDER , Trinity United Presbyterian Church Session (Board of Directors), Strategy committee | 2013-2016 |
| MODERATOR, BOARD MEMBER , Trinity United Presbyterian Church Board of Deacons | 2007-2009 |
| TREASURER, BOARD MEMBER , Tustin Public Schools Foundation | 2002-2004 |



Ken Graham
949-355-1396
714-873-0170
kgraham@parkingveterans.com

NOTABLE ATTRIBUTES

- **Comprehensive Industry Experience:** Over 15 years of consistent leadership and operational excellence in the parking management, real estate investment, and event coordination sectors, demonstrating dedication and expertise in all roles.
- **Operations Management:** Proven track record of overseeing multi-site operations, driving revenue growth, and implementing efficiency strategies in diverse business environments.
- **Team Development:** Extensive experience in recruiting, training, and leading high-performing teams, fostering a culture of accountability and professional growth across multiple industries.
- **Strategic Planning and Execution:** Adept at translating organizational goals into actionable strategies, leveraging market analysis and planning techniques to ensure sustained business success.
- **Sales & Marketing Excellence:** Skilled in developing and executing innovative marketing initiatives, resulting in enhanced market penetration and increased customer satisfaction.
- **Innovative Leadership:** Known for spearheading innovation initiatives and product development, while maintaining focus on resource allocation and operational optimization.
- **Financial Acumen:** Expertise in budgeting, forecasting, and financial management to maximize profitability and ensure sustained growth.
- **Consistency and Adaptability:** Demonstrated ability to thrive in roles requiring long-term commitment and adaptability, transitioning seamlessly between diverse industries and responsibilities.

Owner/COO, Parking Veterans, Inc., 2014 – Present

- Provide executive leadership for a large parking portfolio, ensuring operational excellence across all levels of the organization.
- Lead a team of on-site parking managers, fostering a culture of accountability, continuous improvement, and customer-centric service.
- Develop and execute comprehensive employee training and safety programs, ensuring compliance with industry standards and regulations.
- Implement strategies to enhance operational efficiency, resulting in consistent revenue growth and improved customer satisfaction.
- Oversee financial performance, including budgeting, forecasting, and cost management, to optimize profitability.
- Collaborate closely with the CEO on strategic initiatives, including contract negotiations and business development opportunities.
- Manage vendor relationships to ensure the timely and cost-effective procurement of supplies and services for parking operations.
- Spearhead the selection, installation, and maintenance of advanced parking equipment, ensuring seamless integration with operational workflows.
- Develop and maintain key performance indicators (KPIs) to monitor operational success and drive strategic decision-making.



Owner, Toshi Properties, 2021 – Present

- Manage a portfolio of short-term rental properties, overseeing all aspects of operations, including tenant relations, property maintenance, and financial management.
- Build and lead a team of facility maintenance personnel across multiple cities, ensuring prompt service and high-quality upkeep.
- Conduct market research to identify profitable investment opportunities and expand the real estate portfolio.
- Analyze financial data and performance metrics to maximize ROI and optimize property operations.
- Negotiate real estate transactions, including acquisitions, sales, and lease agreements, to align with investment goals.
- Successfully complete and oversee construction and renovation projects, ensuring adherence to budgets, timelines, and quality standards.
- Develop marketing strategies to enhance property visibility and attract tenants, leveraging online platforms and direct outreach.
- Maintain compliance with local regulations and ordinances, ensuring smooth operations and tenant satisfaction.

Owner, The Status Company, 2009 – 2014

- Founded and developed the business, managing all aspects from concept to execution.
- Recruited, trained, and led a team of 15 employees, fostering a culture of accountability and excellence.
- Built a robust network of business relationships through effective sales and marketing strategies.
- Innovated and implemented cutting-edge marketing ideas to enhance the business model.
- Delivered exceptional client service and managed bookkeeping, training, and operational marketing.
- Successfully managed multiple large-scale events and ongoing operations:

EDUCATION

University of Redlands
Redlands, CA
2010 – 2013
Bachelor of Science in Business

Irvine Valley College
Irvine, CA
2008 – 2009
Associate's Degree in Business



U.S. SBA SDVOSB Certification

| | | | |
|---|--------------------|-------------------------------|---------------------------------|
| Parking Veterans Inc. | | | |
| Service Disabled Veteran Owned Small Business | | | |
| Certification Information | | | |
| DUNS 079292001 | DBA ----- | Last Verified Aug 18, 2022 | Expiration Date Aug 18, 2027 |
| Business Information | | | |
| SAM UEI XNCJX9U4BTT8 | Cage Code 74A30 | Entity Type Corporation | Year Established ----- |

U.S. DOT Registration

| USDOT INFORMATION | |
|------------------------------------|---|
| <u>Entity Type:</u> | CARRIER |
| <u>USDOT Status:</u> | ACTIVE |
| <u>USDOT Number:</u> | 3181614 |
| <u>MCS-150 Form Date:</u> | 04/12/2023 |
| OPERATING AUTHORITY INFORMATION | |
| <u>Operating Authority Status:</u> | NOT AUTHORIZED |
| | *Please Note: NOT AUTHORIZED <u>does not apply</u> to Private or Intrastate operations. For Licensing and Insurance details click here . |
| <u>MC/MX/FF Number(s):</u> | |
| COMPANY INFORMATION | |
| <u>Legal Name:</u> | PARKING VETERANS INC |
| <u>DBA Name:</u> | |
| <u>Physical Address:</u> | 18282 GRAMERCY DR NORTH TUSTIN, CA 92705-2020 |
| <u>Phone:</u> | (714) 699-3541 |



Past Federal Government Contract Performance

The below listing is from CPARS, the federal government system for contract performance evaluation. As you can see, we have a long history of successfully completing government contracts providing shuttle and parking services. As regular stewards of Federal funding, Parking Veterans is well equipped to assist the County in the efficient deployment of resources.

| <u>Contract Number</u> | <u>Order Number</u> | <u>Contract Status *</u> | <u>Contract Due Date</u> | <u>Period of Performance</u> | <u>Evaluation Status **</u> |
|-------------------------------|---------------------|--------------------------|--------------------------|------------------------------|-----------------------------|
| 36C24821D0084 | | FINAL | - | 09/12/2022 - 09/11/2023 | Completed |
| 36C24821D0084 | | FINAL | - | 09/12/2021 - 09/11/2022 | Completed |
| 36C25022P1018 | | CURRENT | 11/07/2025 | 07/11/2022 - 07/10/2023 | Completed |
| 36C25022P1018 | | CURRENT | 11/07/2025 | 07/11/2023 - 07/10/2024 | Completed |
| 36C25523P0248 | | FINAL | - | 03/25/2023 - 03/24/2024 | Completed |
| 36C25820C0082 | | FINAL | - | 10/01/2021 - 09/30/2022 | Completed |
| 36C25820C0082 | | FINAL | - | 10/01/2023 - 03/31/2024 | Completed |
| 36C25820C0082 | | FINAL | - | 10/01/2022 - 09/30/2023 | Completed |
| 36C25820C0082 | | FINAL | - | 10/01/2020 - 09/30/2021 | Completed |
| 36C26021P0586 | | FINAL | - | 06/01/2021 - 05/31/2022 | Completed |
| 36C26119C0028 | | FINAL | - | 12/01/2019 - 05/20/2020 | Completed |
| 36C26119C0028 | | FINAL | - | 02/12/2022 - 02/11/2023 | Completed |
| 36C26119C0028 | | FINAL | - | 12/01/2018 - 11/30/2019 | Completed |
| 36C26119C0028 | | FINAL | - | 05/21/2020 - 05/20/2021 | Completed |
| 36C26119C0028 | | FINAL | - | 02/12/2023 - 11/30/2023 | Completed |
| 36C26119C0028 | | FINAL | - | 05/21/2021 - 02/11/2022 | Completed |
| 36C26124P0215 | | FINAL | - | 12/01/2023 - 11/29/2024 | Completed |
| 36C26223P0833 | | CURRENT | 07/29/2025 | 04/01/2023 - 03/31/2024 | Completed |
| VA24817P0228 | | FINAL | - | 05/01/2019 - 10/31/2019 | Completed |
| VA24817P0228 | | FINAL | - | 10/31/2020 - 10/30/2021 | Completed |
| VA24817P0228 | | FINAL | - | 11/01/2019 - 10/30/2020 | Completed |
| VA24817P0228 | | FINAL | - | 12/06/2016 - 12/05/2017 | Completed |
| VA24817P0228 | | FINAL | - | 12/06/2017 - 12/05/2018 | Completed |
| VA24817P0228 | | FINAL | - | 10/31/2021 - 04/30/2022 | Completed |
| VA24817P1211 | | FINAL | - | 06/01/2019 - 05/31/2020 | Completed |
| VA24817P1211 | | FINAL | - | 06/01/2021 - 10/30/2022 | Completed |
| VA24817P1211 | | FINAL | - | 06/01/2020 - 05/31/2021 | Completed |
| VA24817P1211 | | FINAL | - | 06/01/2017 - 05/31/2018 | Completed |
| VA24817P1211 | | FINAL | - | 06/01/2018 - 05/31/2019 | Completed |
| VA25517C0223 | | FINAL | - | 09/25/2021 - 09/24/2022 | Completed |
| VA25517C0223 | | FINAL | - | 09/25/2017 - 09/24/2020 | Completed |
| VA25517C0223 | | FINAL | - | 09/25/2020 - 09/24/2021 | Completed |
| VA25517C0223 | | FINAL | - | 09/25/2022 - 03/24/2023 | Completed |



Understanding and Approach

Proposed Approach, Plans, and Expected Outcomes

Our approach is simple — provide best in class customer service, safe transport for the public, and full compliance of all contract line items at ***zero inconvenience to Charlotte County shuttle patrons***. Through strict adherence to the Scope of Services, a robust working relationship with the County, and a continually trained workforce, we can ensure high quality performance of all contract line items.

How Parking Veterans will Meet and Achieve the County's Goals

The ultimate measure of quality is performance. Does the shuttle services plan meet the specific needs of the County and its patrons? We monitor this closely and ensure a high-quality experience at all of our contracted locations. The quality of performance depends on two factors: operations management and well trained drivers. Our technical & managerial approach will address the critical criteria needed to ensure the shuttles and corresponding drivers exceed your expectations.

- a. **Seamless Shuttle Operations:** For Parking Veterans, it is imperative that our passenger shuttles are always clean, well maintained, and properly staffed in order to meet service requirements and provide a positive customer experience.
 - i. **Engagement.** An engaged manager is critical to ensure all routes, vehicles, and equipment are fully operational and safety issues do not go unaddressed.
 1. Our managers are required to ride each shuttle at minimum once per week to identify potential problems, equipment degradation, and periodically poll shuttle patrons about the quality of service they are receiving.
 2. At Parking Veterans, we call this practice “Walking the Deckplates” — a nod to the leadership lessons some of our executive staff learned during their time in the U.S. Navy.
 - ii. **Communication.** Through experience, we have found that communication (good or bad) determines the success or failure of an organization. A sustained stream of communication between our team members, managers, shuttle patrons, executive team, and contract administrator is paramount for Parking Veterans to run complex operations to our Contract Owners exact specifications. We accomplish this by:
 1. Conducting management meetings regularly with all Site Managers to address organizational challenges, triumphs, and initiatives as well as to share best practices across all our locations.
 2. Direct communication between our executives and Charlotte County stakeholders to address any challenges or needed changes as they arise.
 3. Routine engagement between our Charlotte County Site Manager and the County’s designated Contract Administrator to address challenges and desired process improvements.



4. Periodic customer satisfaction surveys and in-person polling by our Site Manager to ensure we are meeting the mark for our patrons.
- iii. **Customer Service.** This is the cornerstone of an exceptional shuttle operation. How patrons feel they were treated as they exit our shuttles is a direct reflection of the service provided. Was the experience made to feel transactional or disingenuous? Or was the experience cultivated as if we were providing transportation to our own parents or grandparents?

Everyday our team strives to deliver the latter — a genuine customer experience that our elderly family members would want to use on a regular basis. That’s the Parking Veterans standard of service.

Key initiatives to deliver a world-class experience include:

1. Professional Training for Drivers:

- All Parking Veterans staff undergo rigorous training to ensure professionalism, courtesy, and efficiency.
- Staff will be equipped to handle rider inquiries and provide concierge-level support.

2. Layered Customer Experience:

- Pleasant acknowledgement of each passenger as they enter and exit the shuttle may not seem important, but it matters. All humans want to feel seen and valued; even if for a small moment. Our drivers are trained to understand that most riders are not just one-time patrons. This transportation service is a critical lifeline to many who require mobility in order to meet life’s daily needs — we intend to make their mobility experience enjoyable by:
 - Learning the names of frequent riders. While this is not required per the solicitation, we feel it is important in order to be accepted by the community.
 - Providing announcements such as:
 - The name of the next shuttle stop
 - Today’s weather
 - Upcoming events in Charlotte County

We call this adding layers to the customer experience.

3. Dedicated Feedback Channels:

- Riders will have access to digital feedback forms to share their experiences, allowing for continuous service improvement.

Advantages for Charlotte County

1. Superior Customer Experience:



- Parking Veterans' shuttle service method delivers a high-touch, seamless experience that caters to the elderly, the disabled, students, professionals, families, and all other passenger types.

2. Enhanced Transit Reputation:

- Introducing this level of service to the County positions Charlotte County as a passenger-focused innovator in the region.

3. Operational Efficiency:

- Streamlined shuttle operations improve existing passenger morale and may reduce congestion by providing a desirable opportunity for potential passengers.

By offering this premium shuttle service, the County will enhance its reputation as a mobility-first County, attract new riders, and strengthen its position as a leader amongst other jurisdictions.

- b. **Trained Staff:** It is imperative that our drivers be knowledgeable, friendly, safe, and helpful. Our company uses a Learning Management System (LMS) to assign, deliver, and record completion of all training. Our people receive regular training on a variety of topics including safety, customer service, emergency response, harassment prevention, interpersonal communication, and more.

Planned Working Relationship with the County

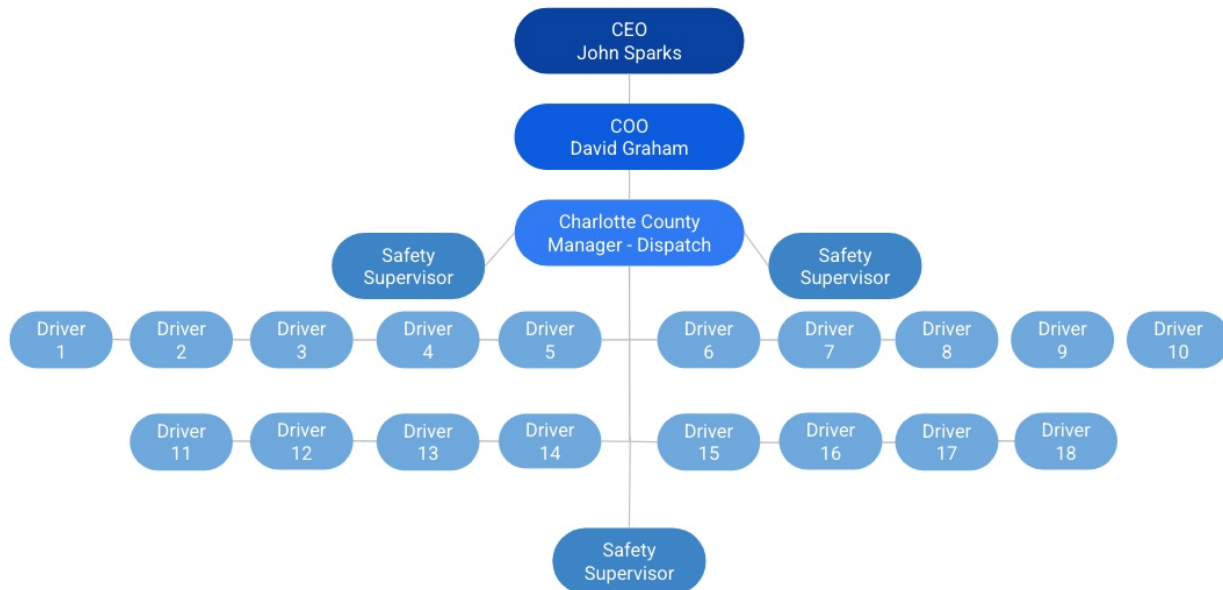
Similar to communication within our operations, we are also committed to frequent and effective communication with the County regarding the contract and our operations. Our location manager will plan weekly in-person check-in meetings with the Contract Administrator to ensure any onsite issues are addressed immediately, and will of course meet anytime the County requests. Additionally, an incident log will be kept and reviewed daily by each manager and assistant manager, with initials of each reviewer on each page. Any issues noted on each shuttle will be logged and communicated directly to the Contract Administrator. (We're Navy guys... we're very familiar with logging and reporting unusual activities.)

Furthermore, our COO/owner will maintain regular calls and/or emails with the Contract Administrator to ensure operations are performing to both our company and the County standards. We encourage a formal monthly meeting to include the Contract Administrator and our COO, Ken Graham, to touch base on contract requirements and performance. While there is often little to discuss, we enjoy the opportunity to stay connected and avoid surprises.



Staffing and Vehicles

Organizational Structure



Monthly Work Schedule/Plan

Our staffing plan includes a full-time manager and three (3) Safety Supervisors who will act as dispatch and be scheduled in order to ensure 100% shift coverage during operational hours. The supervisor on duty will ensure our operations are working as expected and resolve any issues that arise.

We plan to have 18 drivers with a mix of full and part-time schedules. This gives us flexibility to cover the entire workday and use part-time employees to fill in if someone is unable to work their normal shift for any reason.

Management Plan Description

As noted above, our operations will be led by an onsite manager. They will have industry experience, per RFP requirements, and be empowered to handle all customer concerns, manage staff, and make improvements to our services.

Again, we rely on our naval experience — our site managers are required to “train your relief”. This is Navy jargon signifying leadership must continually grow the team’s knowledge base to ensure the success of the mission.

Subsequently, each Safety Supervisor will be trained in management & operations in order to supplement any potential management gaps. Moreover, it is required that our Safety Supervisors exercise every opportunity to train drivers in real time, pointing out potential safety violations as well as preparing our drivers to move into their position.



Executive support will primarily be conducted by our COO and, if needed, our CEO is always available to answer questions or help resolve issues. Additionally, a trusted member of our corporate team will covertly observe operations at various times to provide independent evaluation. This information will be used to provide training, coaching, and other feedback to our team as needed.

Recruitment & Selection

To ensure we only hire competent and qualified employees that have the attitude & experience to meet our high standards, our process includes applications, interviews, practical exams, background & DMV record checks, and drug screening.

Our recruiting begins with Paycom, who provides a recruiting service that partners with local agencies to seek out veteran, disabled, and minority candidates to ensure we fully comply with VEVRAA, EEO, and other federal laws. We employ only drivers aged 21 or older with at least 3 years of experience.

Scheduling Approach

We develop a custom schedule for each contract based on its unique requirements and federal, state, and local labor laws to ensure we have an adequate number of team members on-site at any given time. We intentionally use a mix of full time and part time schedules to increase the number of people assigned to a contract which provides flexibility to cover when someone is out or increase staffing for events. Our planning process uses a detailed spreadsheet with all operating times, positions, shift assignments, and breaks to ensure all requirements are covered.

Local Workforce Engagement

Parking Veterans prides itself on providing competitive wages that exceed Broward County's Living Wage Ordinance. After ten years of operating across the nation, we find that offering better than minimum wages attracts a more robust workforce. Most importantly, this practice helps us to retain talent for the long term; which in turn translates to better service for our customers.

Our hiring process uses the Paycom Talent Acquisition module and their affiliated recruiting partners to cast a wide net. Job postings are distributed through major national job boards and hundreds of local workforce advocates, which specifically include organizations helping veterans, disabled, underemployed, and others seeking work.

Staffing Philosophy

Parking Veterans will build a lean, customer-centric team sized to serve the Charlotte County Community. Our goal is to fill at least 70 % of positions with local Charlotte County residents and maintain a 40 % minority workforce.

Veterans Preference

As a company initially founded by veterans to serve disabled veterans, our team takes a proactive approach to engaging with the local veteran population in order to fill open positions. To be clear, Parking Veterans does not offer hiring preference to any veteran over any equally qualified



applicant who is a member of any racial or ethnic minority, female, an individual with a disability or a former employee.

Retention of Incumbent Staff.

Immediately upon contract award we will invite all current shuttle employees to an information session, explain pay scales and benefits, and fast-track them through our standard selection process (application review, behavioural interview, badge check, drug screen). Qualified incumbents who meet County security requirements will receive first offers, preserving institutional knowledge and minimizing service disruption.

Criminal Background Screening

Parking Veterans ensures we are onboarding team members with the highest ethical standards by conducting stringent background checks adhering to the below criteria.

Furthermore, to ensure we only hire competent and qualified employees that have the attitude & experience to meet our high standards, our process includes applications, interviews, practical exams, background & DMV record checks, and drug screening. Our recruiting begins with Paycom, our human resources information system (HRIS), which provides a recruiting service that partners with local agencies to seek out veteran, disabled, and minority candidates to ensure we fully comply with EEO, and other federal, state, and local laws. We employ only people aged 21 or older with at least 3 years of relevant experience.

Our **criminal background checks** include the following:

- Federal Criminal National Search – Search all federal district courts nationwide.
- Federal Criminal State Search – Search all federal courts in a given state.
- Federal Criminal District Search – Search a specific federal district.

Search results typically include:

- Name and location of court
- Case number and applicable dates
- Offense
- Disposition or sentence

The criminal scan encompasses county courts; state sex offender registries; state court administrative offices; corrections departments; public safety departments; the federal Office of Foreign Asset Control (OFAC); the Drug Enforcement Administration (DEA); the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); and most-wanted lists for the Federal Bureau of Investigation (FBI), the U.S. Secret Service, America's Most Wanted and the U.S. Marshals Service, to name a few.



Drug Screening

Our 10 panel **drug screening** is a comprehensive diagnostic examination that identifies the presence of ten different drugs or their metabolites in an individual's urine and includes: amphetamine, benzodiazepines, buprenorphine, cocaine, ecstasy, marijuana, methadone, methamphetamine, morphine, and oxycodone. **Our drug and alcohol free workplace program** also includes suspicion-based and random testing for these drugs and alcohol.

Once hired, staff will complete random drug testing at least twice annually to adhere to Charlotte County's RFP requirements. Furthermore, employees will be trained in safety, customer relations, Charlotte County landmarks & points of interests, local traffic flow, and other topics to safely and effectively provide shuttle services to residents. To reiterate, Parking Veterans will ensure employees continue to meet our expectations, we will conduct random drug & alcohol screenings and evaluate their performance on a regular basis.

The quality of our people and operations will be routinely measured through customer feedback, management observation, qualification testing, and/or other appropriate methods. Each employee will undergo regular performance reviews to ensure we maintain our high standards. Additional coaching & training will be provided to help each employee be successful.

After recruitment, all needed information is recorded in our HRIS. This includes MVR, I-9, background results, training documentation, and other data needed to manage our pay & benefits as well as ensure they continue to comply with all requirements. The HRIS has reports that notify us in advance of expiring qualifications so we can ensure all our people stay 100% eligible to work.

Performance Evaluation Meetings

Parking Veterans leadership will make themselves readily available to meet in-person or virtually as requested by the County per the required schedule. Moreover, our company utilizes an Implementation Plan (Transition Period Plan) to ensure we meet and exceed our client's contract standards. Further below, you will find our proposed implementation plan with weekly meetings with the County already built-in. Please bear in mind that this is a proposed plan and can be altered as necessary at the County's request.

Employee Resources

The following resources will be provided to employees providing services on this agreement:

- training on safety, customer service, shuttle operations as well as the interior cleaning of shuttles, and facilities as applicable. Additionally employees will receive training on shuttle technology, emergency procedures, and additional topics as the need arises.
- access to benefits including medical, dental, vision, and retirement
- monthly management meetings to share, learn, and coordinate
- support from executive management as needed

- **Employee Handbook**

Our employee handbook undergoes yearly review to ensure all information remains accurate and current. Furthermore, all employees are required to acknowledge they have



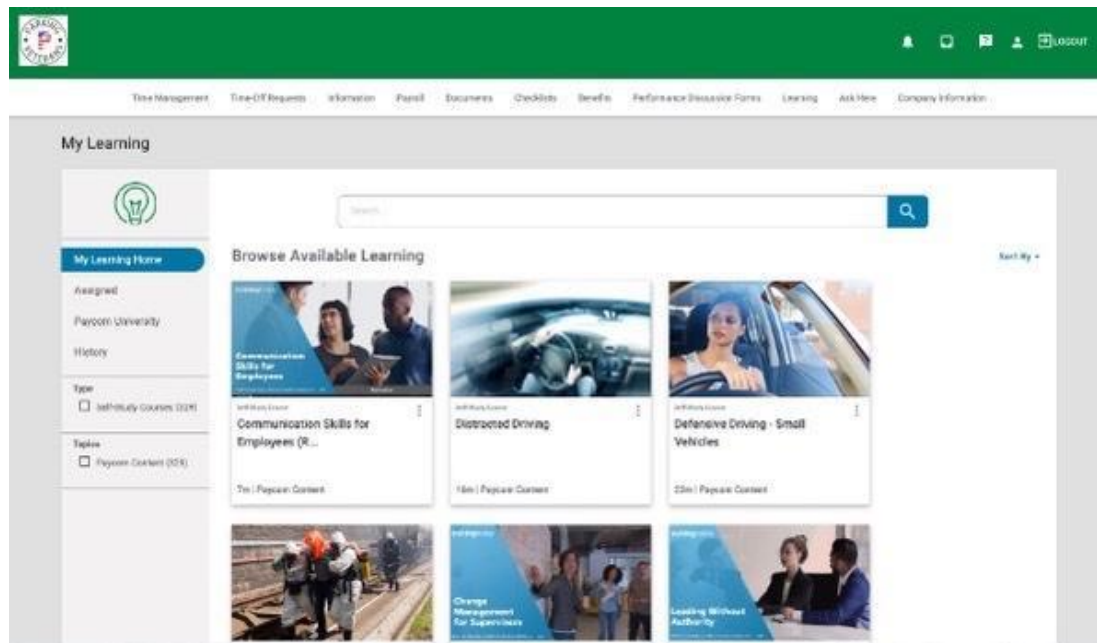
received and ready each new iteration of the handbook. Here are some of the topics contained in the current edition of the handbook:

- Americans with Disabilities Act (ADA) and Reasonable Accommodation
- Conflicts of Interest and Confidentiality
- Employment Relationship
- Workplace Safety
- Workplace Guidelines
- Communication and Problem Solving
- Conduct and Behavior
- Employee Benefits

Employee Training

Please see the training topics for one of our current locations. These topics can be easily modified for us to meet any County requirements. Our company uses the Paycom Learning Management System (LMS) to assign, deliver, and record completion of all training. Our people receive regular training on a variety of topics. For this contract, the team will receive initial and refresher training on the following topics:

- Customer service (positive attitude, helpfulness, respect, compassion, etc.)
- Preventing Discrimination & Harassment
- Violence in the Workplace
- Various Management Courses
- Communication (verbal, non-verbal, tone, etc.)
- Appearance (uniform standards, grooming, hygiene, etc.)
- Workplace standards (drug-free, violence, harassment, etc.)
- Driver procedures (greeting, shuttle inspection, workplace safety, etc.)
- Any additional training if required, such as
 - Hazard Materials
 - Vehicle orientation
 - Fire and safety
 - Health
 - Safety
 - County ID badges
 - Contractor Rules of Behavior
 - Disaster and emergency procedures
 - Reporting
 - Code of Ethics



Transition Period Plan

The following is a prospective 30 day action plan subject to change once collaborative planning meetings between Charlotte County and Parking Veterans have taken place. Once approval from the County is received we will finalize and implement our action plan.

Week 1

1. Daily implementation meetings amongst Parking Veterans leadership.

- Discuss shuttle operations and refine implementation plan and scheduling tasks to be completed before start-up.
- Parking Veterans will interview current staff for potential hire.
- Parking Veterans will inspect existing shuttles & routes to ensure all components and requirements are met per the Scope of Services.
- Parking Veterans will place orders for any components or technology required to meet the Scope of Services as required.
- Formal meet and greet with County staff regarding the program and any concerns.
- Advertise position openings.
- Coordinate with the County on how they would like to make the public aware of the new shuttle service provider.
- Order supplies, uniforms, and other items needed for start-up.

2. Parking Veterans Corporate site visit.



- Meet with the Contract Administrator and review contract requirements to determine if any material changes have occurred.
- Leadership will personally patronize all subject routes **and** shuttles to identify any gaps in coverage that were not initially identified.
- Leadership will establish a dispatch office to oversee operations.
- Review proposed staffing schedule to ensure concurrence.
- Review implementation plan.

Week 2

This week is dedicated to Corporate Leadership onsite meetings, plan refinement, and hiring/onboarding the new management team.

- Meet with the Contract Administrator.
- Conduct a review of contract items and shuttle routes and stops noted from the previous week's management ride. Parking Veterans will suggest changes as necessary of shuttle stops & shuttle routes.
- Parking Veterans interviews and hires a Site Manager.
- Engage with the County for formal introductions with any other key County personnel.
- Open bank accounts needed for the contract.

Week 3

This week is dedicated to complete any unfinished items and preparation for the commencement of operations.

- Offsite leadership and new manager interview and hire employees for any remaining positions.
- Weekly meeting with the Contract Administrator to discuss progress, address challenges, and implement changes as necessary. Driver Schedules will be provided to the County for concurrence.
- Initiate **background checks and D&A screenings and all other pre-employment requirements** via County process and standard company protocols.
- Finalize list of needed items and procure all necessary supplies.
- Complete site walkthroughs with new General Manager.
- Ensure all uniforms are on hand for distribution to staff.

Week4



This week is dedicated to onboarding & training new employees.

- Onboard new employees, conduct orientation.
- Team meeting and training with all employees. *This line item is pending the availability of Charlotte County's training provider.
- Rehearse employee roles and responsibilities.
- Issue uniforms & ID badges.
- Ensure all supplies and signs are on-hand.
- Parking Veterans executives will ensure all items are resolved regarding shuttle services.

Go Live day

- Executive teams onsite for the week to ensure things go smoothly and provide extra support as needed.
- Management and the Executive team works extra hours to ensure all shifts and operations go smoothly.
- End of day meeting with the Contract Administrator to confirm operations are completed as expected.

Week After Go Live

- Hypercare plan initiated.
- Audits are completed to ensure policies and procedures are being followed.
- Mystery Shopper program of all shuttle routes is executed.
- Refine and adjust policies and procedure manuals.
- The management team reports to the County on the first week of operations and transition results.



Timeline



| Calendar Day | Phase | Contractor Actions | County Actions | Deliverable / Milestone |
|----------------------------------|-------------------------------|---|---|---|
| Day 0 (Contract Award) | Kick-off | Accept award, circulate project charter, schedule Day 1 meeting | Issue Notice-to-Proceed; name Contract Administrator | Charter & contact list |
| Days 1-7 | Week 1 – Discovery & Planning | <ul style="list-style-type: none"> • Daily implementation huddles • Inspect shuttles, routes • Interview incumbent staff • Post job ads; order uniforms & supplies | <ul style="list-style-type: none"> • Grant site/badge access as necessary • Approve public-comms draft as necessary | Finalized 30-day task list |
| Days 8-14 | Week 2 – Leadership On-Site | <ul style="list-style-type: none"> • Corporate walk-through; refine staffing plan • Hire GM • Open contract bank a/c | <ul style="list-style-type: none"> • Introduce key County teams • Provide construction & lane-closure schedule | Signed Staffing Schedule & Updated Implementation Plan |
| Days 15-21 | Week 3 – Pre-Ops Setup | <ul style="list-style-type: none"> • Hire remaining staff • CHRC packets • Procure final supplies / uniforms • Candidates complete all pre-employment requirements. | <ul style="list-style-type: none"> • Approve signage & FAQs • Schedule • Assist in scheduling the County's required Training programs | Finalize staffing |
| Days 22-28 | Week 4 – Training & Readiness | <ul style="list-style-type: none"> • New-hire orientation & role rehearsals • Issue uniforms & IDs • Dry-run of shuttle routes • Resolve punch-list • All Drivers attend County's required Operator Training program | <ul style="list-style-type: none"> • Provide training rooms & temp parking • Attend mock-day; sign readiness checklist • Distribute permanent badges | Readiness Checklist signed by GM & Contract Administrator |
| Day 29 | Go-Live (Start of Ops) | <ul style="list-style-type: none"> • Executive team on-site all day • Deploy Hypercare playbook • Daily close-out meeting with the County | <ul style="list-style-type: none"> • On-site delegate for real-time decisions • Sign daily acceptance log | Successful Day-1 operations |



| Calendar Day | Phase | Contractor Actions | County Actions | Deliverable / Milestone |
|--------------|----------------------|---|---|-------------------------------------|
| Days 30-35 | Week 5 – Hypercare | <ul style="list-style-type: none"> • Conduct mystery-shop & internal audits • Fine-tune SOPs; address variance • Daily KPI dashboard to the County | Provide feedback via end-of-shift huddles | Hypercare Report & Updated SOPs |
| Day 45 | Stabilization Review | <ul style="list-style-type: none"> • Present 30-Day Performance Report | <ul style="list-style-type: none"> • Hold formal evaluation meeting; approve/adjust KPIs | 30-Day Acceptance |
| Months 2-6 | Stabilization | <ul style="list-style-type: none"> • Monthly exec site visit & KPI review | <ul style="list-style-type: none"> • Attend monthly review, provide decisions within 2 business days | Steady-state operations established |
| Month 7 → | Steady State | <ul style="list-style-type: none"> • Quarterly exec visit + virtual monthly KPI call | <ul style="list-style-type: none"> • Shift to quarterly governance | Long-term continuous improvement |

Schedule and Hours of Operations

In order to maintain continuity of services, Parking Veterans will observe the County’s Holiday Closures, hours of operation, and existing route stops and schedules.

Parking Veterans acknowledges and concurs with the current hours of operation:

(Monday – Friday, 6:00am-6:30pm and Saturdays, 8:00am-6:30pm).

After review of the existing route schedule, we believe that keeping the same stops and times will be beneficial to existing riders who base their daily commutes and schedules on the existing service. As mentioned above, we believe that our true value resides in the implementation of ‘white glove’ service for shuttle patrons. Expected rider wait times will be per the County provided schedule.

References

NOTE: Our company is intentionally structured with very little corporate overhead. Our owners do most of the company management and we outsource for some HR support. Our operations are designed and implemented to be virtual, using technology to communicate and manage things remotely. Our local manager and team will provide the services while our company supports them with all the resources needed.



We currently operate passenger shuttle services for the Department of Veteran Affairs in multiple locations. These operations include medium capacity shuttles, ADA capabilities, transportation to/from offsite, continuous service, peak hours, service time requirements, all day operations. We have also provided 24/7 shuttle services for a recent non-VA contract.

We have provided shuttle service in Jacksonville, FL since May 2017. One route consists of two 24 passenger ***ADA compliant shuttles that operate M-F from 6am-6pm on staggered times and transport patients and employees between VA clinics and remote parking*** in various locations around town. A second route consists of one 15 passenger ***shuttle that operates M-F 6am-6pm and transports employees to/from remote parking.***

| |
|--|
| 1. VA Jacksonville Outpatient Clinic |
| David Marquis David.Marquis@va.gov 352.327.8549 Contract Administrator |
| Valet parking for 60 vehicles daily, shuttle service between main clinic, offsite parking, and 3 other area VA clinics |
| 36C24823P0063 |
| Annual price = \$800,256 |
| Dec 1, 2023 – current (ongoing) |

Our second active transportation operation is for the Phoenix Veterans Health Administration where we operate 2 ***shuttles on a continuous 15 minute loop serving offsite parking M-F 5am-8pm.*** This route is operated with 15 ***passenger shuttles with ADA compatibility.***

| |
|--|
| 2. Phoenix VA Medical Center |
| Patrick Garcia patrick.garcia@va.gov 602-214-1471 Contract Administrator |
| Passenger shuttle service from two offsite parking lots to VAMC |
| 36C25820C0082 |
| Annual price = \$388,800 |
| Oct 1, 2020 – current (ongoing) |

Our Third active transportation operation is for the VA Loma Linda Healthcare System where we operate 2 ***shuttles on a continuous 15 minute loop serving the Loma Linda VA ACC with offsite parking for the hospital M-F 7am-6pm.*** This route is operated with 24 passenger ***shuttles with ADA compatibility.***



| |
|--|
| 3. Loma Linda VA Medical Center |
| Kendall Crawford Kendall.Crawford@va.gov 909-735-7361 Contract Administrator |
| Shuttles services between 3 facilities using two 20 passenger shuttle buses |
| 36C26223P0833 |
| Annual price = \$353,064 |
| May 1, 2023 – current (ongoing) |

| |
|---|
| 4. Michael E. DeBakey VA Medical Center (Houston, TX) |
| Oscoe Carter OscoeM.Carter@va.gov 713-791-1414 ext:24959 Contract Administrator |
| Valet parking for 1000 vehicles daily |
| VA256-15-C-0047 firm fixed price |
| Annual price = \$1,122,000 |
| Apr 1, 2015 – Mar 31, 2020 |

| |
|---|
| 5. William “Bill” Kling Clinic Sunrise, FL |
| Howard Rechtman Howard.Rechtman2@va.gov 305-575-7000 x1-7207 Contract Administrator |
| Valet Parking Services for up to 300 vehicles daily |
| 36C24824Q0227 firm fixed price |
| 6 month price = \$210,000 |
| Dec 11, 2023 - May 10, 2024 (short contract during construction) |



Proposed Fee Schedule and Cost

Our goal is maximum effectiveness & efficiency. Our pricing model follows Lean Six Sigma and accounting best practices to ensure we deliver high quality results at the best price. Significant thought and attention to detail has been put into our quoted price to ensure we are good stewards of County and taxpayers funds while complying with all applicable laws and contract requirements. If we see opportunities to reduce costs, we'll work with the County to effect any necessary changes.

Additionally, Parking Veterans uses QuickBooks for our accounting system and will produce & submit invoices to the County as required. We will work with the Contract Administrator to provide samples and get approval of the format before submitting the first invoice to ensure we provide all the information that is needed for quick and easy review and approval.

Invoices will include sufficient detail and supporting documentation as required, along with the Agreement number (and task order, if applicable), and contain a detailed listing of each deliverable, quantity, and unit price. They will also contain the required statement: "I certify, under penalty of perjury under the laws of the State of Florida, that the deliverables and/or services invoiced were delivered and/or performed specifically for this Agreement in accordance with and compliance to all terms and conditions set forth therein."

Electronic submission via email or upload to the County's procurement or payment portal will be managed by our CEO/CFO, an expert in financial systems and processes.

As described above, our services will run per the scheduled hours on the assigned routes using the vehicles provided. It is important to understand that the costs of insurance (FL is expensive for commercial auto), staffing (wages and benefits continue to increase significantly), and other requirements that quickly increase the cost per hour of operations.

For similar contracts, many government agencies prefer to pay a management fee to a company for overseeing the contract and delivering the services and to reimburse for all operating expenses at cost. This is similar to a cost plus approach. We are open to either a fixed fee or a cost plus type arrangement.

We anticipate the total cost per year will be \$1,660,336. **This equates to \$32.46 per hour of Transition Period and normal operations.** This cost includes labor with all taxes and insurance, equipment and supplies, a safety vehicle, commercial automobile liability insurance, and an office that we will lease in central Charlotte County.

Insurance

Insurance: Our insurance is updated for each site where we work because we add additional employees and additionally insured entities. We carry general liability, commercial automotive liability, garage keepers and workers compensation insurance that meets or exceeds the required minimums. We will provide updated insurance certificates to reflect the new work site and



required beneficiaries prior to beginning work. Any questions about our insurance can be directed to our broker: Bernadine Marconi, Insuritek, 424-267-6498.

PART VI - SUBMITTAL FORMS
PROPOSAL SUBMITTAL SIGNATURE FORM

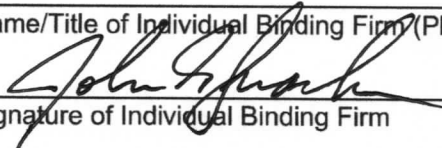
The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

By signing this form, the proposer hereby declares that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

As Addenda are considered binding as if contained in the original specifications, it is critical that the Consultant acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. 1 Dated May 5th 2025 Addendum No. 2 Dated May 23rd 2025 Addendum No. 3 Dated May 28th 2025
Addendum No. Dated Addendum No. Dated Addendum No. Dated

| | | | | |
|---|---------------------------|---|---|--|
| Type of Organization (please check one): | INDIVIDUAL CORPORATION | <input type="checkbox"/> <input checked="" type="checkbox"/> | PARTNERSHIP JOINT VENTURE | <input type="checkbox"/> <input type="checkbox"/> |
| <u>Parking Veterans Inc.</u> | | | <u>714-699-3541</u> | |
| Firm Name | | | Telephone | |
| <u>N/A</u> | | | <u>46-4900820</u> | |
| Fictitious or d/b/a Name | | | Federal Employer Identification Number (FEIN) | |
| <u>18282 Gramercy Drive</u> | | | | |
| Home Office Address | | | | |
| <u>North Tustin, CA 92705</u> | | | <u>11</u> | |
| City, State, Zip | | | Number of Years in Business | |
| <u>4335 Coquina Drive, Jacksonville, FL, 32250</u> | | | | |
| Address: Office Servicing Charlotte County, other than above | | | | |
| <u>Ken Graham, COO</u> | | | <u>714-873-0170</u> | |
| Name/Title of your Charlotte County Rep. | | | Telephone | |
| <u>John Sparks, CEO</u> | | | | |
| Name/Title of Individual Binding Firm (Please Print) | | | <u>6/2/2025</u> | |
|  | | | Date | |
| Signature of Individual Binding Firm | | | | |
| <u>jsparks@parkingveterans.com</u> | | | | |
| Email Address | | | | |

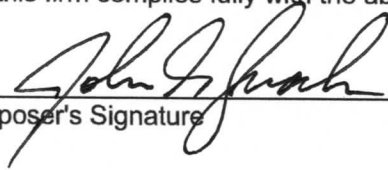
(This form must be completed & returned)

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that Parking Veterans Inc.
does: (name of business)

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

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Proposer's Signature

June 2nd, 2025

Date

(This form must be completed & returned)

**HUMAN TRAFFICKING AFFIDAVIT
for Nongovernmental Entities Pursuant To FS. §787.06**


Charlotte County Contract #20250384

The undersigned on behalf of the entity listed below, (the "Nongovernmental Entity"), hereby attests under penalty of perjury as follows:

1. I am over the age of 18 and I have personal knowledge of the matters set forth except as otherwise set forth herein.
2. I am an officer or representative of the Nongovernmental Entity and authorized to provide this affidavit on the Company's behalf.
3. Nongovernmental Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. This declaration is made pursuant to Section 92.525, Florida Statutes. I understand that making a false statement in this declaration may subject me to criminal penalties.

Under penalties of perjury, I declare that I have read the foregoing Human Trafficking Affidavit and that the facts stated in it are true.

Further Affiant sayeth naught.



Signature

John Sparks

Printed Name

CEO

Title

Parking Veterans Inc.

Nongovernmental Entity

June 2nd, 2025

Date

(This form must be completed & returned)

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

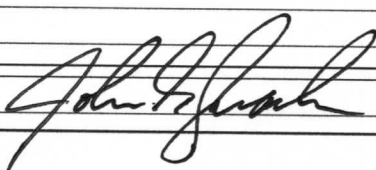
(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

| | | |
|--|------------------------|--------------|
| * APPLICANT'S ORGANIZATION | | |
| Parking Veterans Inc. | | |
| * PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE | | |
| Prefix: Mr. | * First Name: John | Middle Name: |
| * Last Name: Sparks | Suffix: | |
| * Title: CEO | | |
| * SIGNATURE:  | * DATE: June 2nd, 2025 | |

END OF PART VI

(This form must be completed & returned)